

GDC

March 21-25, 2022
San Francisco, CA



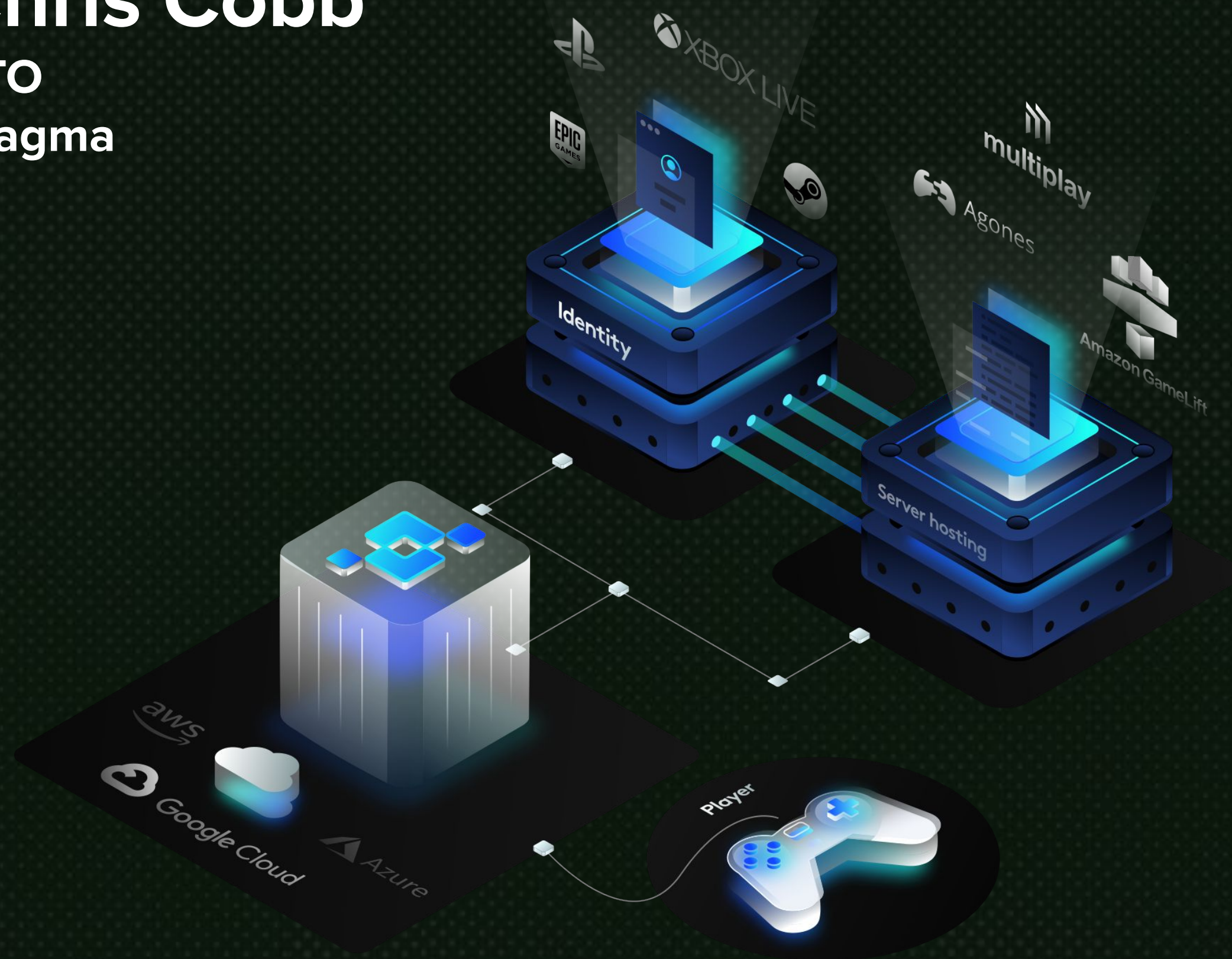
Anti-Crunch: Patterns & Practices

#GDC22





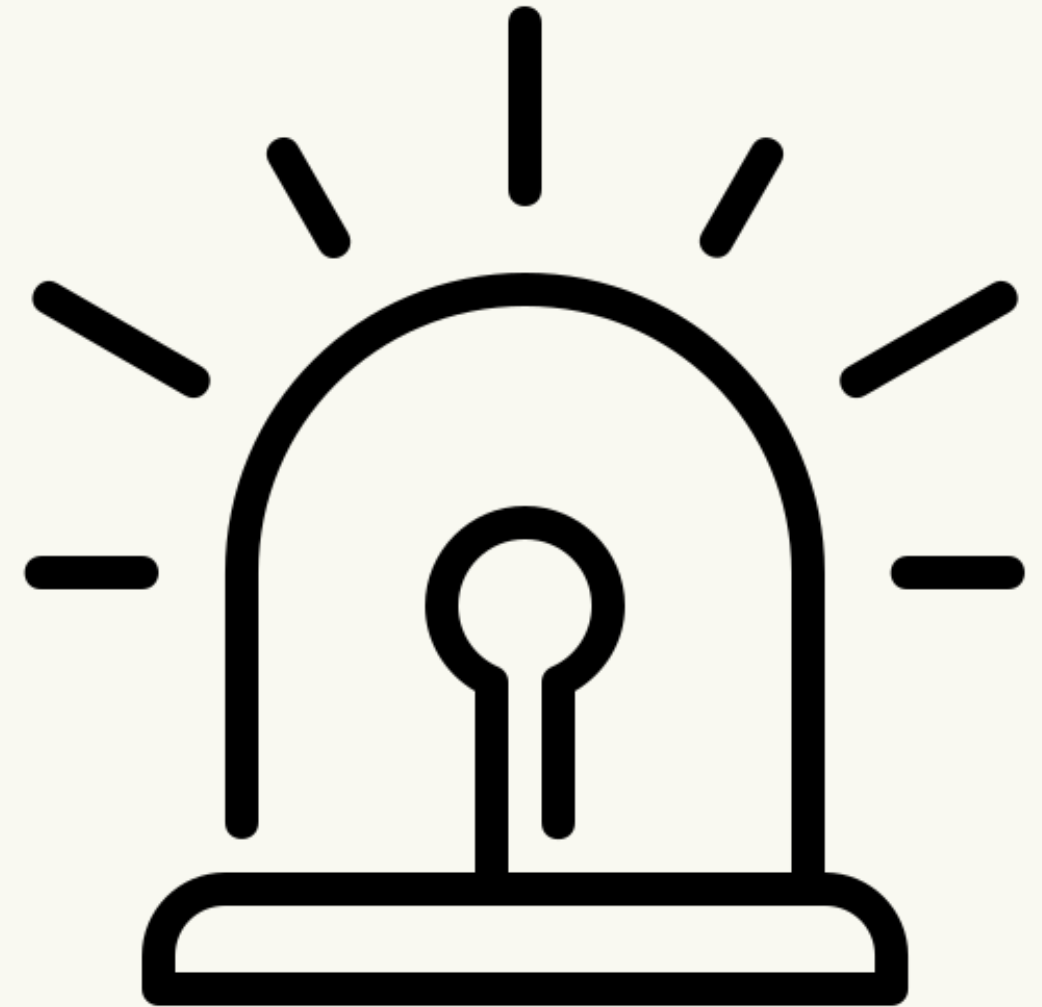
Chris Cobb
CTO
Pragma



Agenda

01.

What is Crunch?



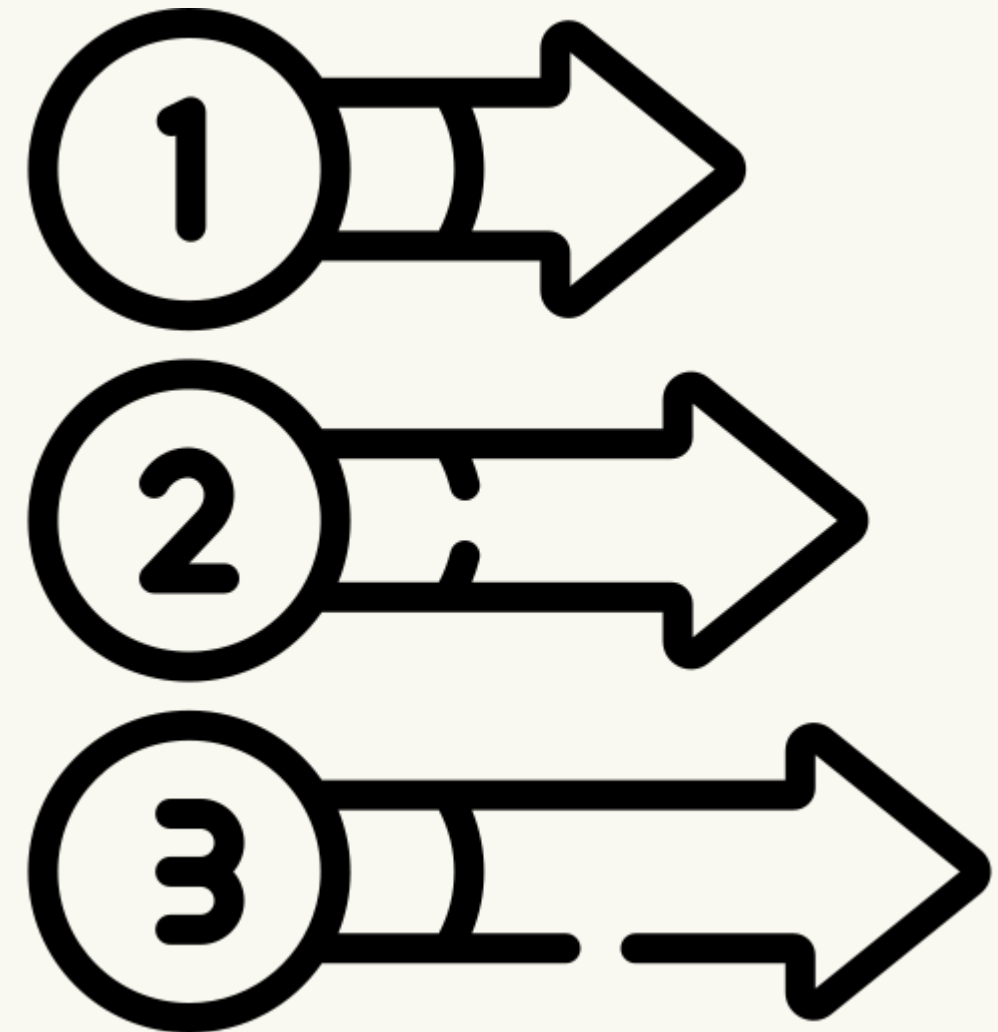
Agenda

01.

What is Crunch?

02.

Team Builder: Case Study



Agenda

01.

What is Crunch?

02.

Team Builder: Case Study

03.

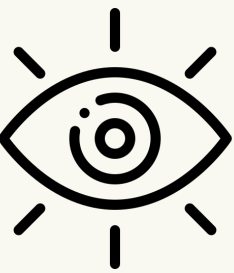
It's Possible!

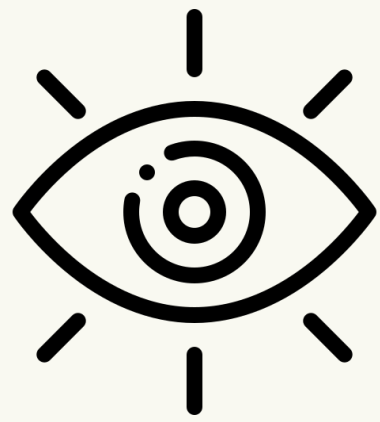




Why are we here?

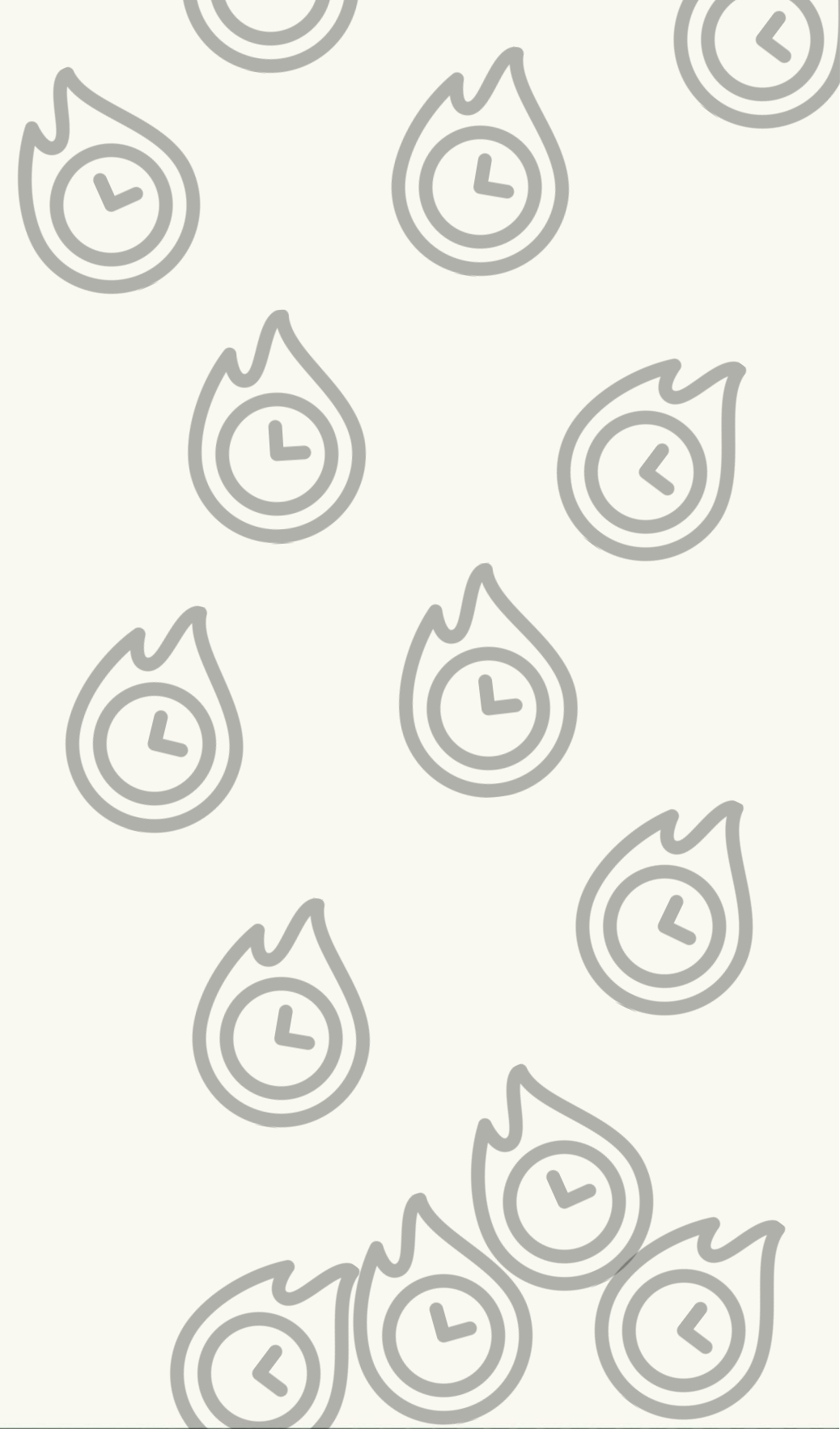
Defining Crunch





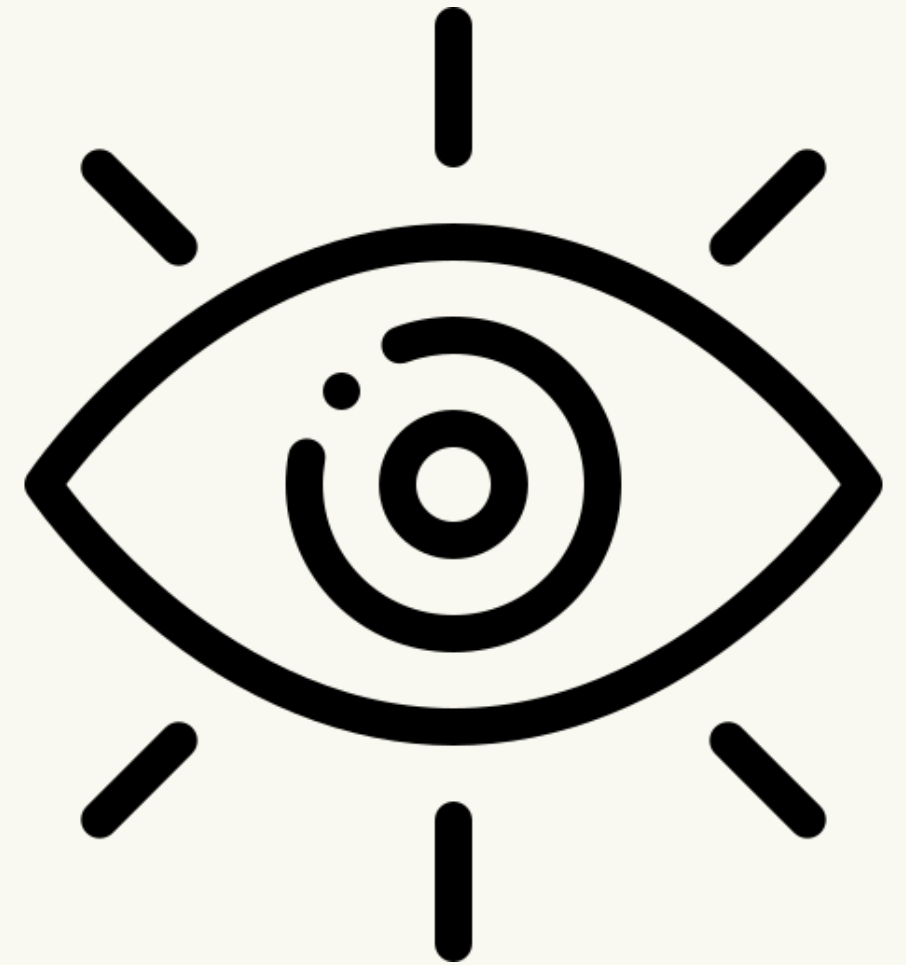
01.

What is Crunch?



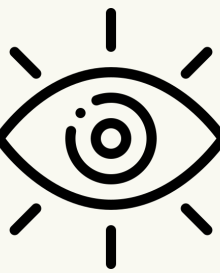
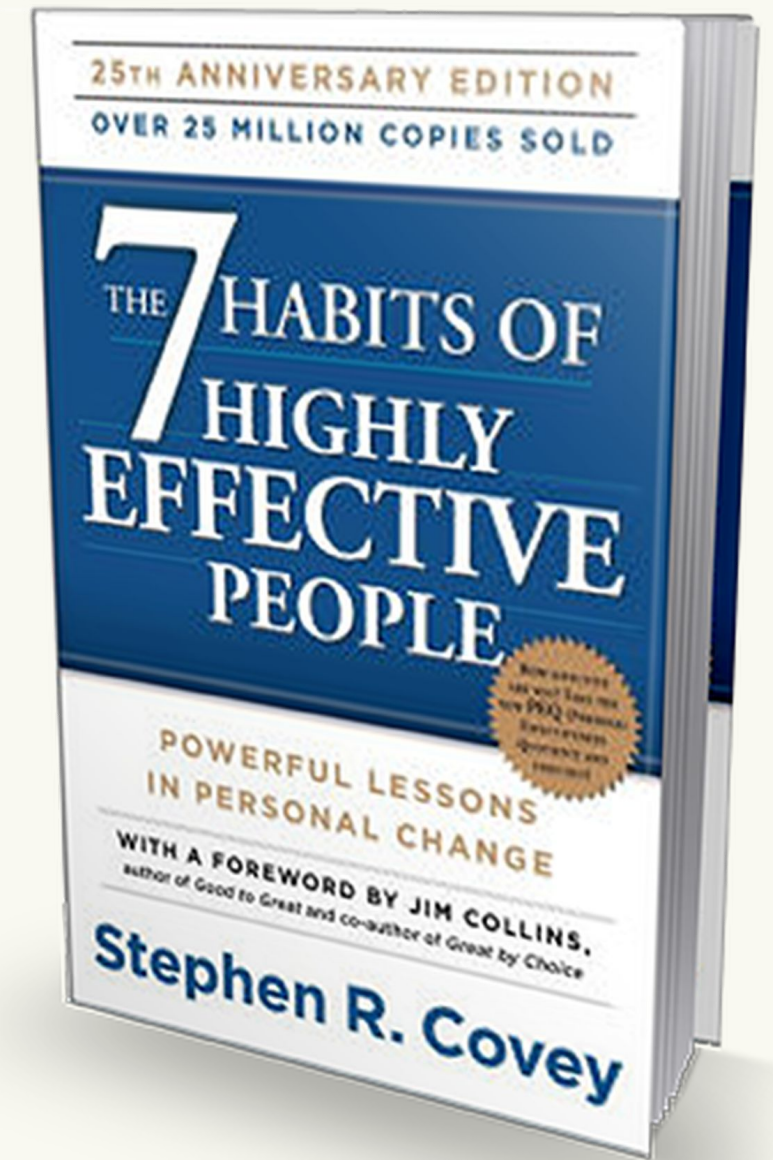
Defining Crunch

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”

STORY TIME

I think it'll
take about...
6 months



Questions to Ask



Questions to Ask



Do we have realistic estimates?

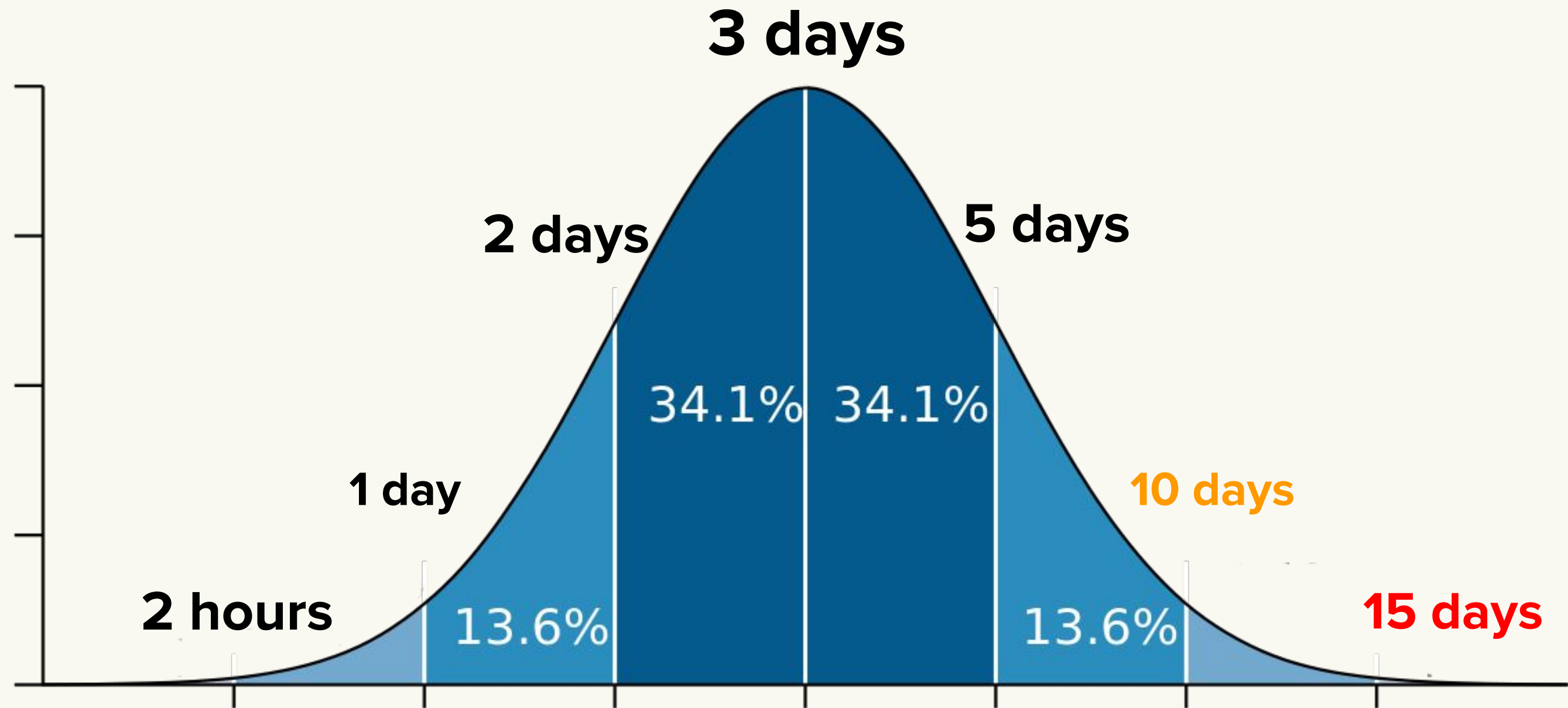
Estimation & Planning



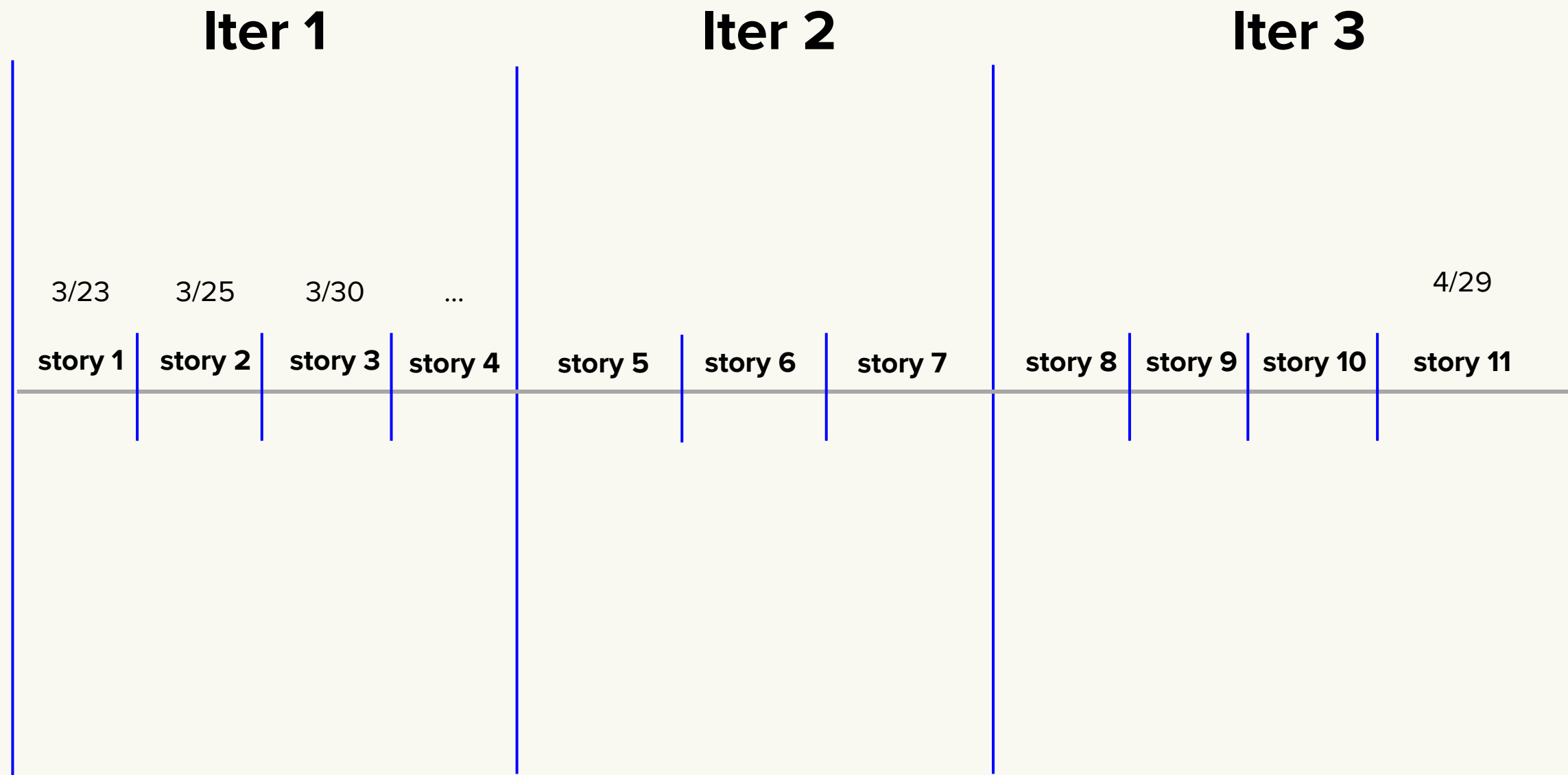
Do we have realistic estimates?



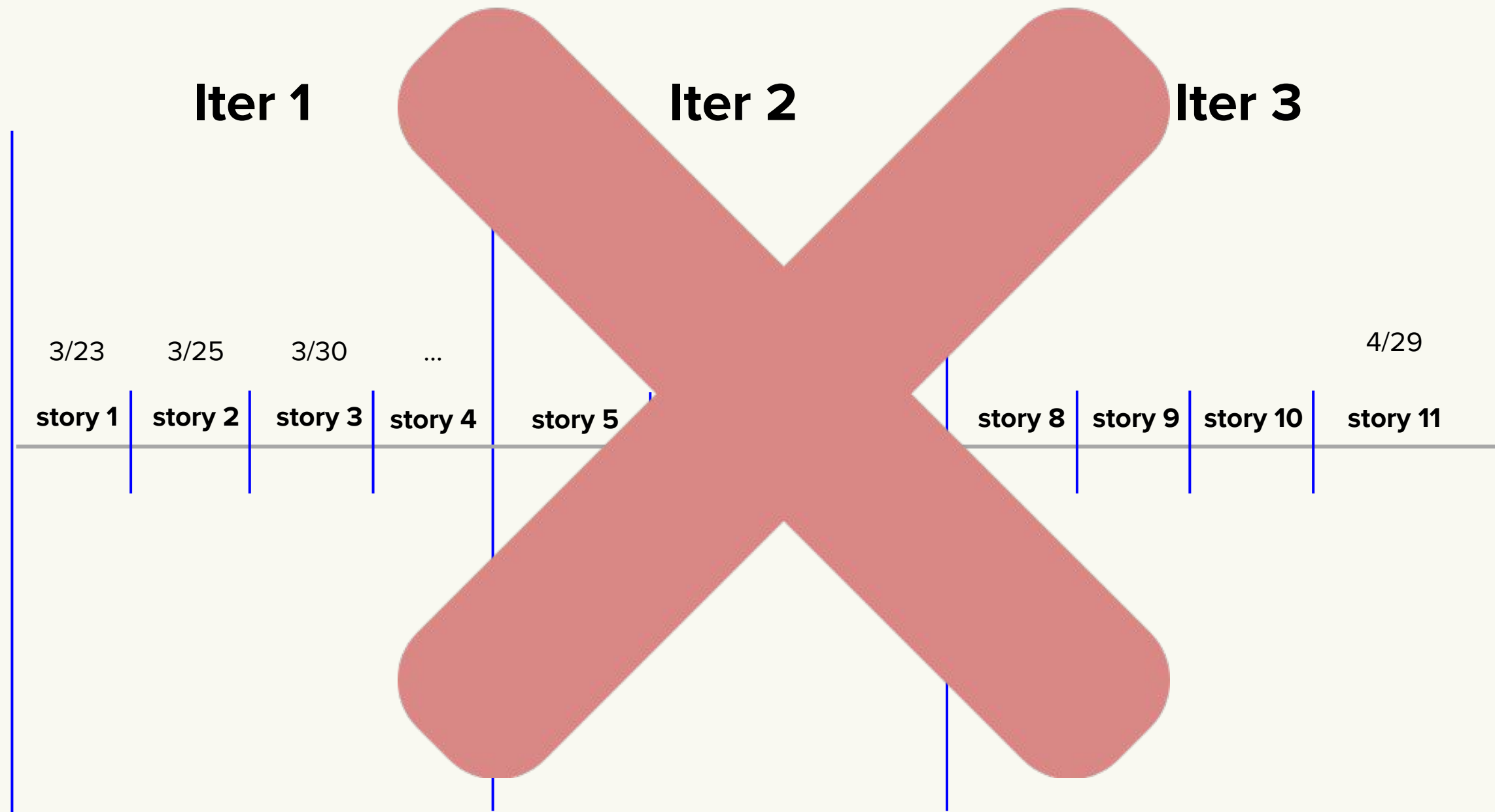
Estimates



Estimates



Estimates



Estimates



Iter 1

Iter 2

Iter 3

story 1

story 2

story 3

story 4

story 5

story 6

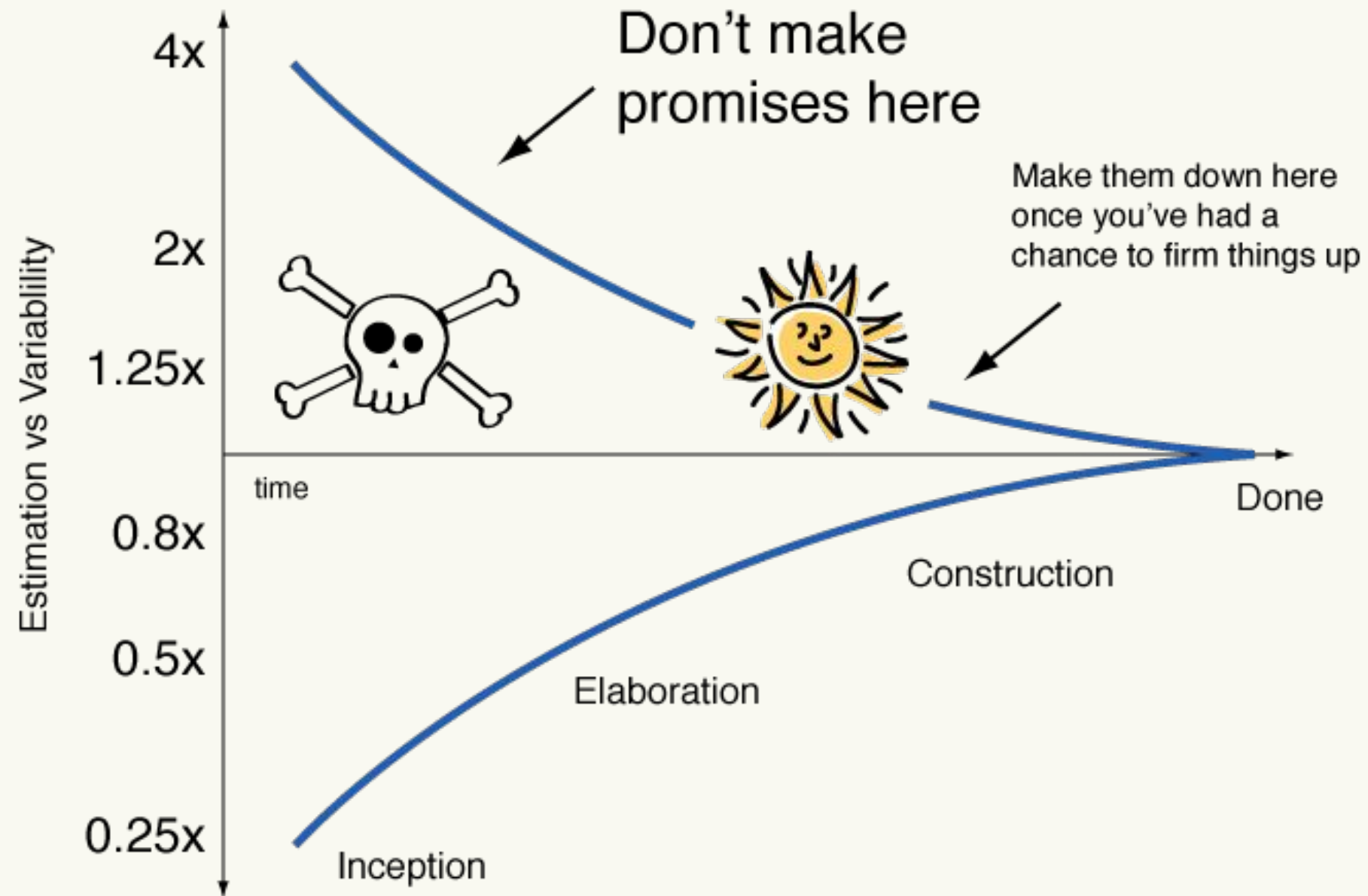
story 7

story 8

story 9

story 10

Estimation & Planning

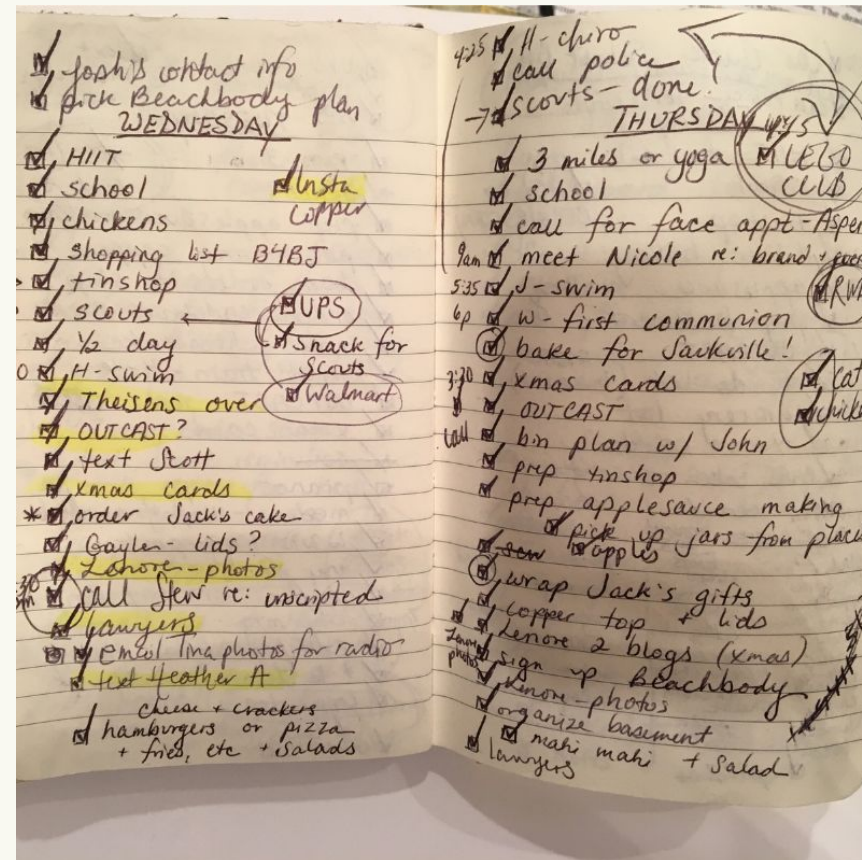


<https://www.construx.com/books/the-cone-of-uncertainty/>

Estimation & Planning



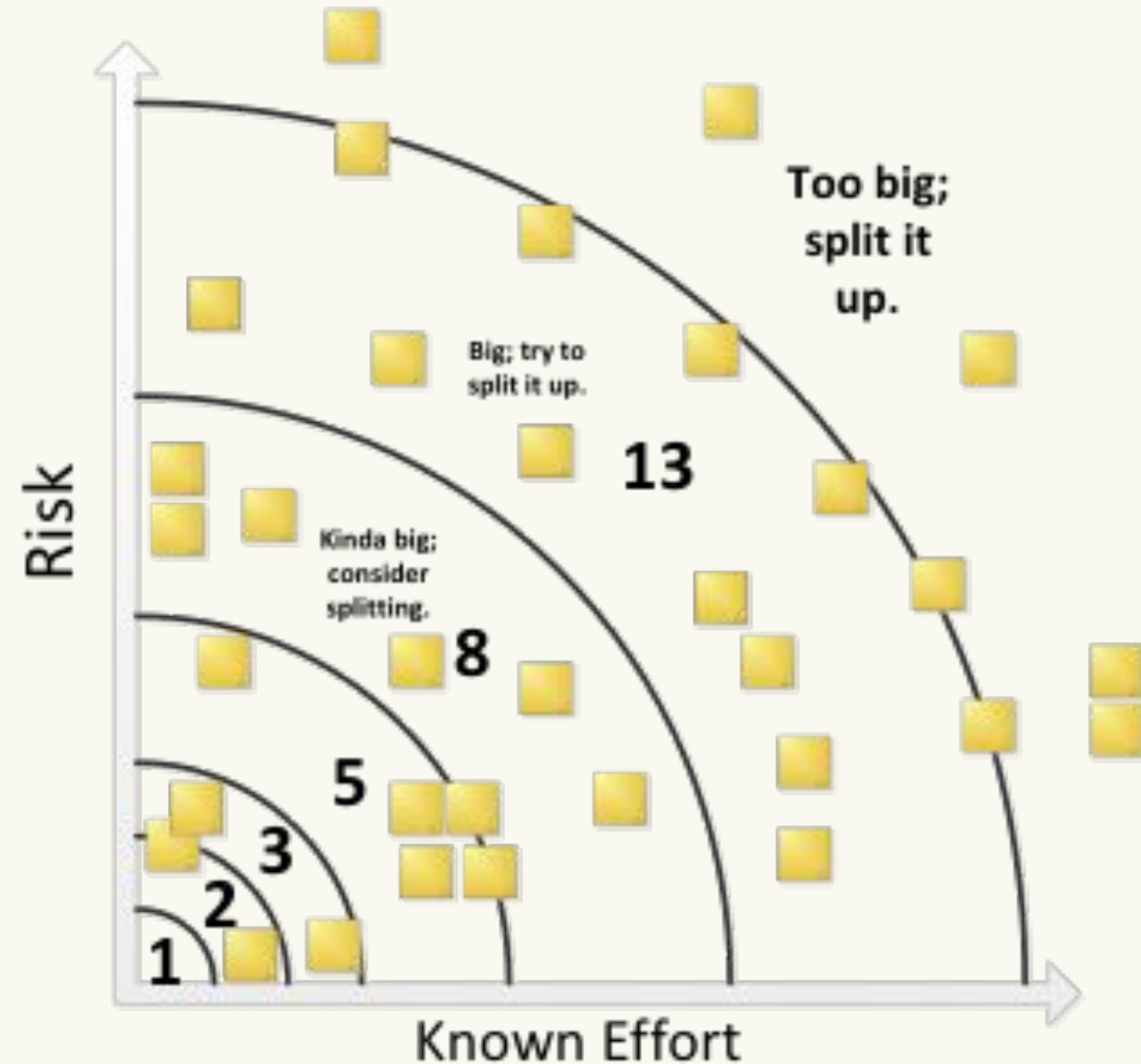
backlog



Estimation & Planning



measure of
estimation



Estimation & Planning



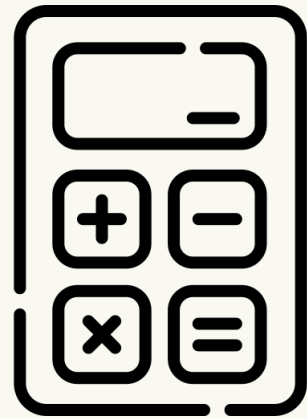
discovered work



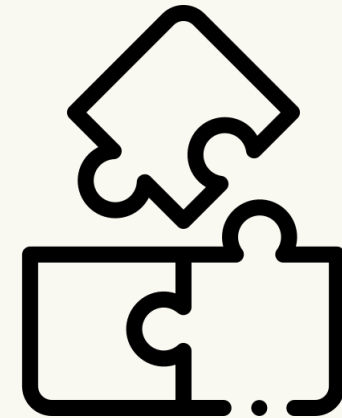
Estimation & Planning



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



estimates



resources

Estimation & Planning



- 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

Questions to Ask

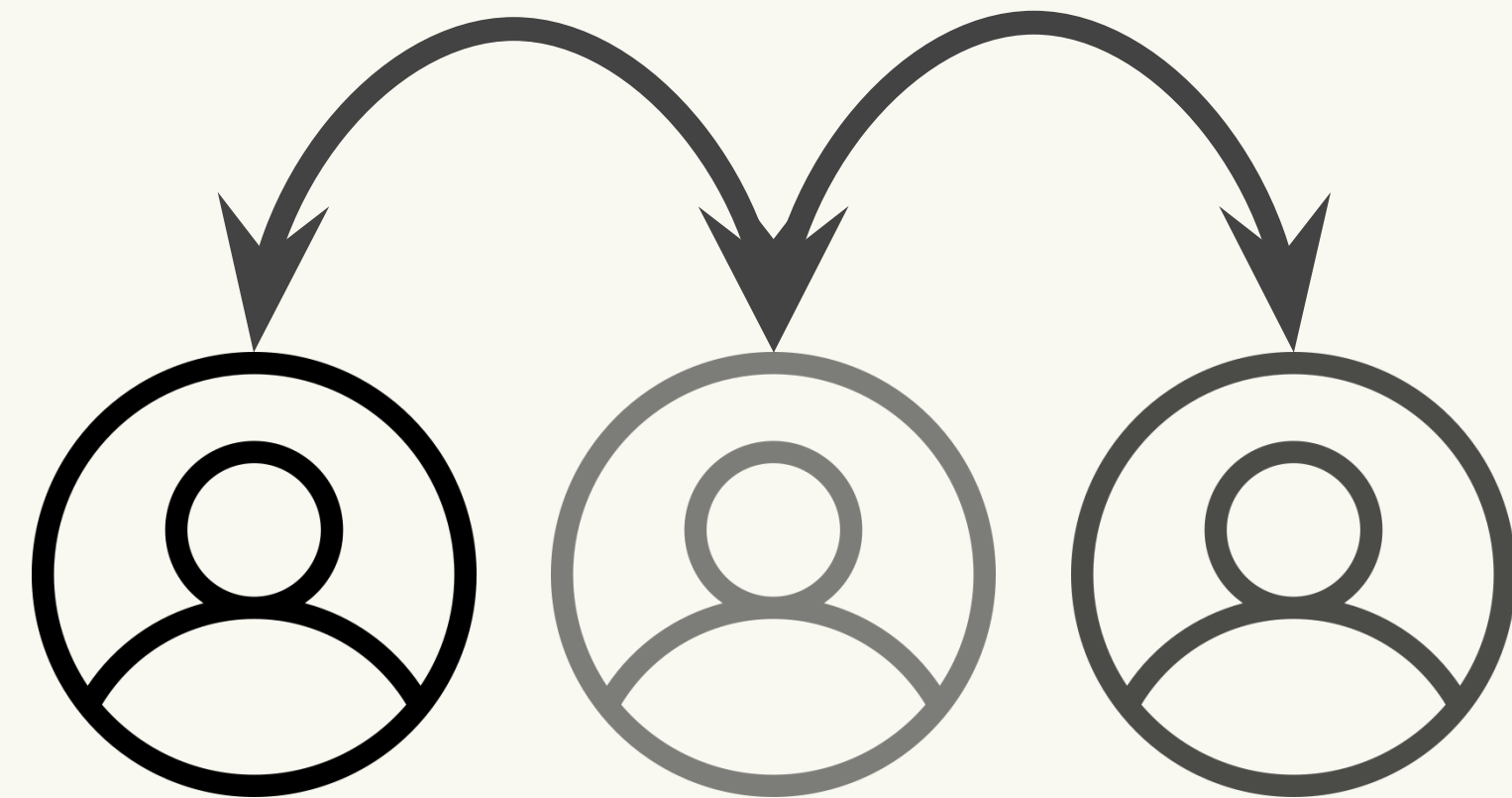


Do you prevent knowledge silos?

Questions to Ask



Do you prevent knowledge silos?



STORY TIME

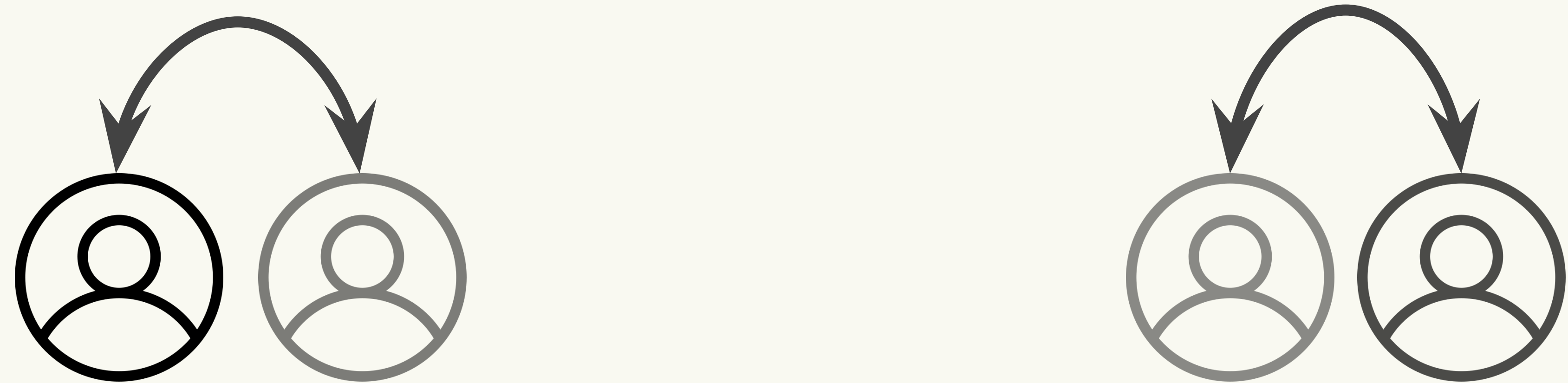
Let me tell you
about
matchmaking...



Questions to Ask



Do you prevent knowledge silos?



Questions to Ask



Do you build quality in as you go?

STORY TIME

Hey Cobb, you
broke the
build...



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?



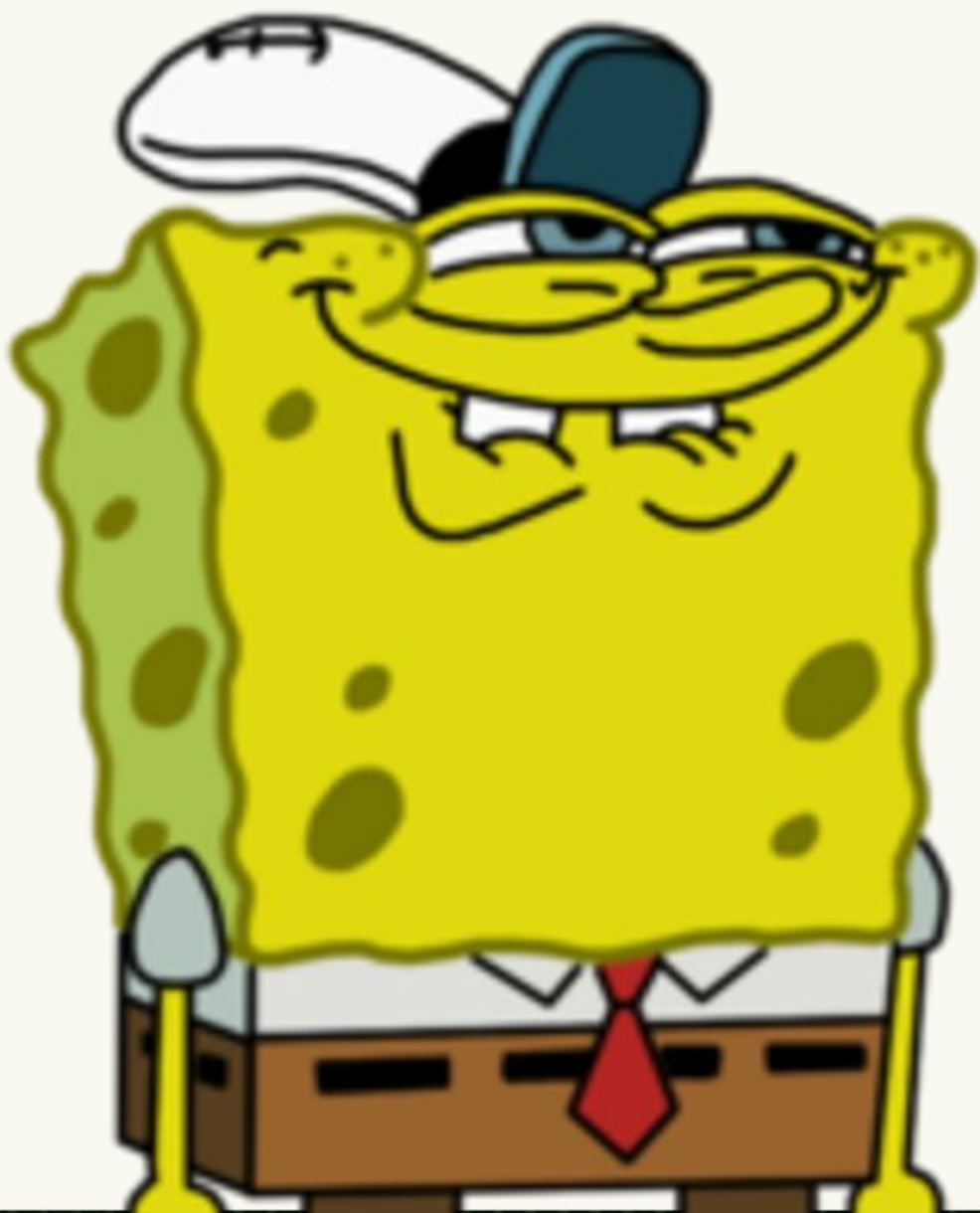
Do you prevent knowledge silos?



Do you build quality in as you go?

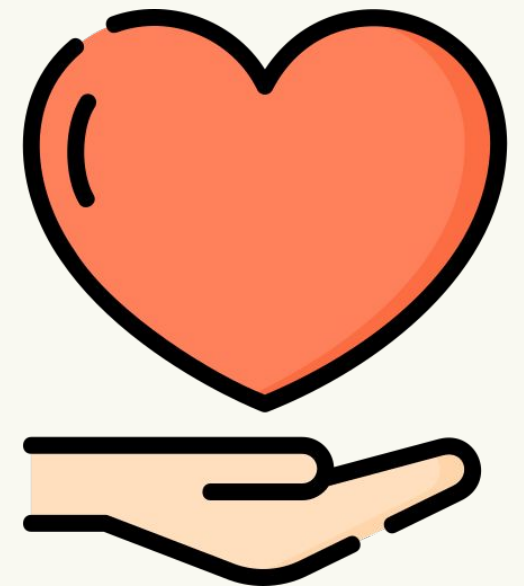


Do you practice continuous integration and delivery?



03.
It's Possible!

It's Possible: Our Values



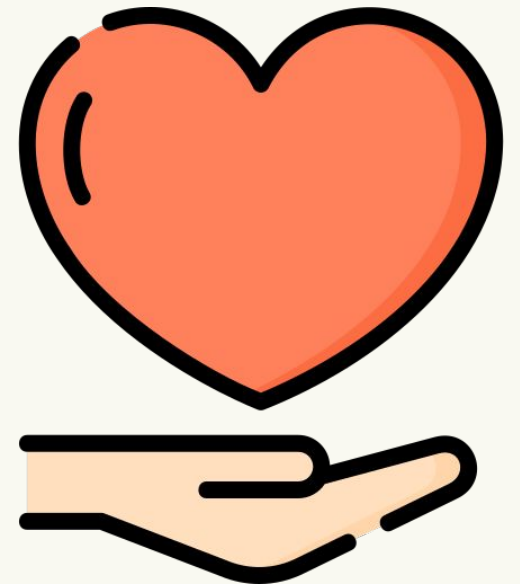
It's Possible: Our Values



Customer Triumph



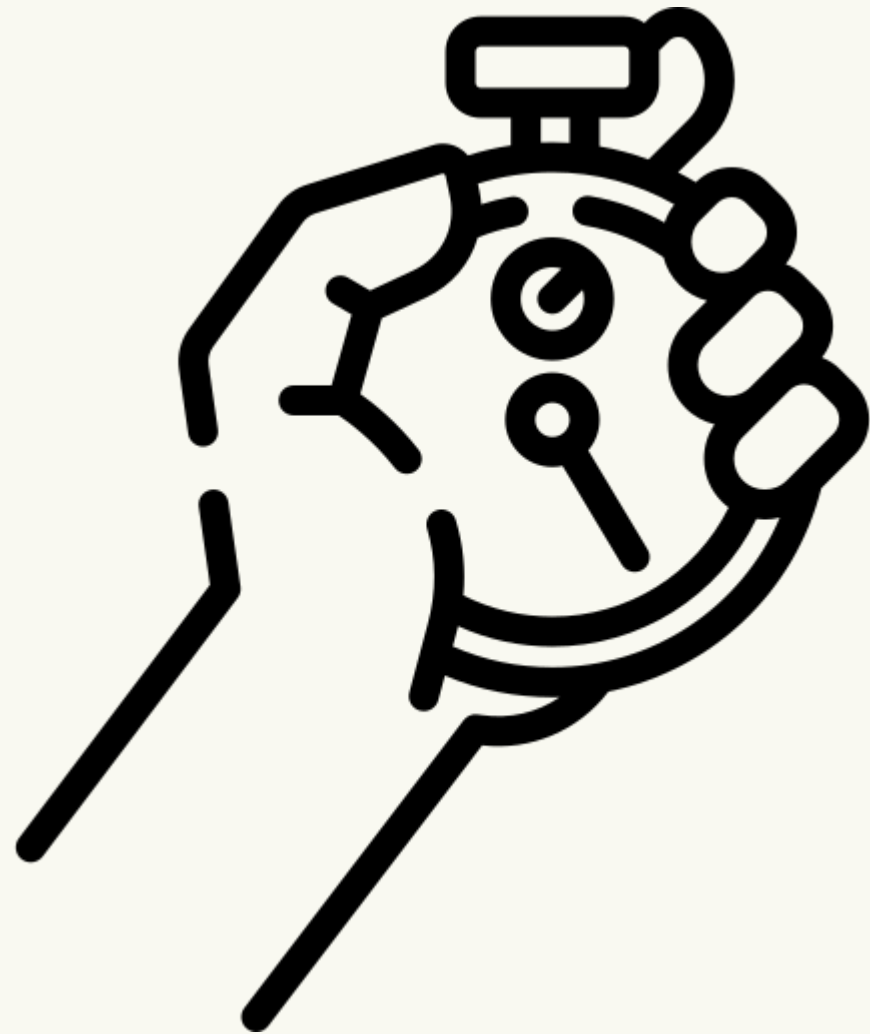
“Don’t waste time building features nobody wants.”



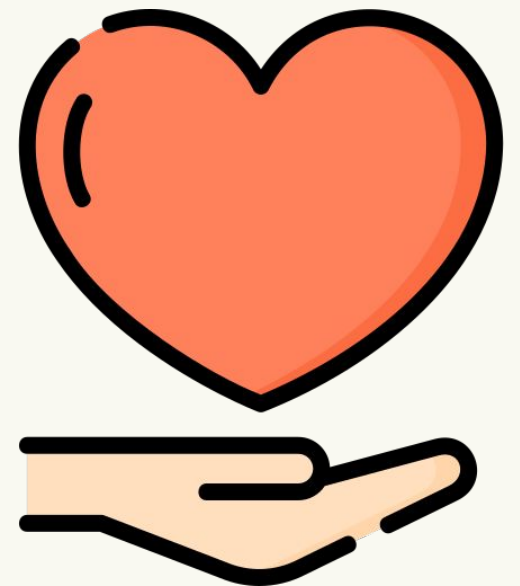
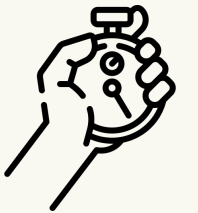
It's Possible: Our Values

Customer Triumph

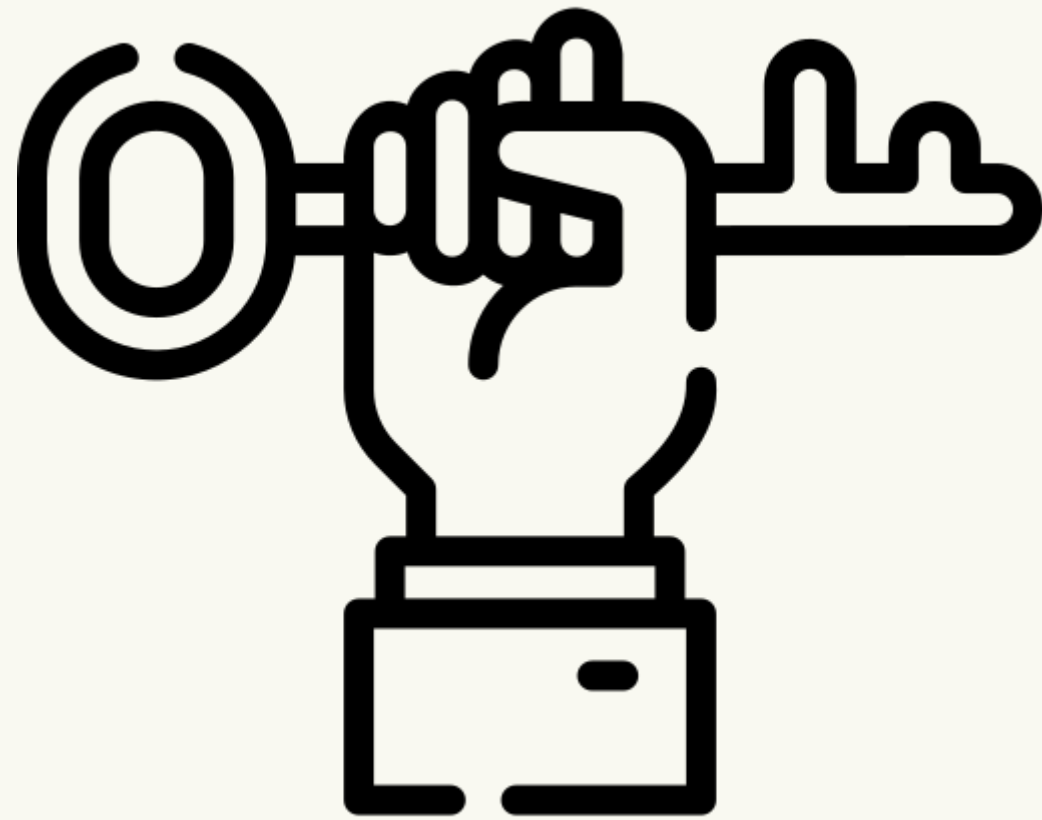
Quality at Speed



“No sudden surprises right before a deadline.”



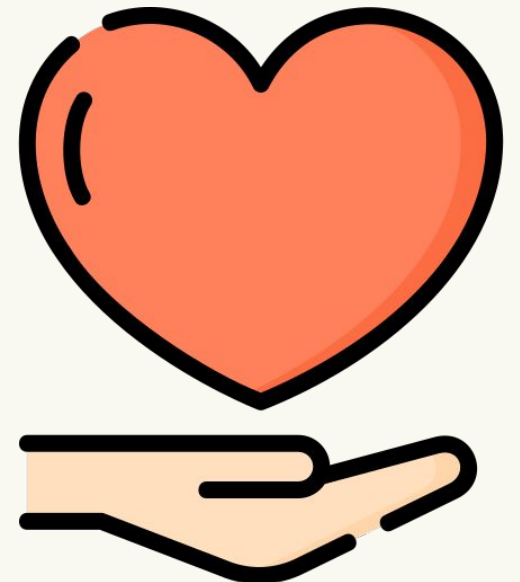
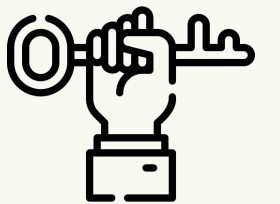
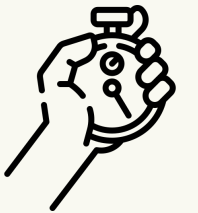
It's Possible: Our Values



Customer Triumph

Quality at Speed

Unlocked Teams

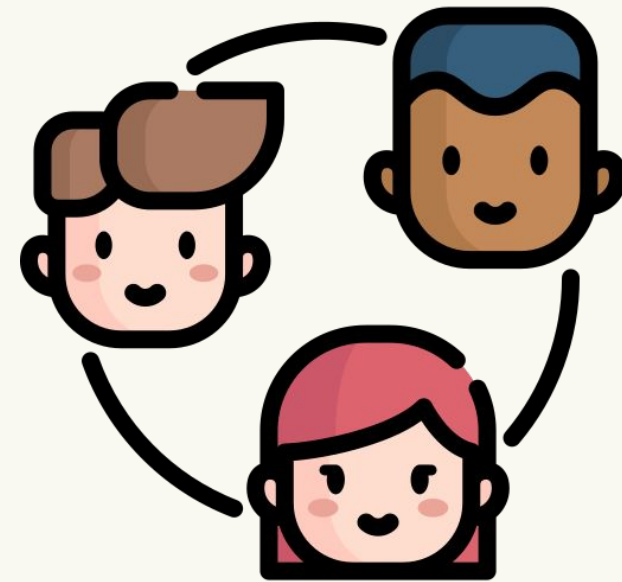


“People have ownership and control over their destiny.”

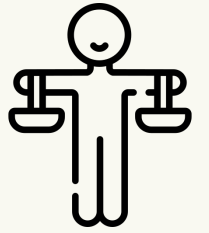
It's Possible: Our Strategies

It's Possible: Our Strategies

Teams of individuals, not resource assignments

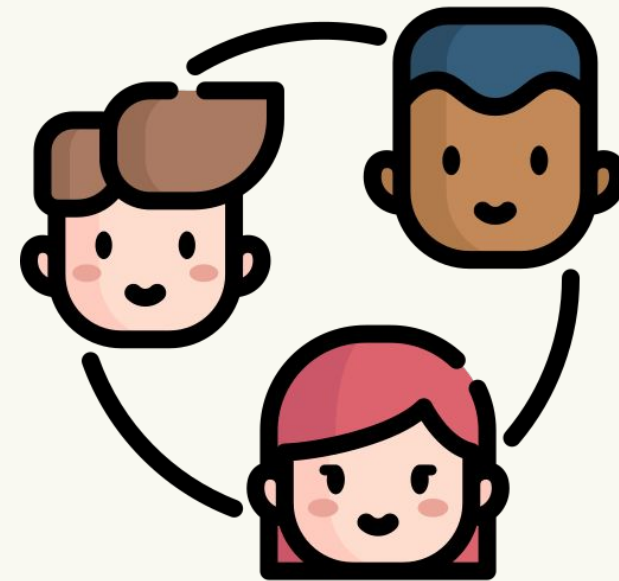
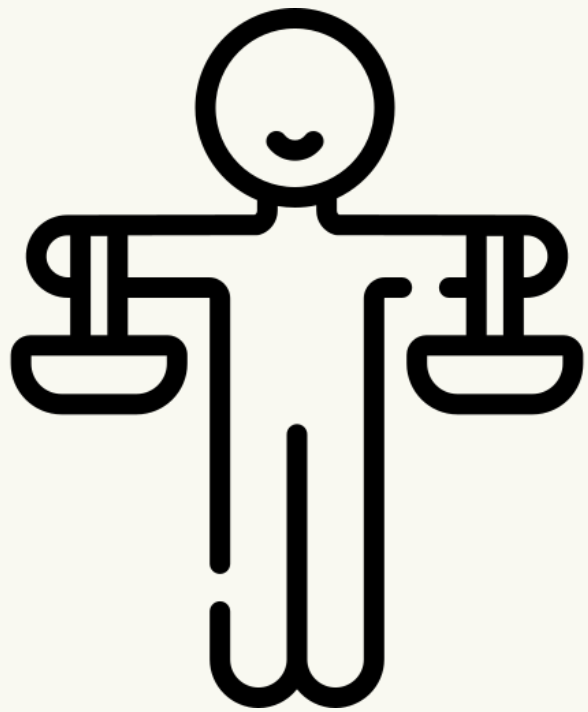


It's Possible: Our Strategies

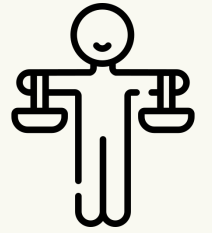


Teams of individuals, not resource assignments

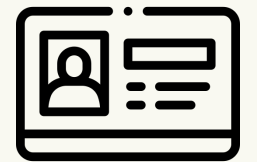
Team stability



It's Possible: Our Strategies

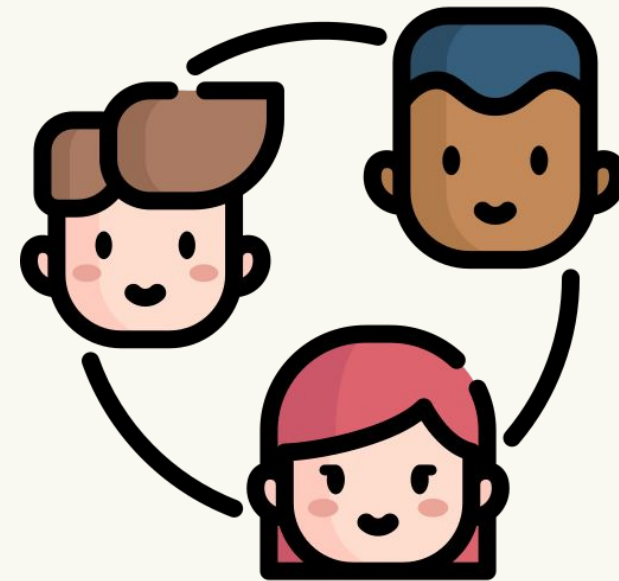
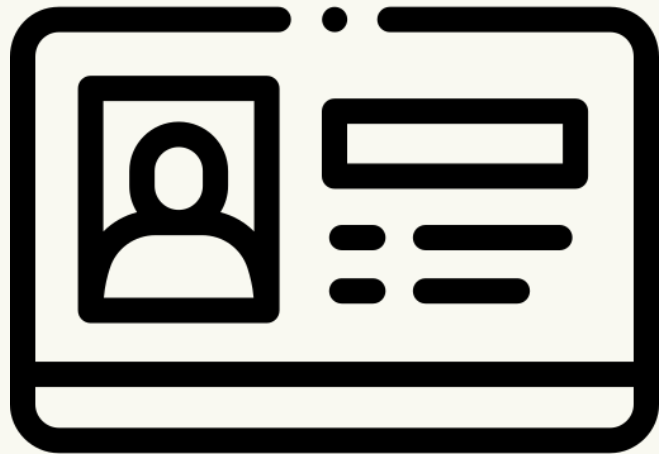


Teams of individuals, not resource assignments

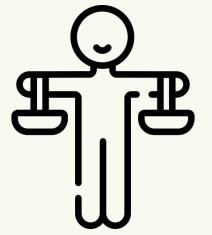


Team stability

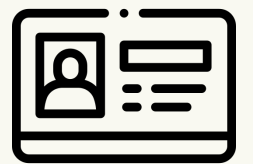
Names & identities



It's Possible: Our Strategies



Teams of individuals, not resource assignments



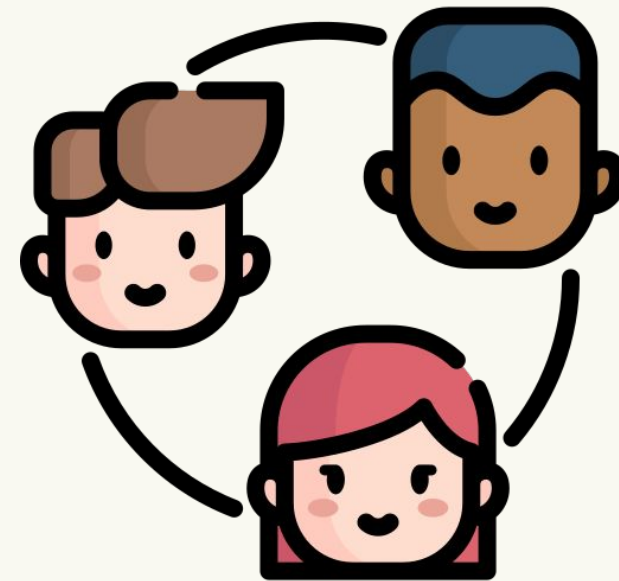
Team stability



Names & identities

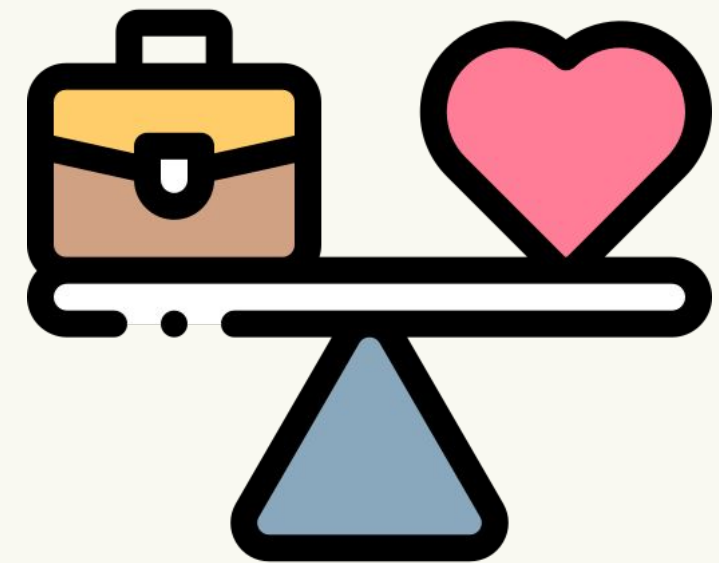


Measuring success



It's Possible: Our Strategies

Encouraging a real work/life balance



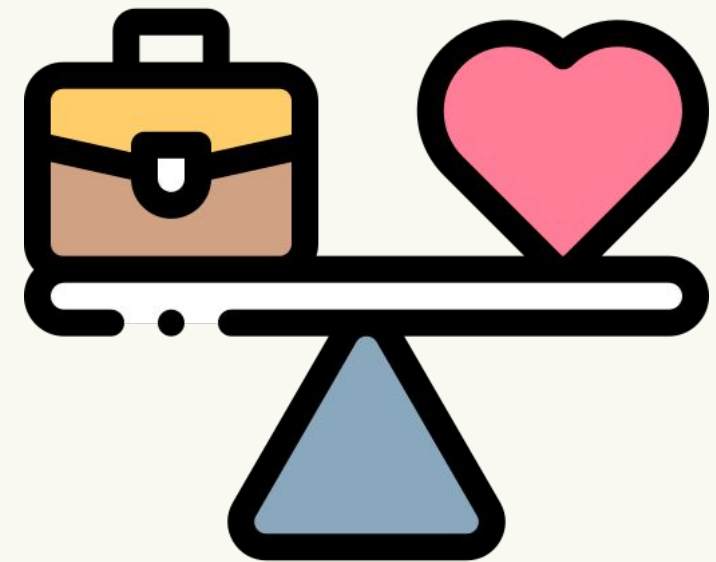
It's Possible: Our Strategies



Encouraging a real work/life balance



Flexible PTO



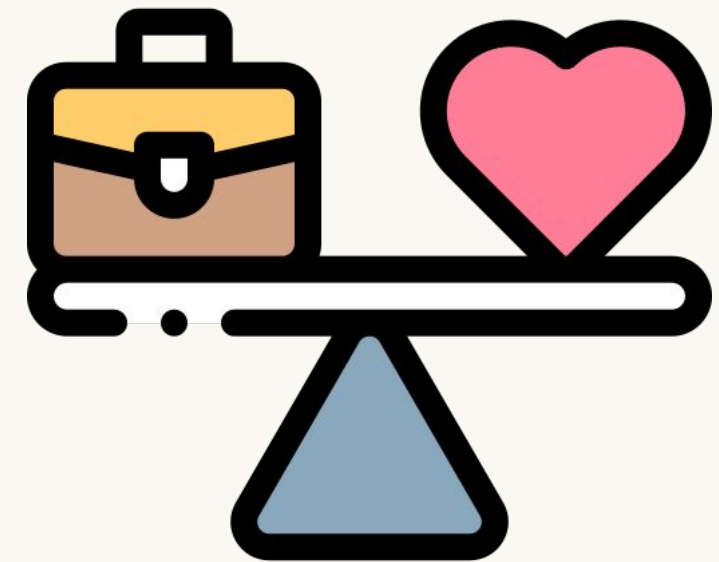
It's Possible: Our Strategies

Encouraging a real work/life balance



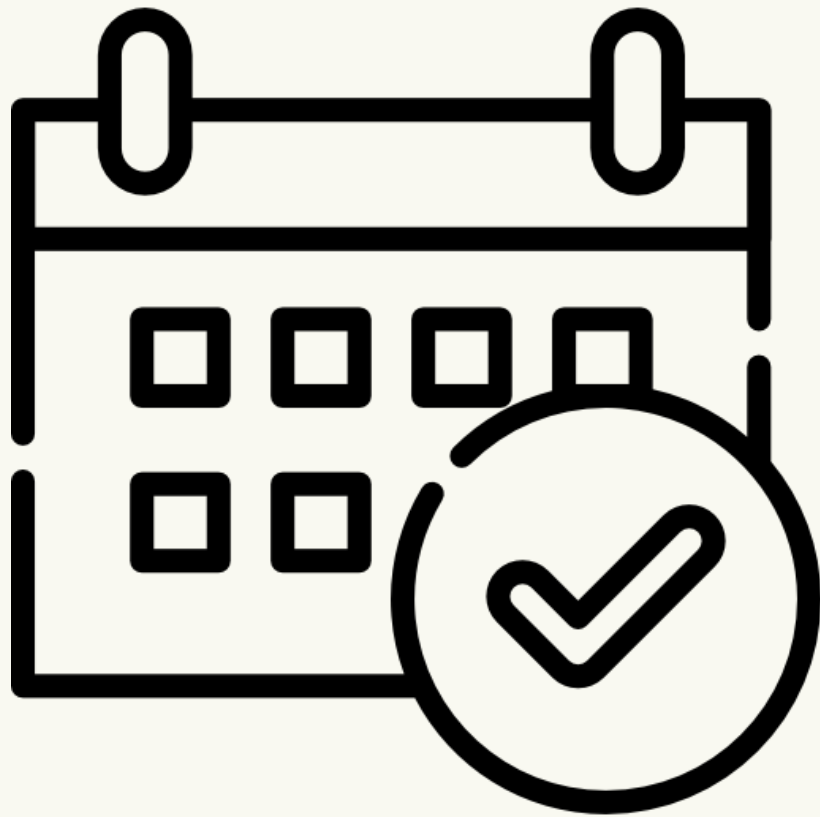
Flexible PTO

Remote work



It's Possible: Our Strategies

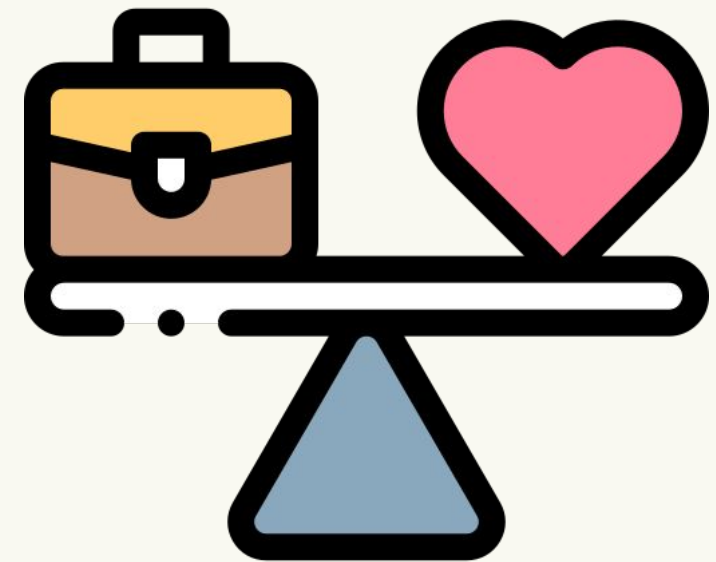
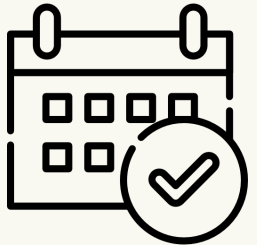
Encouraging a real work/life balance



Flexible PTO

Remote work

Sustainable hours



Resources

Agile planning and estimation

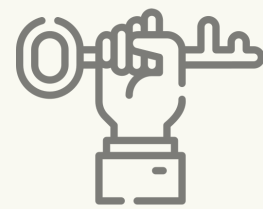
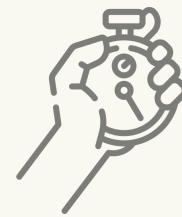
- [*The Principles of Product Development Flow*](#) by Donald G. Reinertsen
- [*Lean Software Development: An Agile Toolkit*](#) by Mary Poppendieck and Tom Poppendieck

Organizational health and culture

- [*The Advantage: Why Organizational Health Trumps Everything Else In Business*](#) by Patrick M. Lencioni

Leadership and collaboration

- [*7 Habits of Highly Effective People*](#) by Stephen R. Covey



Questions?

