

I Say Green, You Hear Purple: Avoiding a Game of Telephone When Working with External Teams

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GDC - March 2009

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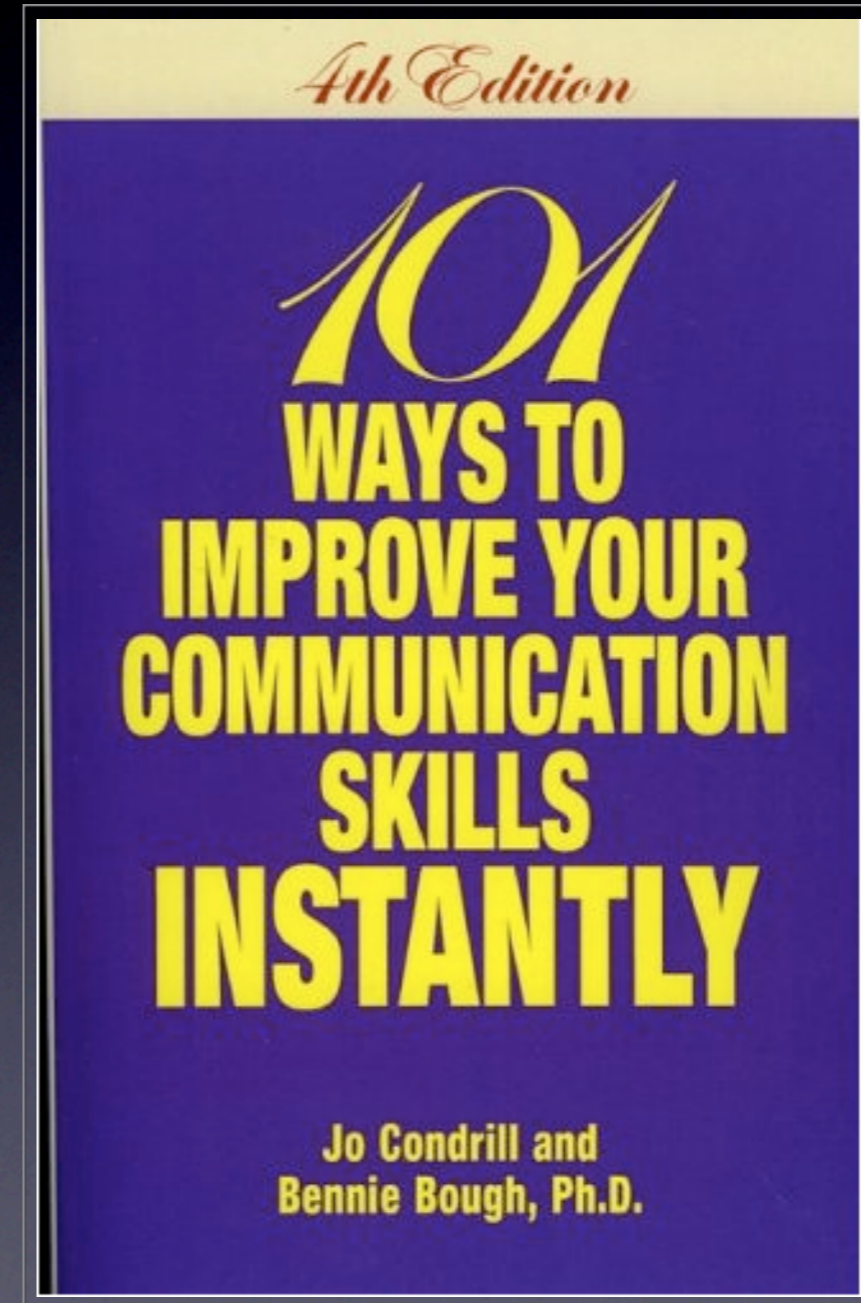
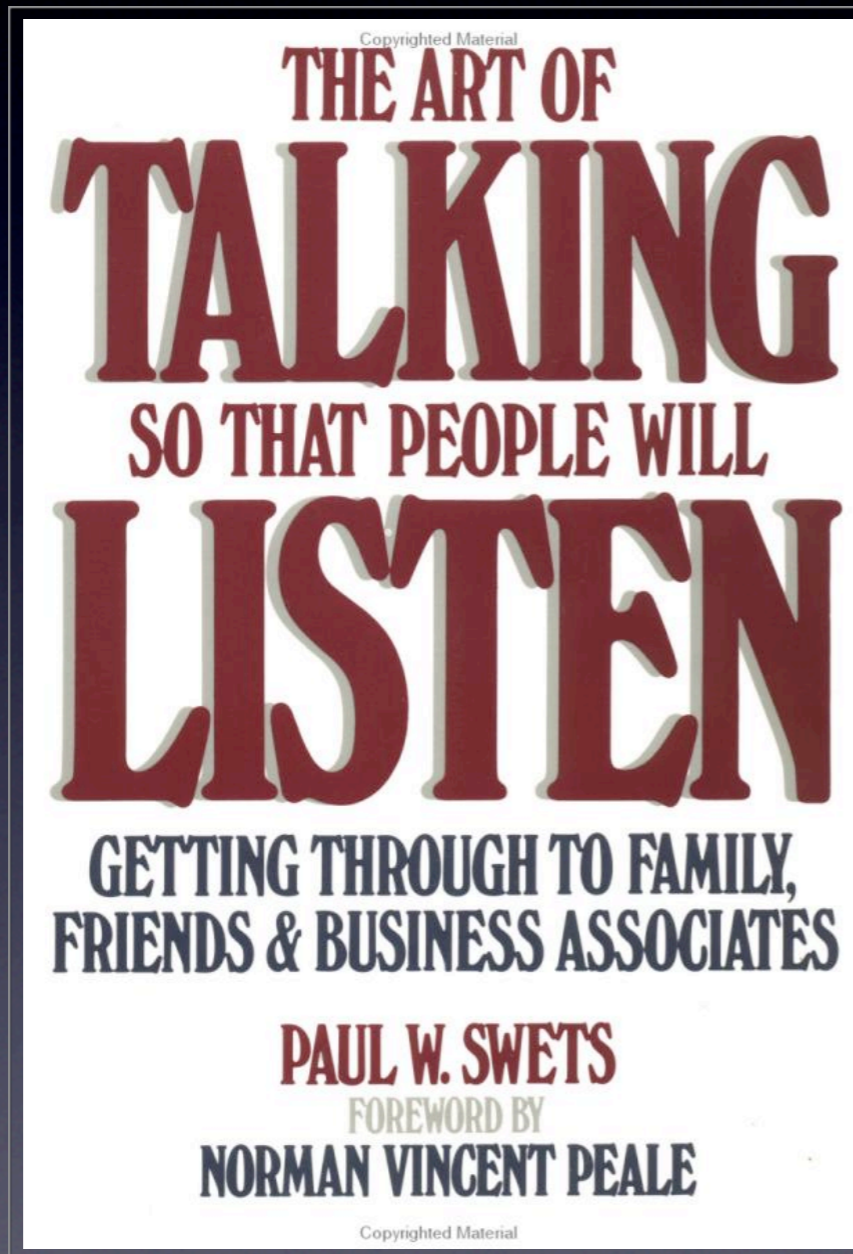
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Johnny Dangerously

Johnny Dangerously



654,459+ Books



It's Emotional

- Afraid to hurt feelings
- Afraid to look needy or stupid
- Feel guilty or angry
- Want to be liked

What's Easiest?

- Agreeing
- Being kind
- Hurrying
- Giving good news

Easy Way = Problems

- Unclear expectations
- Charged emotions
- Missed critical points
- Incorrect actions

Real Costs

Time = Money

\$75,000/year

\$39.06/hour

\$0.65/min

Signs of Easy Way

- “Wrong” deliverables
- Confusion
- “I was surprised by...”
- Stream of chatter
- Silence

What's right?

- Honest
- Directness
- Brevity
- Detailed
- Listening

Right Way = Work

- Set clear expectations
- Say *exactly* what you mean
- Have an impact
- Listen

Remove the Emotion

- **EMIL**

- **E**xpectations

- **M**eaning

- **I**mpact

- **L**isten

EMIL: Expectations

DON'T: Assume

EMIL: Expectations

DON'T: Assume



Clip from Slammin' Salmon trailer

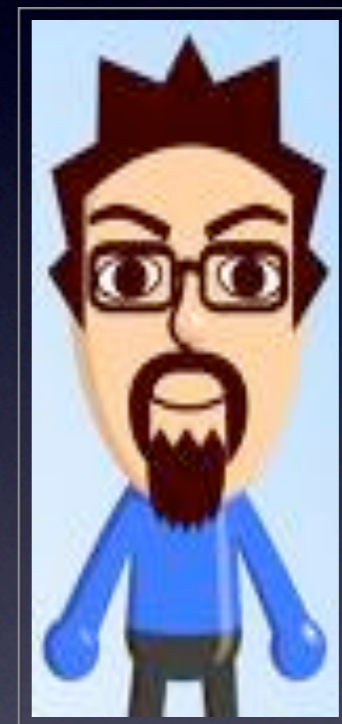
EMIL: Expectations

DO: Explicitly Agree



Are we on track for Friday?

Looking good



EMIL: Expectations

DO: Explicitly Agree

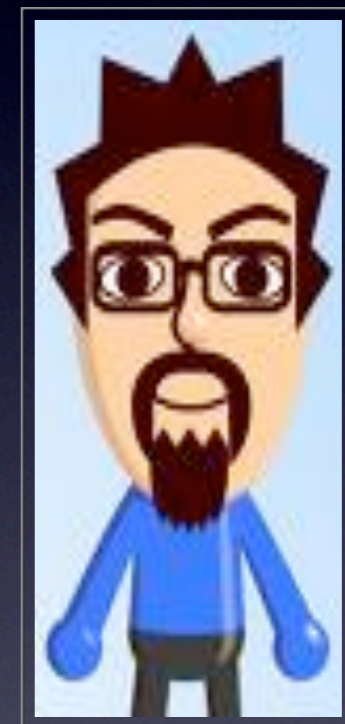


Are we on track for Friday?

Looking good

All models, fully textured by Friday?

Yes, definitely.



EMIL: Expectations

DON'T: Send mixed messages

“In shot 10, it’s felt that [Bob’s] laugh is still too long. However, I think this should be the case - if possible to make it a little shorter than do so.”

EMIL: Expectations

- Don't assume
- Explicitly agree
- Don't send mixed messages

EMAIL: Meaning

DON'T: Use 200 words when 10 suffice

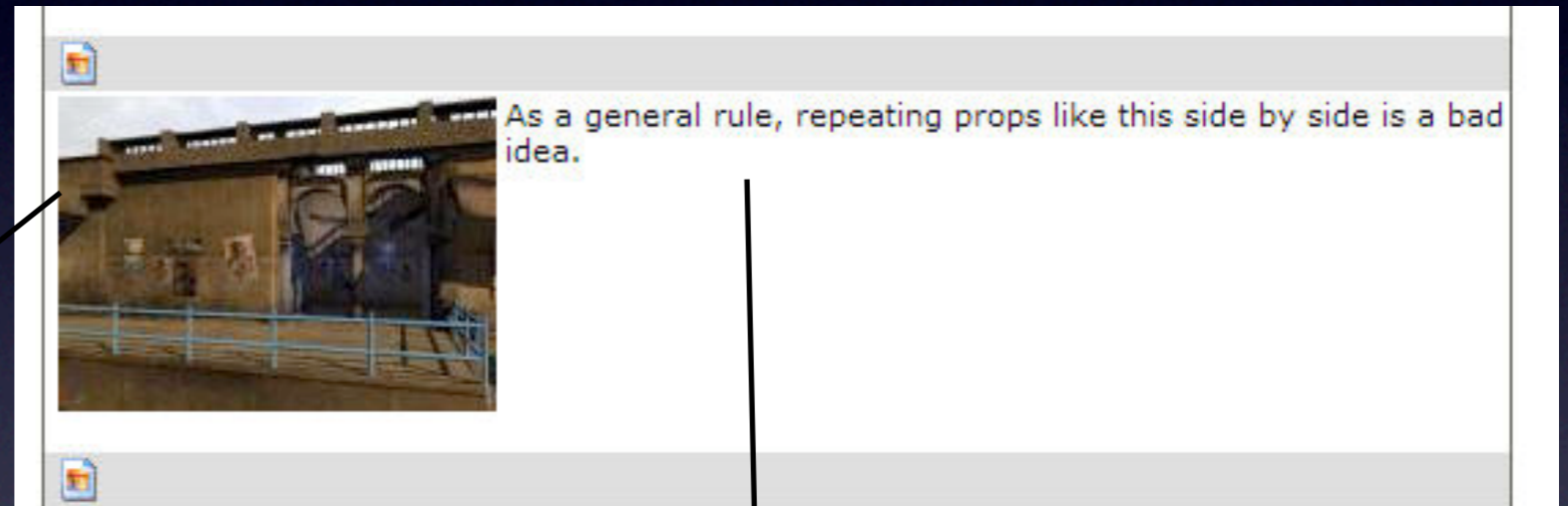
If the Roman government at the height of its power, and at a time when means of communication had been greatly improved, showed anxiety for the food supply of that Italy which was dominant in the Mediterranean world, it may be imagined that in the period preceding the great economic organization introduced by the Roman Principate the peoples of the Mediterranean region, peoples no one of which at the height of its power had controlled the visible food supply of the world so widely or so absolutely, had far graver cause for anxiety on the same subject, an anxiety such as would be, under ordinary circumstances, the main factor, or, even under the most favourable circumstances possible in those ages, a main factor, in moulding the life of the individual and the policy of the state. (from an article on Rome published in the Encyclopedia Britannica, 14th ed.)

OR

The Roman government was worried about food supply.

EMIL: Meaning

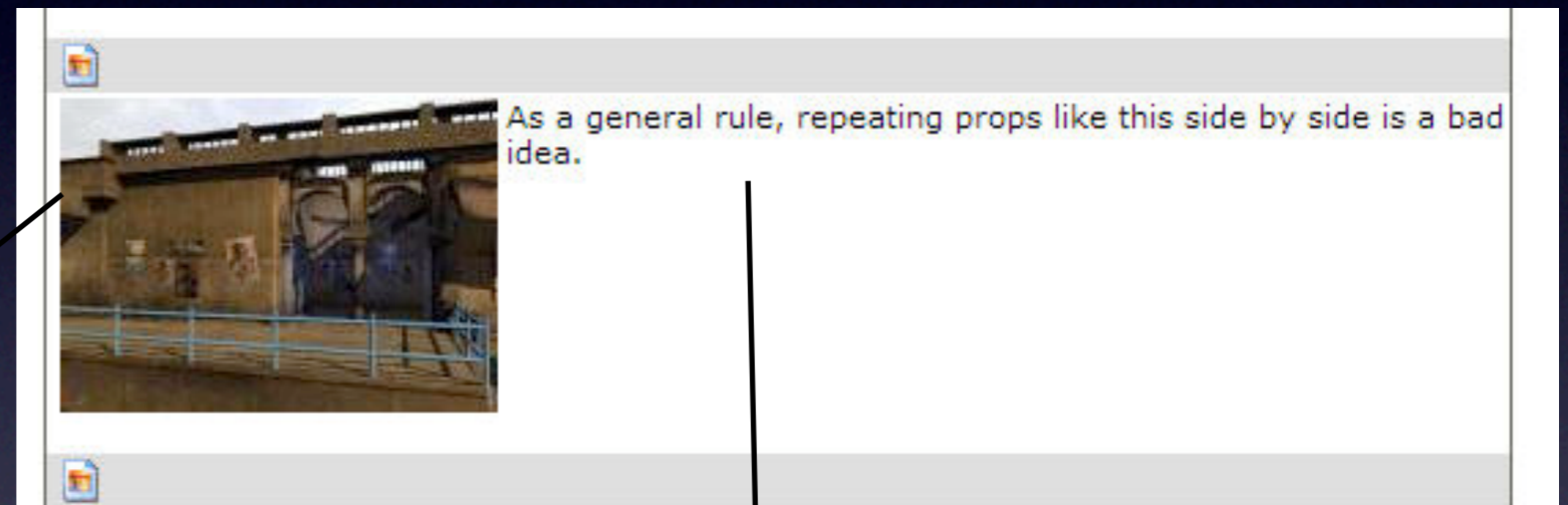
DON'T: Use 5 words when 10 needed



“As a general rule, repeating props like this side by side is a bad idea.”

EMIL: Meaning

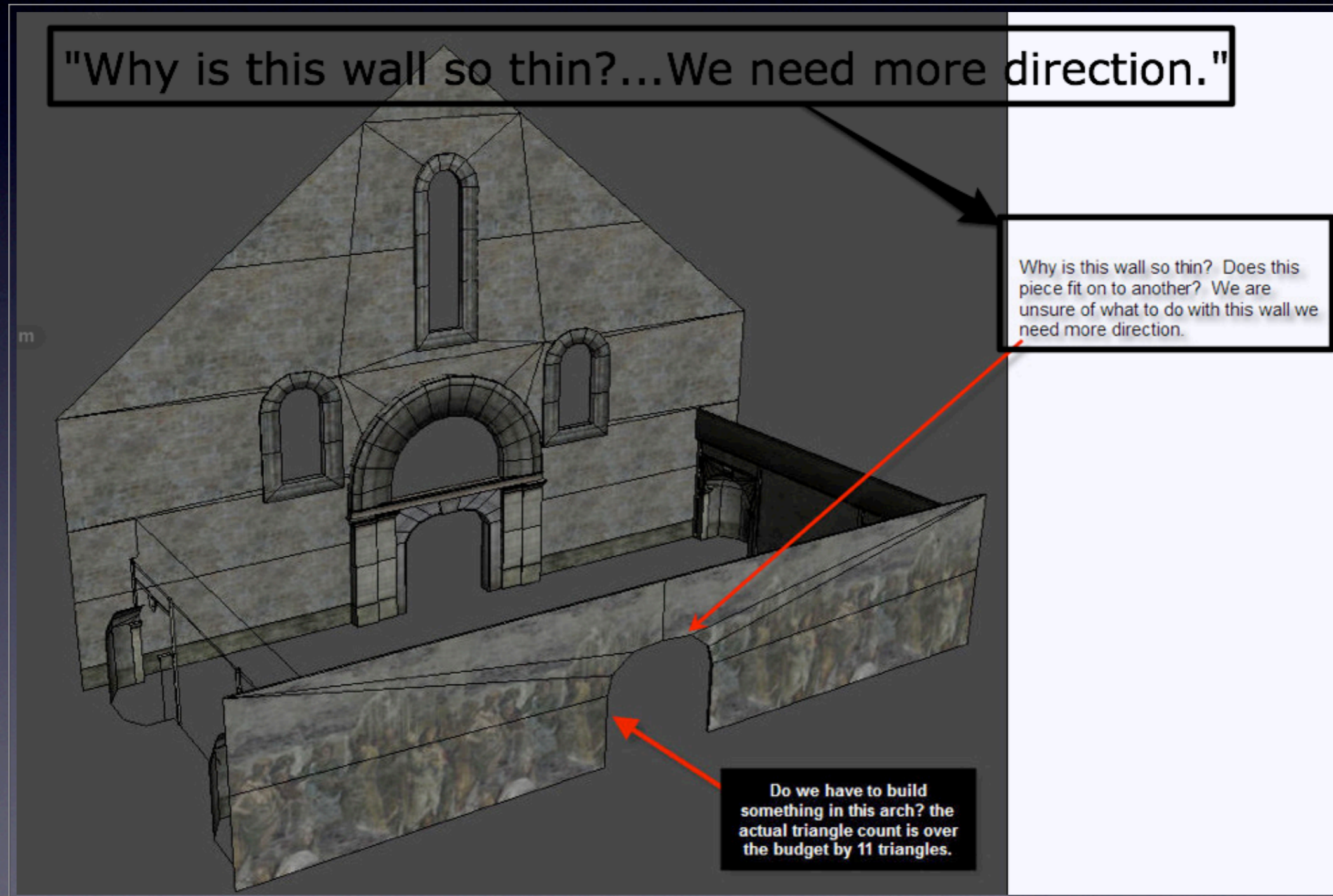
DON'T: Use 5 words when 10 needed



“As a general rule, repeating props like this side by side is a bad idea.”

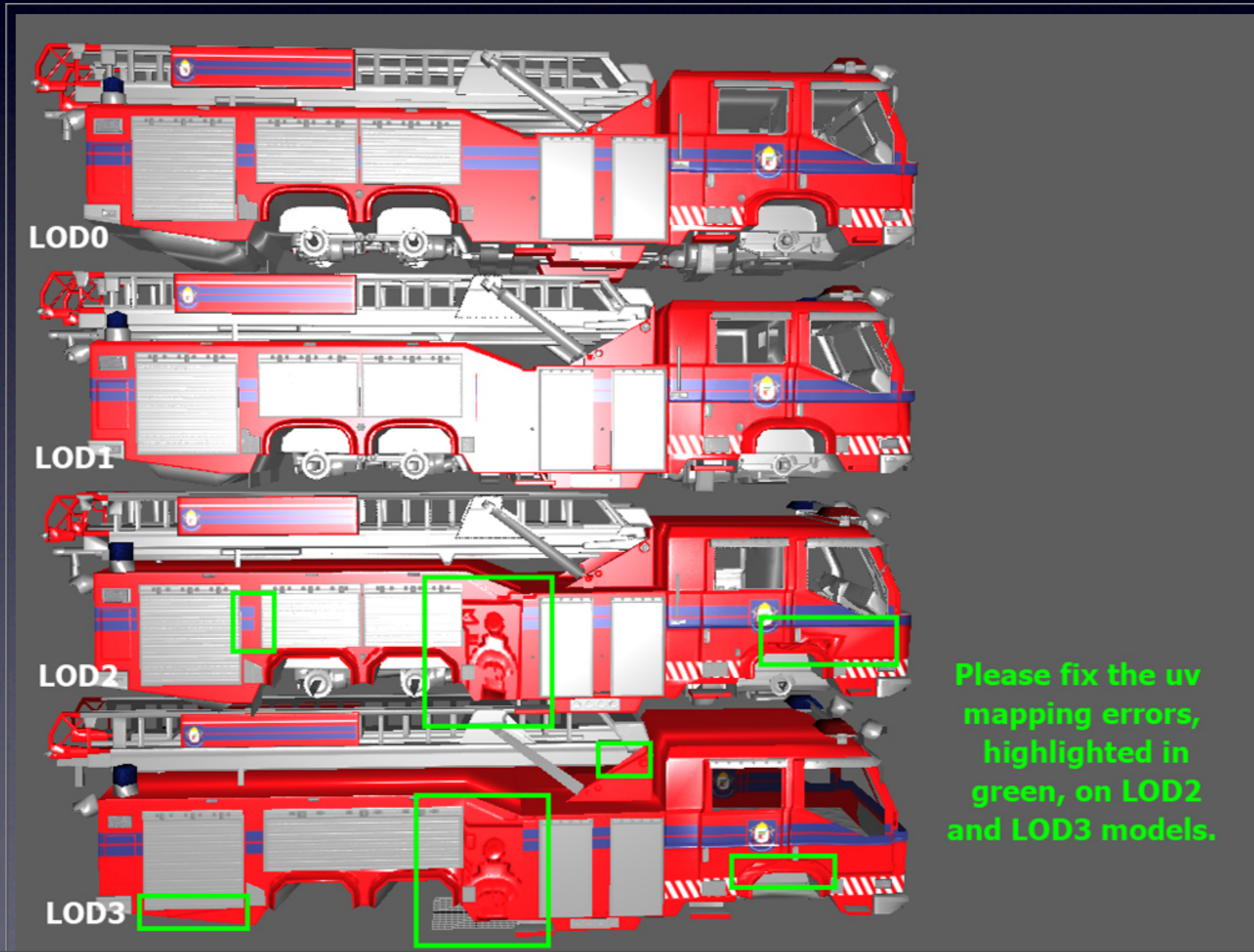
EMIL: Meaning

DON'T: Keep quiet to keep the peace



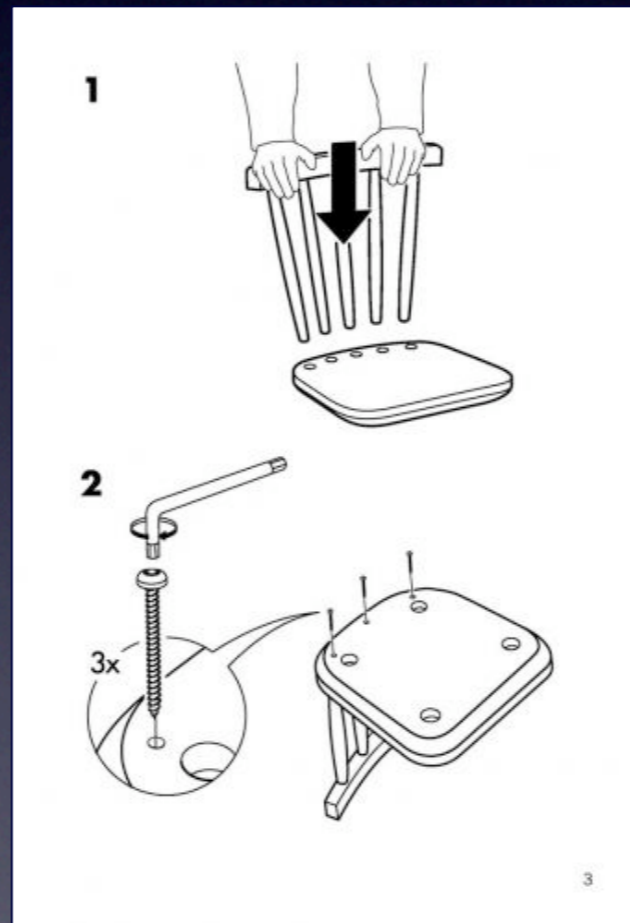
EMIL: Meaning

DO: Be precise



EMIL: Meaning

DO: Be visual



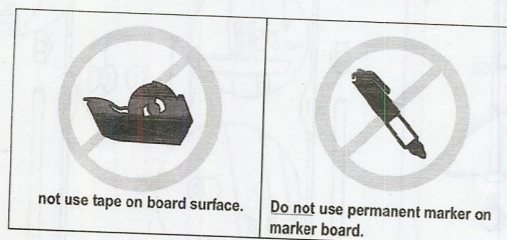
EMAIL: Meaning

DON'T: Be obtuse

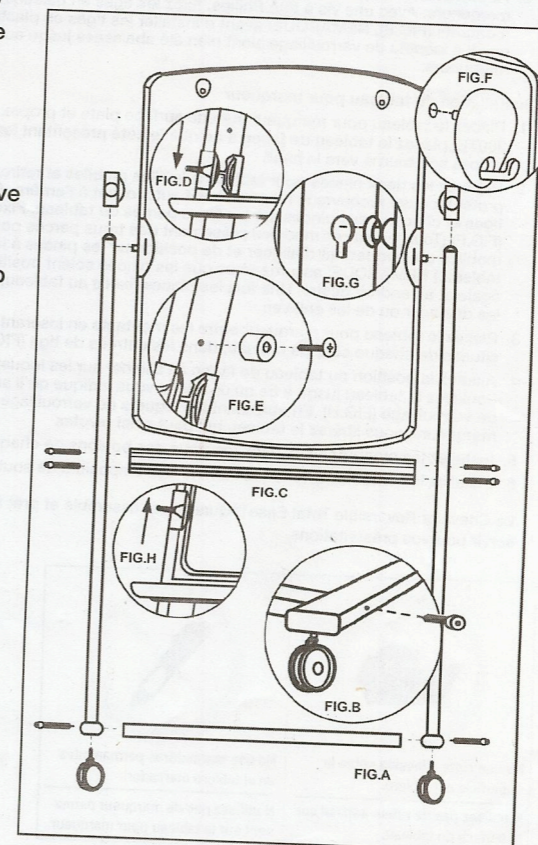
4. Making sure marker tray is facing front align two holes in each upright with receiver holes in marker tray and install four 5/16" x 1" Allen bolt (FIG.C) and tighten with furnished Allen wrench.
5. With board lock handles facing front slip board locks over top of each upright and side down to marker tray (FIG.D).
6. Locate pre-drilled holes in upright just above marker tray Using a Phillips screw attach plastic post to each upright (FIG.E) . Note: Before installing posts be sure board locks are lowered to marker tray.

Installing marker board

1. Place marker board on a flat clean surface (On Model 300TE place side with 4 pre-drilled holes. near top of board, facing up).
2. Locate two flip chart holders and remove protective cover from pressure sensitive adhesive on back Align two posts on each holder with pre-drilled holes in board and attach to board (FIG.F) (All Other models use a flip chart pad's pre-drilled holders to align and position chart holders to board surface) Note: Make sure flip chart holders are level and in desired location Once holders are attached to board. they cannot be repositioned or removed
3. Place marker board between uprights inserting pivot pins. located on sides of board. into keyholes (FIG.G)
4. Adjust board to align with board locks and raise up until they click into a locked position (FIG.H). When board locks are lowered to marker tray. board is free to rotate
5. Install flat caps into bolt holes of each upright
6. Install radius caps into rear of base supports



Your Quartet Reversible Total Erase Easel is now assembled and ready for important presentations



EMIL: Meaning

- » Don't use 200 words
- » Don't use 5 words when 10 needed
- » Don't keep quiet
- » Be precise
- » Be visual
- » Don't be obtuse

EMIL: Impact

DO: Say important stuff first

Who, what, when where, why

WASHINGTON — The Obama administration will call for increased oversight of executive pay at all banks, Wall Street firms and possibly other companies as part of a sweeping plan to overhaul financial regulation, government officials said.

NY Times article: <http://www.nytimes.com/2009/03/23/business/economy/23toxic.html?hp>

EMAIL: Impact

DON'T: Bury the lead

Hi guys,

I cannot access the [redacted] would be great.

If you could upload your files to the midway austin server from now on that

I'll save my final critique till I see the model but I'll give a minor critique based on the image you provided us. Right off the bat I see that she isn't in the correct pose. All reference provided and examples have the base pose with arms down and legs open.

Edge loops around the clavicle/collar area aren't evenly spaced and it seems you have some unnecessary quad solution going right in the middle of her collar area at the pit of the neck. Having a double side material for the bracelet is perfectly acceptable and its looking great so far. The clothes appear to be too snugg on her body over all and does not give the illusion of "drapping" off of her frame. I'll be able to show fixes for this once I get my hands on the mesh.

Lead is buried 5 paragraphs down!

Her shoes at the 3/4 view dont appear to be "pointy" as they are in the concept. It seems they have been modeled with a rather blunt shape. The bag is too simple in geometry. At the very least the pouch protruding on the side should be fleshed out. Give the bag some character and asymmetry with beveled edges as in the concept.

I can not stress enough how important it is to directly model off the concepts provided. Everything our concept artist has drawn has been drawn directly over the base mesh and the bag drawn to scale. PLEASE MODEL DIRECTLY FROM THE CONCEPT For the sillouhette atleast it breaks down as basicly tracing from the concept.

Ill will critique further once I have hands on time with the mesh so please post at the link provided.

Thanks guys!

EMIL: Impact

DO: Proofread

“I think this need to go a bit more attractive...
Also be careful of specific proportions, like longer
feature because we need to modify these.”

OR

Live date is set for Friday until I hear otherwise.

EMIL: Impact

DO: Proofread



EMAIL: Impact

DO: Tailor message to audience

SUBJECT: Cutting Blue Ocean Multiplayer Maps

TO: Executives or managers who need to know the basics

NOT CCed: Emotionally invested people who worked on this feature

EMIL: Impact

DO: Tailor message to audience



EMAIL: Impact

- Put important stuff first
- Don't bury the lead
- Proofread
- Tailor message to audience

EMIL: Listen
DON'T: Multi-task



EMIL: Listen

DO: Ask questions



EMIL: Listen

DO: Shut up

Summary

The path to great communication
is the EMIL.