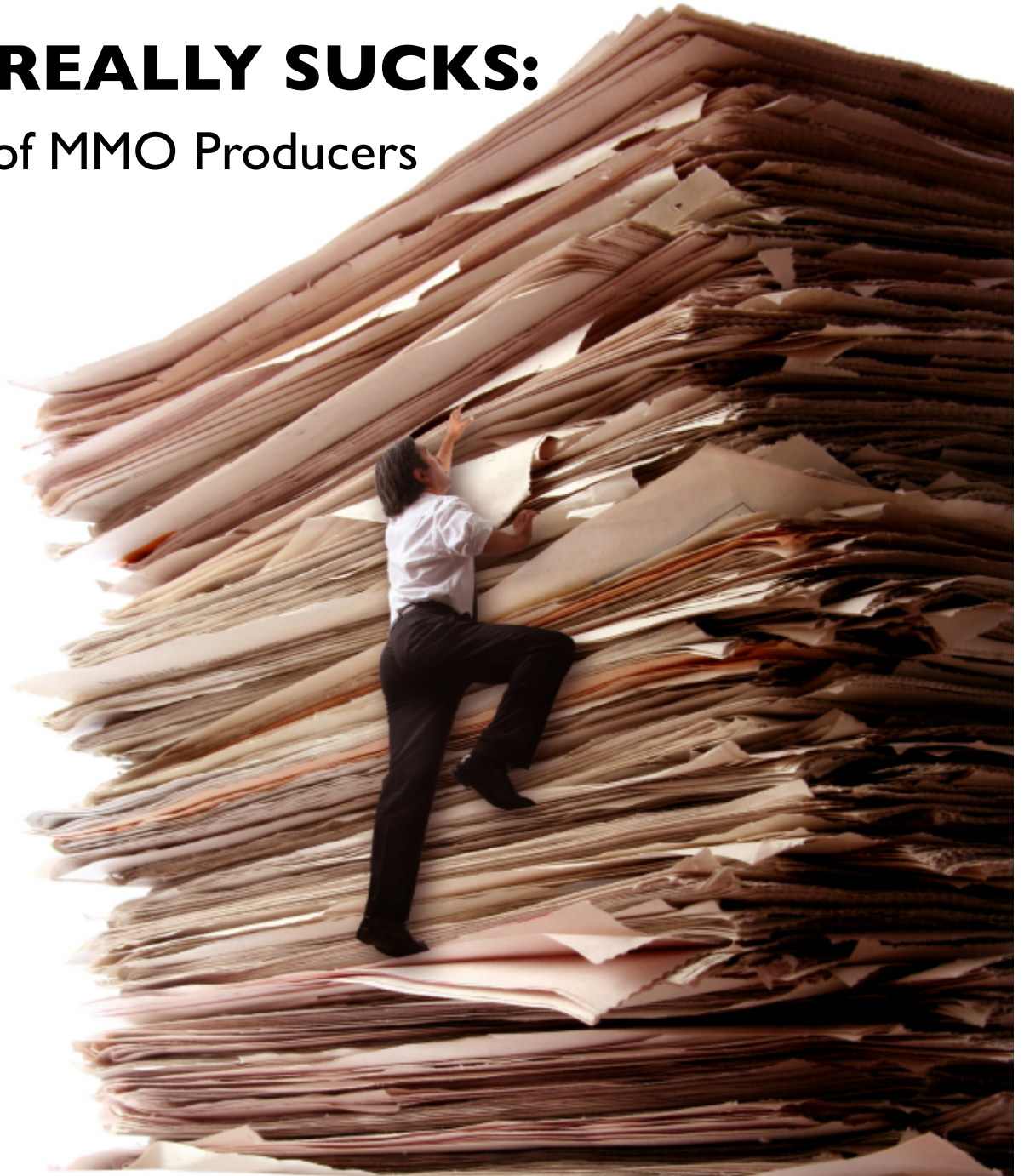


MY PRODUCER REALLY SUCKS:

Inside the Twisted Minds of MMO Producers

Jeremy Gaffney
Executive Producer,
Carbine Studios



What's Shaking:

Focus: MMO Production
**Little Teams,
Big Teams**

**Rummaging through
17 years of
Tricks & Stories**

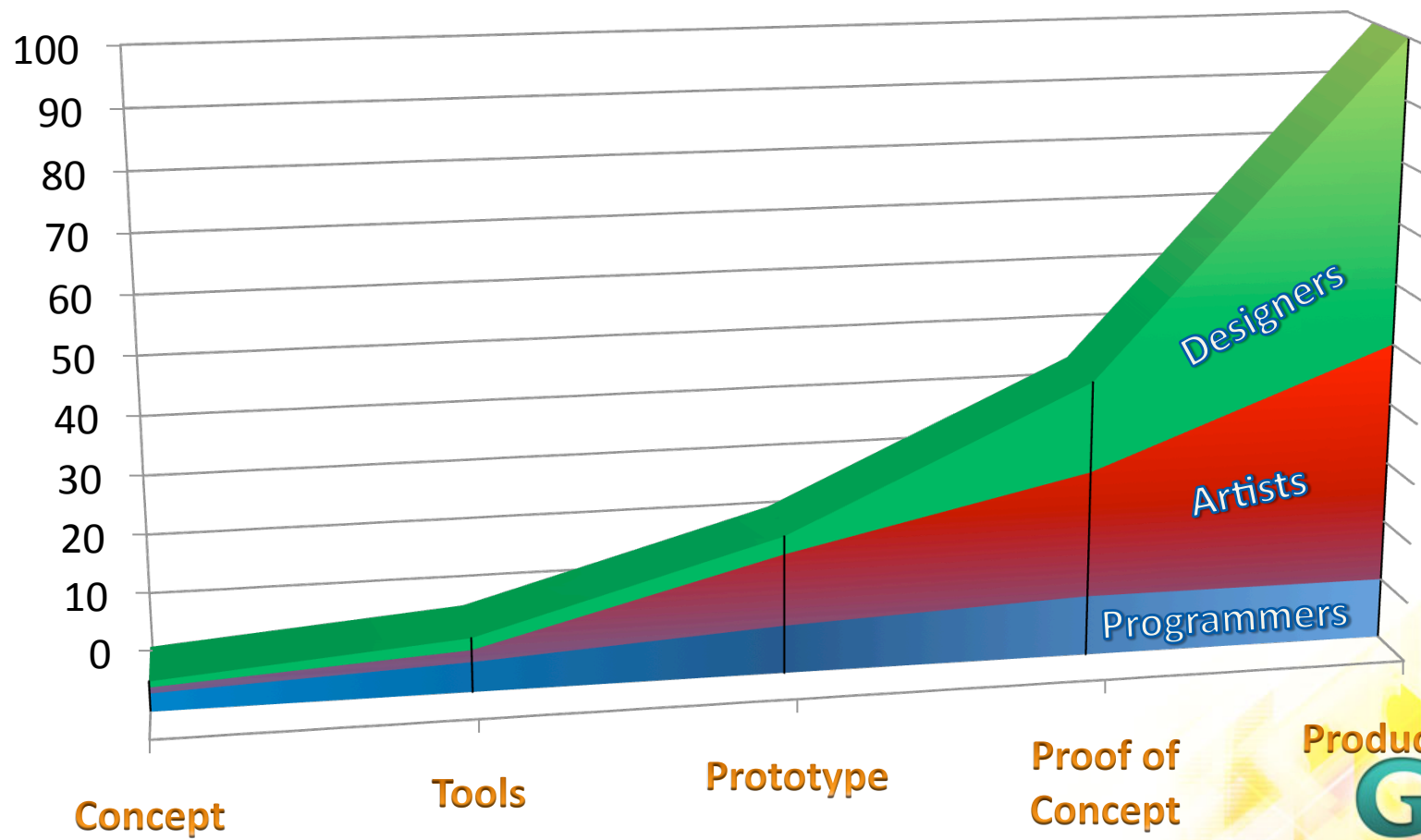


Team Scaling:

Leaving Mom's
Basement

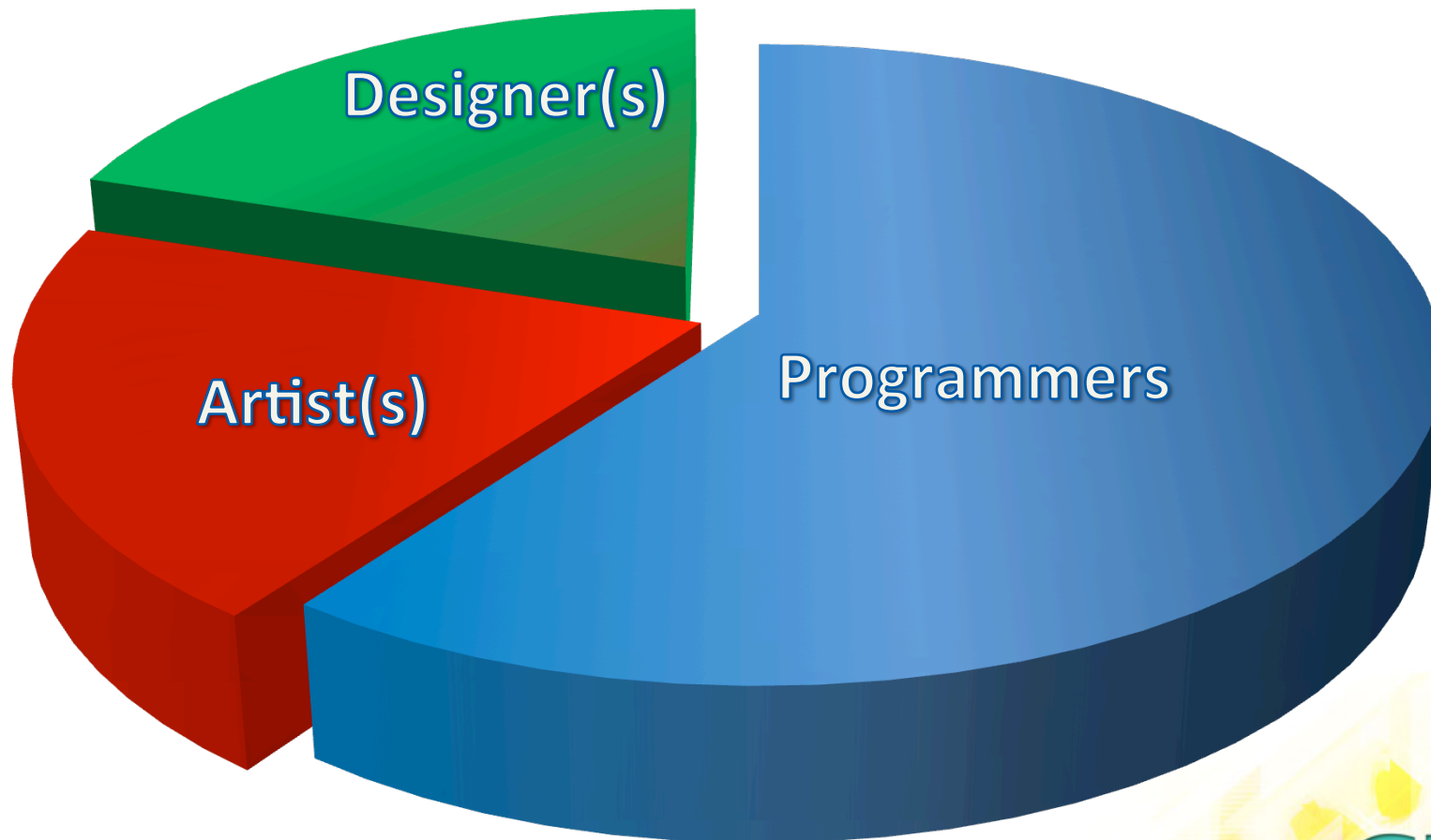


The Arc of MMO Development



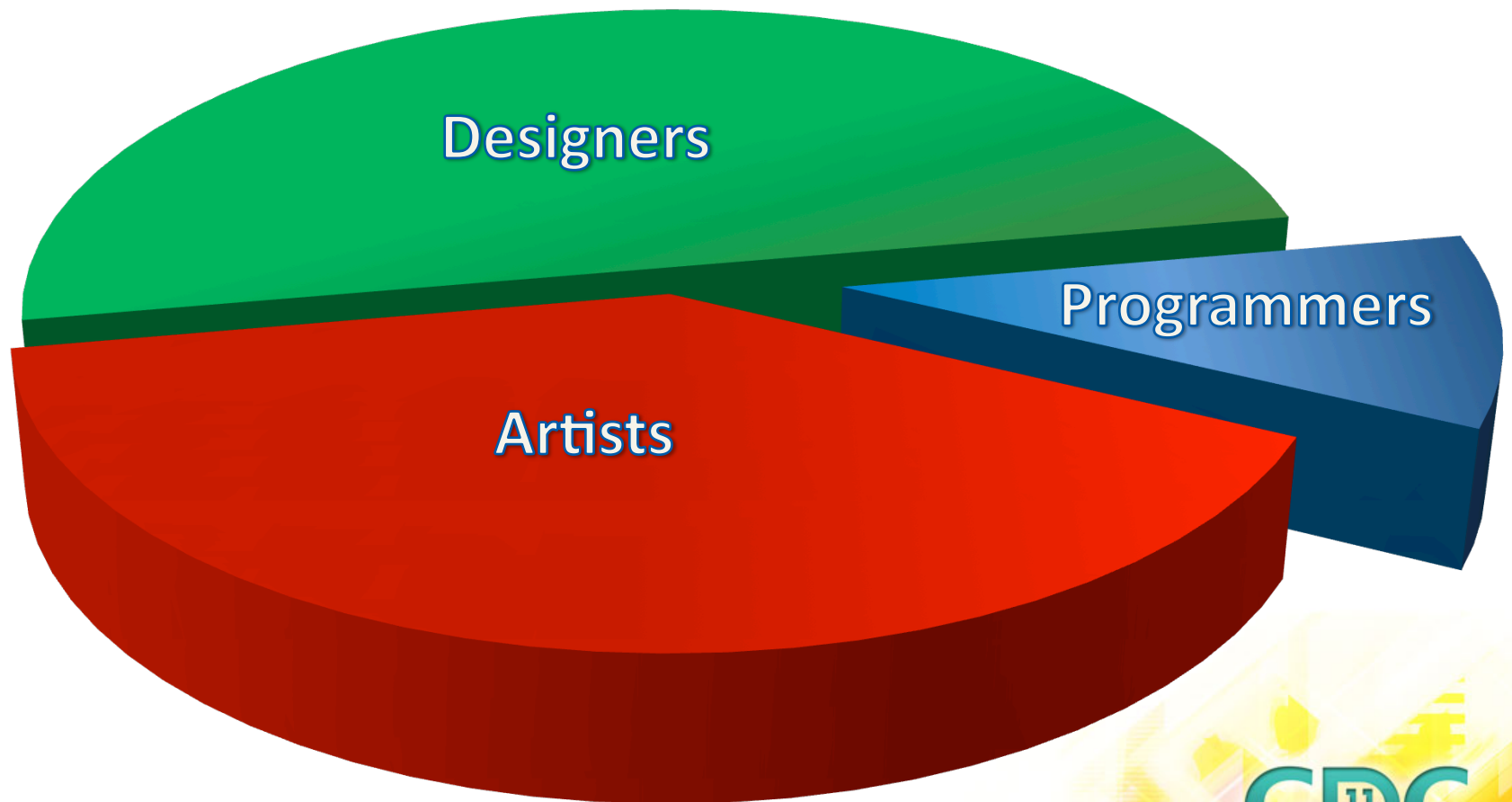
Basement Breakdown

(Relative)



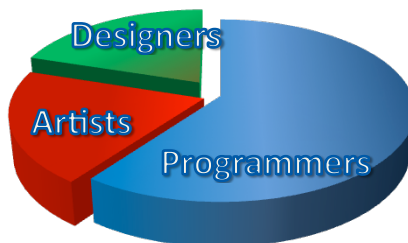
Launch Breakdown

(Relative)



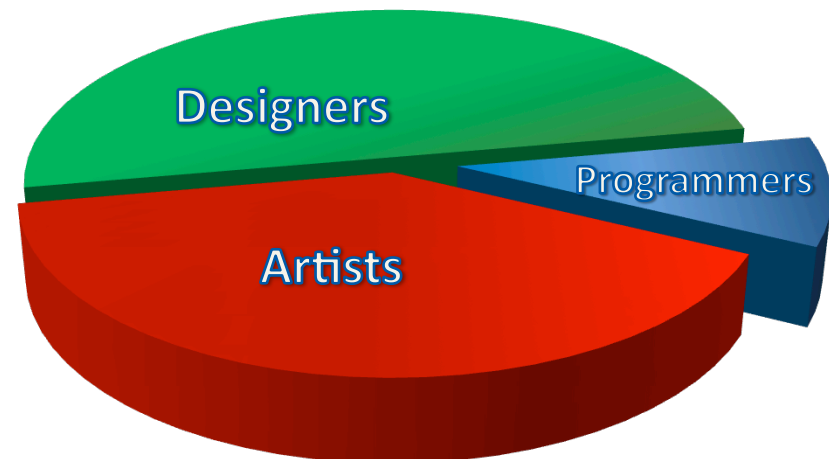
Common Startup Fail

Early Stage



≠

Launch/Live



Team Scaling

Structure around
your **strongest**
people's
weakest aspects

Three aspects of
the perfect team lead:



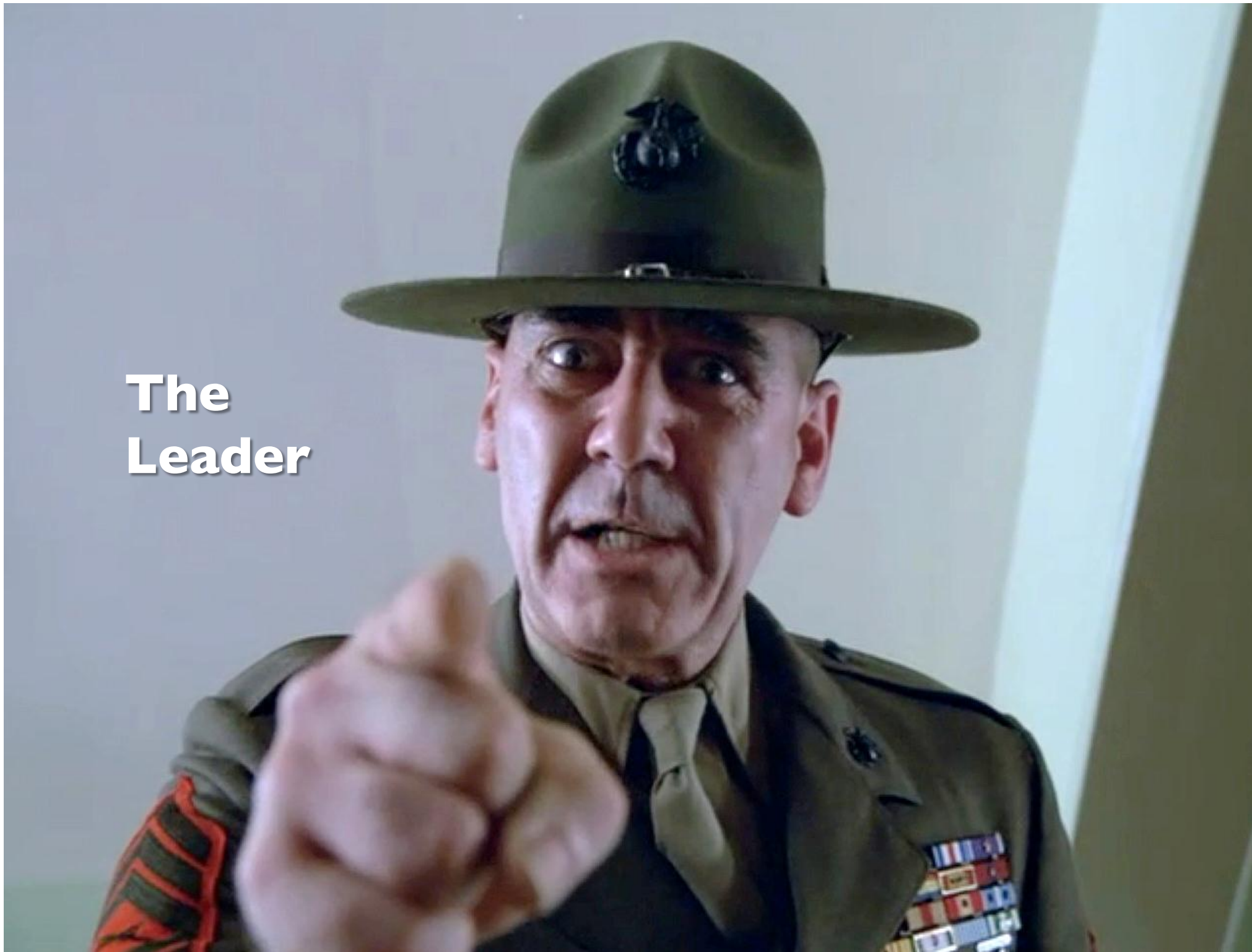
© DC Comics

Online

The Communicator



The Leader



The Artist



What's Weakest?

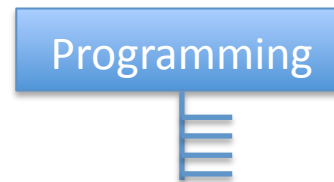
Communication

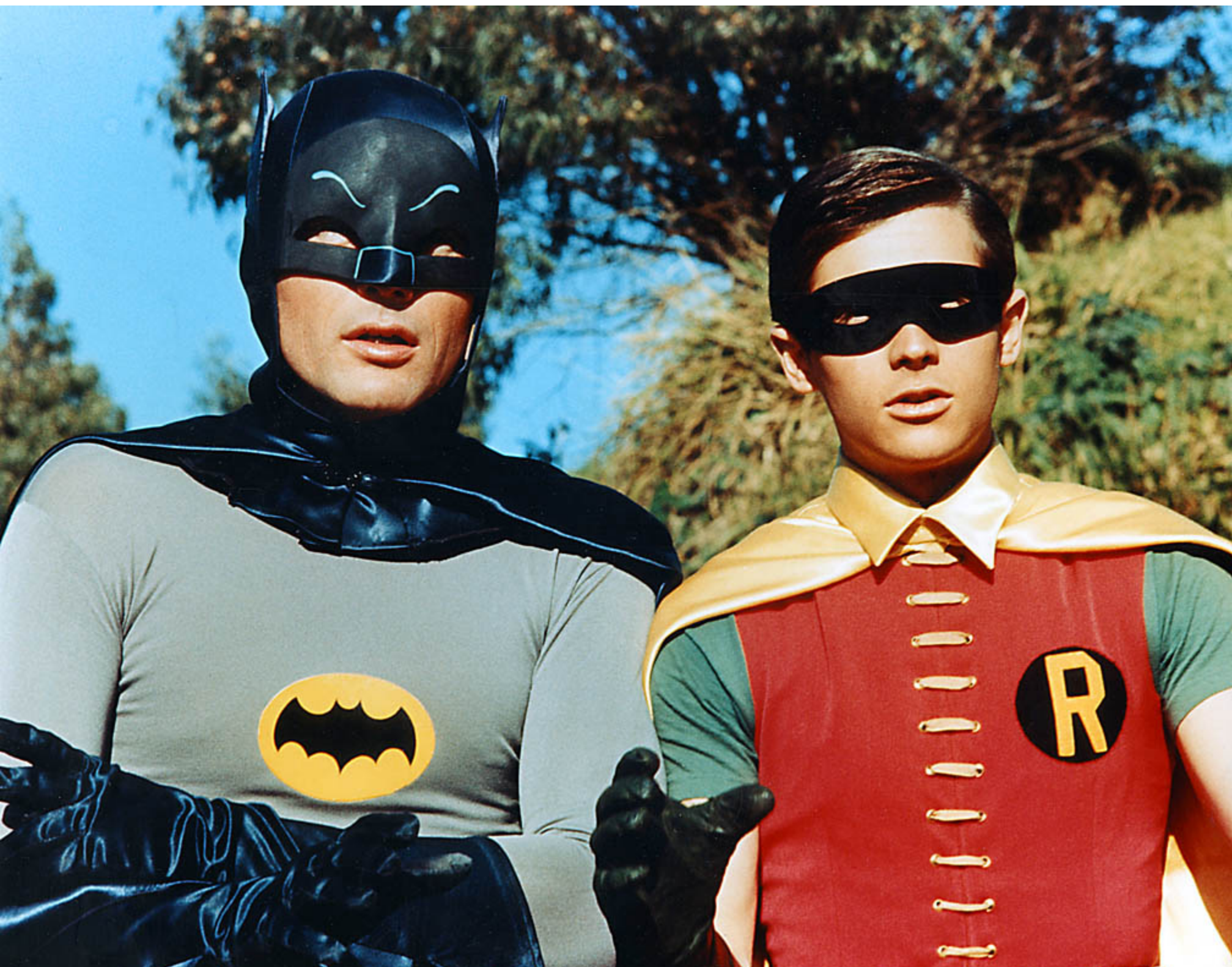
- Strong Associate Producers
- Silo Format (+ Sub Leads + Temp Strike Teams)



Leadership/Artistry

- Lead/Director Split
- Feature Team Format





Interviewing the unknown



Team Culture

Don't suffer
"Brilliant Jerks"

Netflix Culture:
Freedom & Responsibility



<http://www.slideshare.net/reed2001/culture-1798664>
Or search for "Netflix Culture" online



AKA:
Irreplaceable
Jackasses

Harsh but true:
Rarely waste an
opportunity to fire

Communication

MBWA is your best tool –
physically and virtually
(**M**anagement **B**y **W**alking **A**round)

Great managers do 3 things:

- Get out and about. Often.
- Praise awesome stuff
- Fix stuff that's broken

Difference between
“great” and...





Large Team MBWA

(in the Modern Era)

- Art Reviews, Asset Libraries
 - Weekly window to art
- Source control:
Your friend even if you don't "speak source"
 - Check-in count tracking
- Regular playdays
- Regular show and tells
 - Praise awesome stuff
 - Fix stuff that's broken



Modern MBWA (cont'd)

Know your connectors



Communication

An algorithm:

How to deliver
bad news to
your team



Communication

Fear conflict
***avoidance* -**

Not conflict



Communication and Conflict

Weekly I-I's

Issue? NEVER
more than
one I-I passes

Promise:
No-Surprise
Reviews

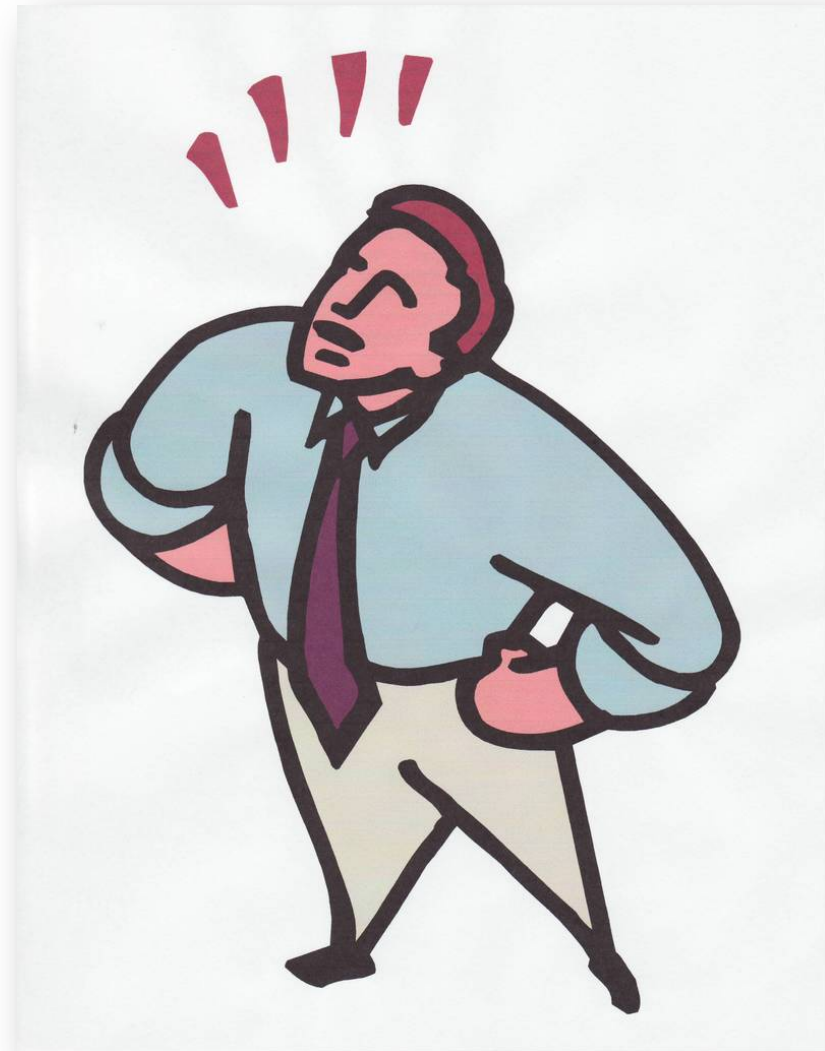


Communication and Conflict

Gripes go uphill

- Something's broken above you?
 - It's your biggest problem
 - Know what *must* be fixed even if it is impossible
 - Don't be afraid to fight for what's best

- Broken below you?
 - Fix it with that person /their manager, not peers.
 - Sorry, you lost your ability to gripe

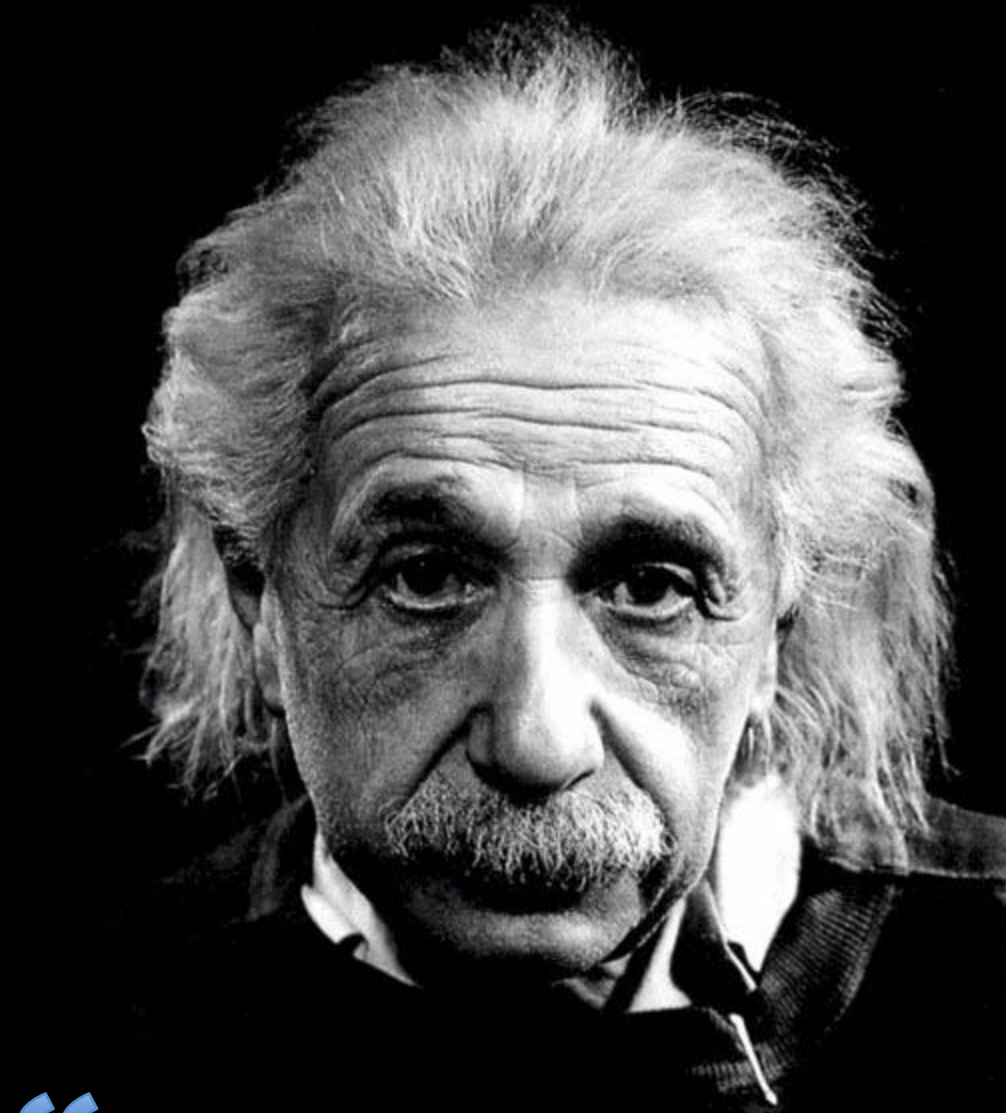


Processes

**Add
Rigor**

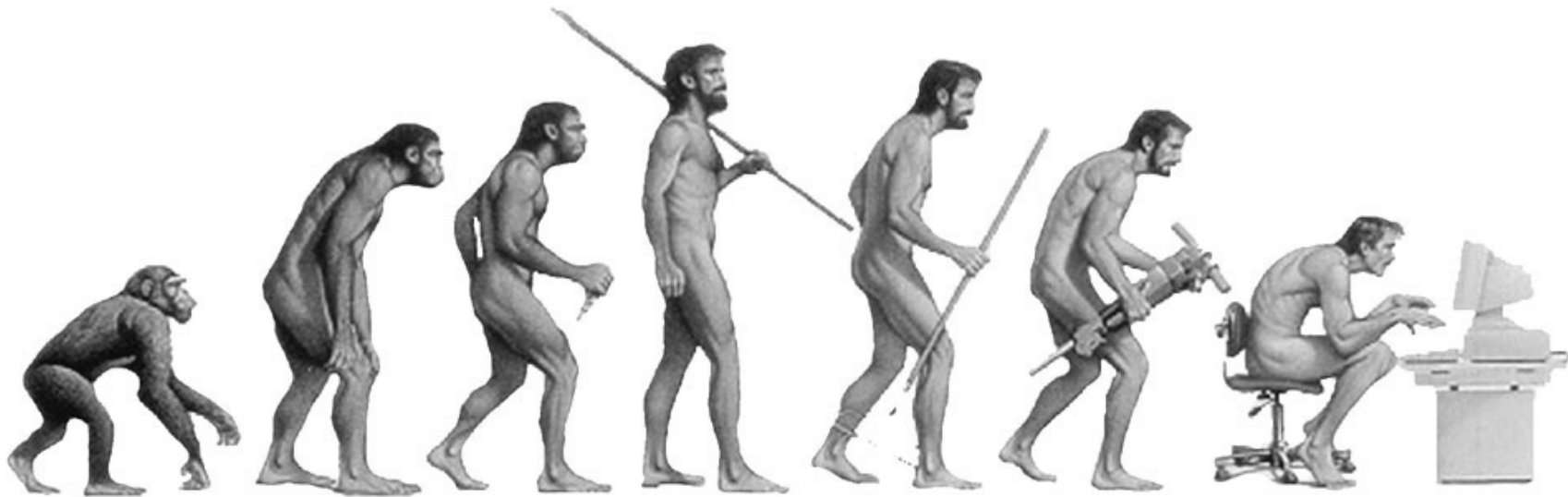
**Without
Mortis**





“ Everything should be made as simple as possible, but not simpler. ”

Darwinian Fitness: Process Version



Add no process without a direct need

Part of the process: Iterate the process; small moves

Visual updates: Easier and informative

Use your APs

Your Beta Test is Not a Test

A while ago, beta tests
stopped being
about *testing*

They're now
marketing events

Polish. Or perish.



Publisher Care and Feeding

When you can't
change things
about your
publisher...



...Work on yourself



Publisher Care and Feeding

Treat their money as
though it's your own
(in the good way)

This is a small industry,
you'll see these people
again. Thus...

You are more important than your job

First: Be the person you wish you were

Earn your reputation

Let the job follow. You'll have many jobs.

Who are You?

- Most of your rep should be based on *you*

But:

- Be bluntly honest
- Be ethical
- Be passionate about the things that deserve passion
- Be self-aware
- Iterate yourself

And your producer won't suck.

Questions and Answers

