



Production: Working at the Heart of the Team 2!

Bryan Mashinter

Game Director, Backflip Studios

Garth DeAngelis

Sr Producer, Firaxis Games

Charles Hoover

CPO, Schell Games

Oksana Kubushyna

Development Director, Riot Games

Grant Shonkwiler

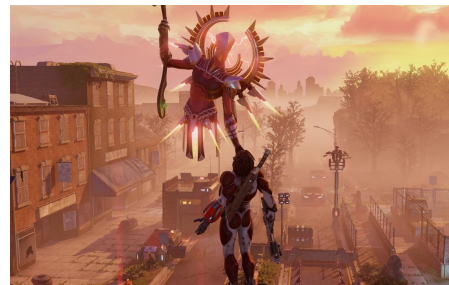
Commander & Shonk, Shonkventures



Agenda

- Intro
- Garth - Trust Mechanics
- Oksana - Building Team Culture
- Charles - Creating Thriving Teams
- Bryan - Conflict in the Workplace
- Q&A







Trust Mechanics: Uncovering the Hidden

Garth DeAngelis
Sr. Producer, Firaxis Games

GAME DEVELOPERS CONFERENCE® | FEB 27-MAR 3, 2017 | EXPO: MAR 1-3, 2017 #GDC17



















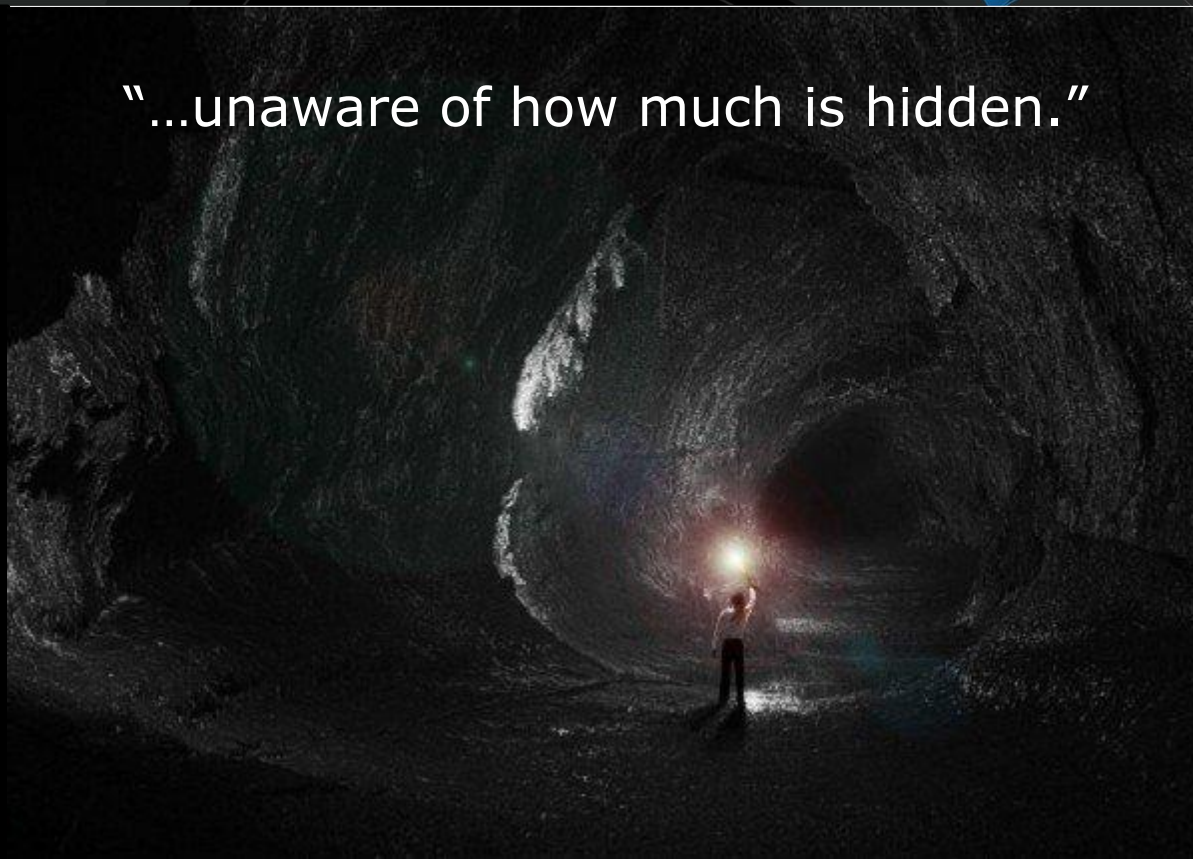
*"'You can't manage what you can't measure' is a maxim that is taught and believed by many in both the business and education sectors. But in fact, the phrase is ridiculous—something said by people who are **unaware of how much is hidden**. A large portion of what we manage can't be measured, and not realizing this has unintended consequences."*

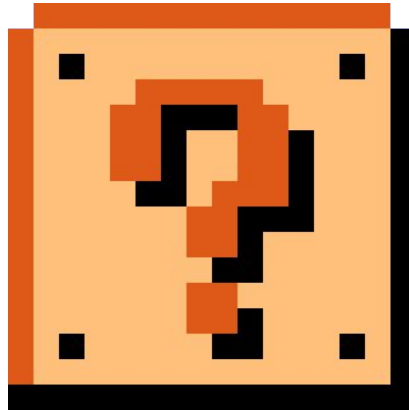
- Ed Catmull, President of Pixar and Disney Animation

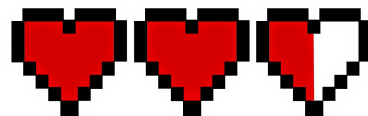




“...unaware of how much is hidden.”









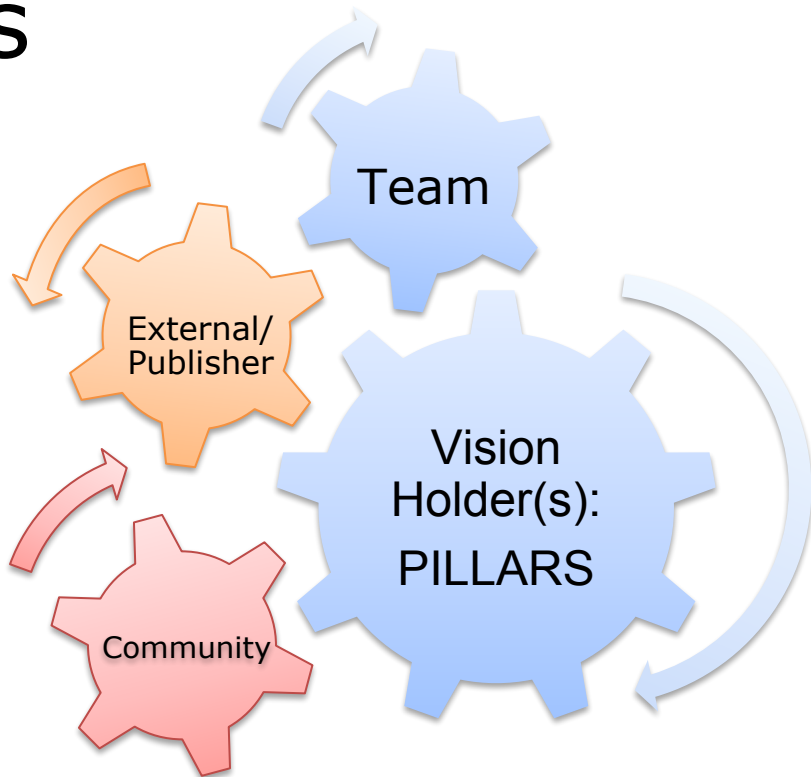
The Trust Mechanics





The Trust Mechanics

1. Love the vision.
2. Love your support structure.
3. Hear your community.

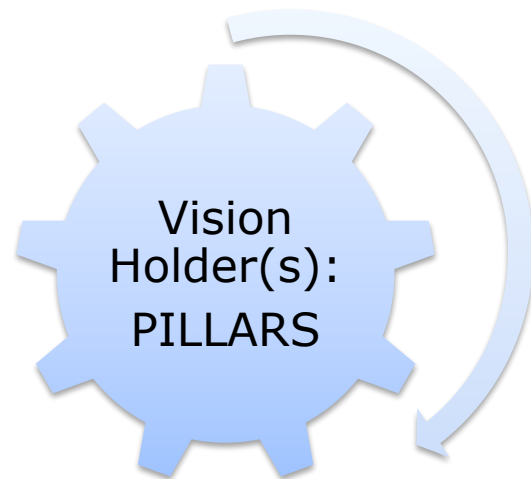




Trust Mechanics



Love the vision.





Love the vision.



(Even if it's murky up front)





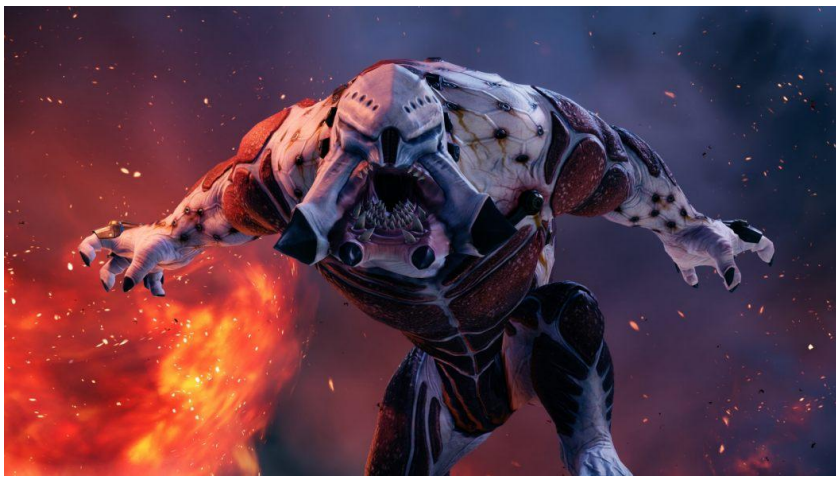
Love the vision.





Love the vision.

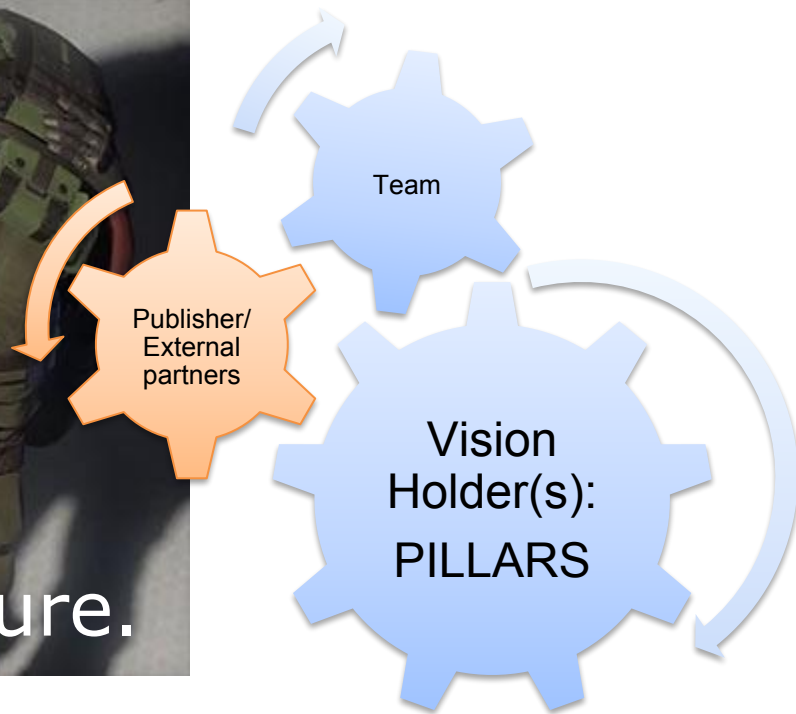
- Uphold and understand the pillars.
 - In our case, "Gameplay first."





Trust Mechanics

Love your support structure.





Love your teammates.



Allowed on Timeline ▼

The Active Adventure Team — with Bard McKinley, Fan Zikun, Seth Sivak and Garth DeAngelis.

Tag Photo

Suggest Location

Like Comment Share

Seth Sivak and 5 others

1 share

4 Comments



Fan Zikun hey, I miss you guys!
September 26, 2010 at 3:28am · Like



Garth DeAngelis Agreed. A reunion would be swell.
September 27, 2010 at 10:12pm · Like



Seth Sivak This picture is excellent.
December 18, 2015 at 6:35pm · Like



Ryan Hipple I miss stinking up that yellow room with you guys... and mark hamill
December 18, 2015 at 9:06pm · Like





Love your teammates.





(Tough) love your teammates.





When lost, help others find something to love.

- Rallying goals
- Goalposts (Art)
- Cabals & Playthroughs (Design)





Love your teammates.

- Respect what drives others.
 - (And it may not always be your silly game at all times)
 - Pristine Vision Execution v. Work-Life Balance

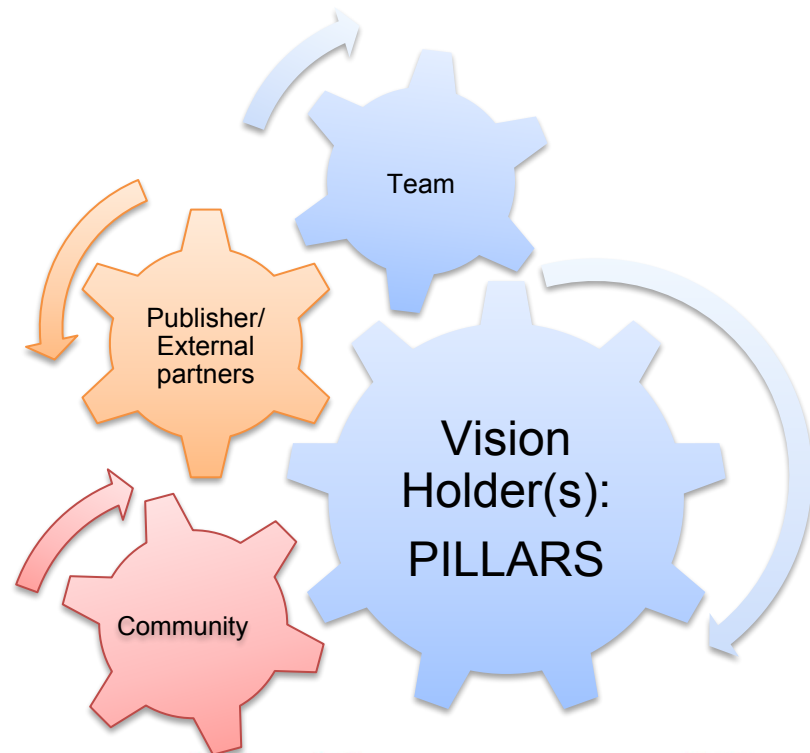




Trust Mechanics



Hear your community.





Trust Mechanics

1. Love the vision.
2. Love your support structure.
3. Hear your community.





How will you light yours?

Become **aware of how much is hidden.**





Break Time!

- Standup
- Turn to a person near you
- 30 seconds each, discuss takeaways

Idea from Scott Crabtree

<http://www.happybrainscience.com/>





Oksana Kubushyna

DEVELOPMENT DIRECTOR
RIOT GAMES





4 TIPS ON BUILDING HIGH PERFORMANCE TEAM CULTURE





1

START WITH THE WHY

2

DEFINE SUCCESS

3

BUILD TRUST

4

DISTORT REALITY





START WITH THE WHY





DEFINE SUCCESS





“Success is peace of mind which is a direct result of self-satisfaction in knowing you did your best to become the best you are capable of becoming”

“Wooden on leadership: how to create a winning organization” by John Wooden





BUILD TRUST





“The Five Dysfunctions of a Team” by Patrick Lencioni





TRUST EQUATION

CREDIBILITY + RELIABILITY + INTIMACY

SELF - ORIENTATION

"The Trusted Advisor" by David H. Maister





DISTORT REALITY (just a little)





RECOMMENDED (INTERESTING) READING LIST

Wooden on Leadership: How to Create a Winning Organization

by John Wooden and Steve Jamison

The Five Dysfunctions of a Team

by Patrick Lencioni

Start with Why: How Great Leaders Inspire Everyone to Take Action

by Simon Sinek

Drive: The Surprising Truth About What Motivates Us

by Daniel H. Pink

Good to Great: Why Some Companies Make the Leap... And Others Don't

by Jim Collins

The Trusted Advisor

by David H. Maister





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Chuck Hoover - CPO





A quick tour of JIRA

[Skip quick tour](#)

Learn about the basic concepts in JIRA.



My First Project



My Second Project



My Third Project

A project is simply a collection of issues.

[Next](#)[Back](#)

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How do you make...

Teams that Thrive?





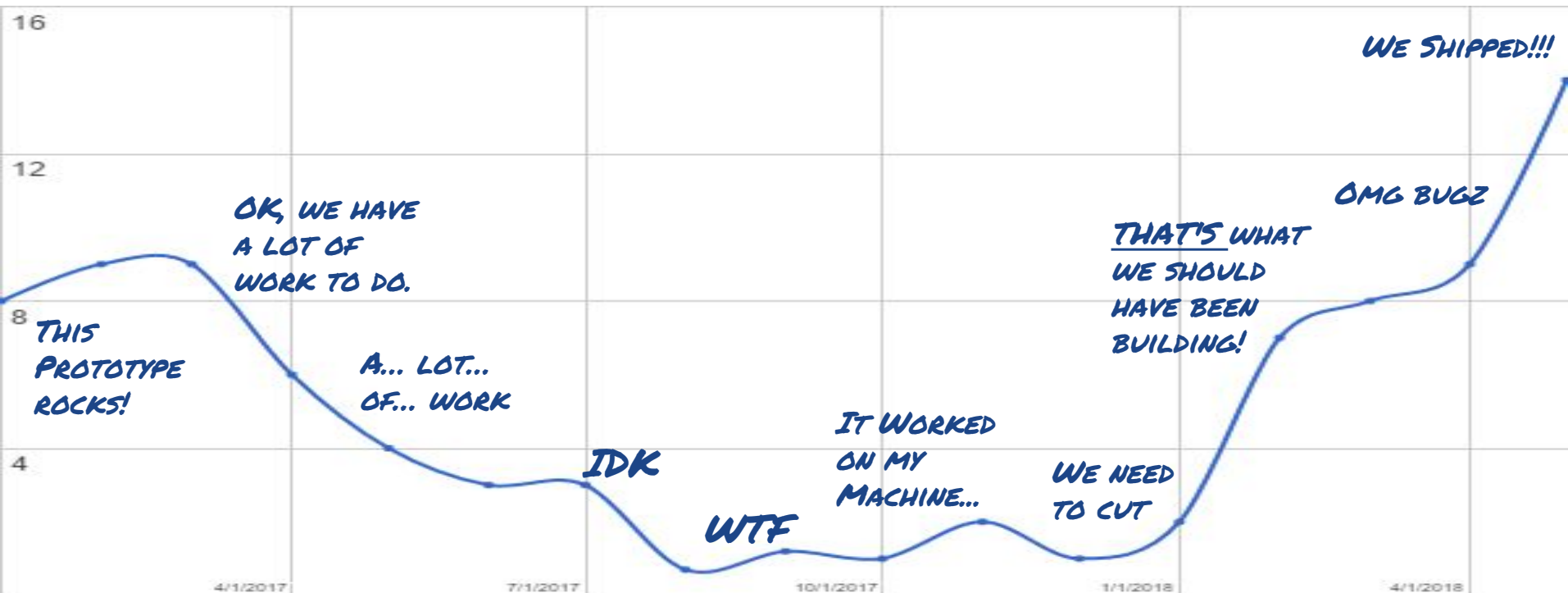
My Hypothesis:

- 1) **High Morale** is equal to **High Success**.
- 2) Most projects have a **similar mapping of morale** during their schedule.





Team Morale Over Time

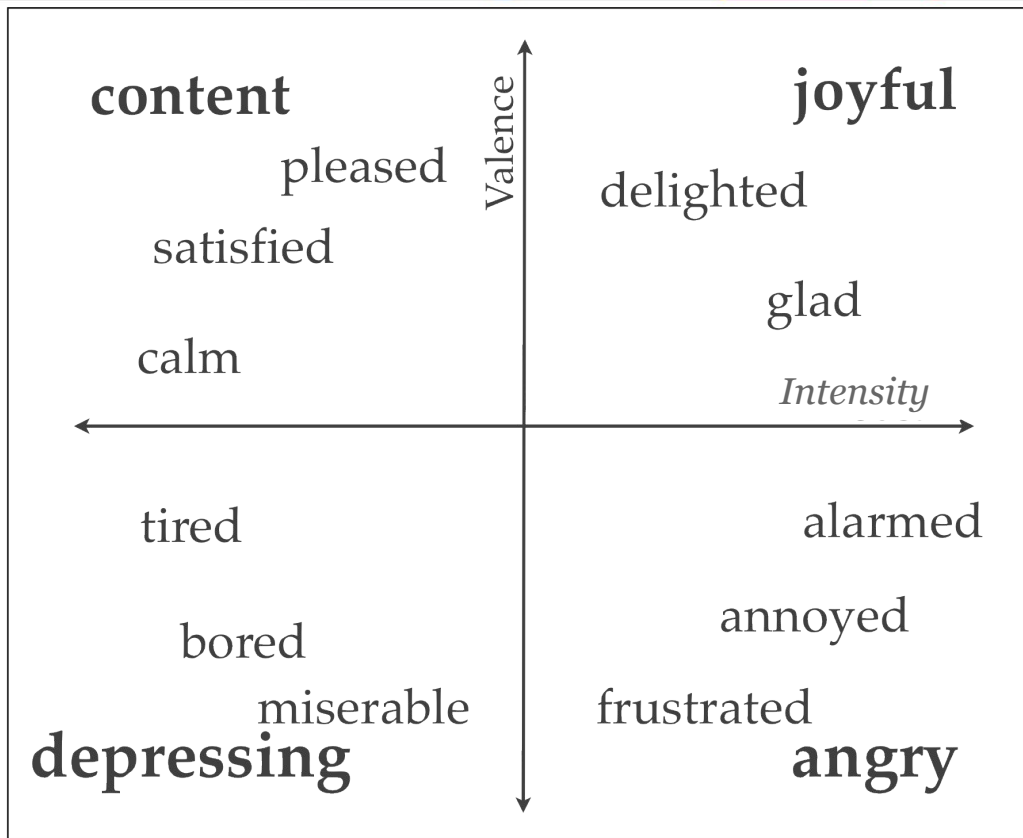


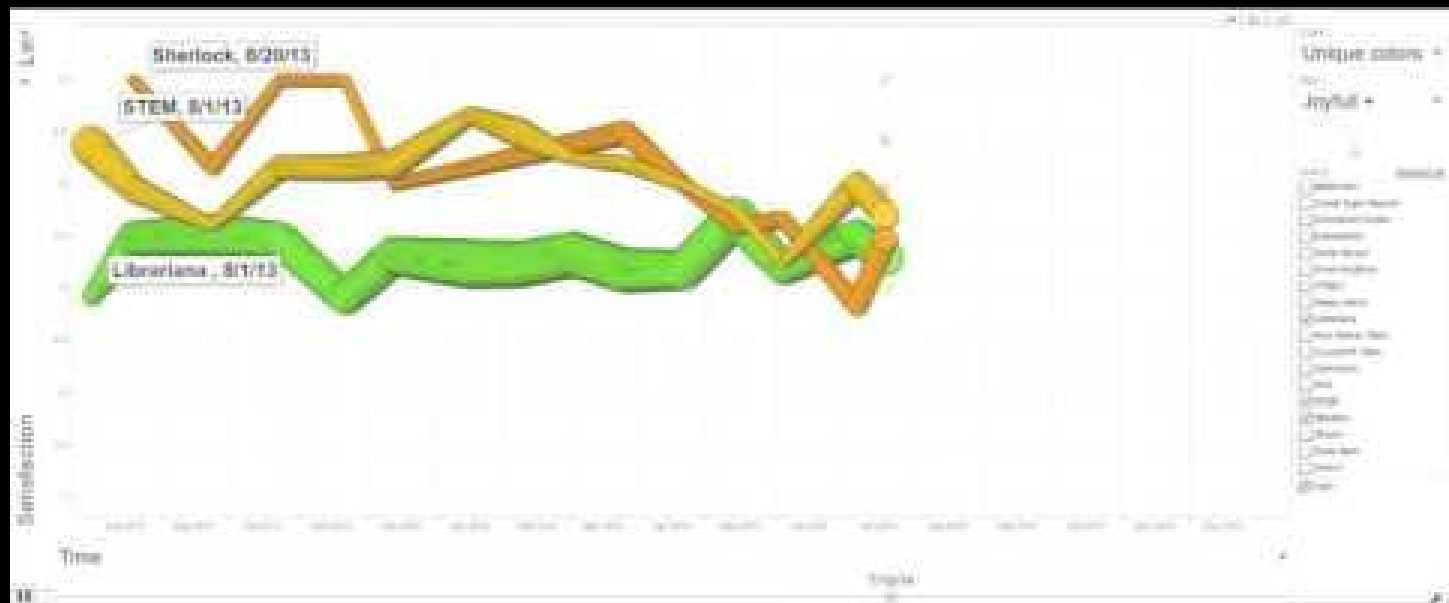


The Experiment

Rate your:

- Projects Chance of Success
- Your Satisfaction
- Mood indicators







Results:

1) Our strongest teams were consistently happier...

2) Most projects have a similar mapping...

YUP!

NOPE :(

Morale has to come from within
THE HEART OF THE TEAM





"Culture Eats Strategy for Breakfast" -Peter Drucker





1) Thriving teams were willing to buy into decisions + move on

- ★ Be willing to be convinced, say what will convince you
- ★ *"Disagree and commit"*



2) *Tactics for cutting through complexity*

- ★ Propaganda Posters
- ★ *“What problem are we trying to solve”*





3) *Willingness to be personally vulnerable*

- ★ Never punished mistakes
- ★ Leveraged transparency to create an open culture





4) *Resolved conflicts respectfully and swiftly*

- ★ Zero hesitation to bring up and resolve a conflict
- ★ Value understanding **Over** being right
"Tell me more about that"

```
EEEEEEEE L      IIIIII ZZZZZZZ AAA
E         L      I      Z      A  A
E         L      I      Z      A  A
EEEEEE   L      I      Z      A  A
E         L      I      Z      AAAAAA
E         L      I      Z      A  A
EEEEEEEE LLLLLLL IIIIII ZZZZZZ  A  A
```



It's not about the team, it's about YOU.

I pay, therefore I am.





Break Time!

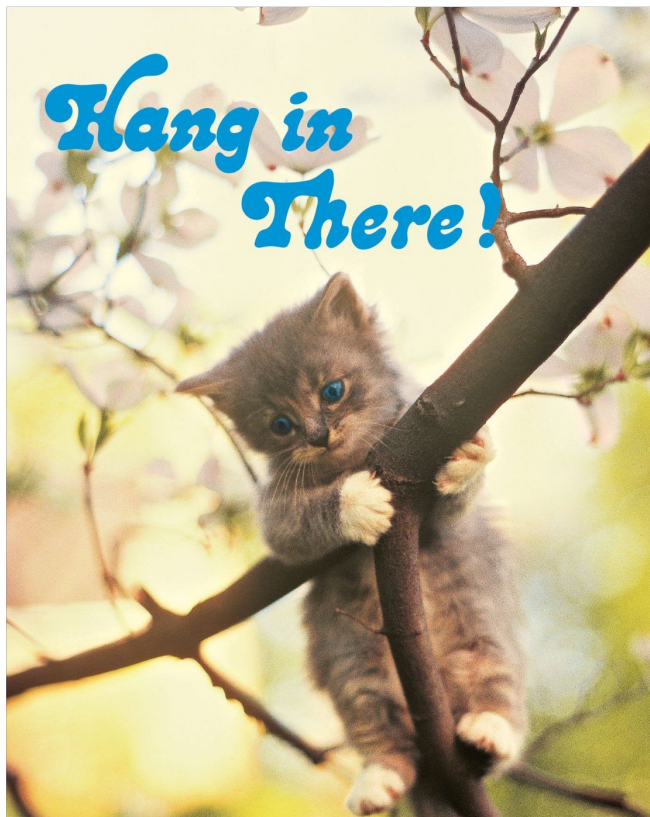
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Bryan Mashinter
Game Director
Backflip Studios







Resources for Conflict Resolution

Difficult Conversations by Doug Stone, Bruce Patton and Sheila Heen

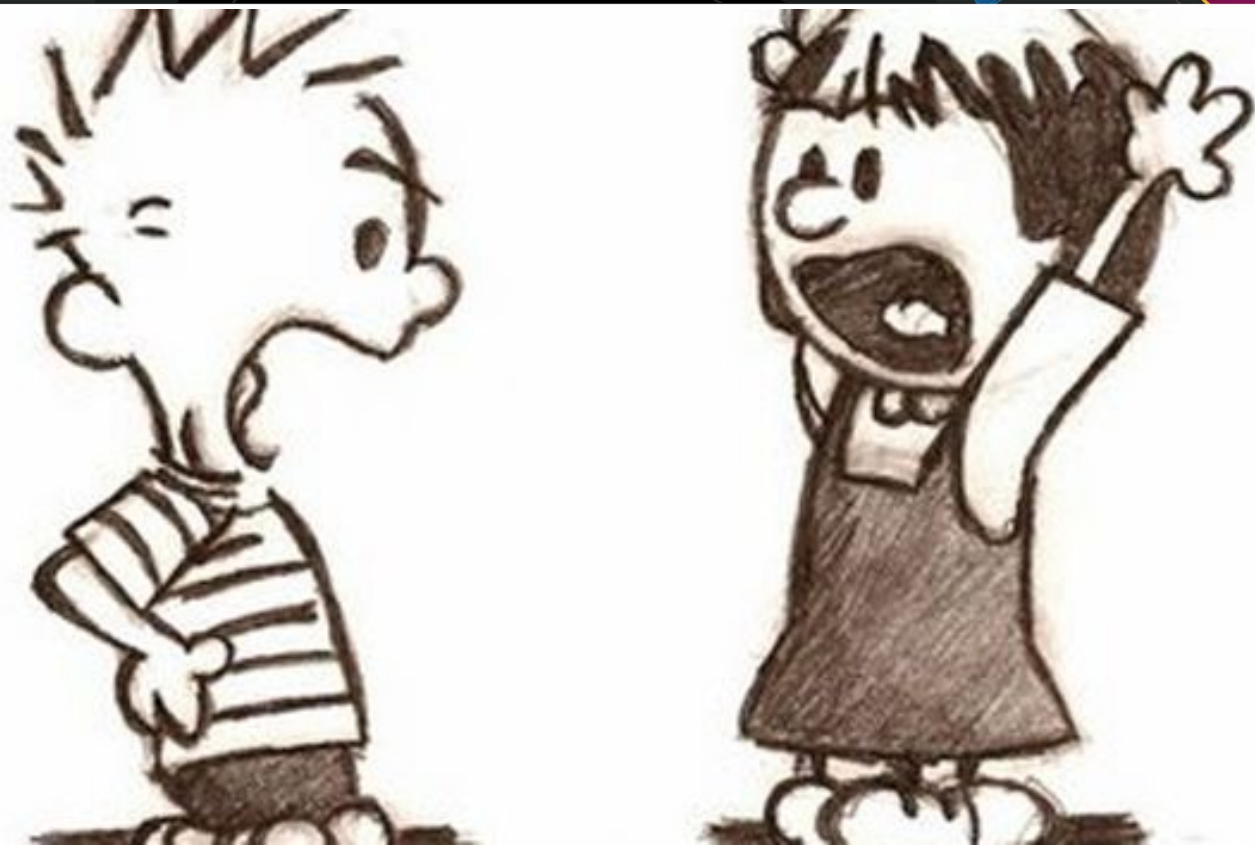
The 5 Love Languages by Gary Chapman

Radical Candor by Kim Scott

Thanks for the Feedback by Doug Stone and Sheila Heen

The Five Dysfunctions of a Team by Patrick Lencioni







Three types of conflict you'll undoubtedly run into

1. When members of your team are facing conflict. You are not involved directly, but it is your job to mediate it.
2. When you have to initiate conflict or deliver a difficult message.
3. When you are the recipient of guidance or a difficult message.





Scenario 1: Mediation





Scenario 1: Mediation

- Communicate the difference between being listened to and getting your way.
- Establish everyone is aiming for excellence.
- Ask good clarifying questions





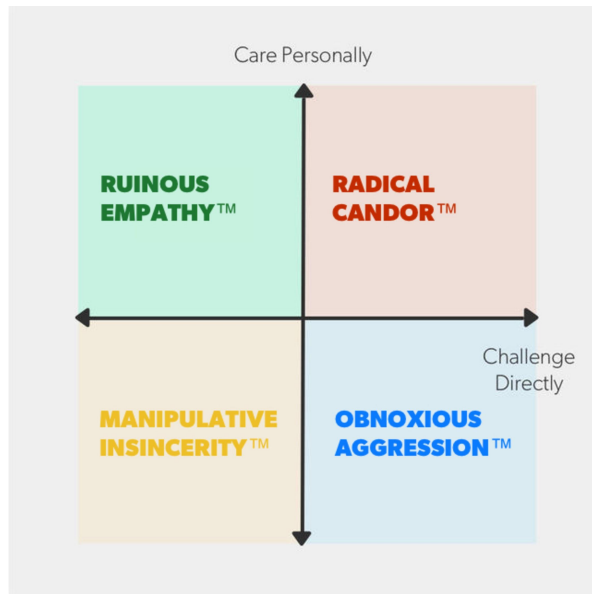
Scenario 2: Initiation





Scenario 2: Initiation

- "Is everything ok" vs. "You're screwing this up"
- "Sometimes I need a good kick in the ass."
- Escalation system.



Courtesy of 





Scenario 3: Reception





Scenario 3: Reception

- How do you personally respond when you have to hear a tough message?
- Understand their truth. Find the nuggets.
- Remove the 'buts'







**IF YOU HAVE THE FINAL SAY...
DON'T SPEAK FIRST.**





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Idea from Scott Crabtree

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Q & A

- Grant - @g_shonk | gshonk@gmail.com
- Bryan - @bryanmash
- Garth - @gsdeangelis
- Oksana - @insporo
- Charles - Chuck@schellgames.com

