

STUDIO

ART DIRECTION

WHAT **I THINK** I'VE LEARNED SO FAR



AGENDA

STUDIO ART DIRECTION

- 1 SOME BACKGROUND
- 2 FIND YOUR COMPANY
- 3 WHAT I THINK I'VE LEARNED
- 4 STUDIO ART DIRECTION

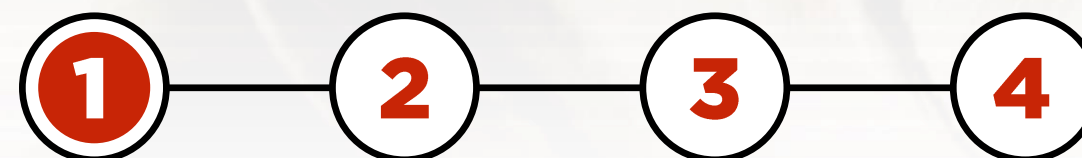
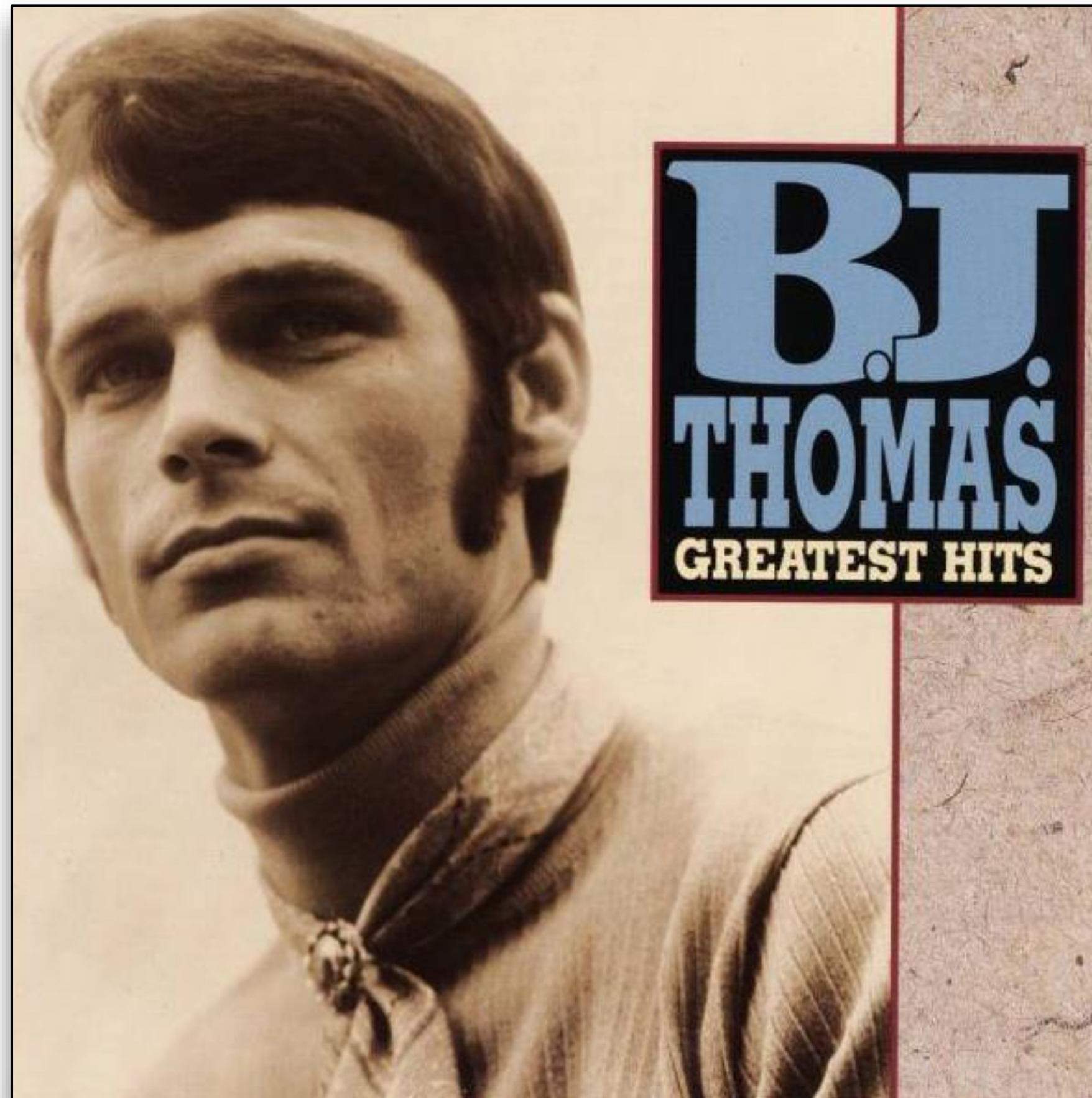


AGENDA

STUDIO ART DIRECTION

- 1 SOME BACKGROUND
- 2 FIND YOUR COMPANY
- 3 WHAT I THINK I'VE LEARNED
- 4 STUDIO ART DIRECTION





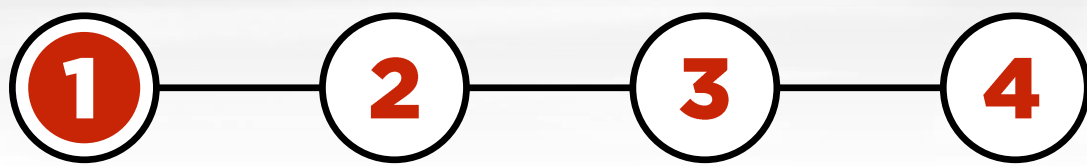
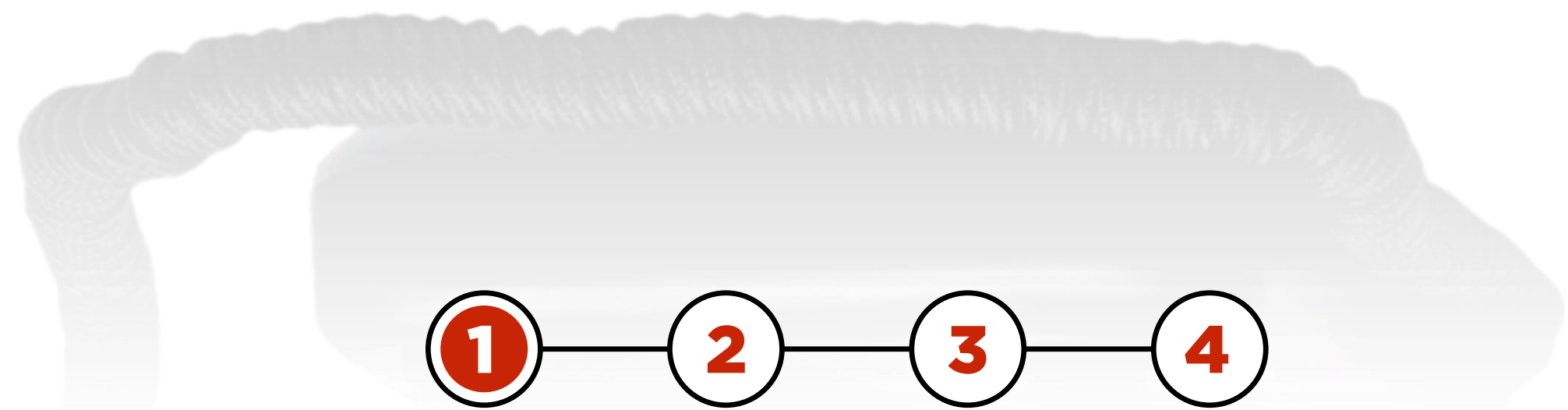


1

2

3

4



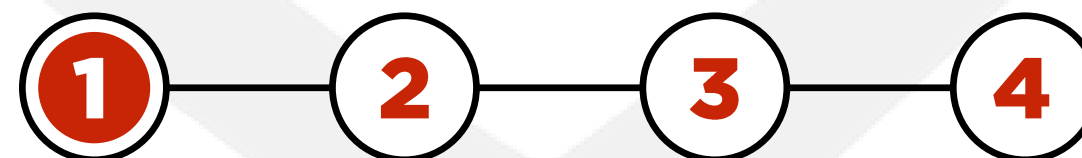


- 1
- 2
- 3
- 4



“If I had asked people what they wanted,
they would have said **faster horses**.”

- Henry Ford



ENDLESS STAIR

YOU ARE AT THE BOTTOM OF A SEEMINGLY ENDLESS STAIR, WINDING ITS WAY
UPWARD BEYOND YOUR VISION. AN Eerie LIGHT, COMING FROM ALL AROUND YOU,
CASTS STRANGE SHADOWS ON THE WALLS. TO THE SOUTH IS A DARK AND WINDING
TRAIL. YOUR OLD FRIEND, THE BRASS LANTERN, IS AT YOUR FEET.

>GET LANTERN

TAKEN.

>INVENTORY

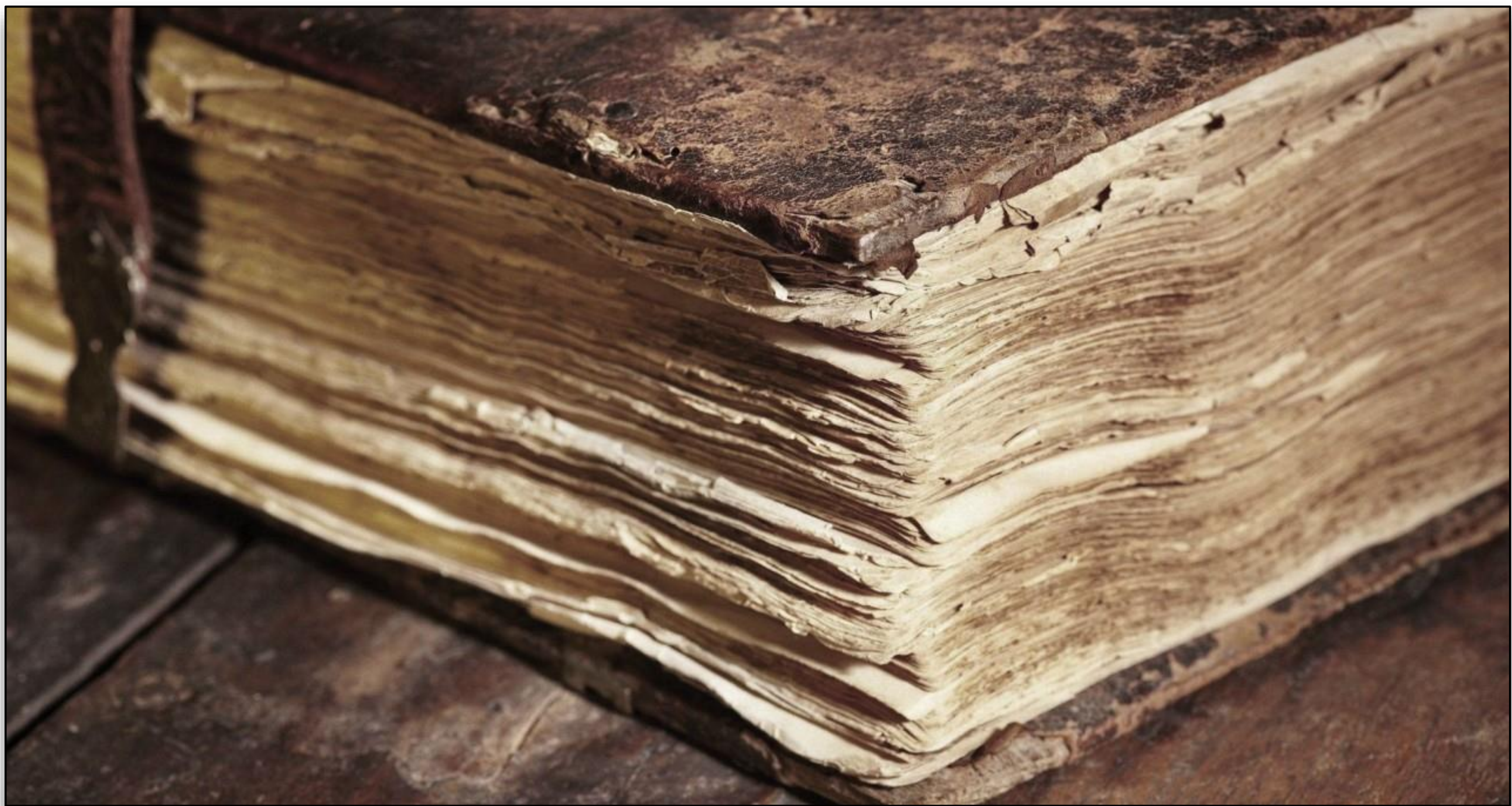
YOU ARE CARRYING:

 A LAMP

>GO SOUTH

IT IS PITCH BLACK. YOU ARE LIKELY TO BE EATEN BY A GHOUL.

>■■■

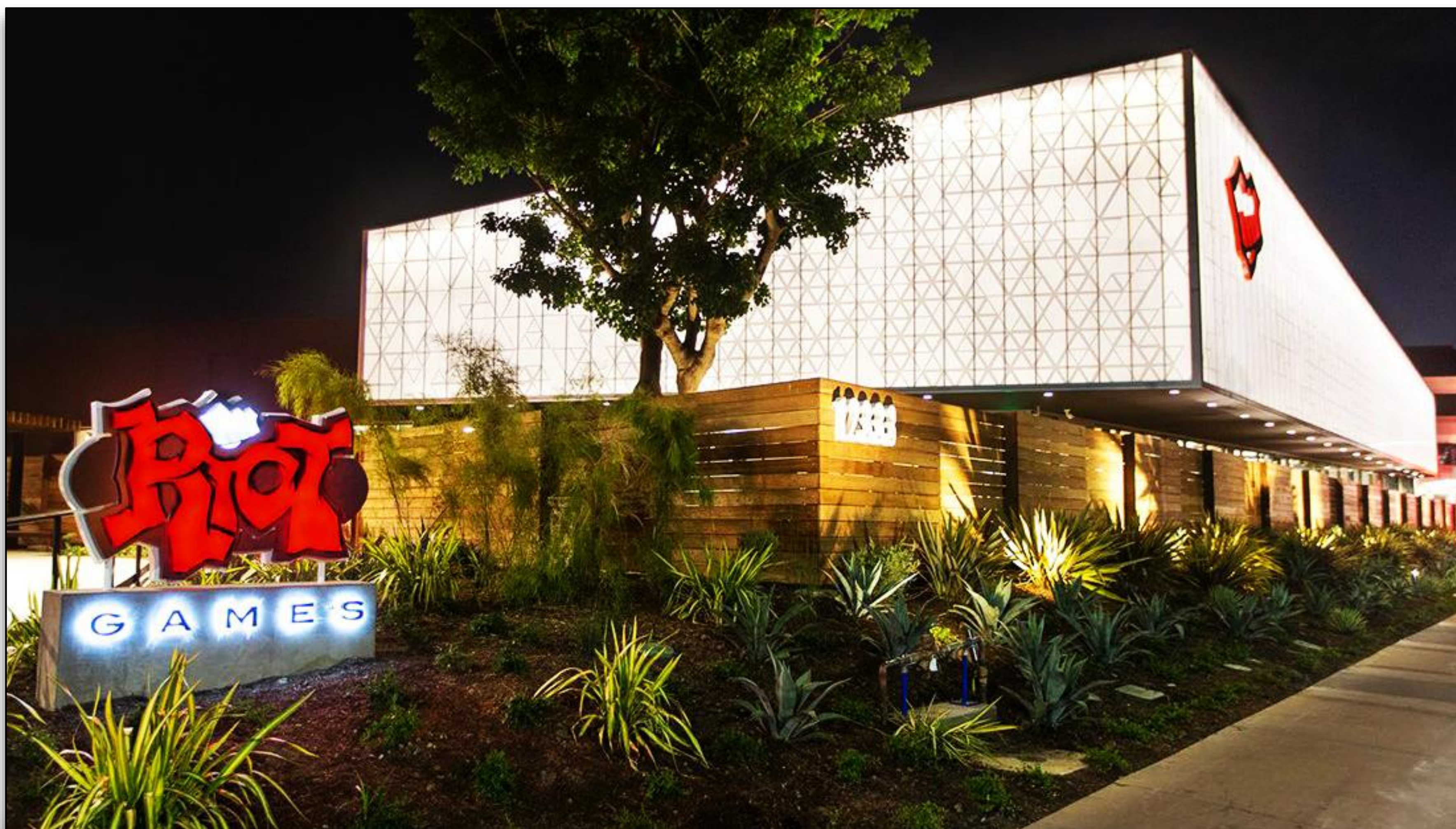


STUDIO

ART DIRECTION

WHAT **I THINK** I'VE LEARNED SO FAR





AGENDA

STUDIO ART DIRECTION

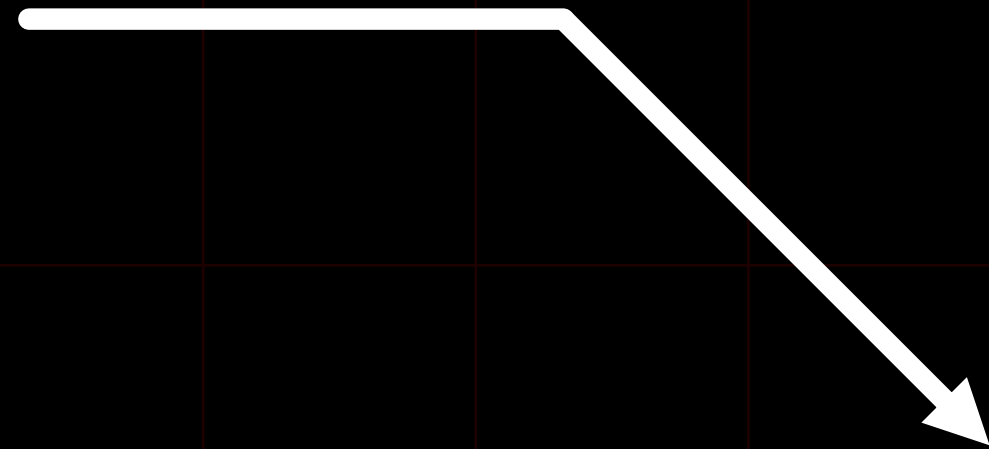
- 1 SOME BACKGROUND
- 2 FIND YOUR COMPANY
- 3 WHAT I THINK I'VE LEARNED
- 4 STUDIO ART DIRECTION





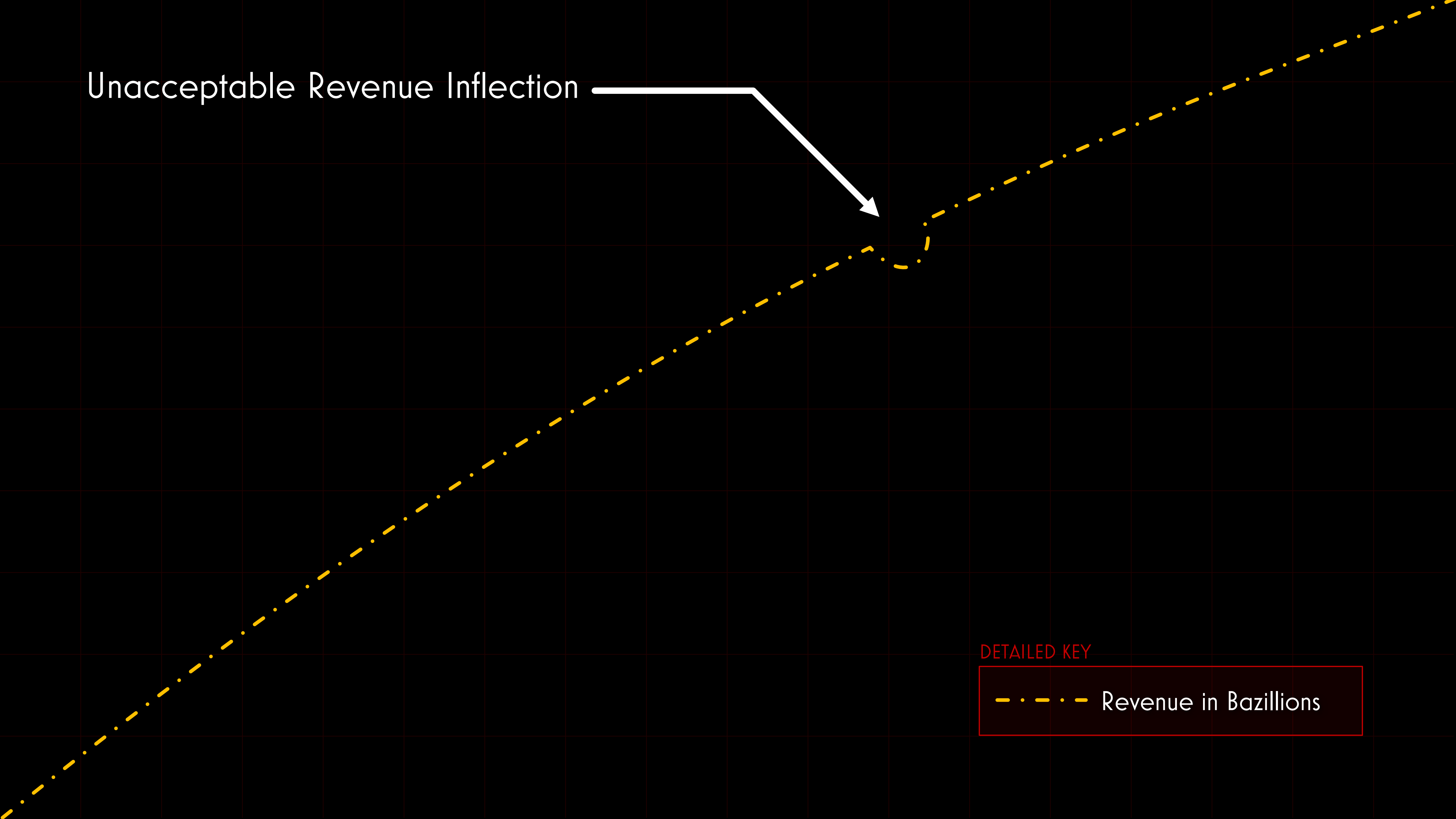
- 1
- 2
- 3
- 4

Unacceptable Revenue Inflection



DETAILED KEY

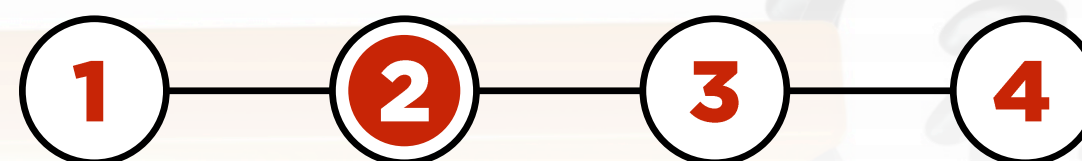
— . — . — Revenue in Bazillions



BUSINESS MODELS

WH+BP+SUB+MTR = \$\$\$



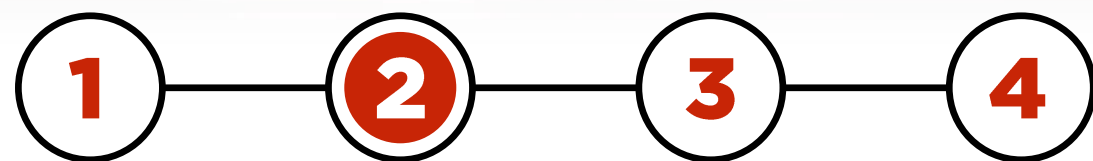




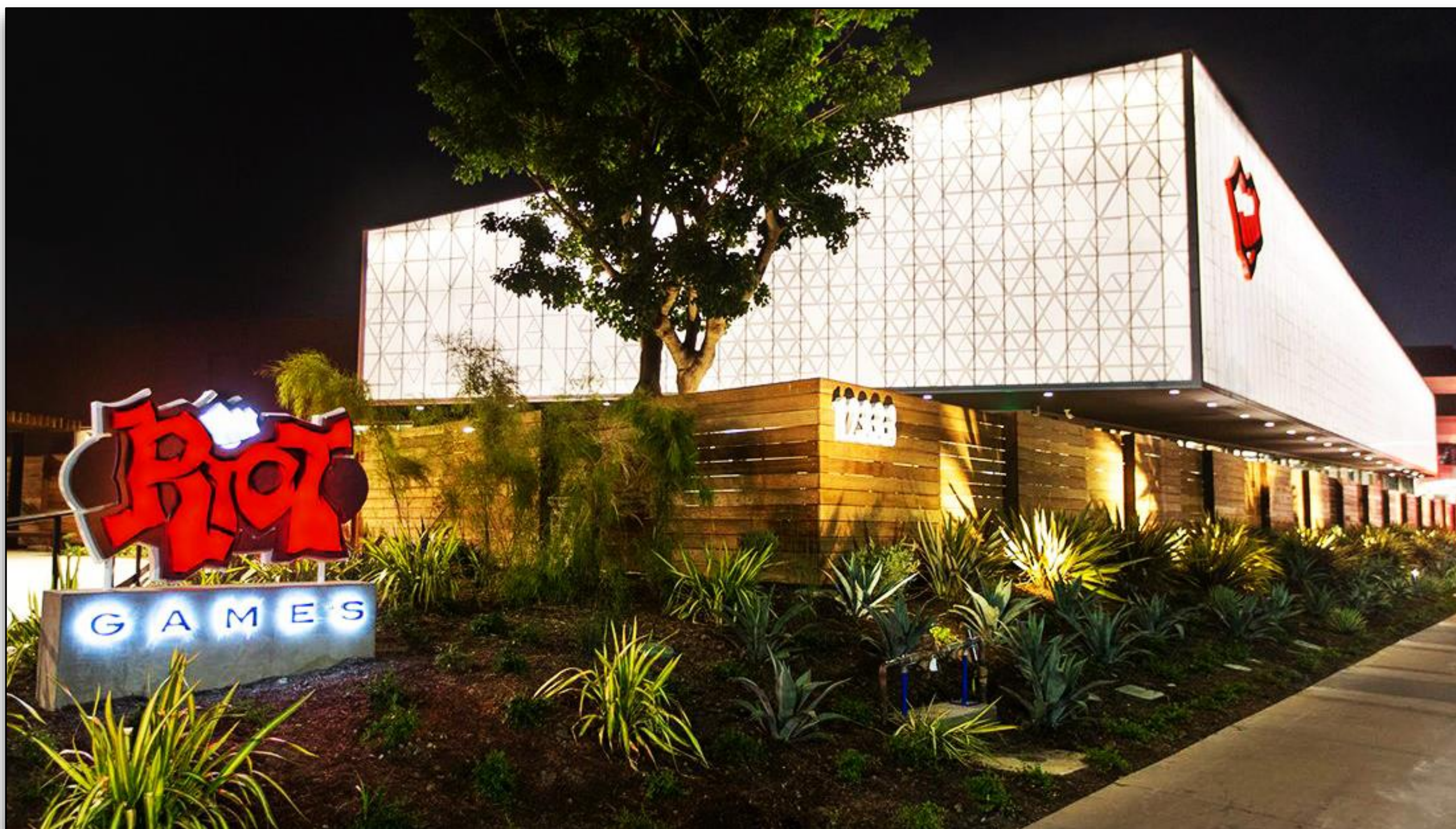
REVOLUTION

BEAOTILION













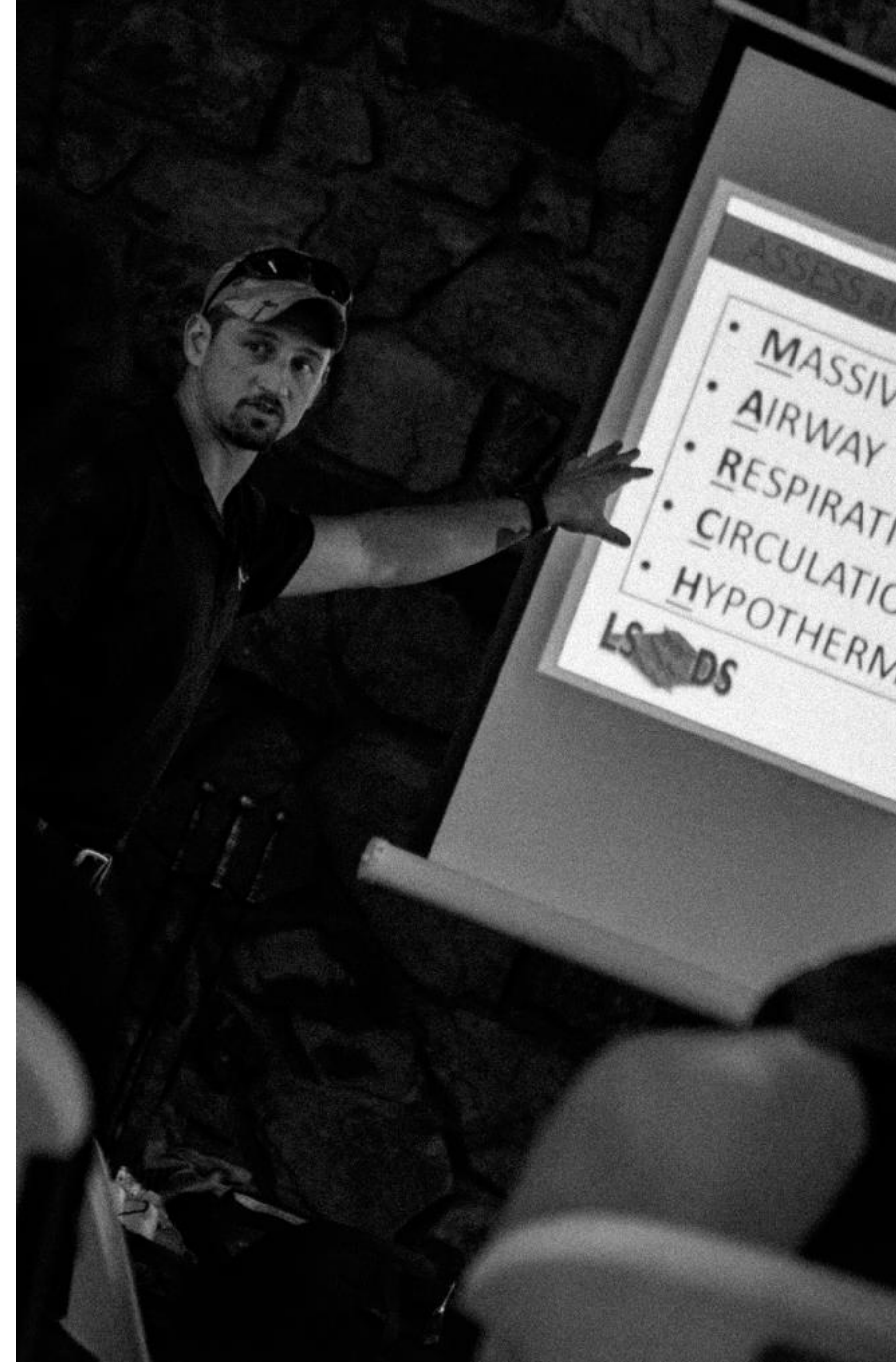
- 1
- 2
- 3
- 4



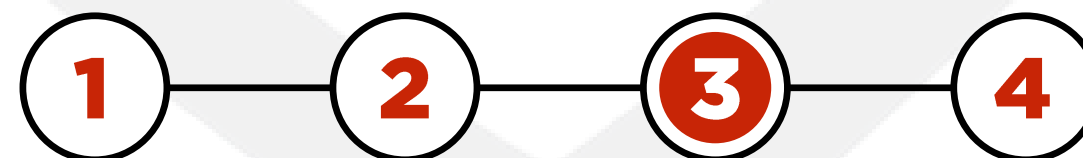
AGENDA

STUDIO ART DIRECTION

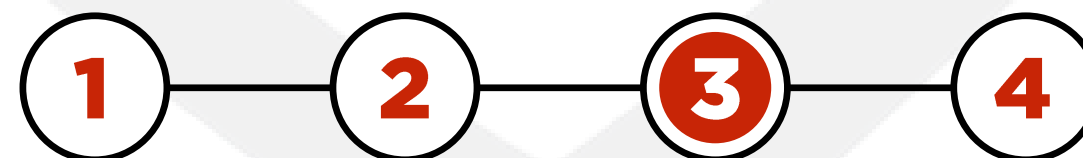
- 1 SOME BACKGROUND
- 2 FIND YOUR COMPANY
- 3 WHAT I THINK I'VE LEARNED
- 4 STUDIO ART DIRECTION



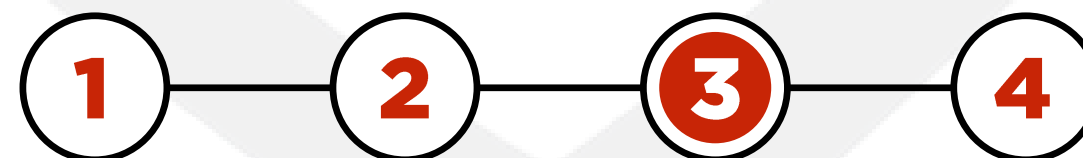
25 TO 200+ ARTISTS IN 4 YEARS



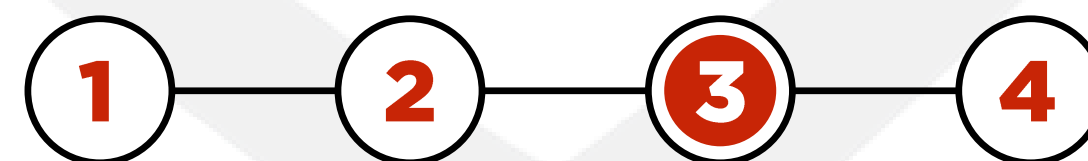
“What **ELSE** would you be doing right now?”



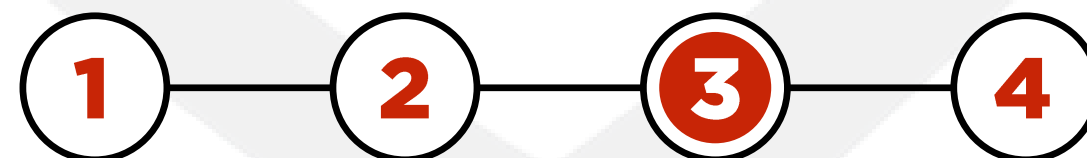
“Building the strategy with the team **IS** the work!”



“Hey Adam, how many **direct reports** do you have?”



34





HOW I GOT THERE

WHY SHORT SIGHTED BRO?

- A bit of **EGO** and a **FIXED** mindset
- I was an **ART DIRECTOR** and didn't look beyond the role
- I chased the **SEXY STUFF**, because I knew I could do that

SOME CONSEQUENCES

- I tanked, and became reactive and tactical, not strategic.
- We didn't have enough leaders and everyone got spread thin.
- Without leaders, we could not evolve fast enough to handle our scale.
- Communication, alignment and accountability suffered.
- We became more misaligned with how Riot worked.
- In short, the department started to plateau with the leader.





AGENDA

STUDIO ART DIRECTION

- 1 SOME BACKGROUND
- 2 FIND YOUR COMPANY
- 3 WHAT I THINK I'VE LEARNED
- 4 STUDIO ART DIRECTION**

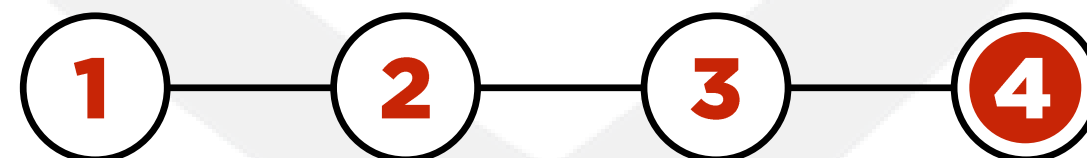


HOW WE COURSE CORRECTED

BUILDING OUR INFRASTRUCTURE

- Reorganized the department to align with Riot
- Developed the Art Leadership Academy
- Focused on communities and craft education
- Built a dedicated team, Art Operations
- Trained and placed new leaders
- Re-defined all art roles

Studio Art Direction is about working at scale, across multiple game teams. You are ultimately accountable for the department's strategy, purpose, quality of craft, scale and overall alignment to the company's mission, the way it works, and its values.



A large, light gray watermark of the League of Legends logo is centered in the background. It features a shield with a pentagon inside, and a banner across the middle.

CULTURE

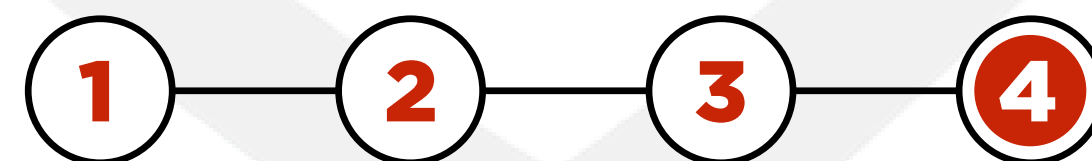
ART OPERATIONS

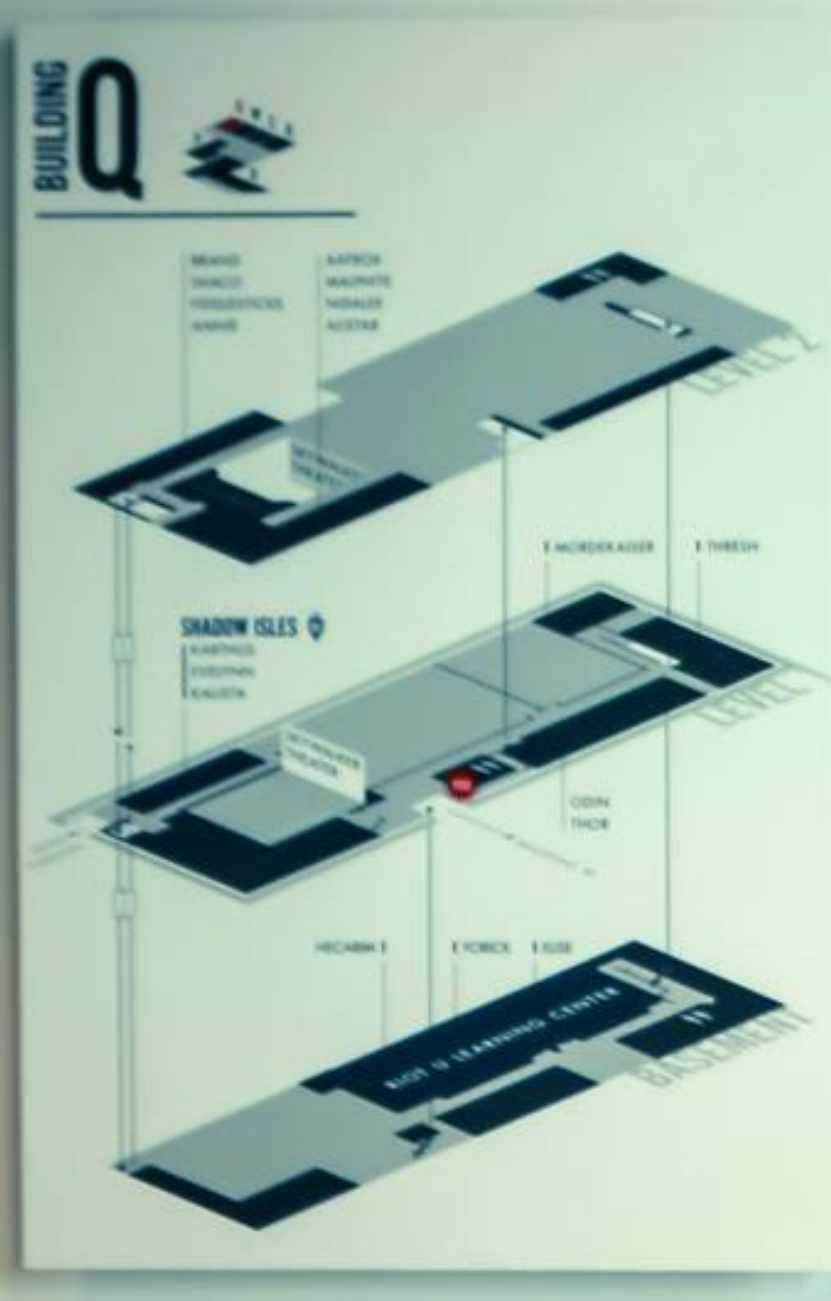
EVOLVING OUR ECOSYSTEM

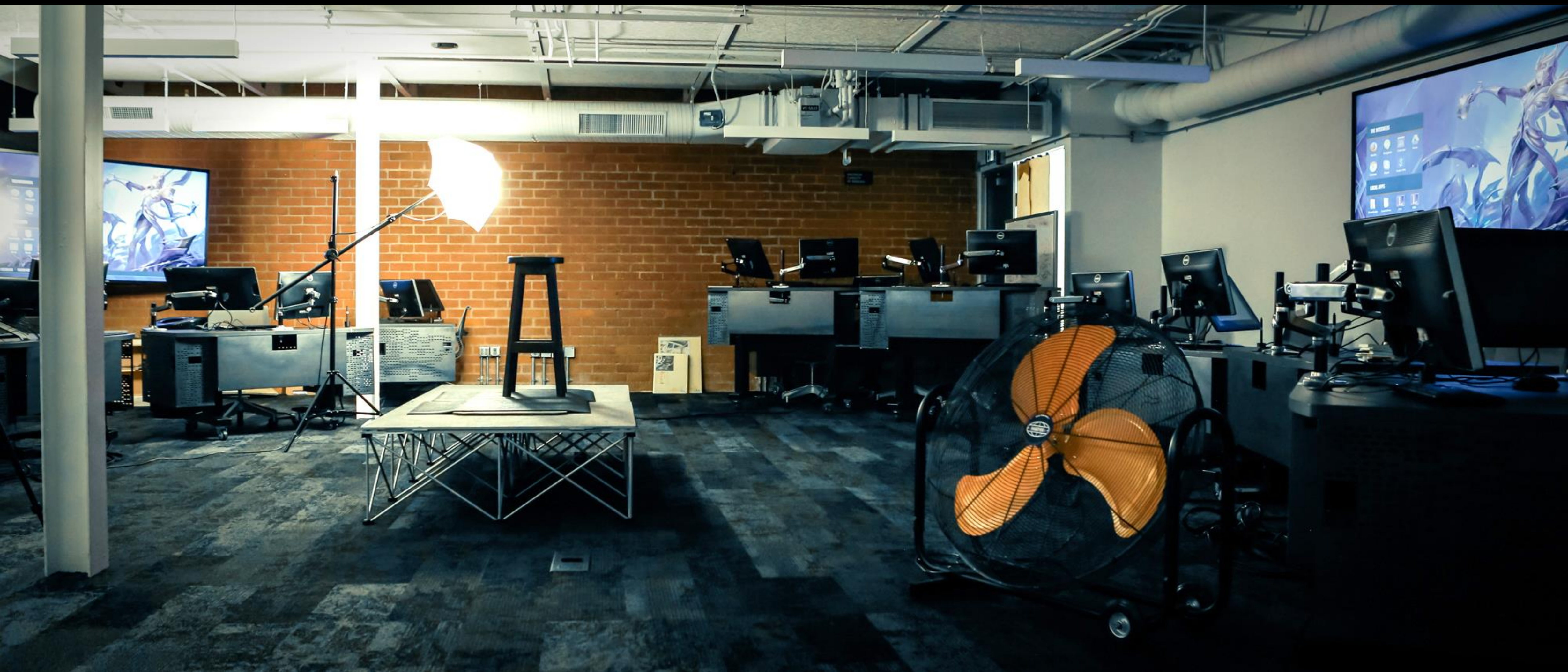
Art Operations continually evolves a high performance creative culture through products, programs, communication and organization as we strive to become a world class, self-sustaining art department.

- Leadership Academy
- Education & Communities
- Roles & Responsibilities
- Compensation Planning
- Communication
- Hiring Manager Training
- Competency Models
- Style Guide Hubs
- Outsourcing
- Recruiting

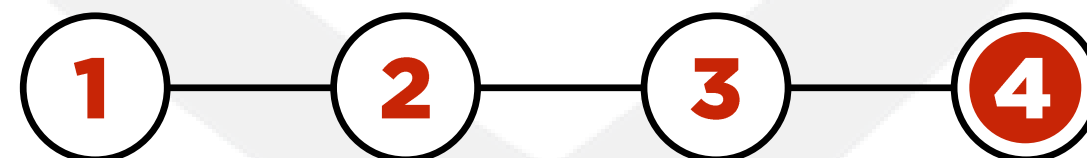
ART EDUCATION







ART **LEADERSHIP** ACADEMY

























THE END

