GDC SUMMER

Business of Fair Play

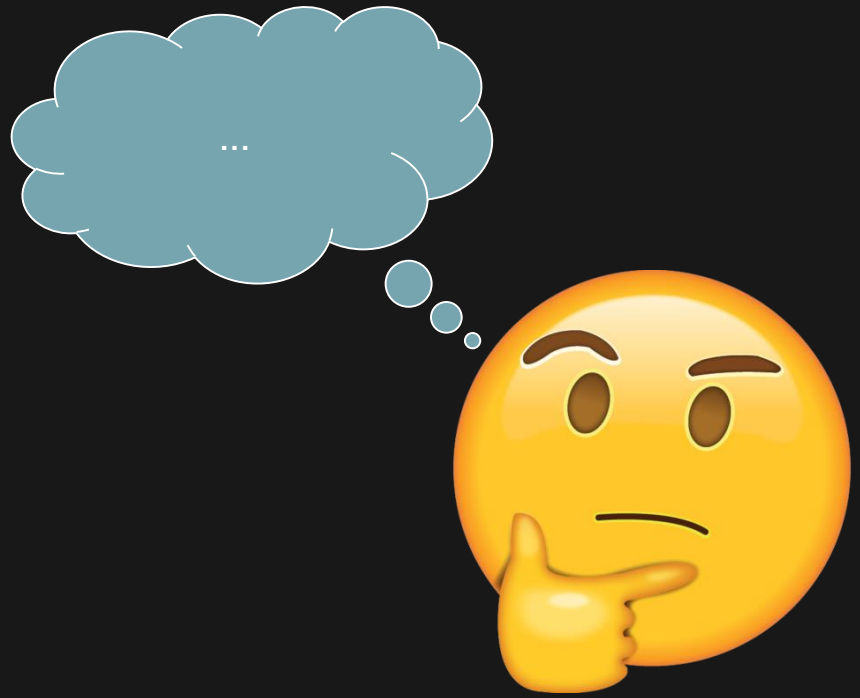
Weszt Hart (Head of Player Dynamics, Riot Games)

GAME DEVELOPERS CONFERENCE
AUGUST 4–6, 2020 | #GDC20

Inspired by a roundtable discussion at the Fair Play Alliance Symposium

October 2019 (London)

How do we get companies to invest in fair play?



Need to focus on
Player Dynamics
for fair play...

… so we're really "selling" Player Dynamics...
Need to focus on Player Dynamics for fair play...

… so we’re really “selling” Player Dynamics...
Need to focus on Player Dynamics for fair play...
… why does this sound so familiar?

Is Player Dynamics the new UX?

Weszt Hart

My personal history in UX and Player Dynamics @ Riot Games

Weszt joins Riot Games

UX

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020

UX a new discipline in gaming

Five UX designers

UX seeking a seat at the table

Weszt Hart

My personal history in UX and Player Dynamics @ Riot Games

Weszt joins Riot Games

UX

Player Dynamics

Today

2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020

UX a new discipline in gaming

Five UX designers

UX seeking a seat at the table

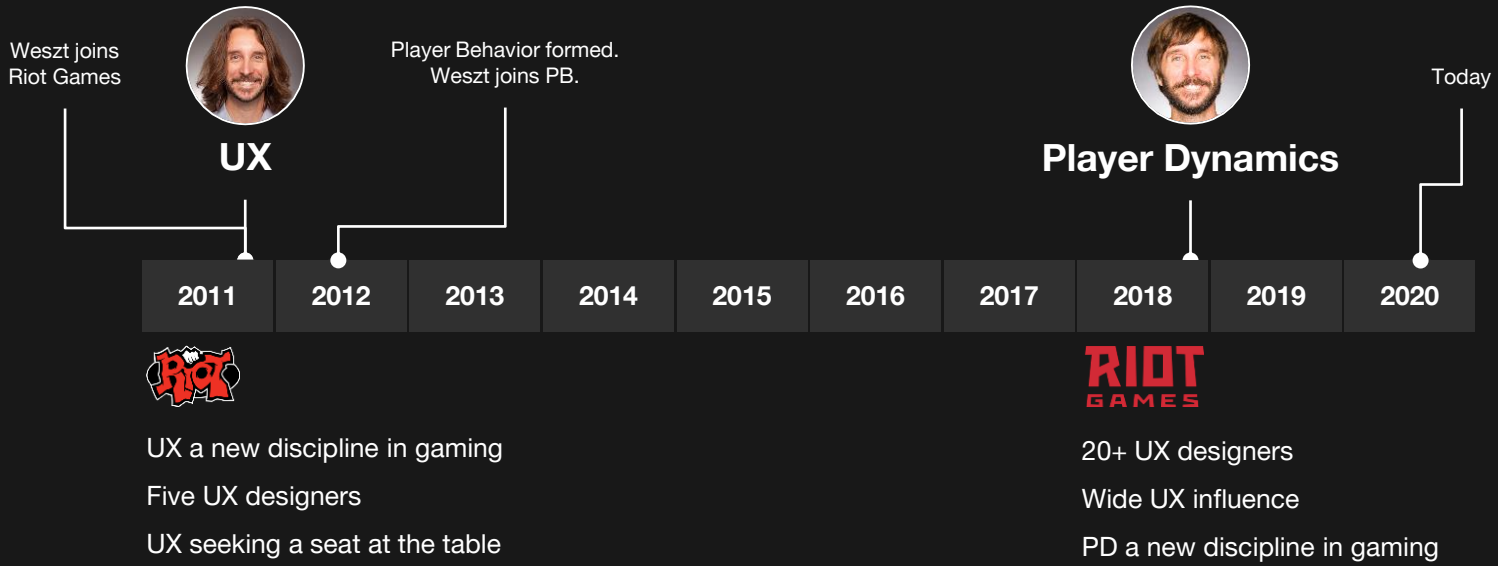
20+ UX designers

Wide UX influence

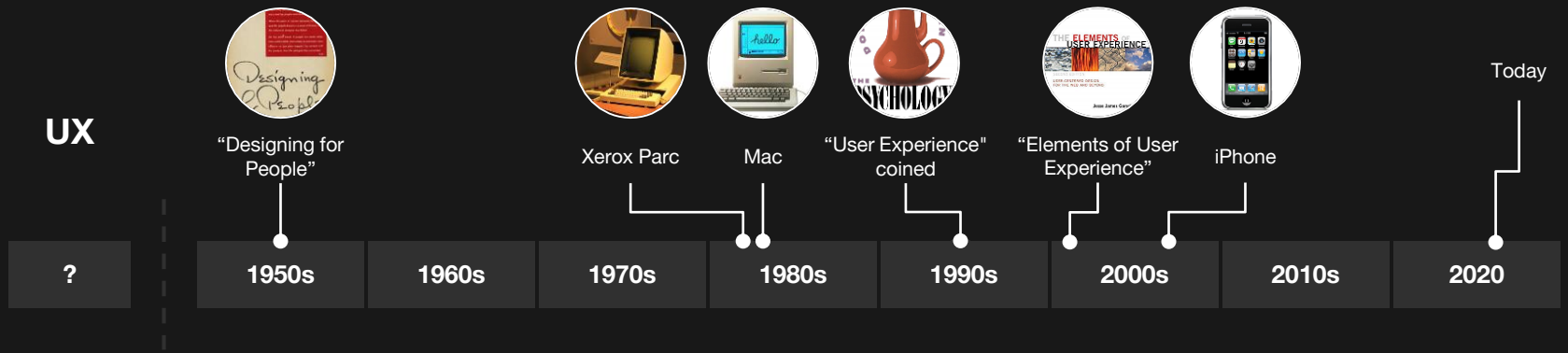
PD a new discipline in gaming

Weszt Hart

My personal history in UX and Player Dynamics @ Riot Games



Partial history of UX and Player Dynamics



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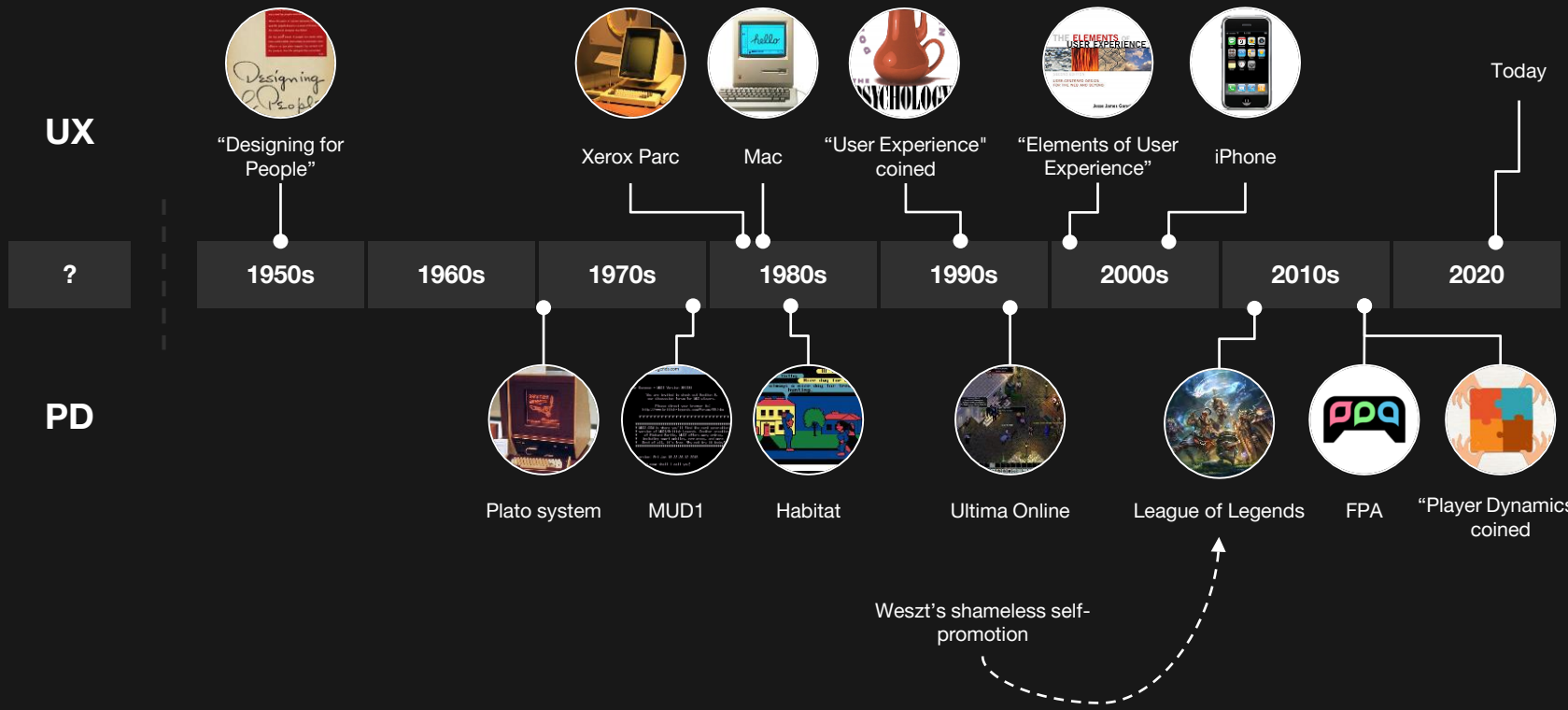

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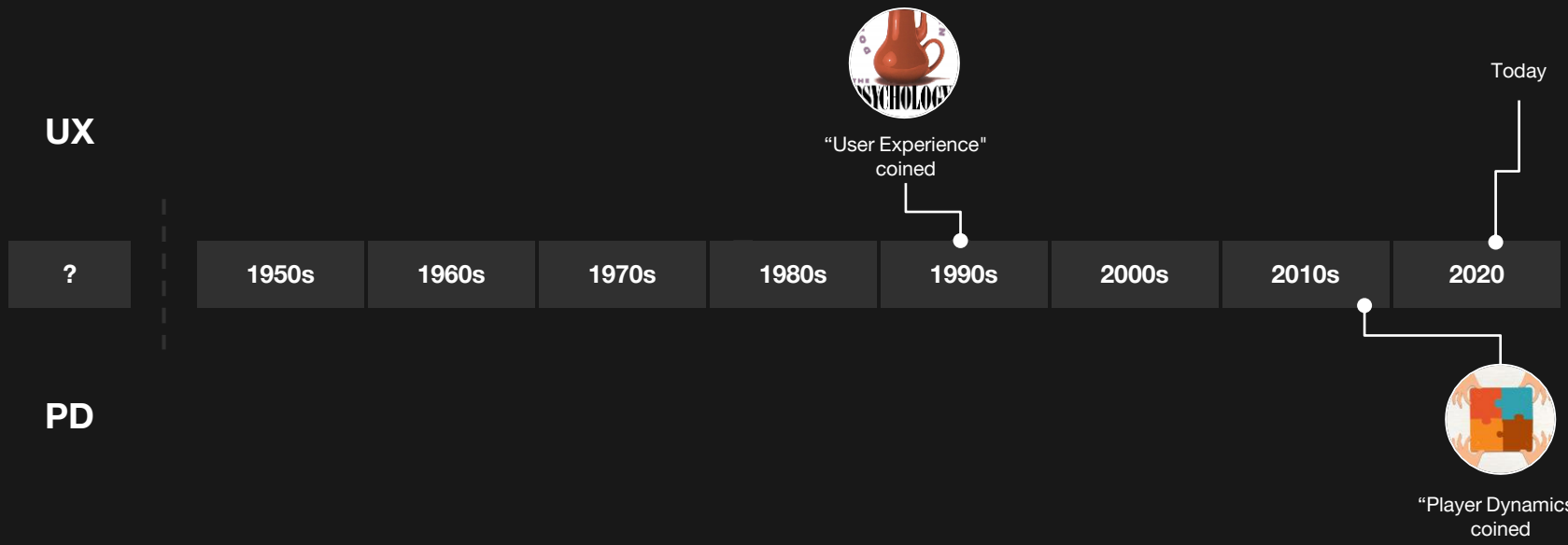
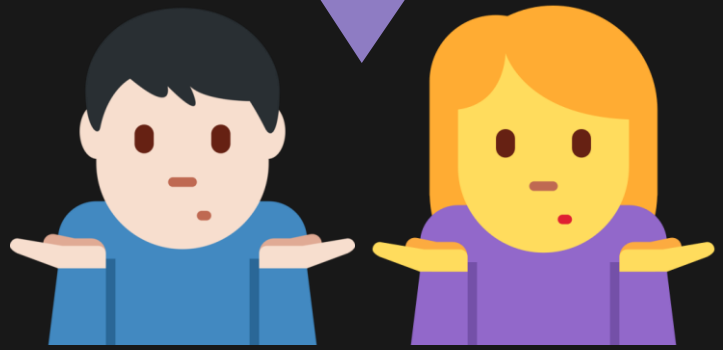


These are early days for Player Dynamics

There are many unknowns

How do we “sell”
Player Dynamics?



Champion by doing

Gauge your maturity level

Work the process

Arm yourself with data

Prepare for misconceptions

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Champion by doing

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- [x] Find a way to do the work

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- [x] Find a way to do the work
- [x] Seek achievable problems

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Champion by doing

- [x] Find a way to do the work
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- [ ] Push philosophy

Champion by doing

- ✅ Find a way to do the work
- ✅ Seek achievable problems
- ✅ Be a good partner

- ❌ Push philosophy
- ❌ Insult with education

Champion by doing

- ✅ Find a way to do the work
- ✅ Seek achievable problems
- ✅ Be a good partner

- ❌ Push philosophy
- ❌ Insult with education
- ❌ Focus on wrongs

Champion by doing

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How mature is my company in Player Dynamics?

Player Dynamics Maturity Model

for game companies

6 Societal
Supports external community building.
"Next generation…"

5 Cultural
Entire company is committed.
"Full potential?"

4 Essential
Coordinates efforts across per-title teams. Proactive work.
"Root causes?"

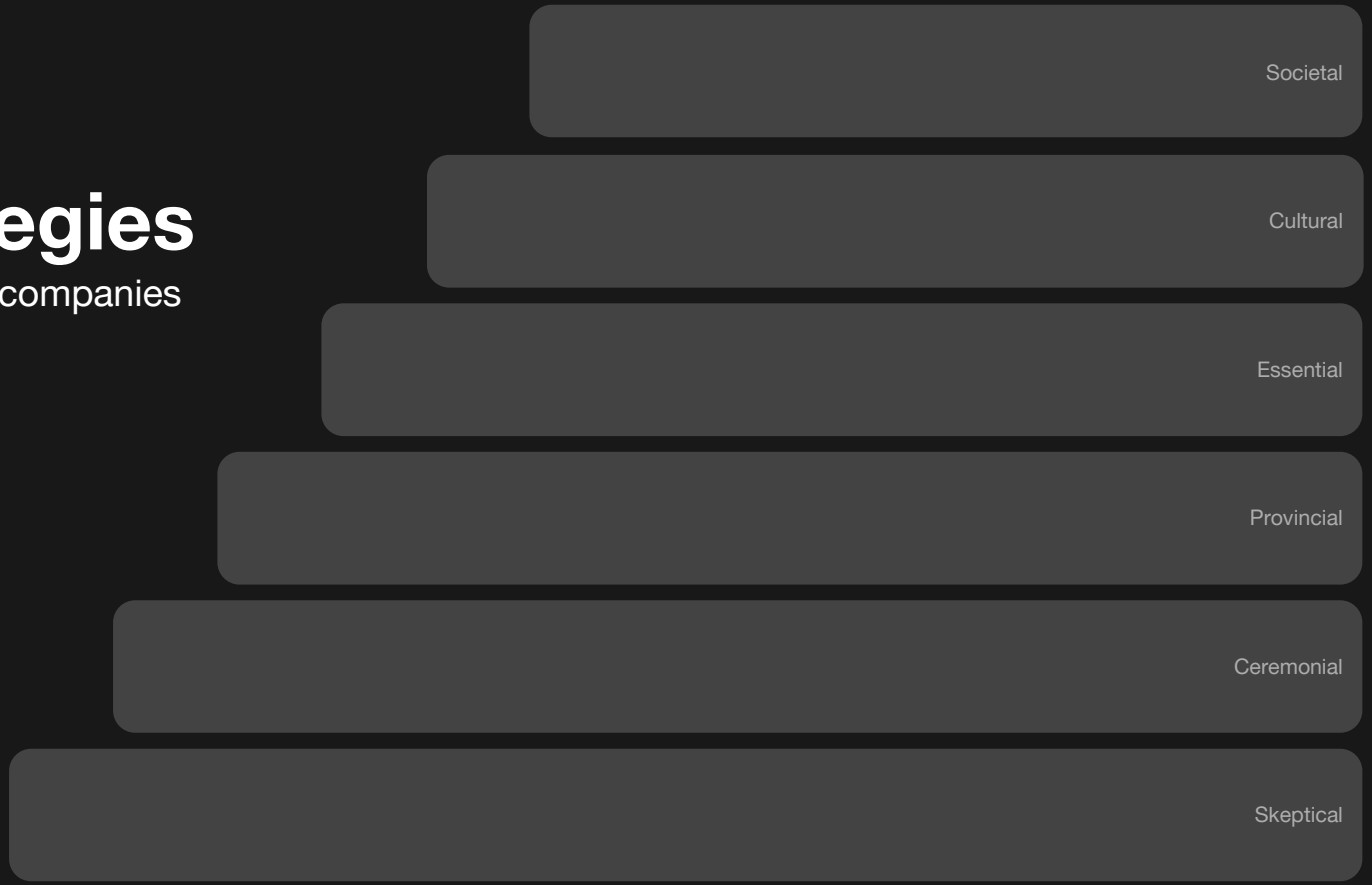
3 Provincial
Dedicates a single team on a single game. Reactive work.
"Kick out the bad actors!"

2 Ceremonial
Recognizes value, but PD work is mostly accidental or ad hoc.
"That's the internet."

1 Skeptical
Dismissive of Player Dynamics. No PD work.
"Eh…"

Growth strategies

for Player Dynamics in game companies



Growth strategies

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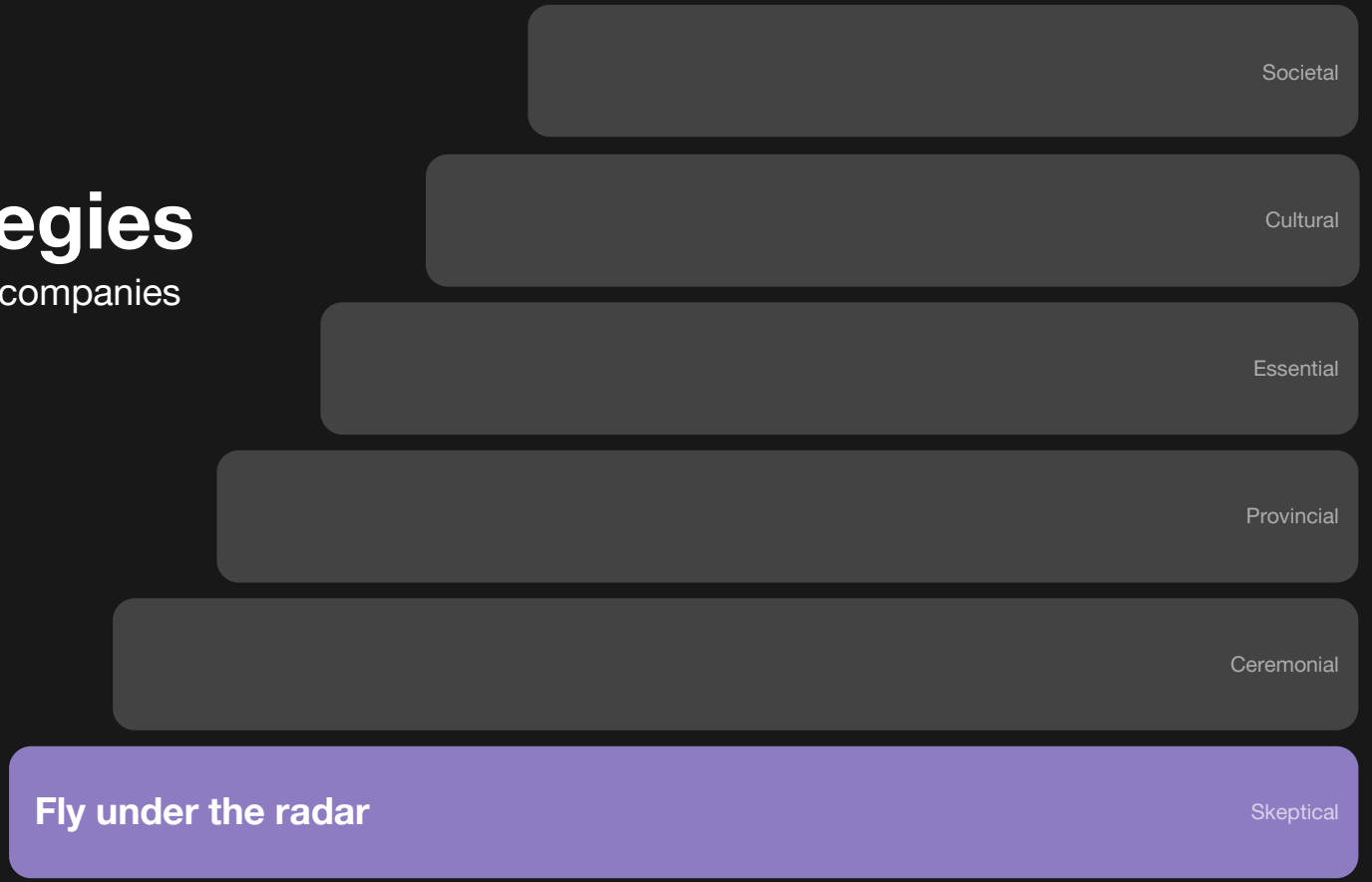

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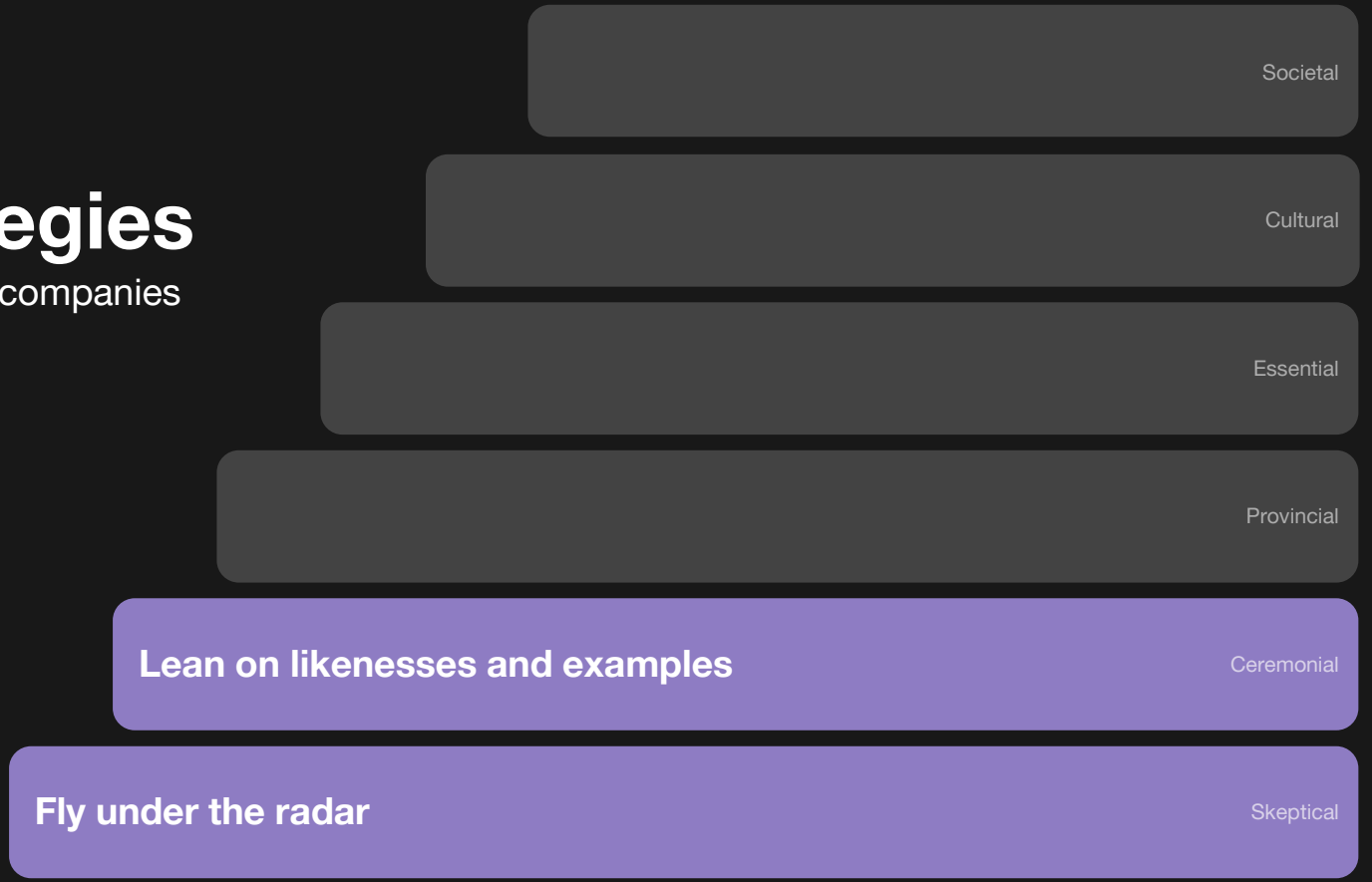
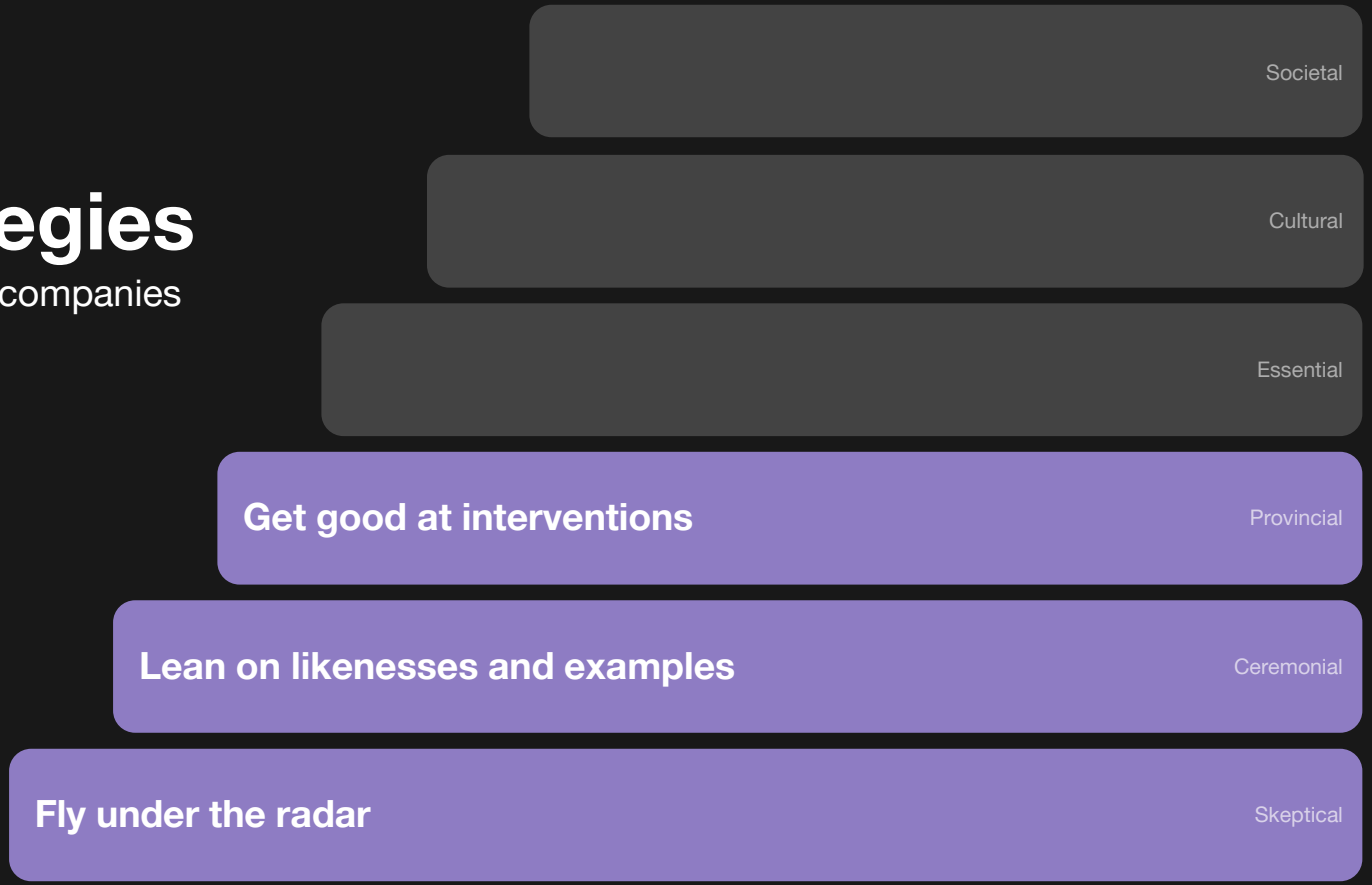


Growth strategies

for Player Dynamics in game companies



Growth strategies

for Player Dynamics in game companies

Societal

Cultural

Develop a shared framework and process — Essential

Get good at interventions — Provincial

Lean on likenesses and examples — Ceremonial

Fly under the radar — Skeptical

Growth strategies

for Player Dynamics in game companies

???	Societal
???	Cultural
Develop a shared framework and process	Essential
Get good at interventions	Provincial
Lean on likenesses and examples	Ceremonial
Fly under the radar	Skeptical

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E.C.E. framework

Shaping behavior at scale

Environment

Right conditions

Consequences

Right feedback

Encouragement

Right behavior

Player Dynamics development process

1. Identify core values
2. Define disruption
3. Codify behavior expectations
4. Target specific behaviors
5. Measure and adapt

1 Identify core values

Game and game company

Behavioral influence starts with values

Show the values we state in the things we make

List what we care about and stand for

Distill to simplest form possible

Align everything towards values

2 Define disruption

What does it mean *here*?

What is the intended experience?

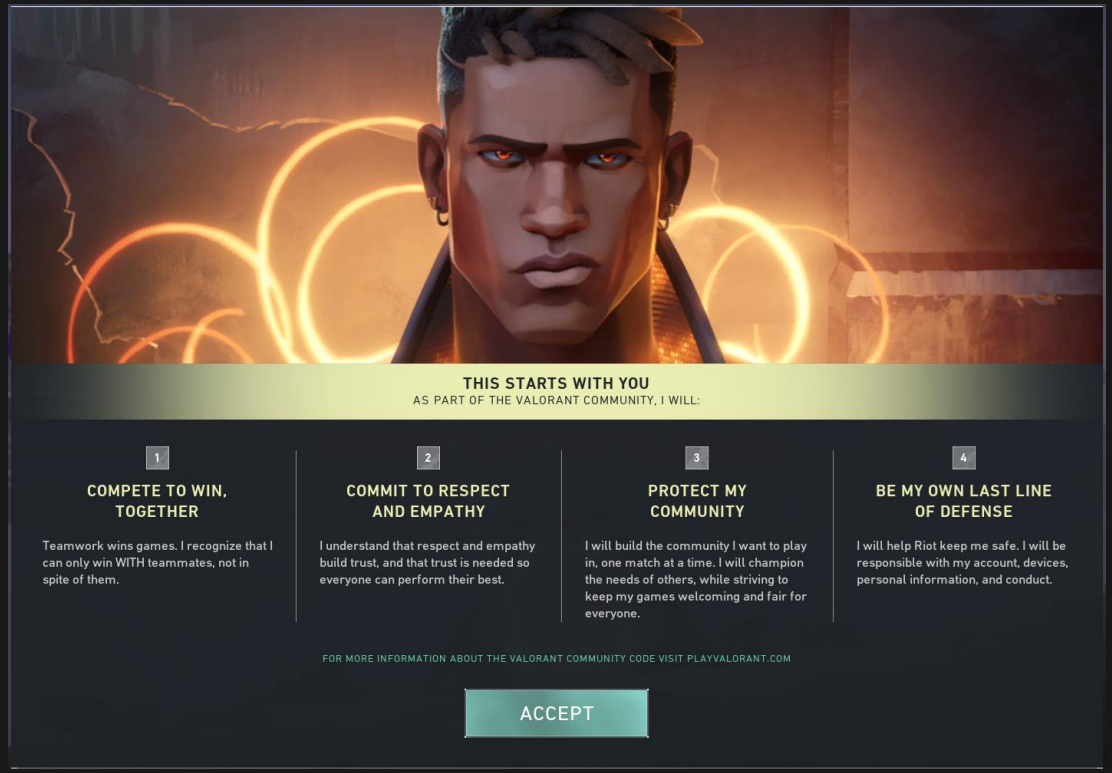
What are players expecting?

What's disruptive to these?

- **Verbal Abuse - Text**
  - Offensive Language
  - Hate Speech
  - Sexual Harassment
- **Verbal Abuse - Voice Comms**
  - Offensive Language
  - Hate Speech
  - Sexual Harassment
- **Cheating**
  - Wall hacks
  - Aimbot
  - Abusing glitches
  - Other
- **Leaving the Game/AFK**
  - Disconnected
  - AFK
  - Present but not participating
- **Offensive or Inappropriate Name**
  - Player name or tagline
  - Group name
- **Sabotaging the Team**
  - Intentional feeding
  - Friendly fire
  - Blocking/Disrupting teammates
  - Giving away positions
- **Disrespectful behavior**
  - Offensive character gestures
  - Taunting
  - Disruptive audio
  - Chat spam

3 Codify behavior expectations

Set the stage for values reinforcement



EXPECTATIONS

Every VALORANT player deserves an opportunity to be themselves and play their best. You deserve to be able to play each match free from harassment, hatred, and abuse; so do your teammates and your opponents.

To create a game that lives up to our values above, we need your help. When you play VALORANT, we both ask and expect you to commit to the following:

COMPETE TO WIN, TOGETHER

Teamwork wins games. Recognize that you can only win WITH teammates, not in spite of them.

For example, we expect and encourage you to:

✓ Stay focused on strategy. If you can't agree, pick something and commit. You're better off working together on a questionable plan than not working together at all.
✓ Leverage your team's strengths and help cover their weaknesses. They'll cover yours too!
✓ Celebrate the plays of your teammates. You set them up, help them shine in the moment!
✓ Bring your best self to every match. Everyone has bad games - we understand! But don't queue up if you're not in it to win.

✗ Don't give up on teammates, even if they're having a bad game.
✗ Never sabotage your team or try to ruin the game, even if you're not having fun.
✗ Please don't tell teammates how they should be playing. If they're open to it, constructive feedback is great! But don't order people around, even if you're frustrated.
✗ Avoid spending more time arguing than collaborating. If you're out for the round, focus on helping your team finish strong rather than arguing with them while they close it out.

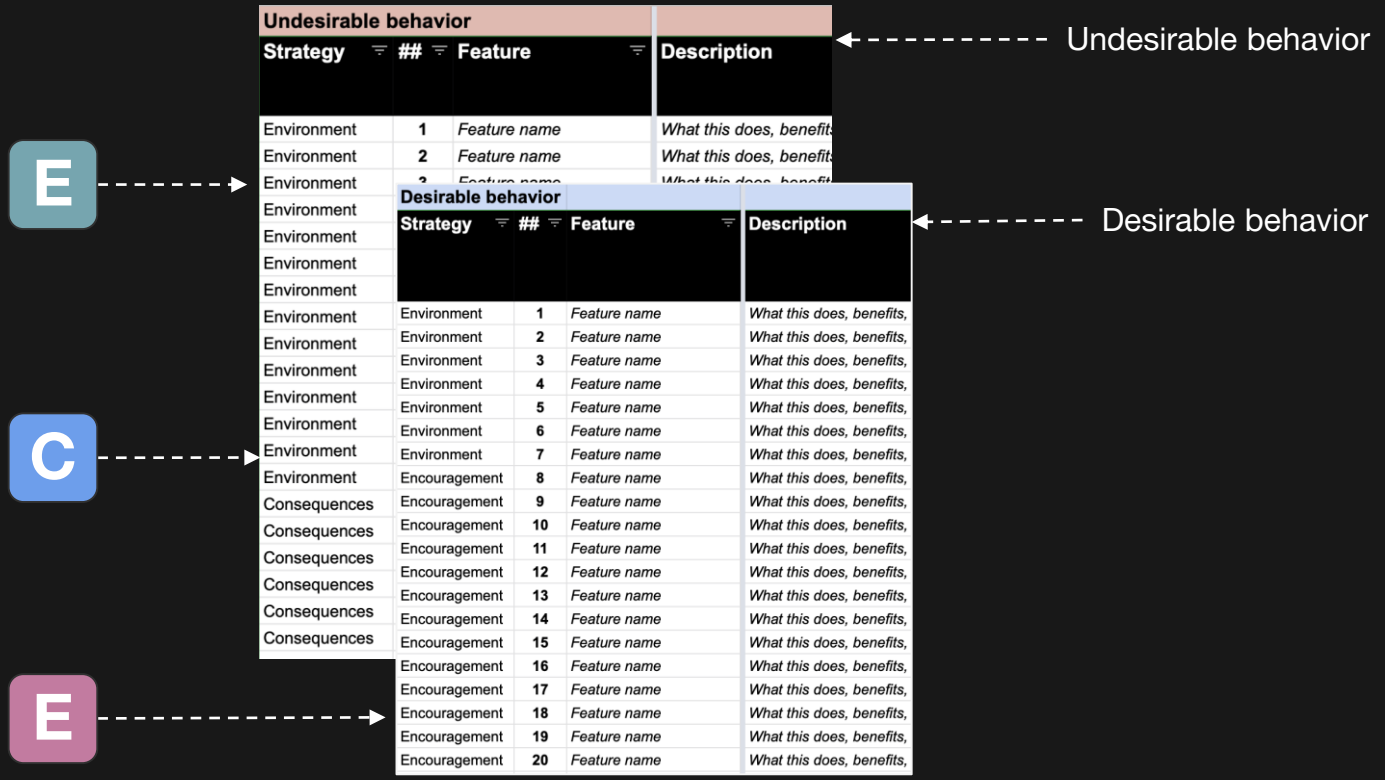
COMMIT TO RESPECT AND EMPATHY

We ask that you treat others with dignity and respect. Exercise empathy and seek to build

VALORANT Community Code

4 Target specific behaviors

By strategy and type



4 Target specific behaviors

Map, prioritize, and develop

Undesirable behaviors	**Comms abuse**		
Feature	**Hateful speech**	**Sexual harassment**	**Offensive language**
Reporting	✓	✓	✓
Name check service	✓		✓

Desirable behaviors	**Commit to empathy and respect**		
Feature	**Treat others as they wish to be treated**	**Respect individual differences and experiences**	**Treat everyone like they can teach you something**
Code of conduct	✓	✓	✓
Reputation system	✓		

5 Measure and adapt

Start with the basics

Perception (positive + negative)

Repeat play

Number of reports

Sentiment analysis

Churn

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GAMES framework

for Player Dynamics

Good time

Attitude

Mastery

Engagement

Social health

Template

GAMES framework

		Goal	Signals	Metrics
G	Good time	…	…	…
A	Attitude	…	…	…
M	Mastery	…	…	…
E	Engagement	…	…	…
S	Social health	…	…	…

Chat restrictions

Example

		Goal	Signals	Metrics
G	**Good time**	Reduce exposure to verbal harassment	How players report and self-report, how often they keep playing with others	Satisfaction rating Number of reports Number of repeat plays with others
A	**Attitude**	Increase how much players respect chat communication	How much text time gets spent compared to reports of harassment	Number of harassment reports Number of kudos given/received Rate of voice fuel used
M	**Mastery**	Boost the learning rate for our game	Rate of increase in experience and mastery	XP gain rate Number of wins in last month
E	**Engagement**	Increase the number of engaged players	Number of returning new players	Adoption rate Number of games played
S	**Social health**	Increase trust in the community	How players perceive the state of the community and act towards each other	Sentiment analysis Number of harm threats Surveys

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We have a responsibility!

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Shouldn’t a game designer be doing this?

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This is too fluffy!

Decades of science begs to differ!

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The Business of Fair Play

How to “Sell” Player Dynamics

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RIOT GAMES