

Rules for Development (of People)

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Senior HR Manager



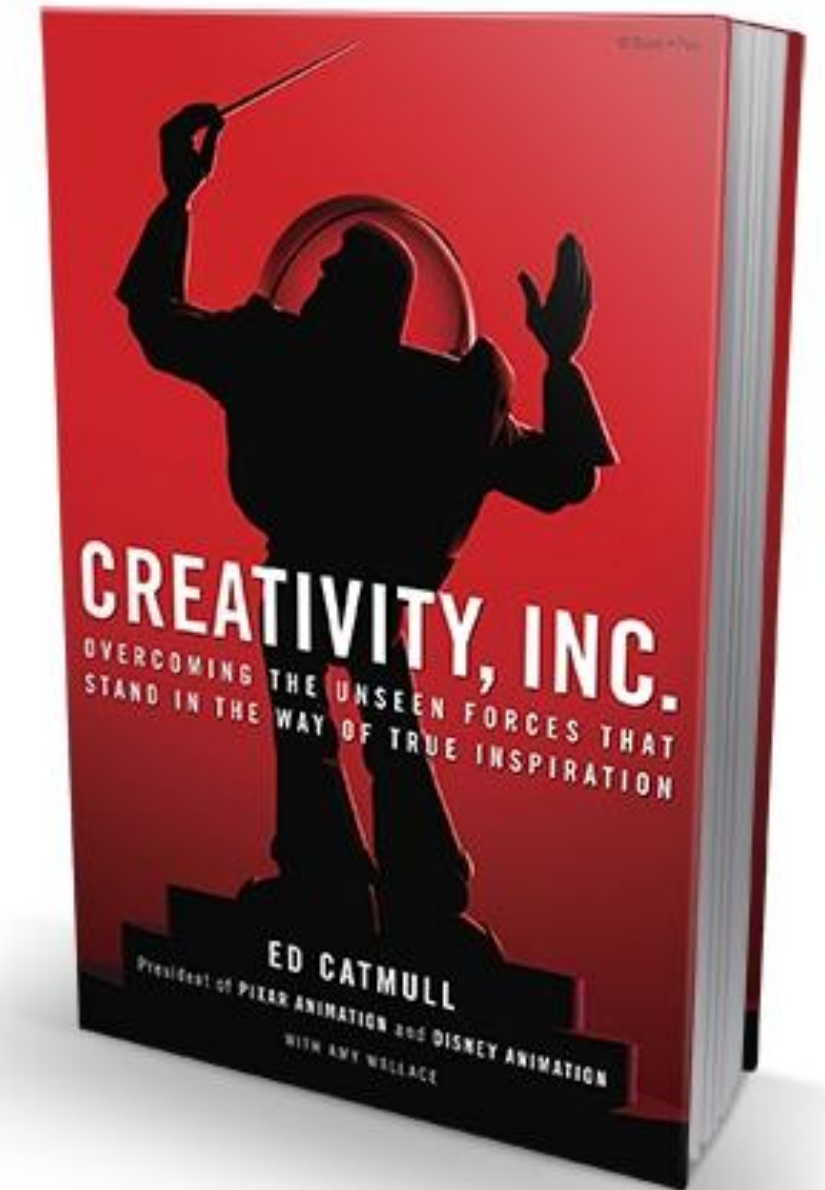
You need to be closer to interact with that target.
You need to be closer to interact with that target.

Julie Fabernackle <Goblin Resources Manager>



- ✓ Buffy the Vampire Slayer!
- ✓ Leadership development
nerd
- ✓ HR for 15 years
- ✓ 8 years at Blizzard
- ✓ 4 years embedded with Overwatch

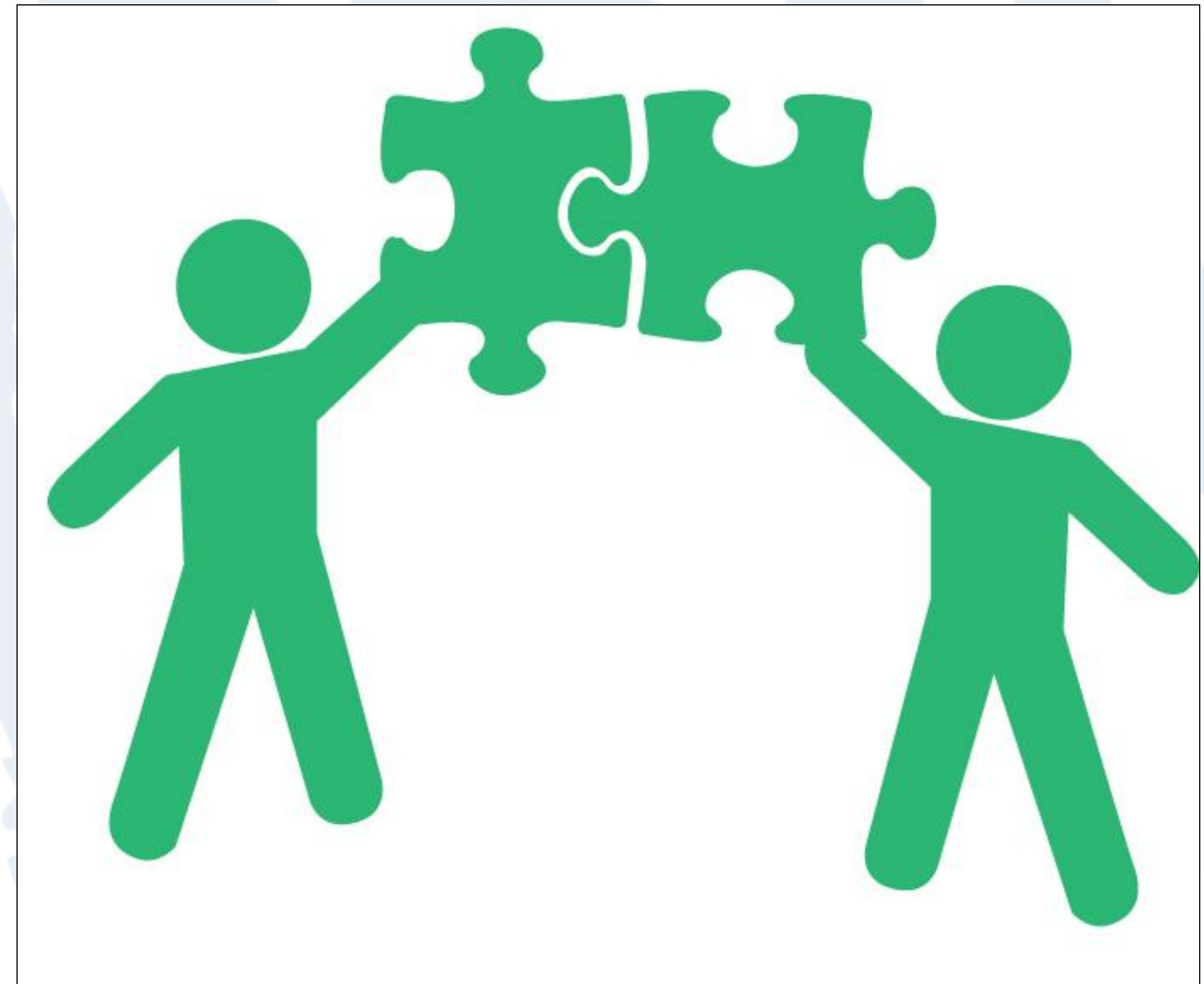
“Getting the right people and the right chemistry is more important than getting the right idea.”



“Making games is easy compared to making a team.”

Rules for Development (of People)

1. Intentional investment
2. Utilize frameworks
3. Prioritize connection
4. Collaborative learning



Rules for Development (of People)

1. Intentional investment

2. Utilize frameworks

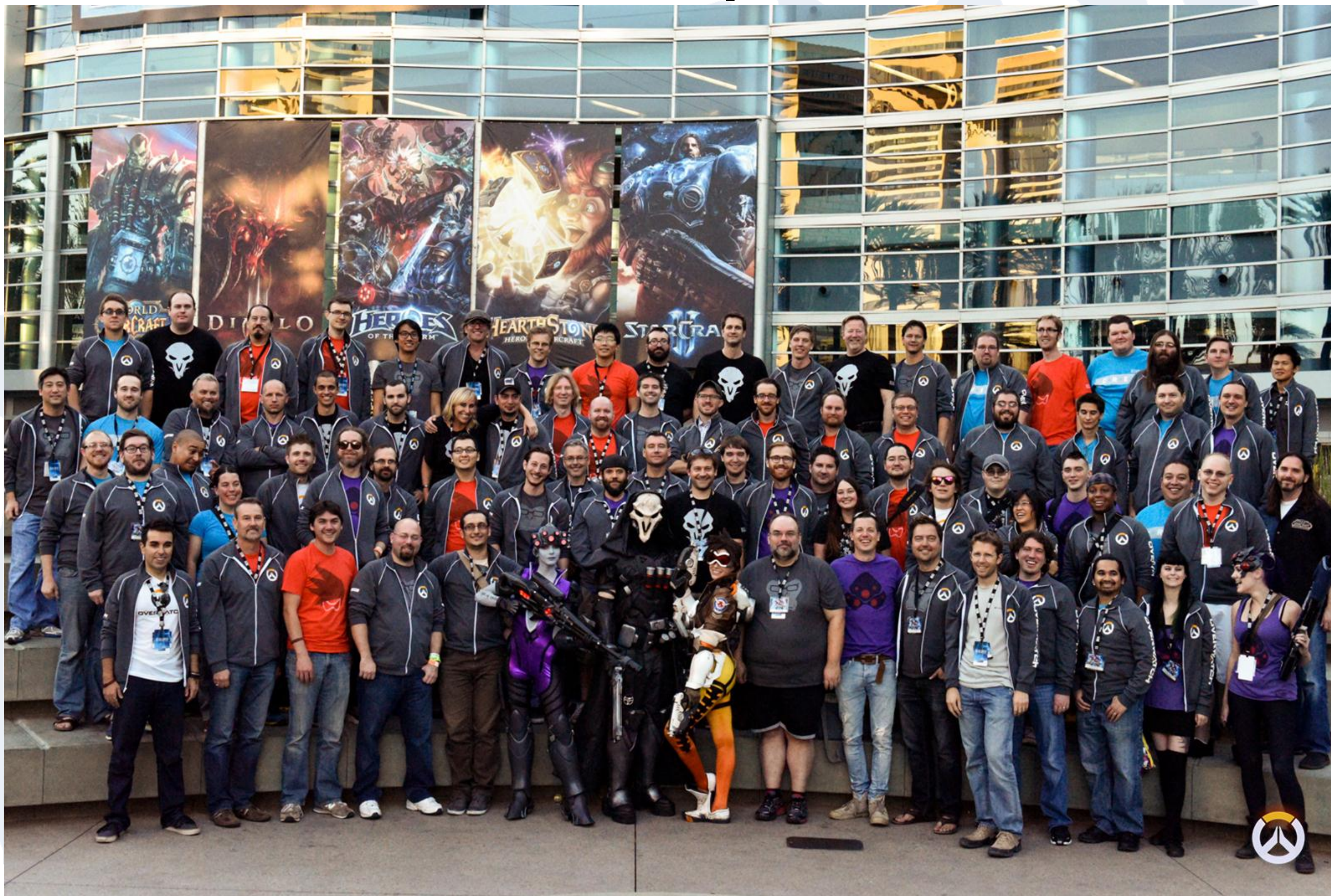
3. Prioritize connection

4. Collaborative learning



Time, energy or resources
deliberately spent
in the hope of future
benefits actualized.

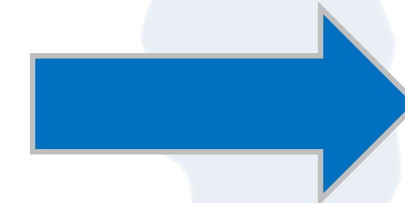
Some inspiration...





Gallup Organization – Study

- Average readers
• 90 wpm



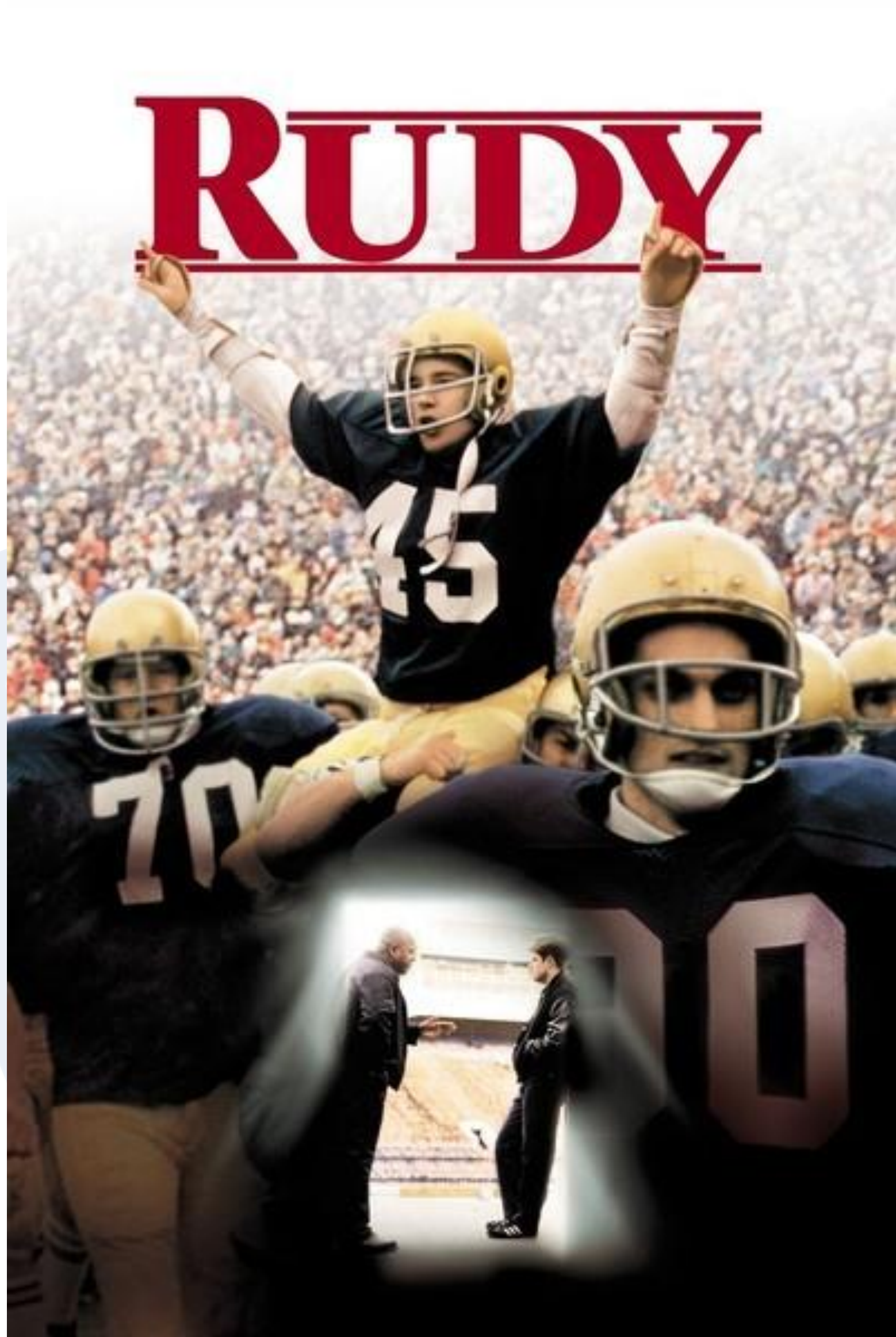
- Average readers
• 150 wpm

- Above average readers
• 350 wpm



- Above average readers
• **2,900 wpm**

**1 semester
reading intervention**



Be careful of
taking the path
of MOST
resistance.



Yeah, but...

- When a person's strength doesn't match the needs of team or project.
- Strengths overdone can become a weakness.
- Can't ignore the Dark Side. Weaknesses matter.

These are paradoxes we manage...
instead of problems to solve



OVERWATCH



Rules for Development (of People)

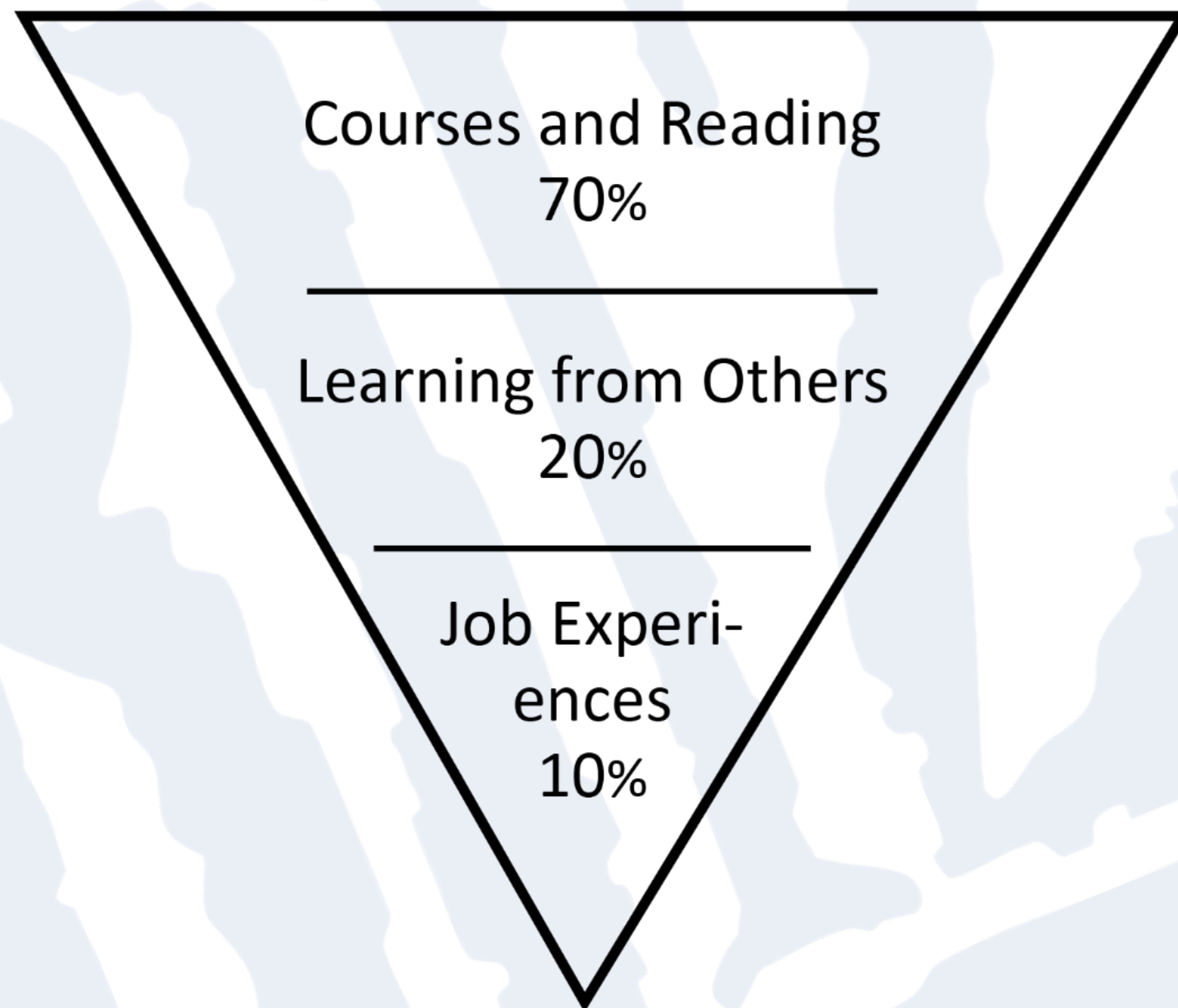
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- 2. Utilize frameworks**
3. Prioritize connection
4. Collaborative learning



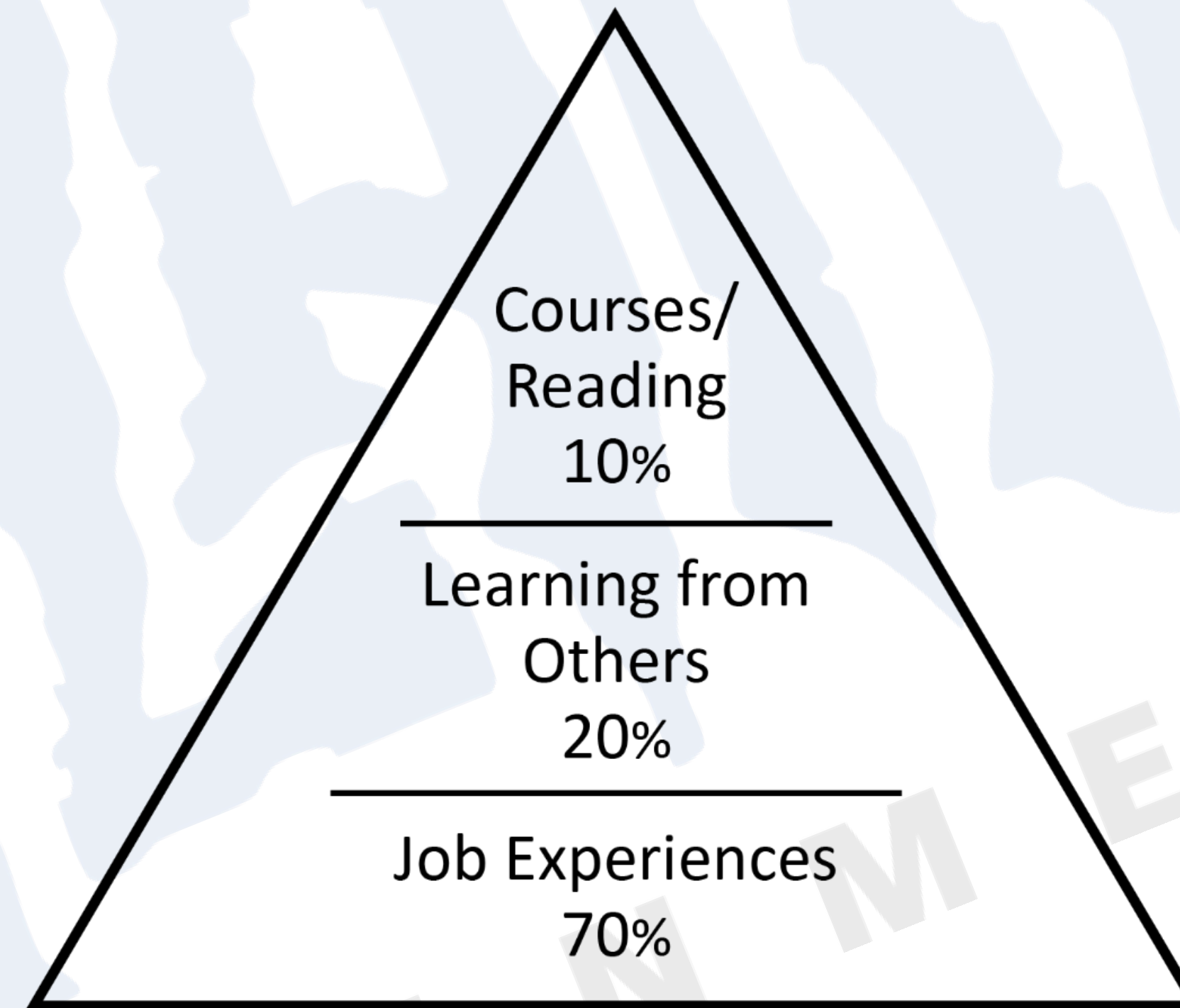
70:20:10 Development Framework



How People Tend to Write Development Plans



How People Actually Develop



70% Blizzard examples



**70% from
on-the-job
experience:**

*working on real
tasks and
problems*

- **Participate on or Lead a strike team**
- **Host peer talk internally**
- **Fix pre-existing problems**
- **Scope and scale**

20% Blizzard examples



**20% from
other
people:**

*feedback,
coaching,
mentoring*

- **Effective and meaningful 1:1's with manager**
- **Mentorships**
- **Discipline lunches**
- **Coaching Labs**

10% Blizzard examples



10% from training:

workshops, on-line learning, courses and reading

- **Classes via Blizzard Academy**
- **Blizzard library**
- **Tedtalks; podcasts**
- **Internal peer talks**

70:20:10 in Practice



**70% from
on-the-job
experience:**

*working on real
tasks and
problems*

**20% from
other
people:**

*feedback,
coaching,
mentoring*

**10% from
training:**

*workshops, on-
line learning,
courses and
reading*

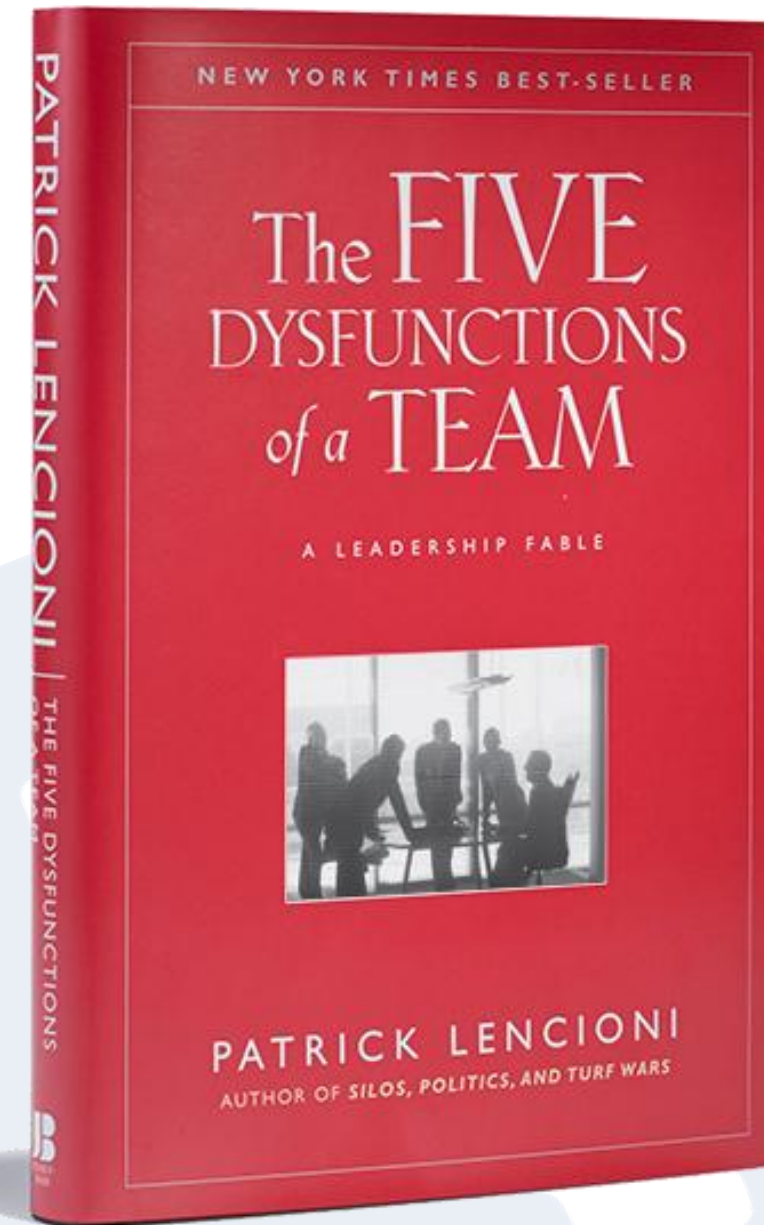
- 🎯 Appointed several Senior Artists as Leads
- 🎯 1:1's
- 🎯 Team coaching with “Art Direction moments”
- 🎯 Training classes

Rules for Development (of People)

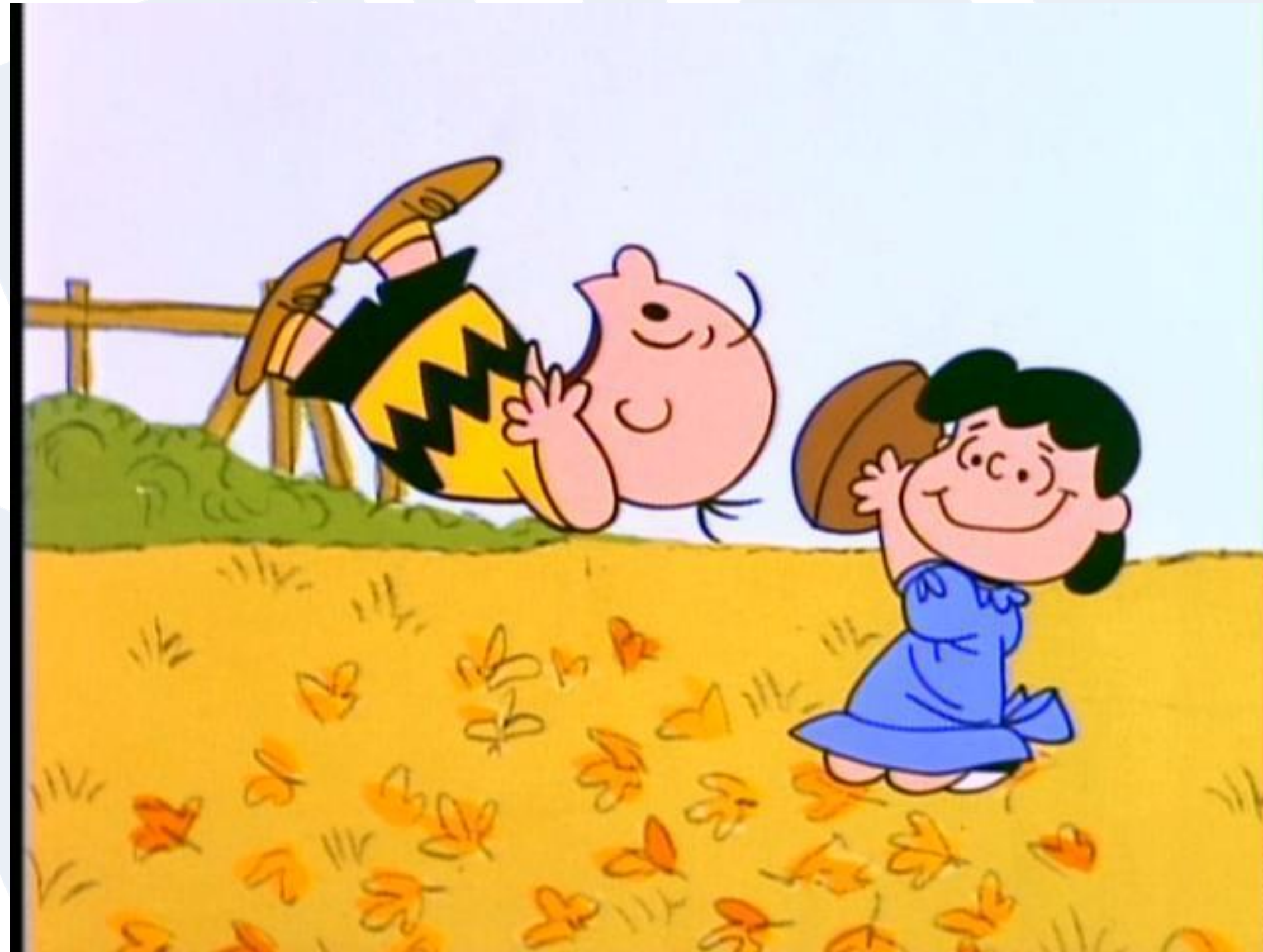
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FIVE DYSFUNCTIONS



ABSENCE OF TRUST





PechaKucha

20 × **20**
seconds slides





I loved that game too!



Dude, I had no idea...

It's amazing how little some team members know about one another, and how just a small amount of info begins to break down barriers. "



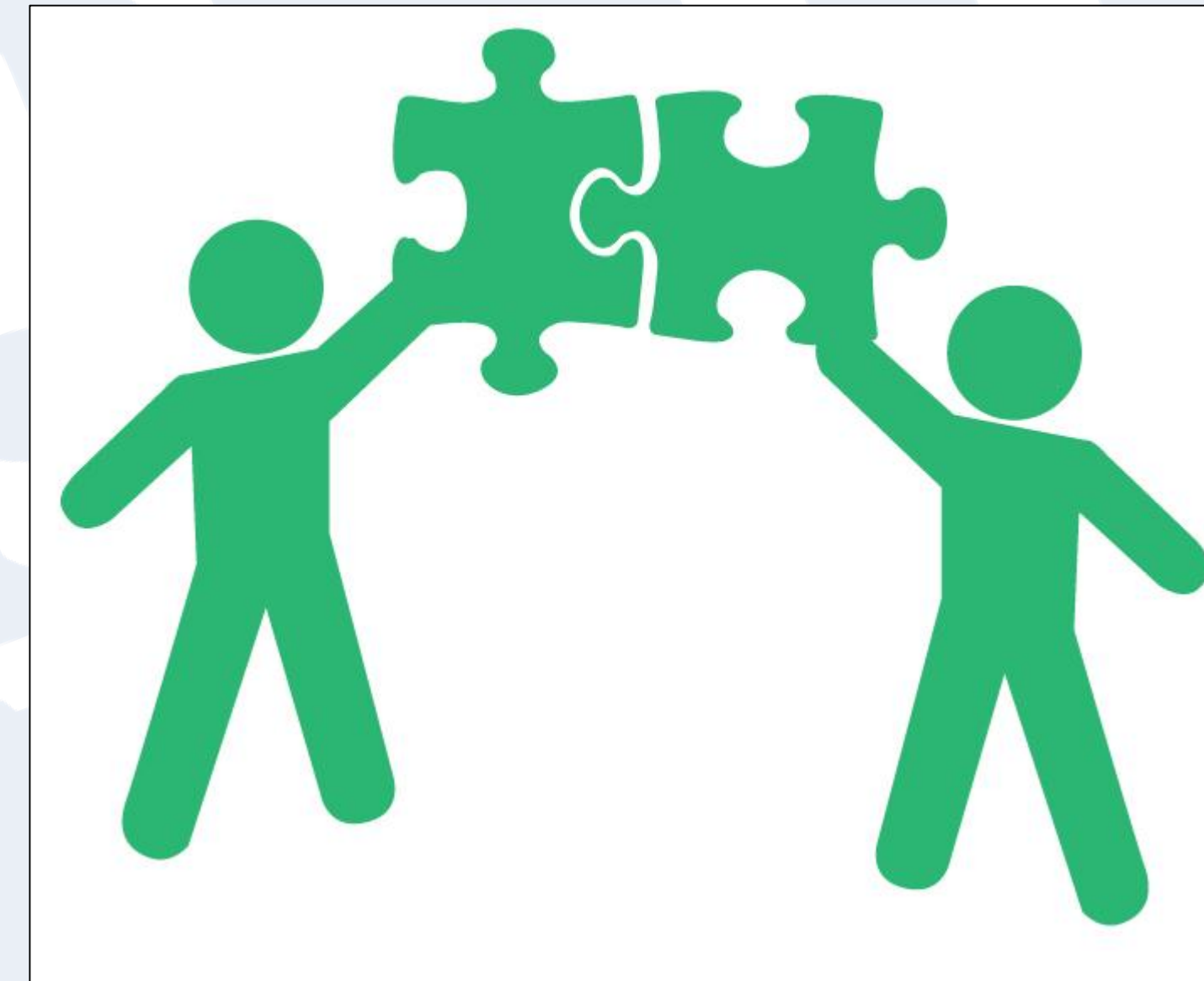
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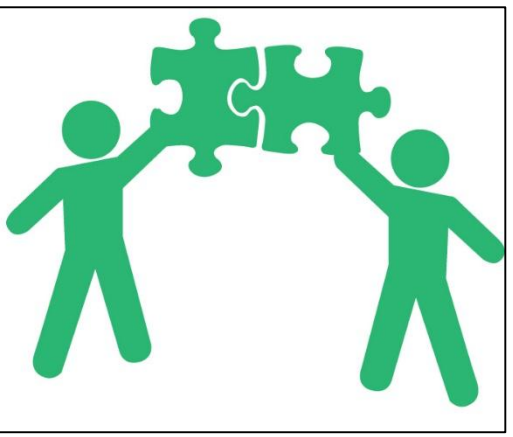
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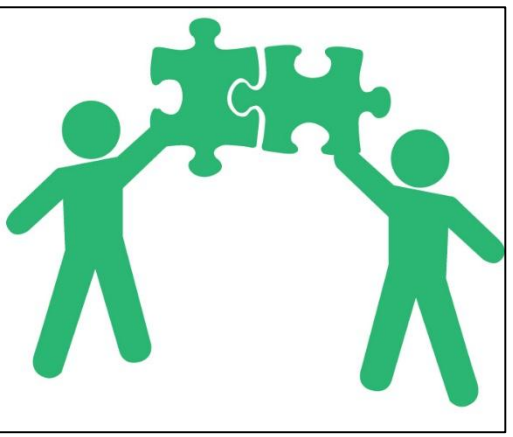




open
fun
quality
creative
passion
epic
friendly family
relaxed
geek

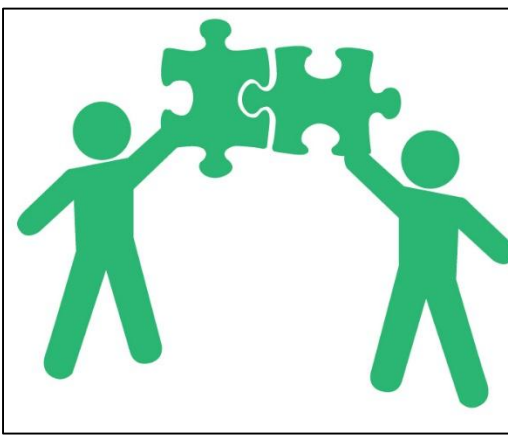
- ✓ Peer to Peer
- ✓ Informal
- ✓ Strategies & wins
- ✓ Discuss mistakes
- ✓ Group problem solving

Coaching Labs



- ☐ **small groups of Leads**
- ☐ **regular frequency**
- ☐ **low cost**
- ☐ **the make up matters**
- ☐ **rules of engagement**

Coaching Labs



"This is the last meeting I ever want to cancel."

"I always walk away with a different perspective."

"..share triumphs and troubles."

"really useful to break down barriers between teams."

"There is pressure to do something."

"...reveals blind spot I didn't know was there."



Rules for Development (of People)



1. Intentional investment

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- ✓ Strengths can help crack the code of where to invest time, energy, and money.
- ✓ Invest for the exponential payoff!
- ✓ Be careful of taking the path of MOST resistance.

Rules for Development (of People)



1. Intentional investment

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- ✓ Frameworks help build disciplined thought & action
- ✓ Choose frameworks that match your culture
- ✓ Follow the 70:20:10 Development rules

Rules for Development (of People)



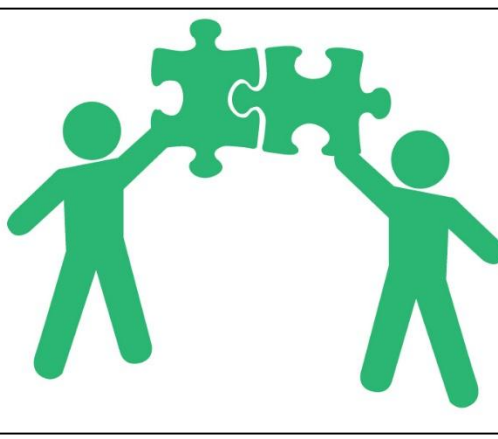
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- ✓ Trust matters, a lot. Invest accordingly.
- ✓ Pecha Kuchas FTW!
- ✓ Make it easy to connect.



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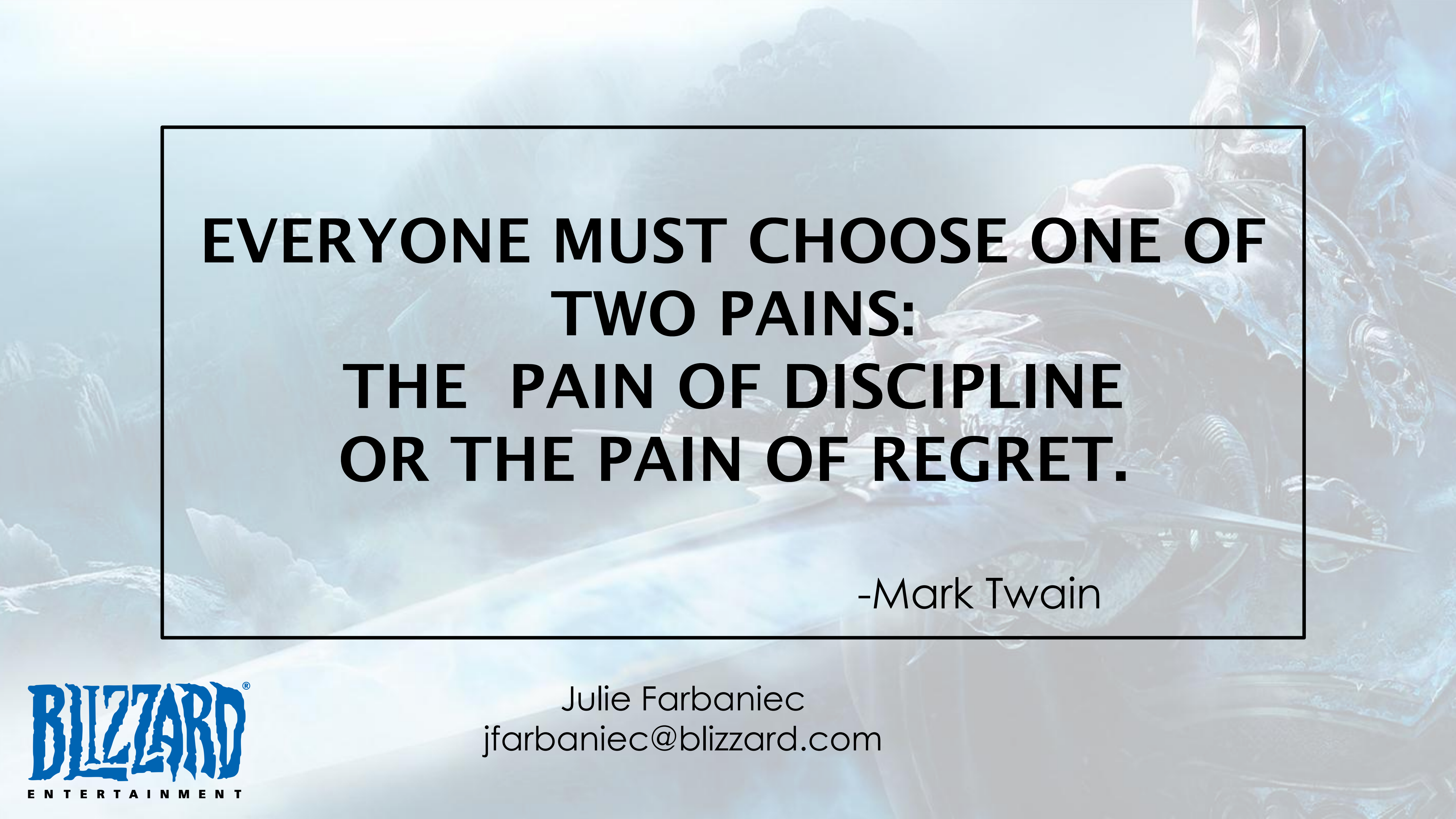
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- ✓ **Learning is social**
- ✓ **Don't underestimate the power of peer to peer learning**
- ✓ **Start a Coaching Lab**

The background of the slide is a faded, blue-tinted image of a dragon, likely a Frostwyrm, standing in a snowy, mountainous landscape. The dragon is facing left, with its head turned slightly towards the viewer. Its scales are detailed, and it has a long, sharp horn on its head. The overall tone is cold and majestic.

**EVERYONE MUST CHOOSE ONE OF
TWO PAINS:
THE PAIN OF DISCIPLINE
OR THE PAIN OF REGRET.**

-Mark Twain



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