

# Team Culture & New IP

## Creating Hardspace: Shipbreaker

Jessica Klyne  
Lead Producer, Blackbird Interactive

# Who am I?

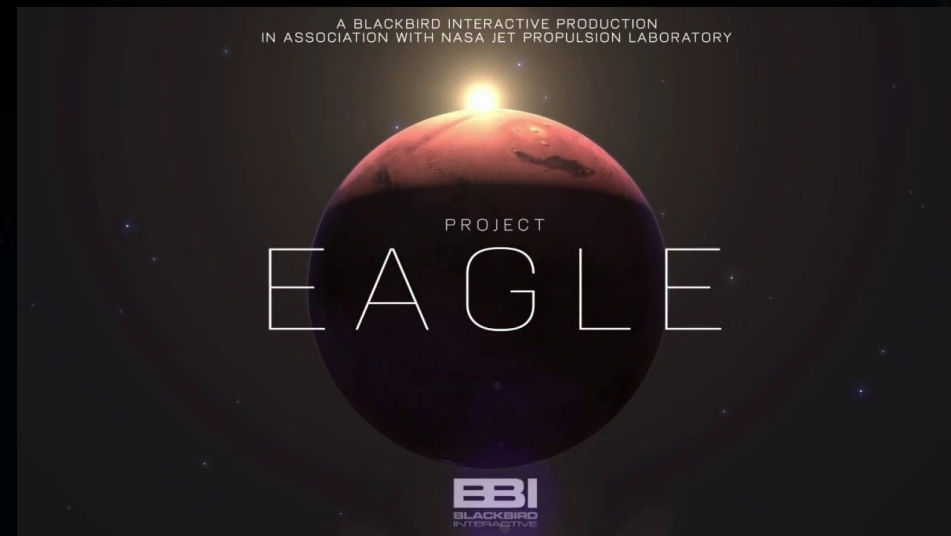
Jessica Klyne  
Lead Producer, Blackbird Interactive

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**EBI**  
**BLACKBIRD**  
**INTERACTIVE**



# GDC



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# HARDSPACE SHIPBREAKER

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WINTER  
SHIPBREAKER

EARLY ACCESS  
LAUNCH TRAILER



# Awards



CANADIAN  
GAME  
AWARDS

## Best Game Design – *Hardspace: Shipbreaker*

Also nominated: *Gears Tactics*, *Lucifer Within Us*, *Star Wars: Squadrons*, *Watch Dogs: Legion*

## Fans Choice Award – *Hardspace: Shipbreaker*

Also nominated: *A Fold Apart*, *Call of Duty: Modern Warfare 2 Campaign Remastered*, *Mad Experiments: Escape Room*, *Speed Dating for Ghosts*



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# 2016: The Very Beginning

BBI game jam program

Original IP proposal “Hello, Collector”

Greenlight 10 -person team



# Studio Goals for BBI's 1<sup>st</sup> IP

Foster learning environment for new leadership

Exploration, R&D & growth above profits

Create compelling gaming experience

# Real World Constraints

Limited budget = Limited team size

Limited budget = Selective external spend

Limited budget = Strategic team seniority



114



INCOMING MESSAGE  
[SELECT] TO OPEN

# 2017: Branching Paths

*Finding the right IP*

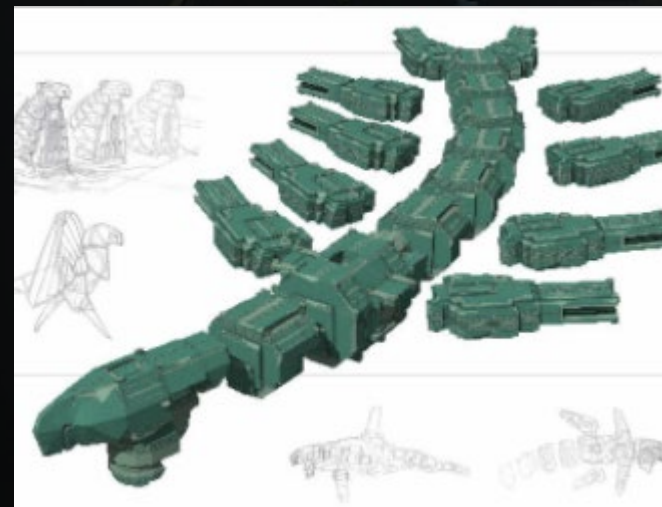
Falling Skies



Saboteur



Knight Errant



Shipbreaker



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# 2017: Branching Paths

*Finding the right IP*

Shipbreaker



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# Inspirations

*What were we trying to accomplish?*





# Team Culture & Original IP

*Postmortem: How did we do it?*

Team Composition

Ownership

Morale

Production Pillars







# Team Composition

*What went well?*

Talented, limited seniority leadership

Personality/passion > experience

Relatively flat-ish hierarchy

GD, LP & team success/failure connected

# Team Composition

*What didn't go well?*

Finding the right seniority balance

Too many unicorns

Burnout



# Ownership

*What went well?*

Tight production pillars

Radical transparency

Leads TEAM

Cross discipline equality

# Ownership

*What didn't go well?*

Too many ideas

Some info IS too much info

No roadmap (new genre)



# Morale

*What went well?*

Framework for celebration

Post Mortem: Action!

The team is more important than the product





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# Morale

*What didn't go well?*

Pressure

Covid & work from home

Throw-away work



The team is more important than the product



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# Production Pillars

*Aligning the team for success*

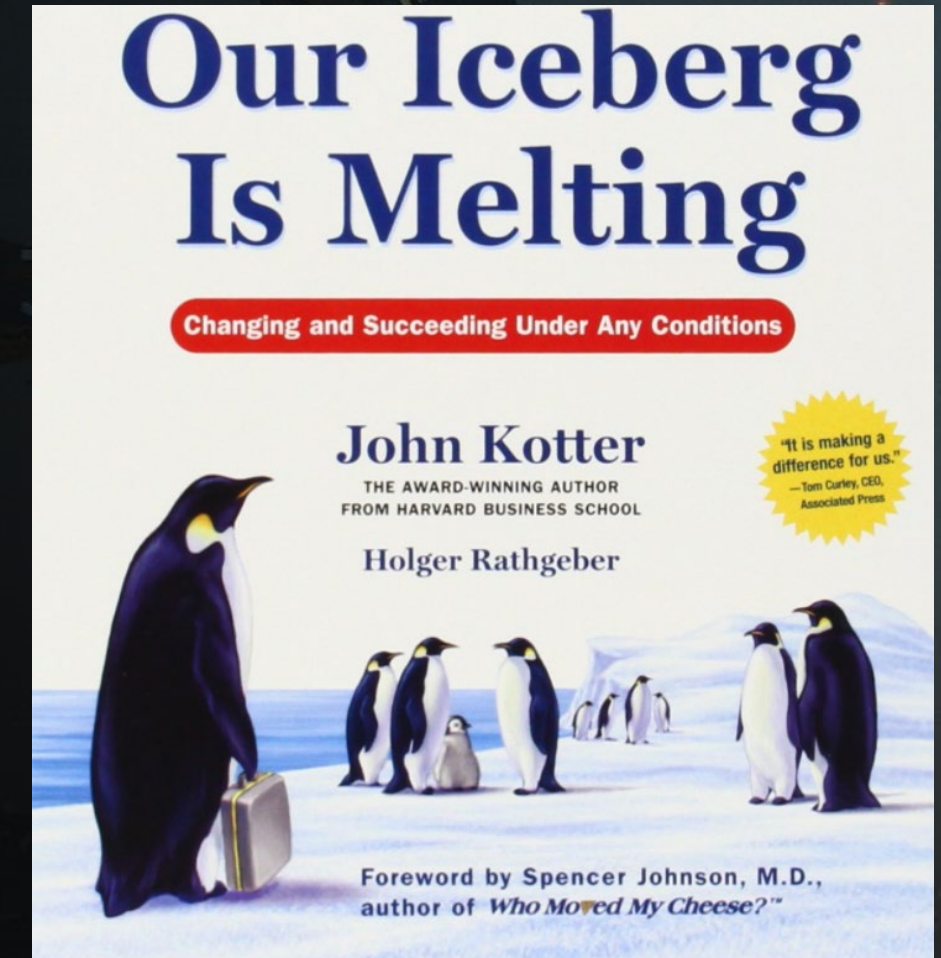
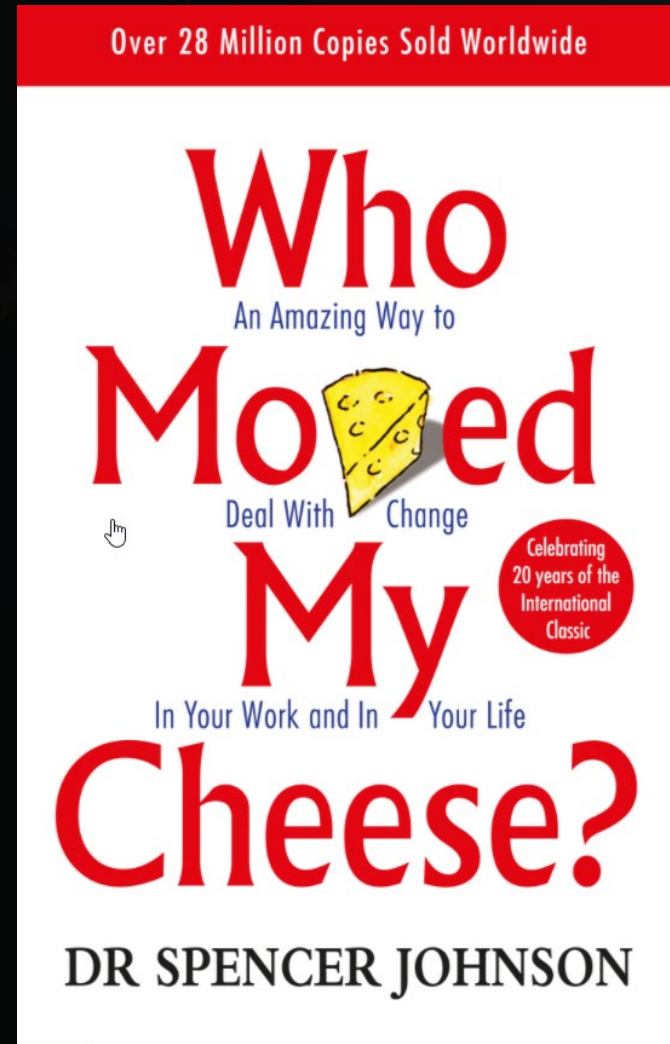
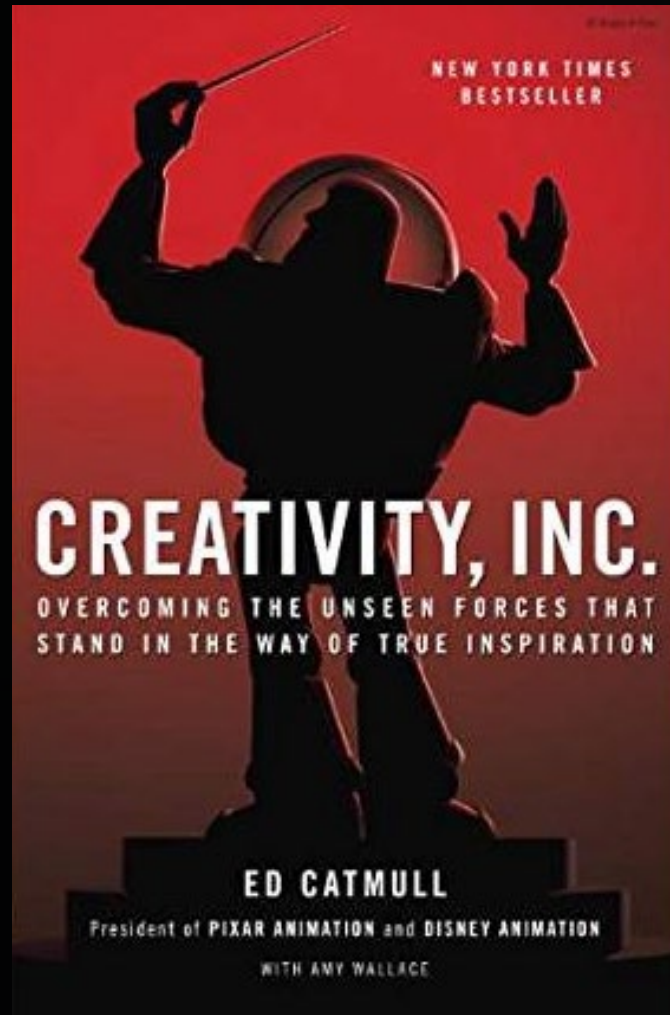
PM101: 1 in, 1 out

Team alignment on development rules

Candor & honest feedback

# Leadership Development

*Continual growth & tuning*



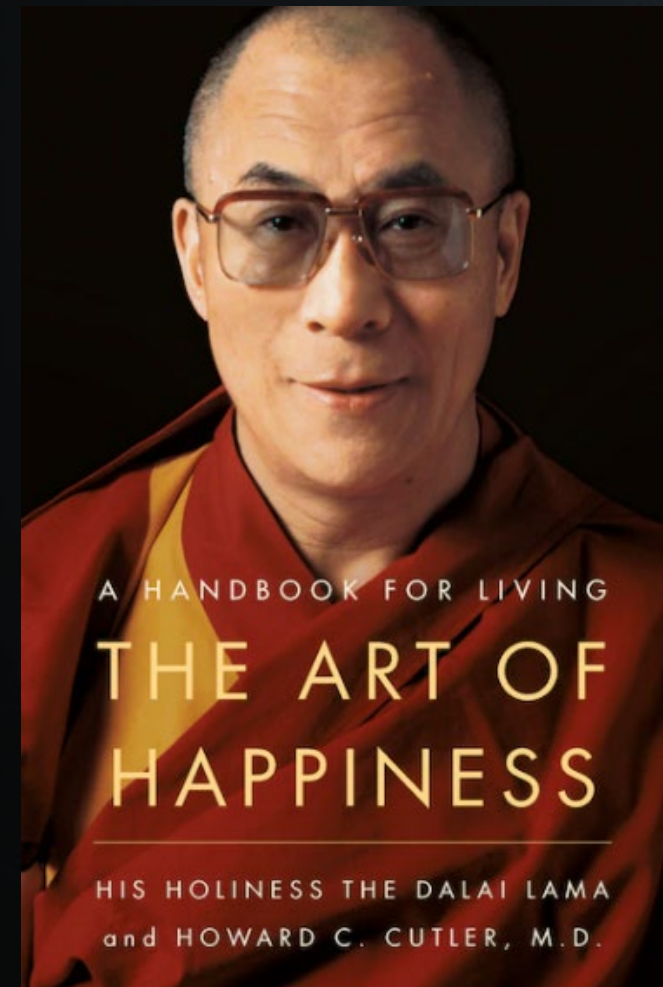
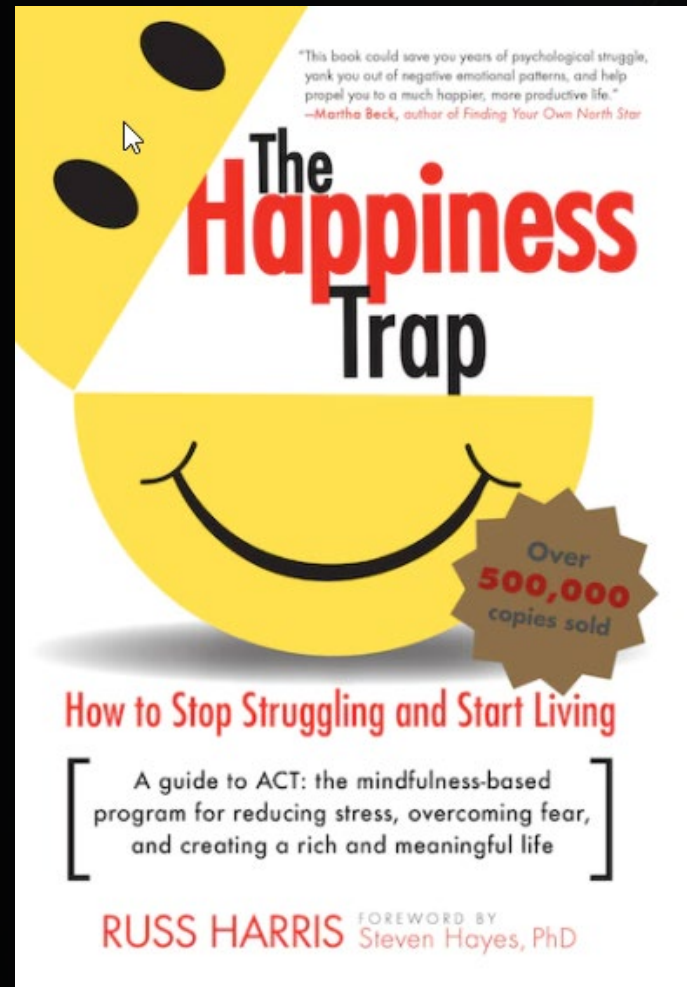
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# Personal Development

*Maintaining balance in fast pace environments*



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# Contact

*Contact me to talk Culture, IP & Production Pillars*

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