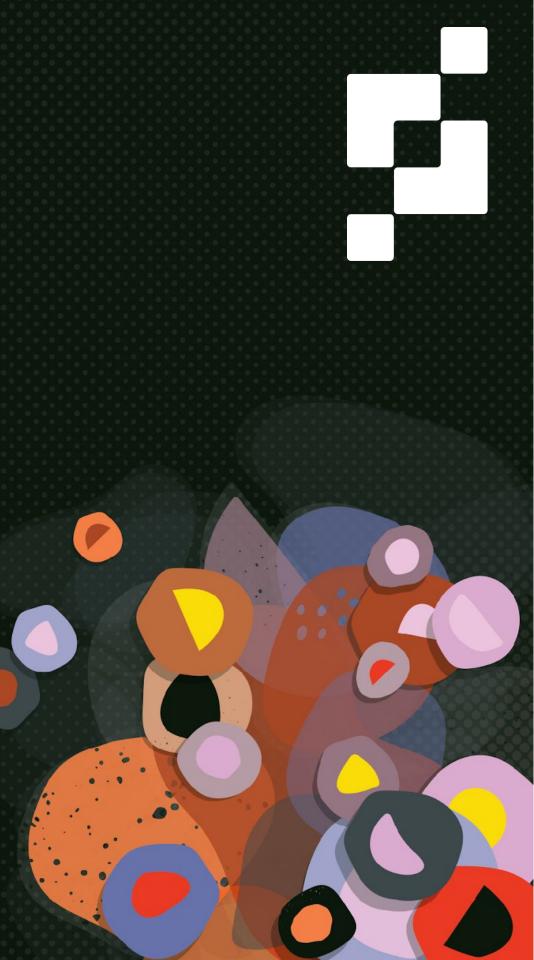
GDC

March 21-25, 2022 San Francisco, CA

### Anti-Crunch: Patterns & Practices







#### Chris Cobb СТО Pragma

O Google Cloud

Azuro



Server hosting

XBOX LIVE

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Z

EPC

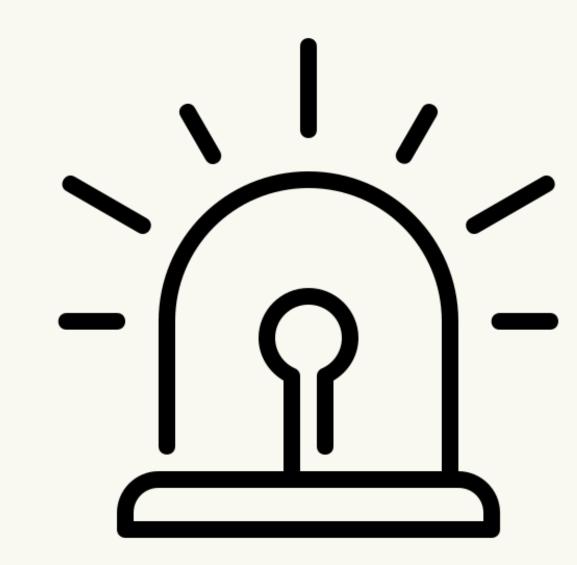
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### Agenda

**01.** What is Crunch?

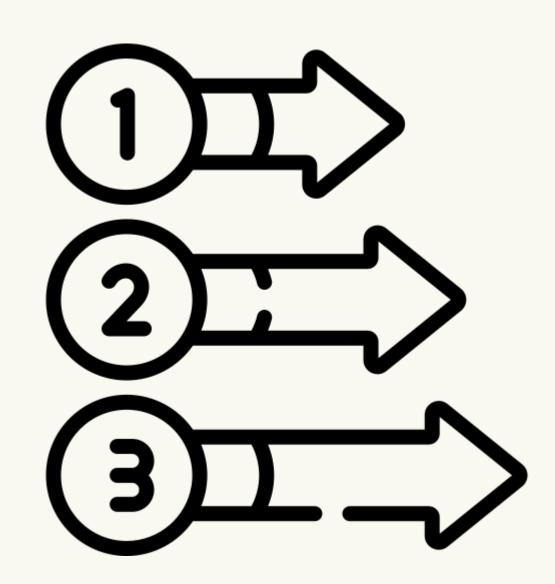




### Agenda

**01.** What is Crunch?

**02.** Team Builder: Case Study





### Agenda

**01.** What is Crunch?

**02.** Team Builder: Case Study

**03.** It's Possible!







### Why are we here?





### **Defining Crunch**





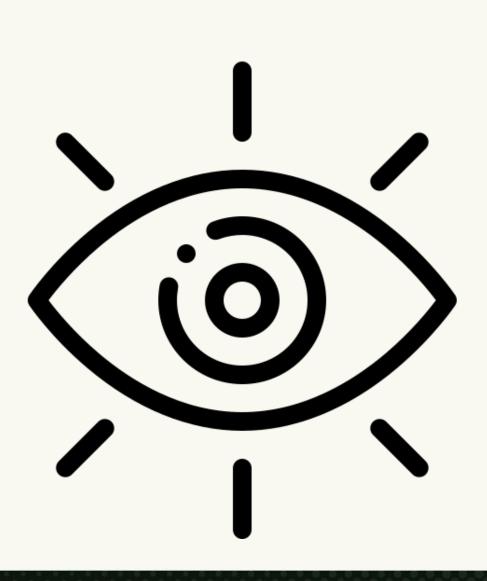


# 01. What is Crunch?



## **Defining Crunch**

#### Overt signs of a crunch culture



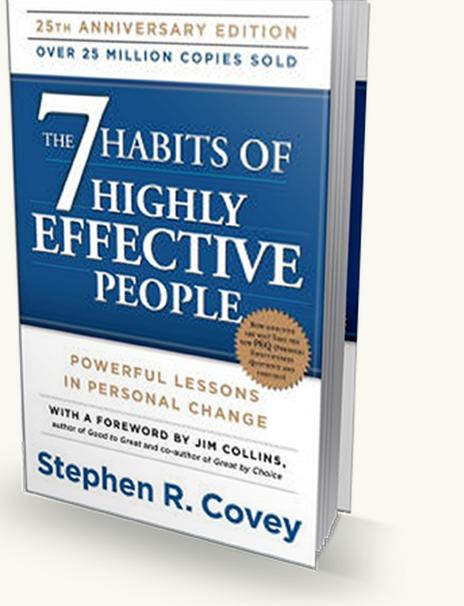


### Win-Win or No Deal

#### 7 Habits of Highly Effective People









## **Defining Crunch**

#### More subtle signs of a crunch culture







#### 02. Case Study: Team Builder





# Agile is great but...









### **Team Builder**



#### League of Legends - Player Behavior Team

Goals

- Eliminate negative experiences when forming teams
- Give players control over game experience



### **Team Builder**



#### League of Legends - Player Behavior Team

#### Goals

- Eliminate negative experiences when forming teams
- Give players control over game experience

#### Team

- 8-15 members, cross-discipline engineers, design, UX, art, production
- 150+ across org



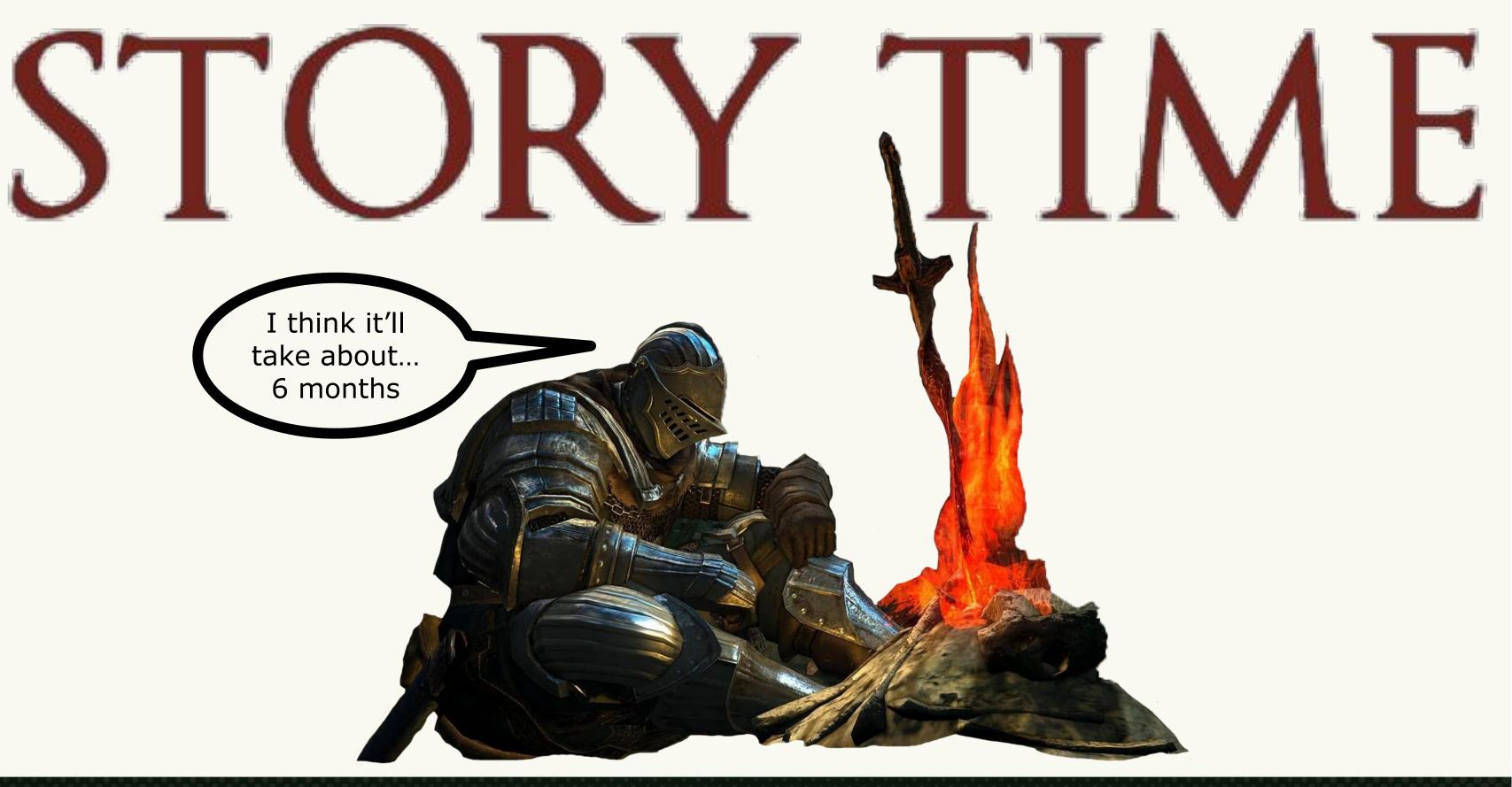
### **Team Builder**



#### Results

- ~15 months from conception to launch
- Scaled to support 100 million players worldwide
- No crunch
- No bugs
- Happy players
  - Highest rated UX score of all metagame features
- 14 player support tickets
  - Most to say "Thank you"











#### Do we have realistic estimates?



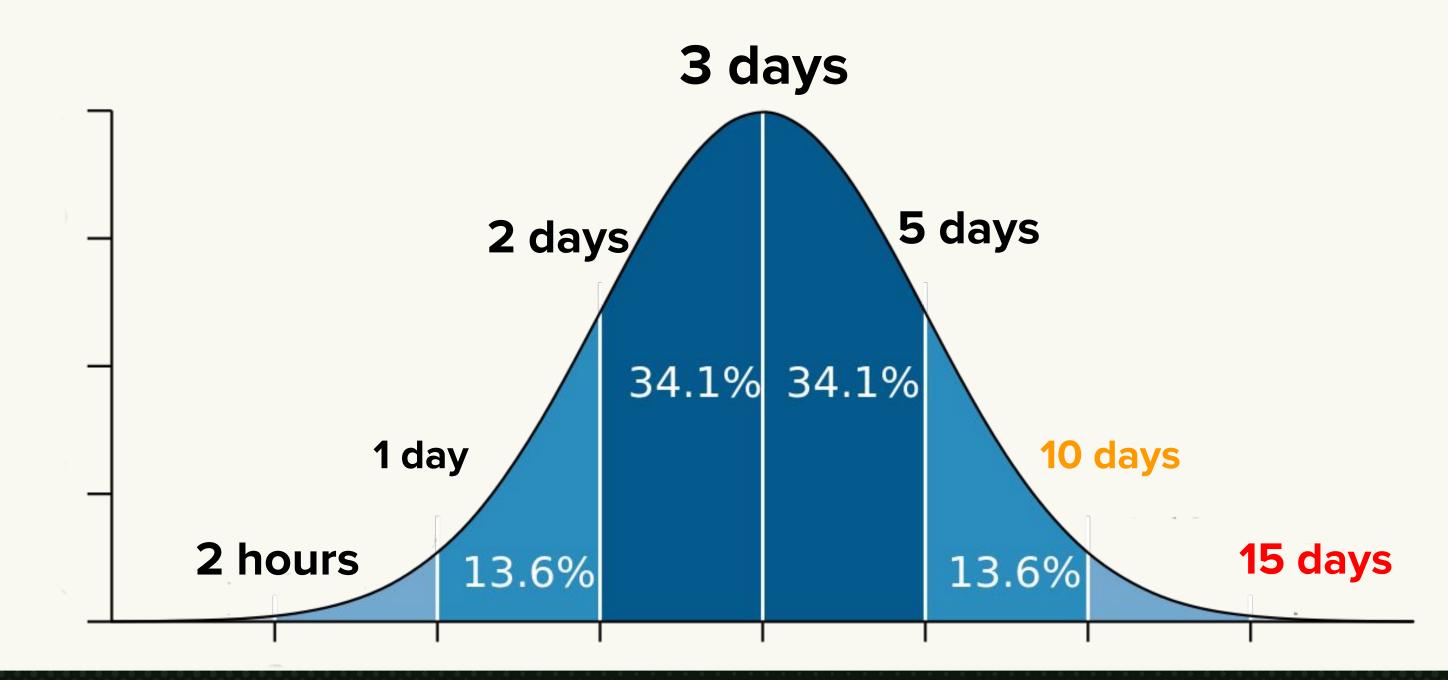


#### Do we have realistic estimates?











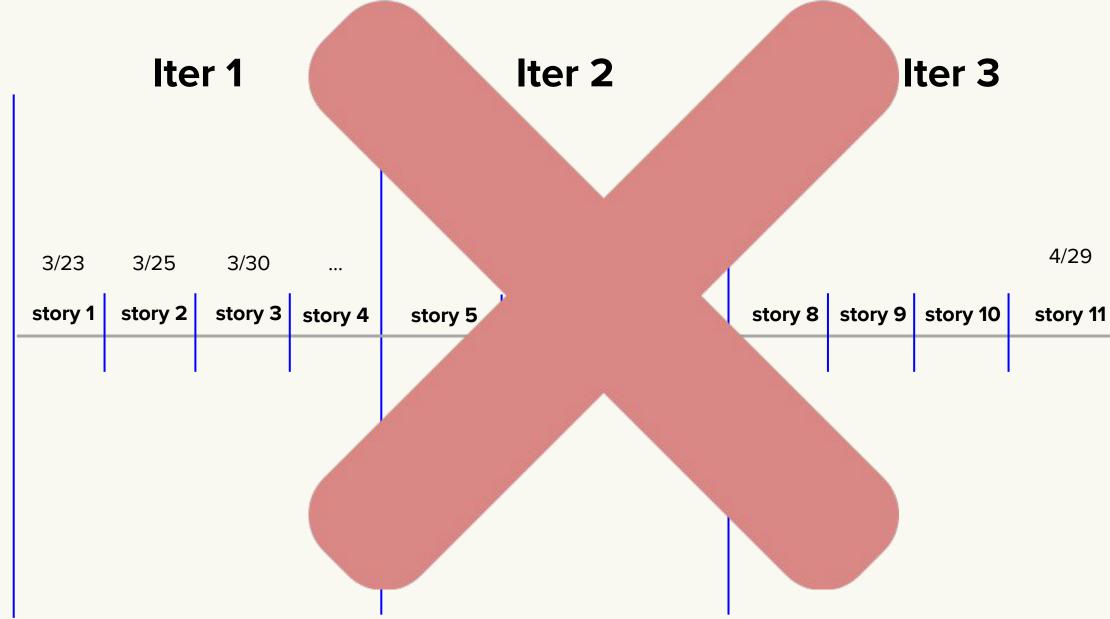
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story 1	story 2	story 3	story 4	story 5	story 6	story 7	story 8	story 9	story 10	story





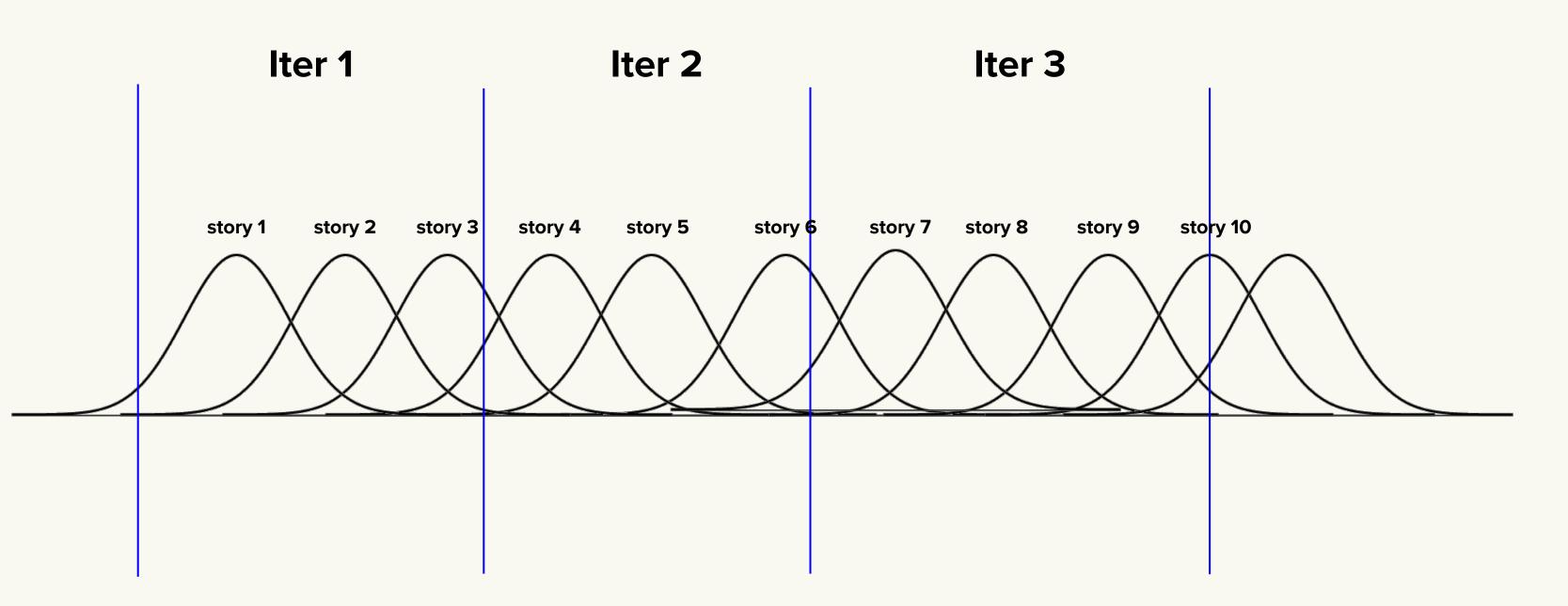
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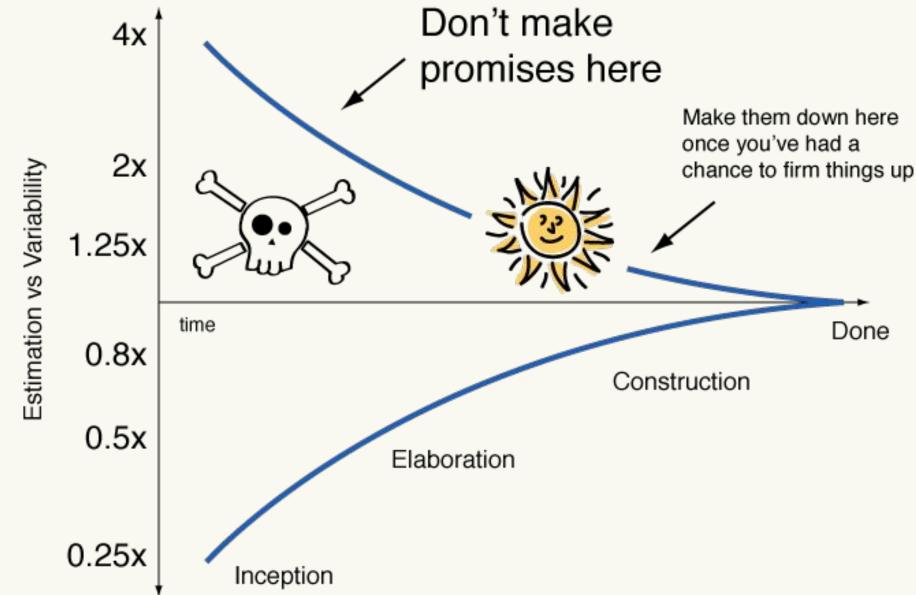














https://www.construx.com/books/the-cone-of-uncertainty/



#### backlog

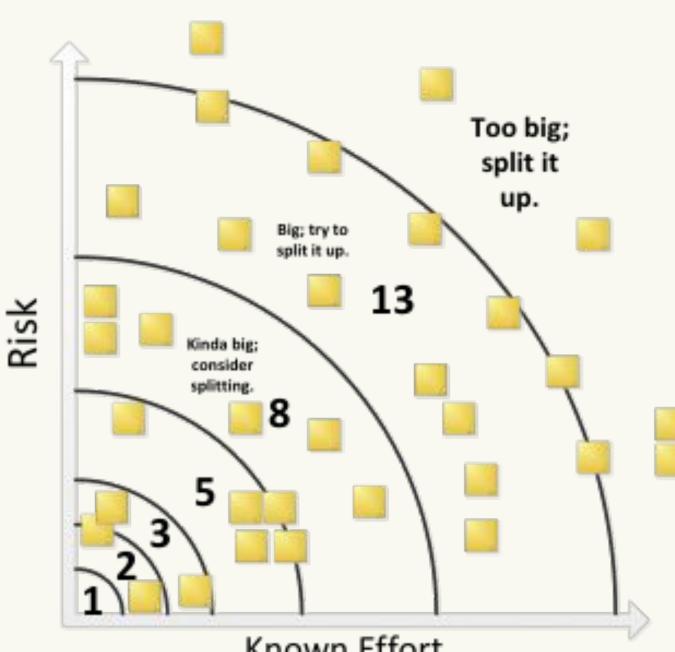
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	Jug " Salad







#### measure of estimation

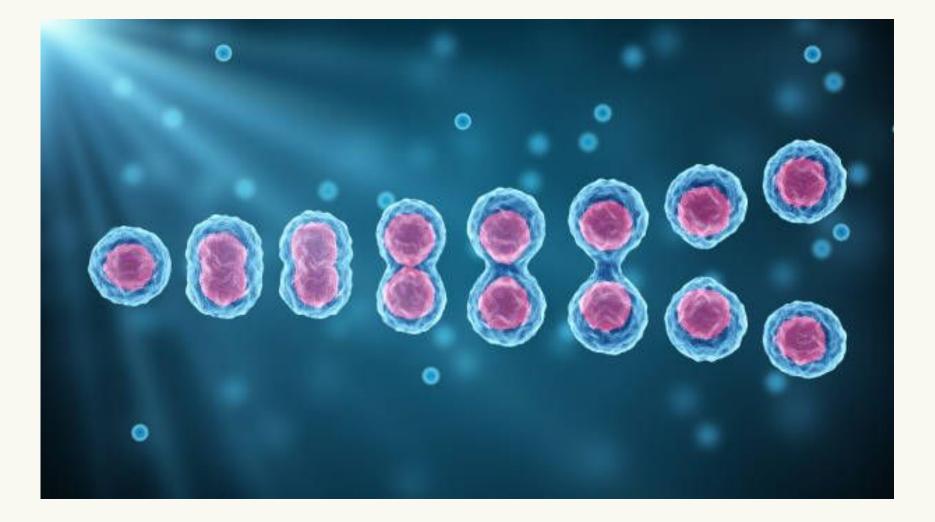


Known Effort





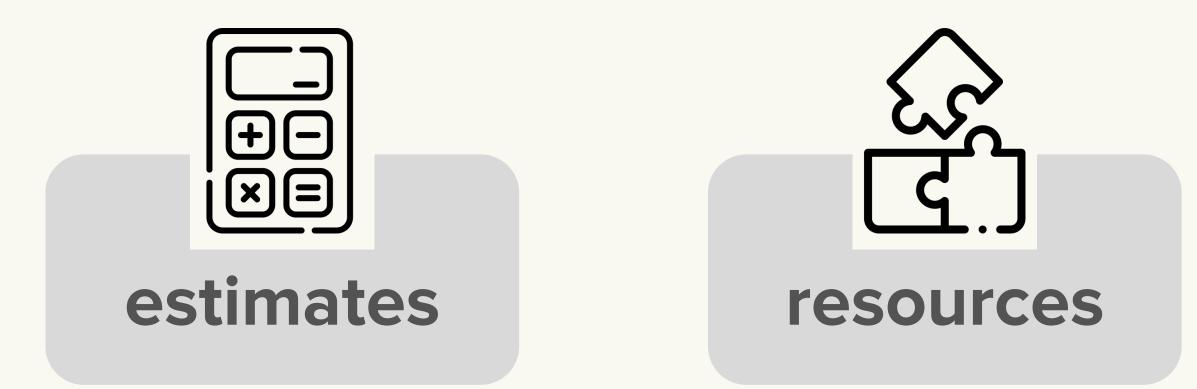
#### discovered work







Do you have realistic estimates of time and resources for projects?







- Estimates are averages, not commitments
- Estimates are **not** changed after the fact
- Stable, long-lived teams
- All known work is accounted for
- Maintain a prioritized, relevant backlog
- Measure discovered work



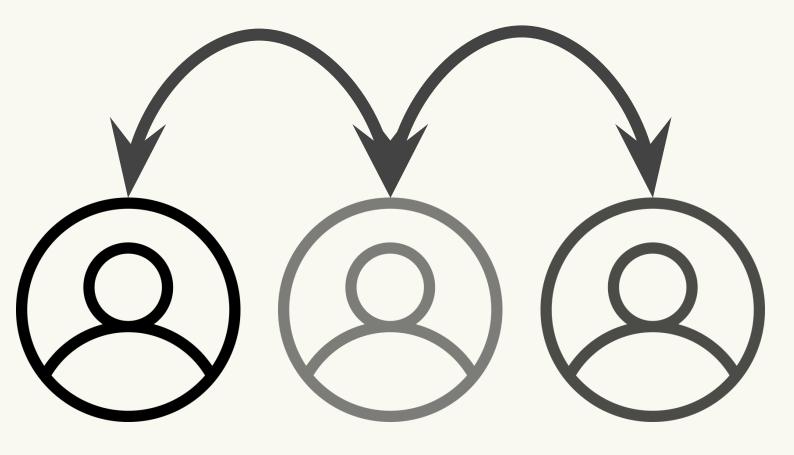


#### Do you prevent knowledge silos?



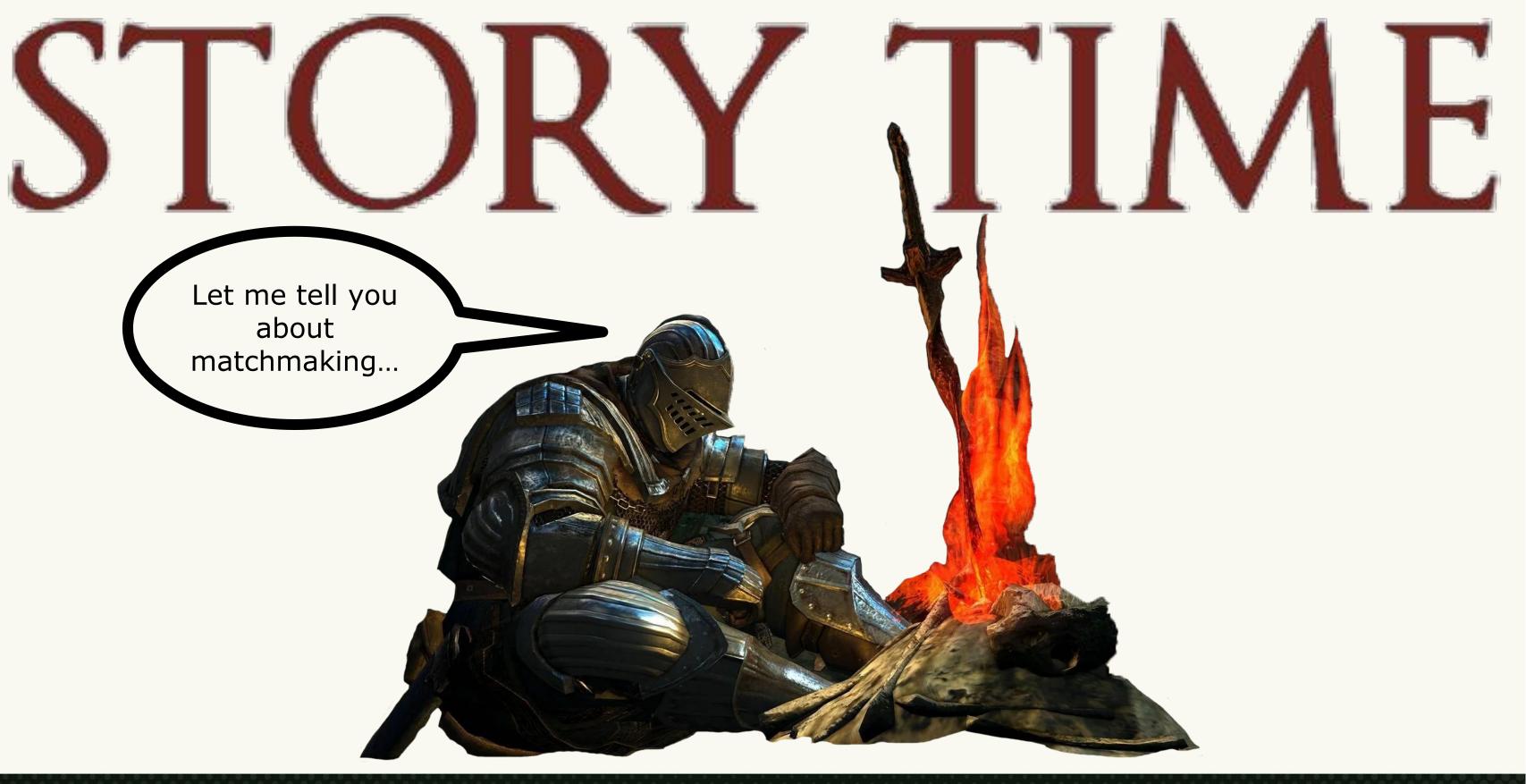


#### Do you prevent knowledge silos?



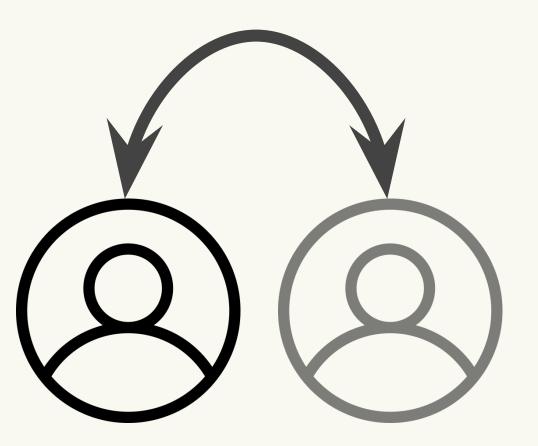


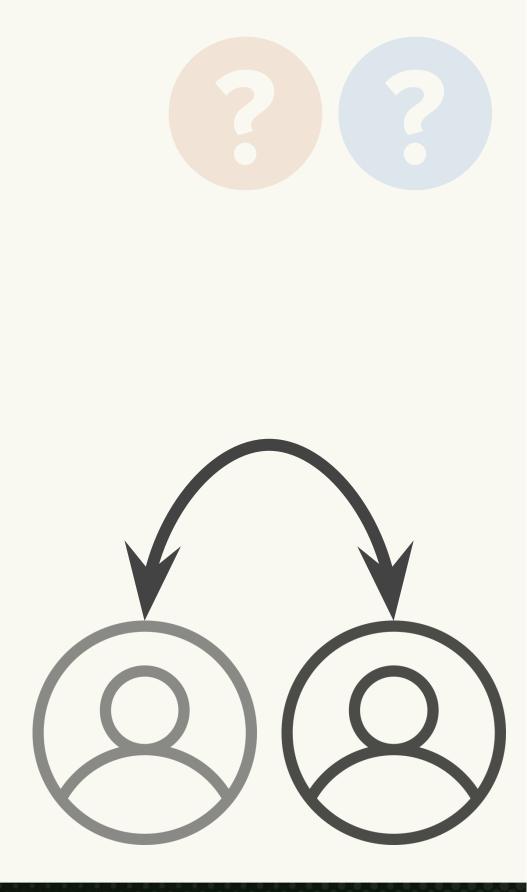






#### Do you prevent knowledge silos?



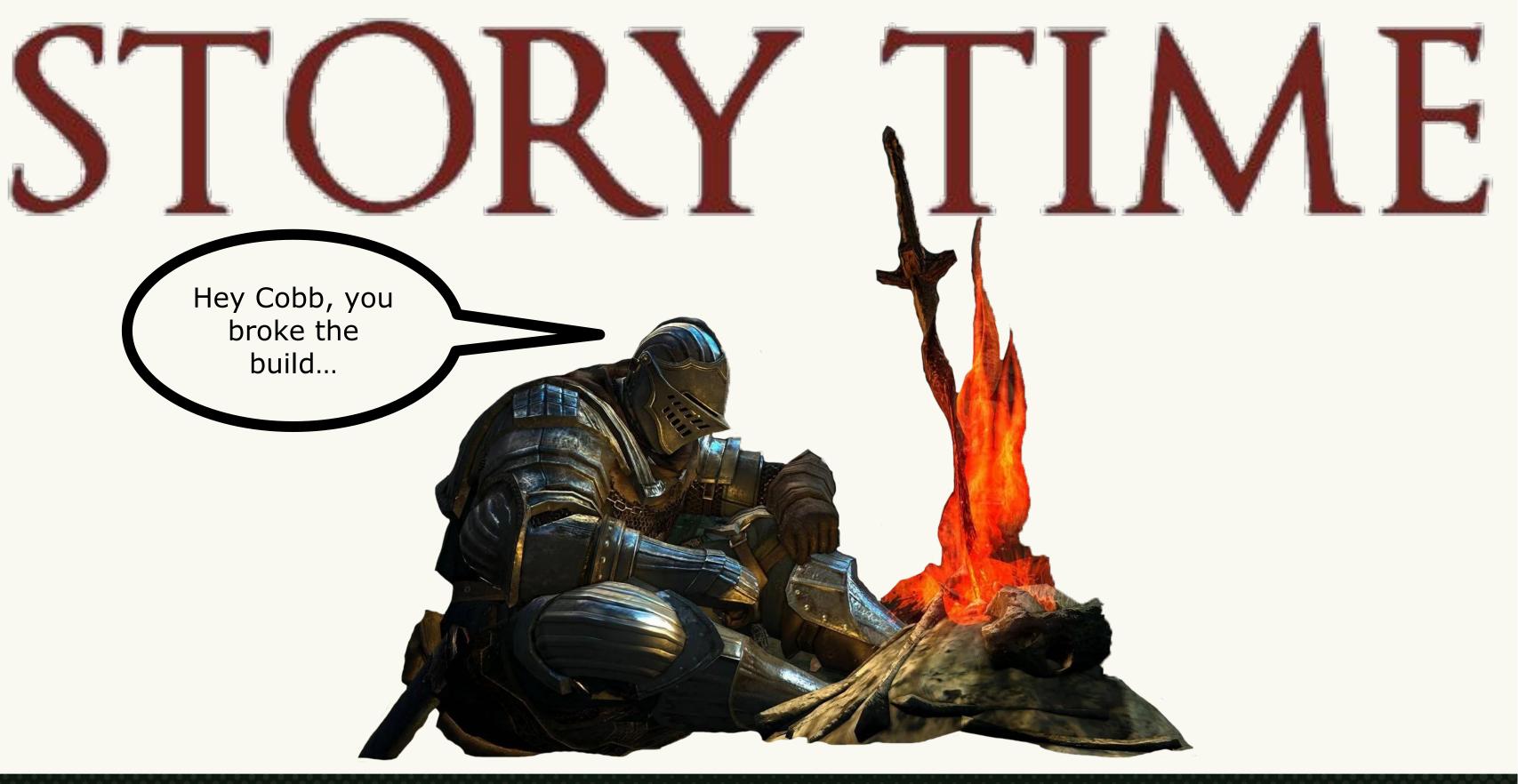




#### Do you build quality in as you go?









### **Questions to Ask**



#### Do you practice continuous integration and delivery?



# **Questions to Ask: Checklist**

Do you have realistic, healthy estimates of time and resources for projects?

Do you prevent knowledge silos?

Do you build quality in as you go?

Do you practice continuous integration and delivery?







### 03. It's Possible!





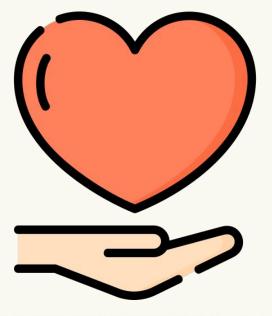




### **Customer Triumph**

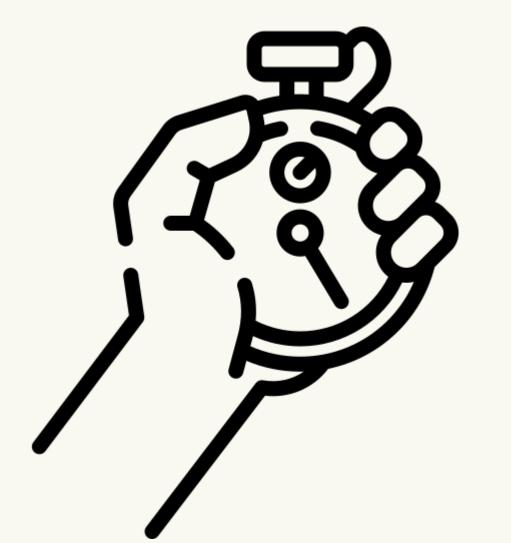
"Don't waste time building features nobody wants."











#### **Customer Triumph**

### **Quality at Speed**

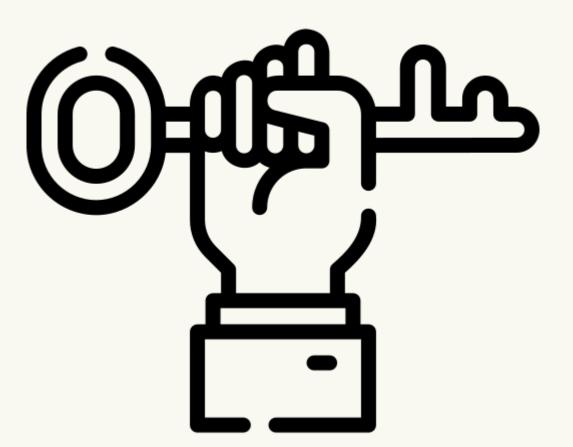
"No sudden surprises right before a deadline."











### **Customer Triumph**

#### **Quality at Speed**

#### **Unlocked Teams**

"People have ownership and control over their destiny."







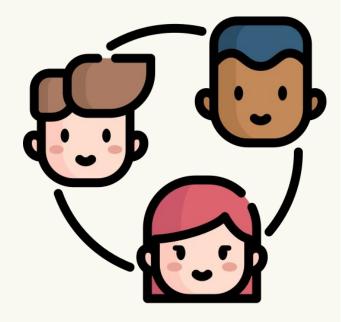




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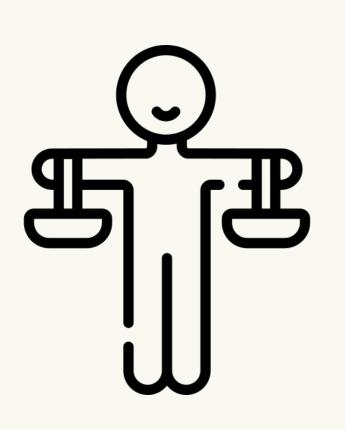
GDC

Teams of individuals, not resource assignments





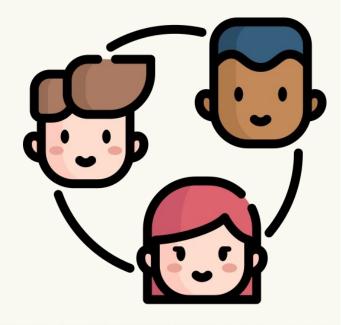
Teams of individuals, not resource assignments



#### **Team stability**









Teams of individuals, not resource assignments

**Team stability** 

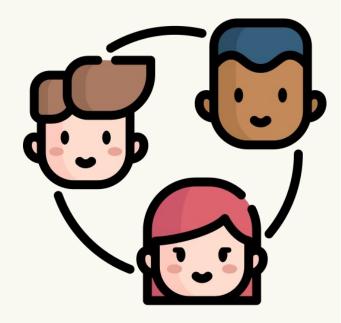


**Names & identities** 











Teams of individuals, not resource assignments

**Team stability** 



**Names & identities** 

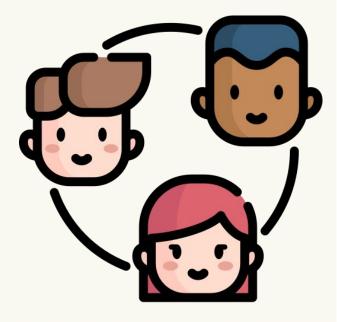
**Measuring success** 







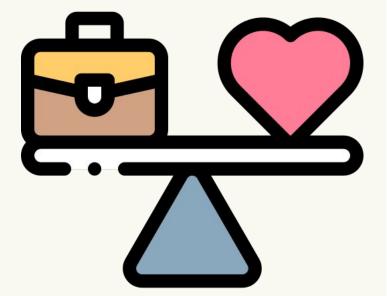






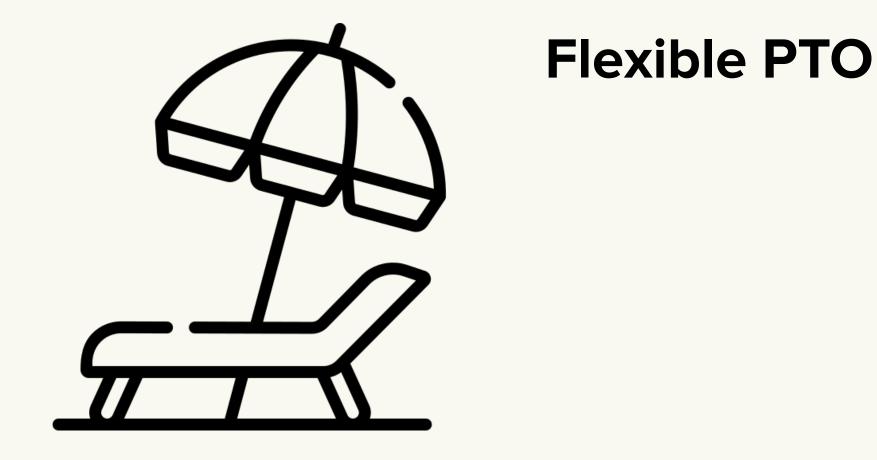
Encouraging a real work/life balance





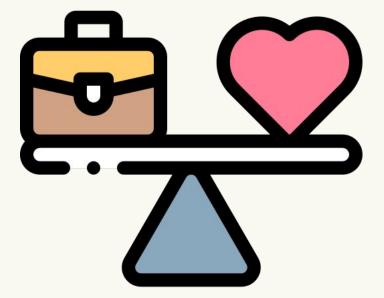


Encouraging a real work/life balance











Encouraging a real work/life balance



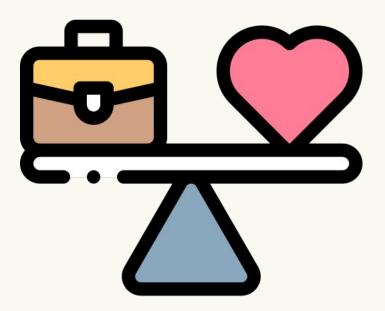
#### **Flexible PTO**

**Remote work** 

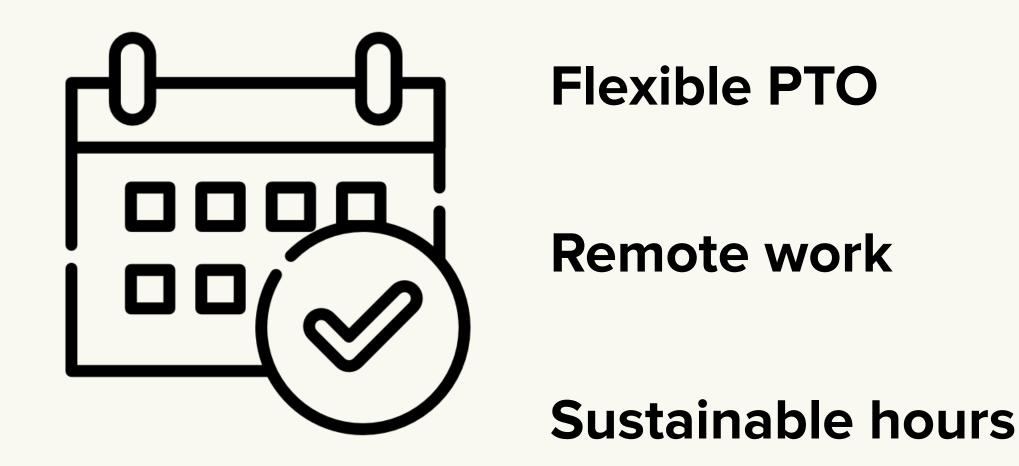








Encouraging a real work/life balance

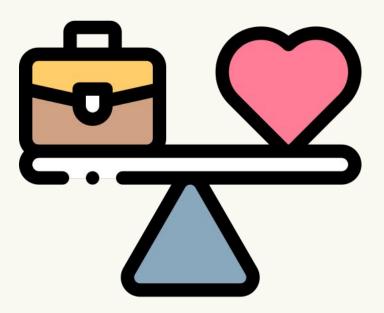














### Resources

#### Agile planning and estimation

- <u>The Principles of Product Development Flow</u> by Donald G. Reinertsen
- Lean Software Development: An Agile Toolkit by Mary Poppendieck and Tom Poppendieck

#### **Organizational health and culture**

• <u>The Advantage: Why Organizational Health Trumps Everything Else In Business</u> by Patrick M. Lencioni

#### Leadership and collaboration

• <u>7 Habits of Highly Effective People</u> by Stephen R. Covey











