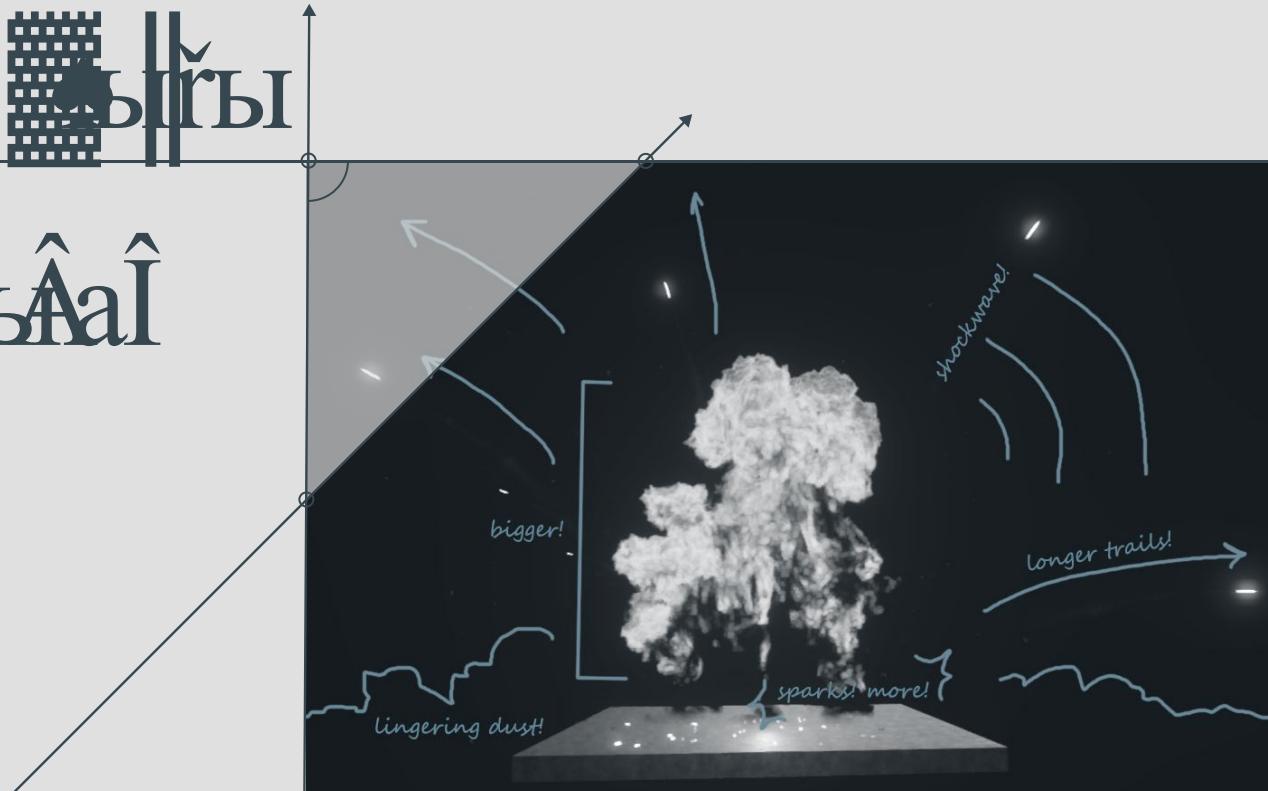


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Mandy Morland

GDC 2021



Who the heck am I?

- Born and raised in Orlando, Florida
- BS in Physics from Florida State University
- MFA in Digital Production Arts from Clemson University
- Began as a VFX artist in animated films and transitioned into games in 2015



Ê ū· ♠Жаңыаήыи Гюй ||z kы|| ♠ЫiG||ЖШ

What the heck am I going to talk about?

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cz^za^z || т^zы^zы^zы^z
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What the heck am I going to talk about?

Building 'intention' in the workplace

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a Ğiż̄sy
ř̄ Ž̄sy

What the heck am I going to talk about?

- Building ‘intention’ in the workplace

Ê ū· ♠añāñājīñyī ḡuñ ||żł́sę♠||b̄· ॥yīG॥XIII

- Building ‘intention’ in the workplace
 - Working with empathy

Ê ū· ♠ ūaňiaj iży i g̃iLIII

- Building ‘intention’ in the workplace
 - Working with empathy
 - Communication
 - Within your team
 - Across other disciplines
 - Collaboration

Ê ū· ♠ ūaňiaj iży i g̃iLIII

- Building ‘intention’ in the workplace
 - Working with empathy
 - Communication
 - Within your team
 - Across other disciplines
 - Collaboration
- How to own and embrace failure

What the heck am I going to talk about?

- Building ‘intention’ in the workplace
 - Working with empathy
 - Communication
 - Within your team
 - Across other disciplines
 - Collaboration
- How to own and embrace failure
 - Understand why we fear failure
 - Learn how we can use it to our advantage instead

Ê ūgъмáнъај ॥къ ||а ←мът· ♠а ████ II

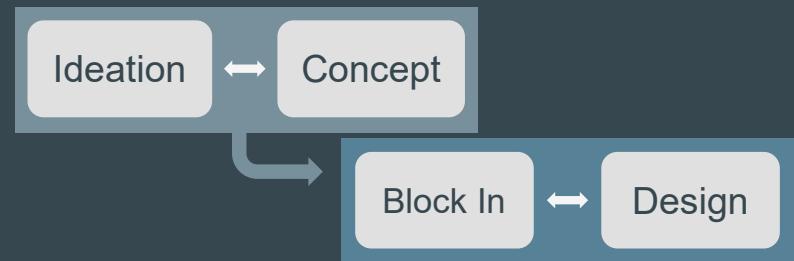
In an ideal world a production looks like this:

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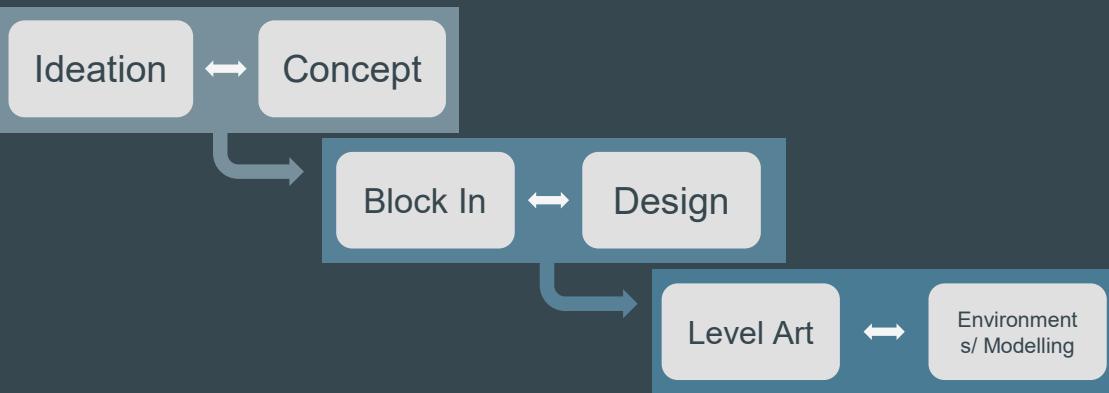
Ideation

Concept

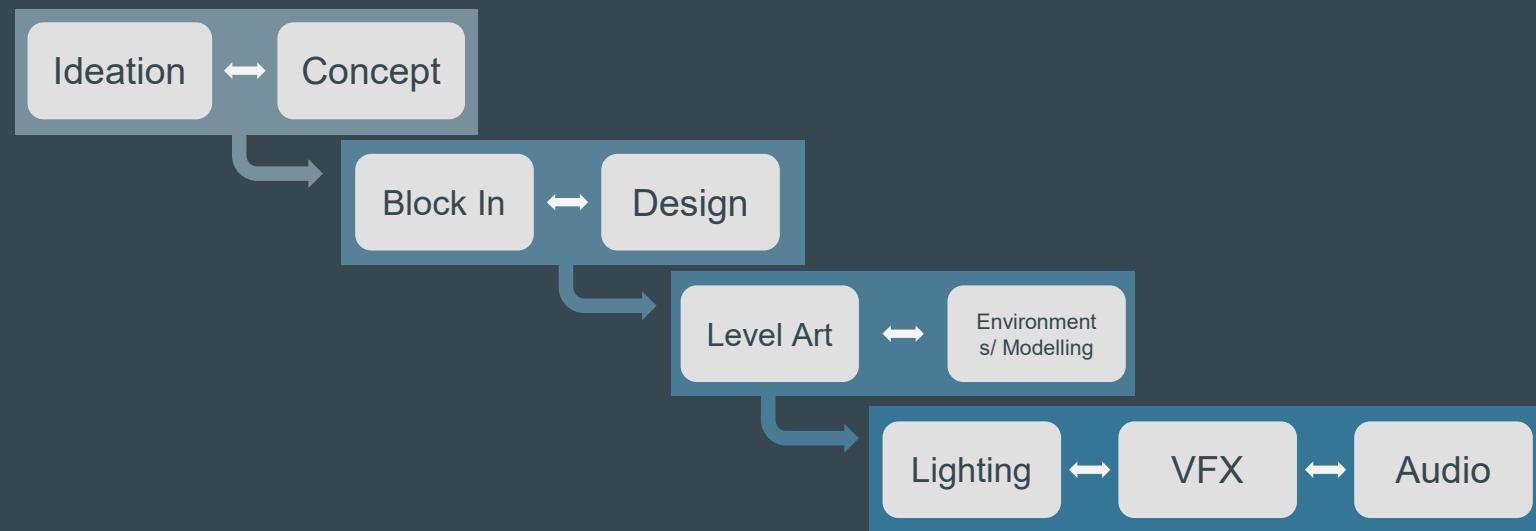
In an ideal world a production looks like this:



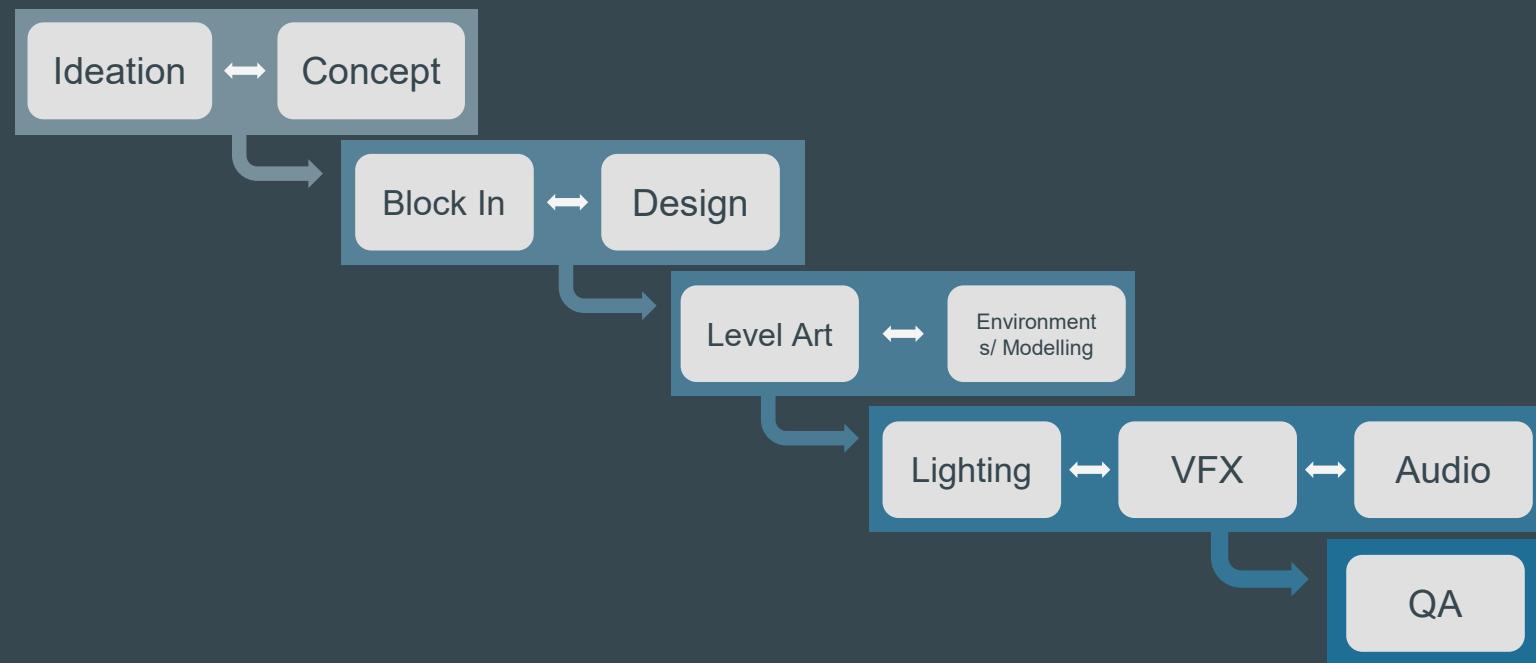
ОЛЫ БАСА · ҚЫЗЫЛЫРДАСЫЛДЫРЫЛУУ



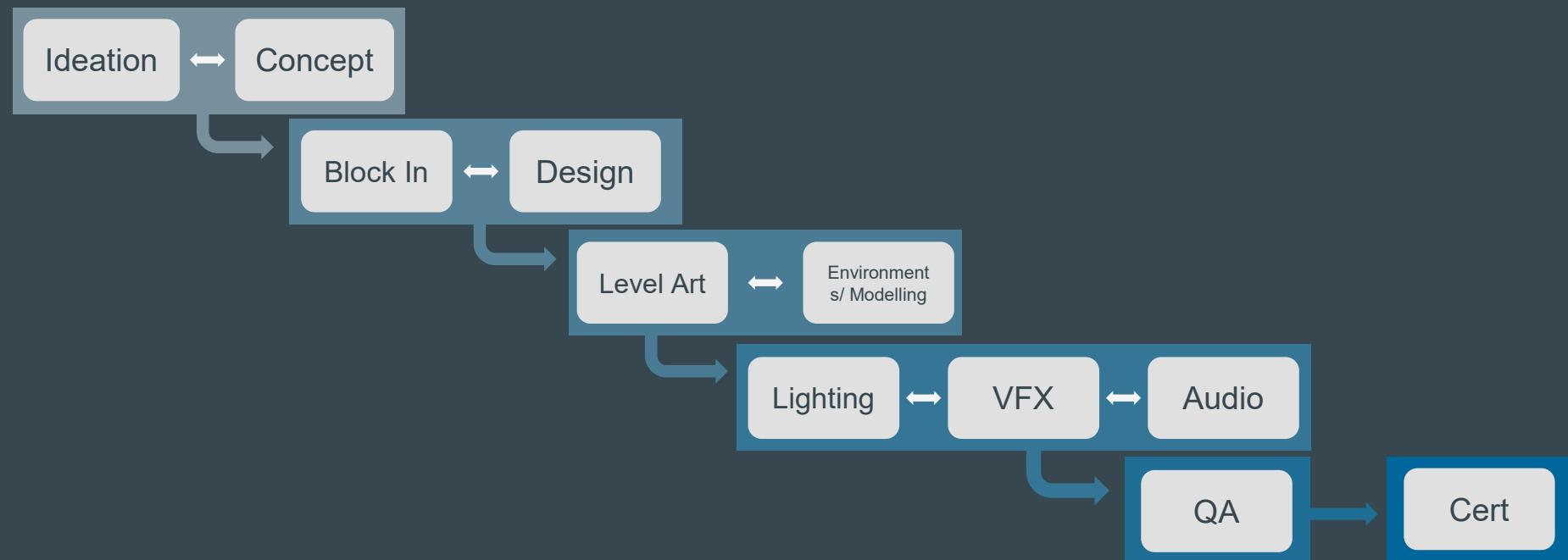
In an ideal world a production looks like this:



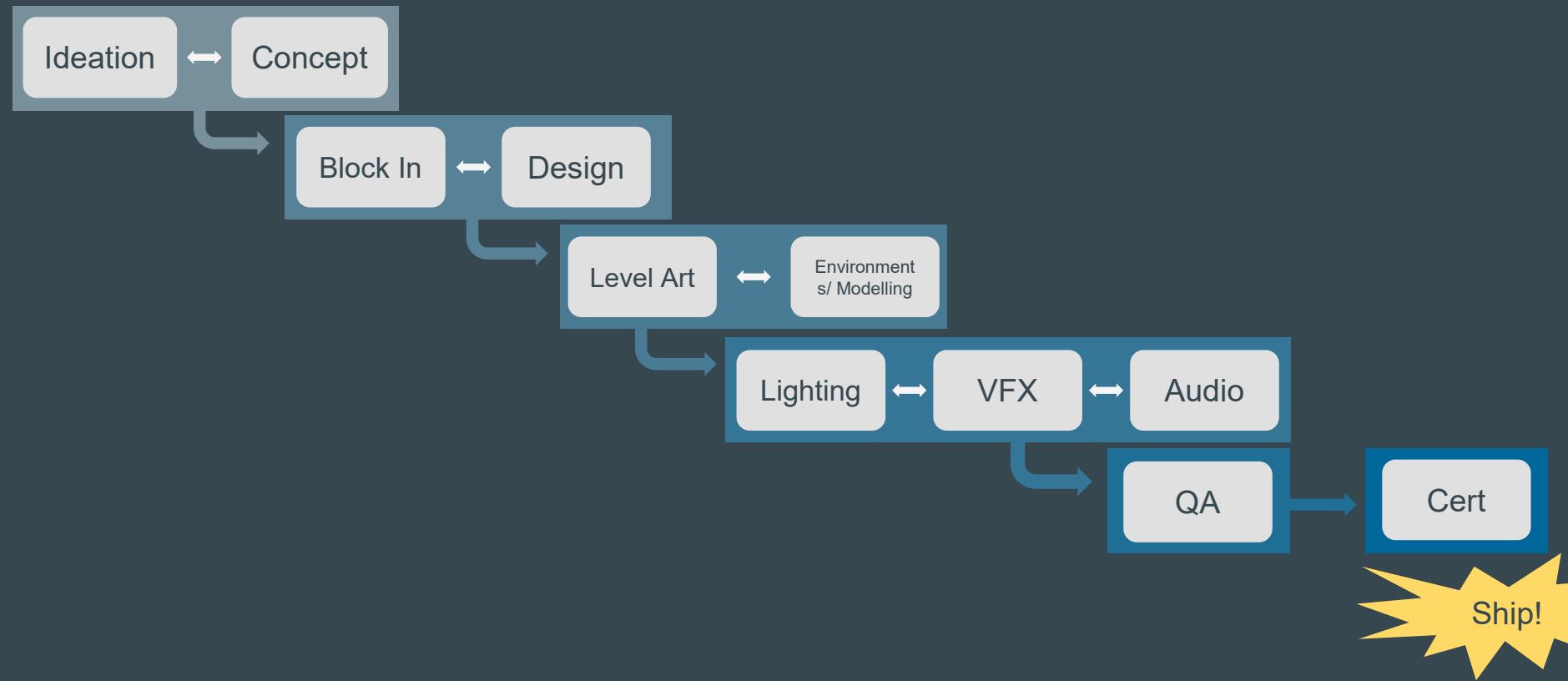
In an ideal world a production looks like this:



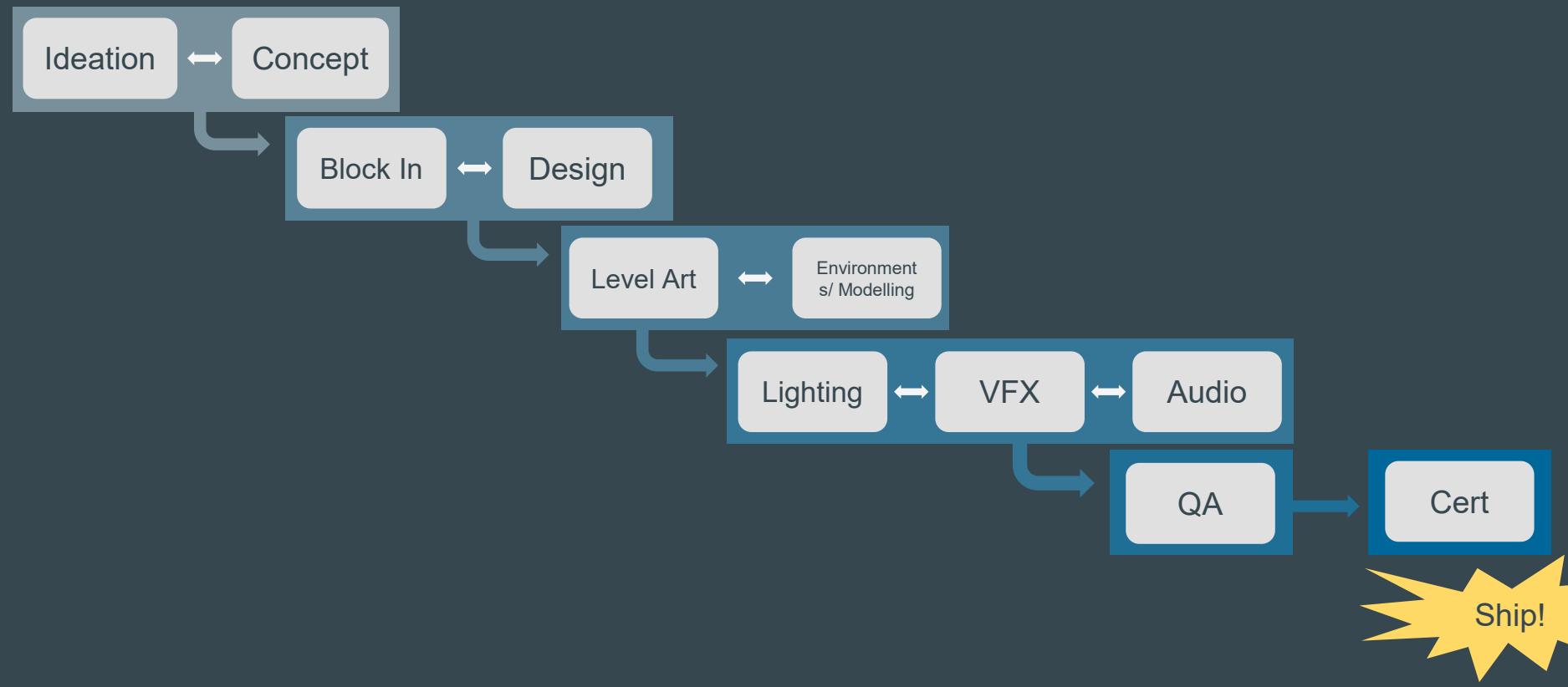
In an ideal world a production looks like this:



ОЛЫ БАСА · ҚЫЗЫЛДЫРЫСЫ



But in reality?



Хъзбъ ||| ↑↓ ←→ | ☒ Ъзъ аъзъ

... it looks more like this.

Ideation ↔ Concept

Xəzəz ||| ↕ | | ↕ əzəz

Ideation

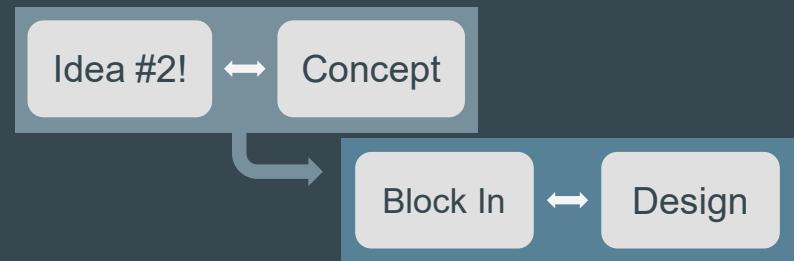
Concept

... it looks more like this.

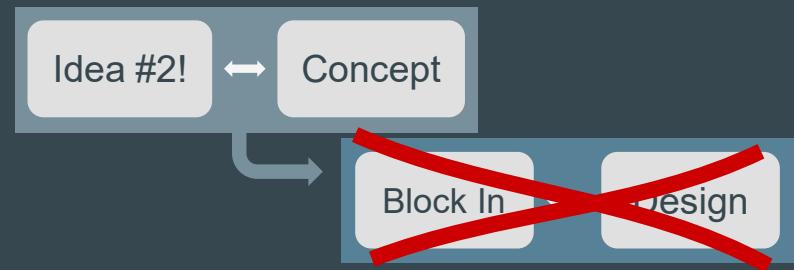
Idea #2!

Concept

... it looks more like this.



... it looks more like this.

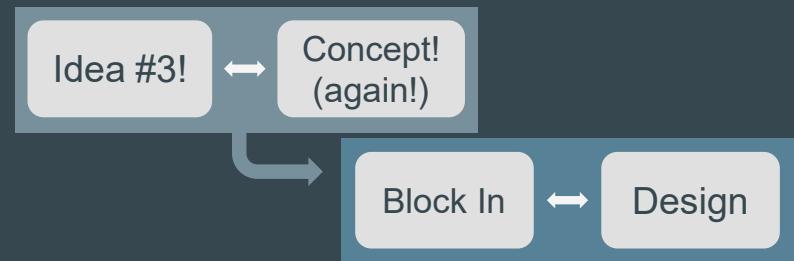


Idea #3!

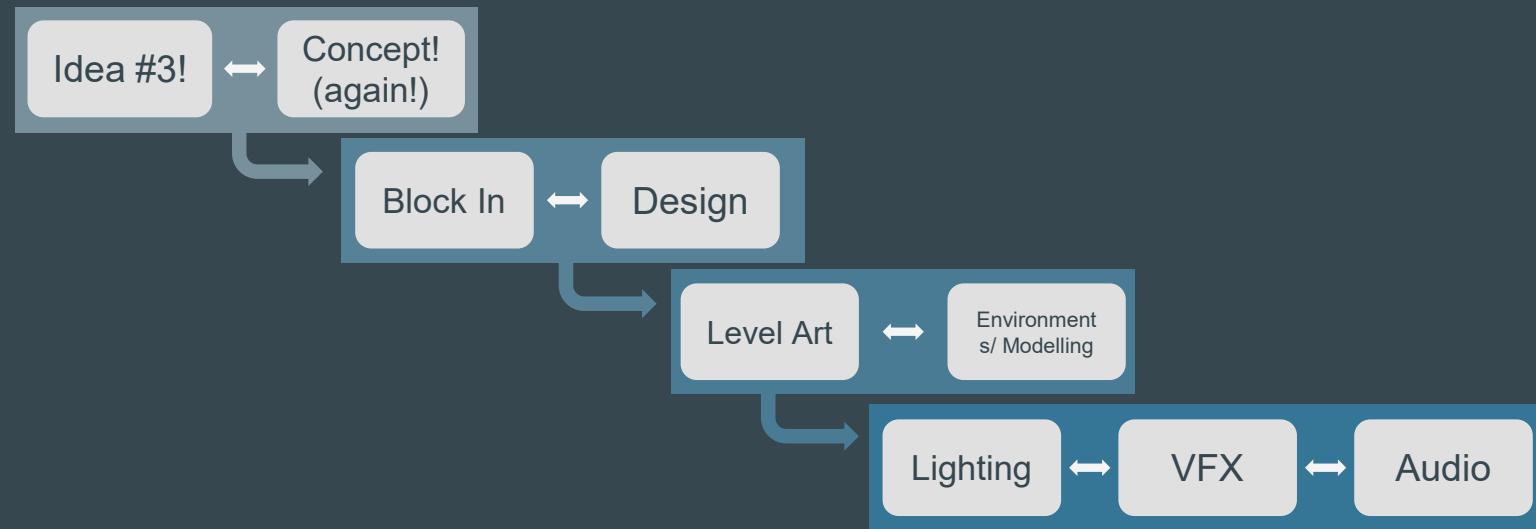


Concept! (again!)

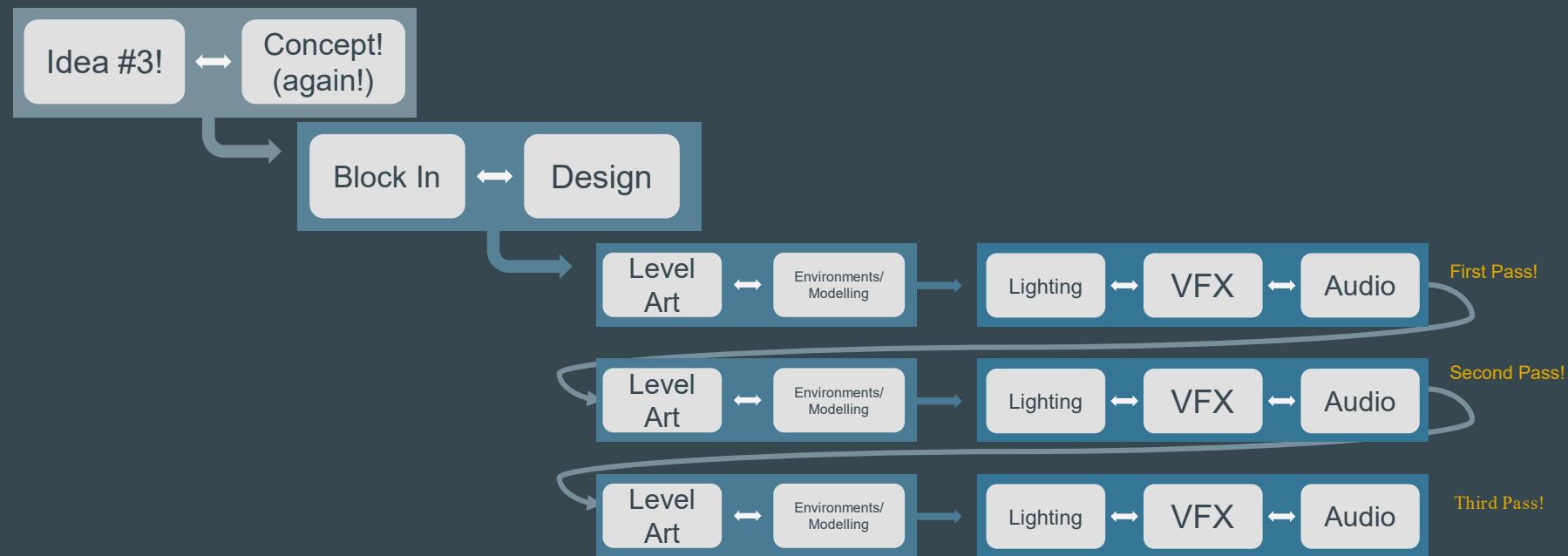
... it looks more like this.



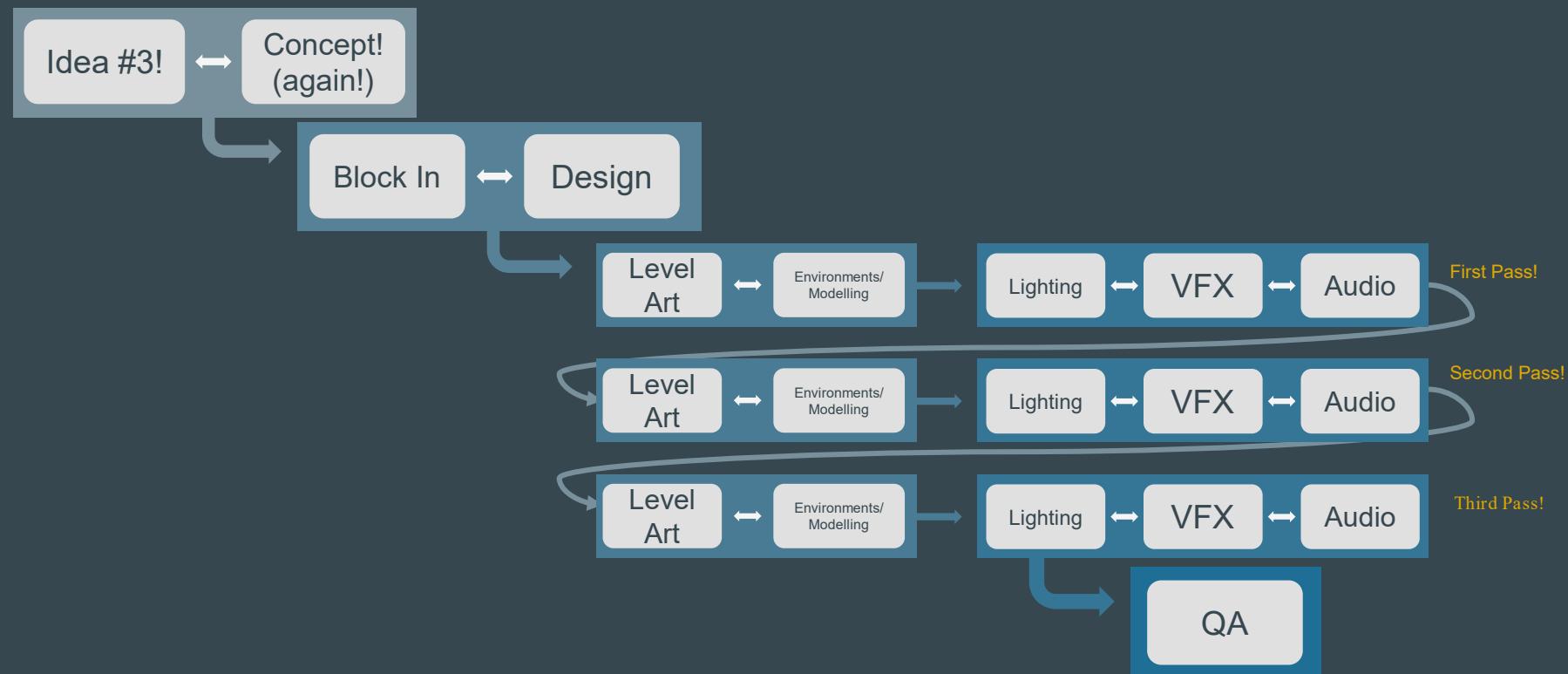
Xεзж||||↑ ↗|█ юзъж



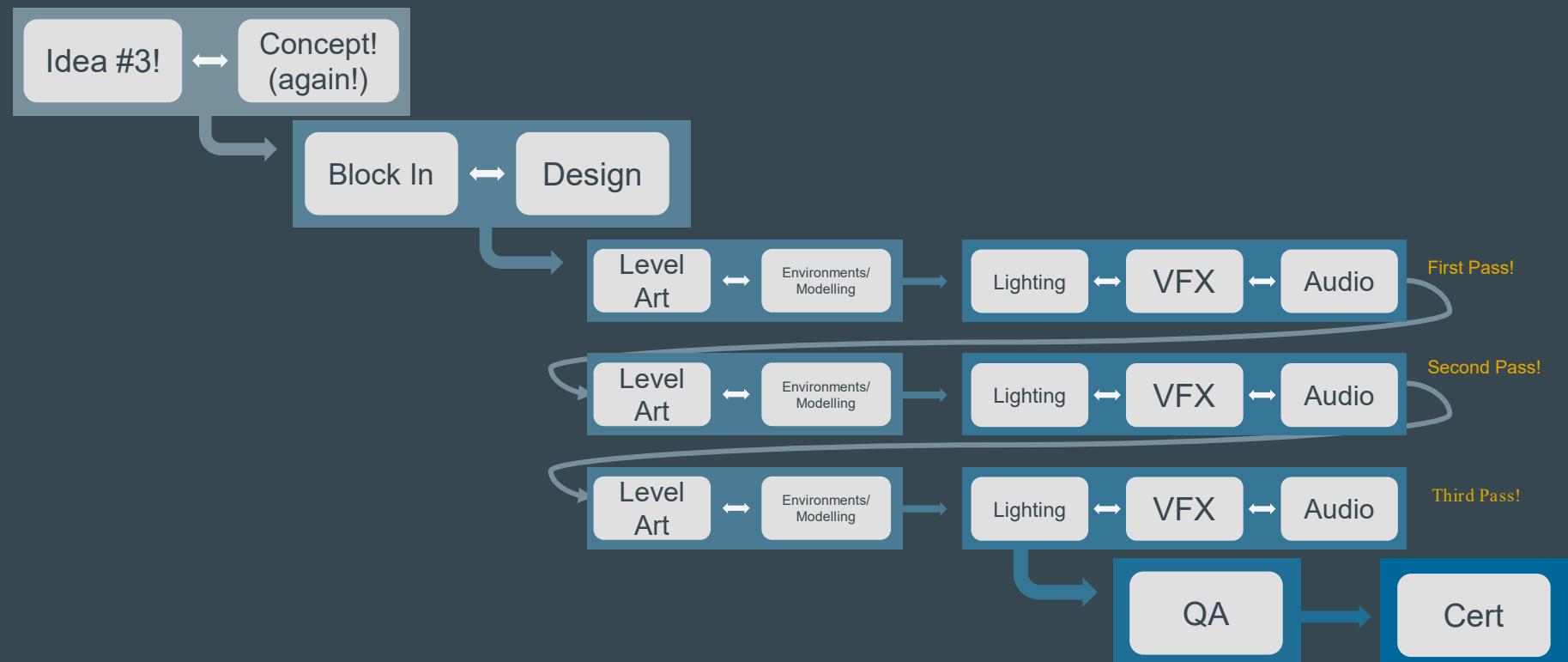
Xεзжæ|||↑ ↘ | ызъяъзъ



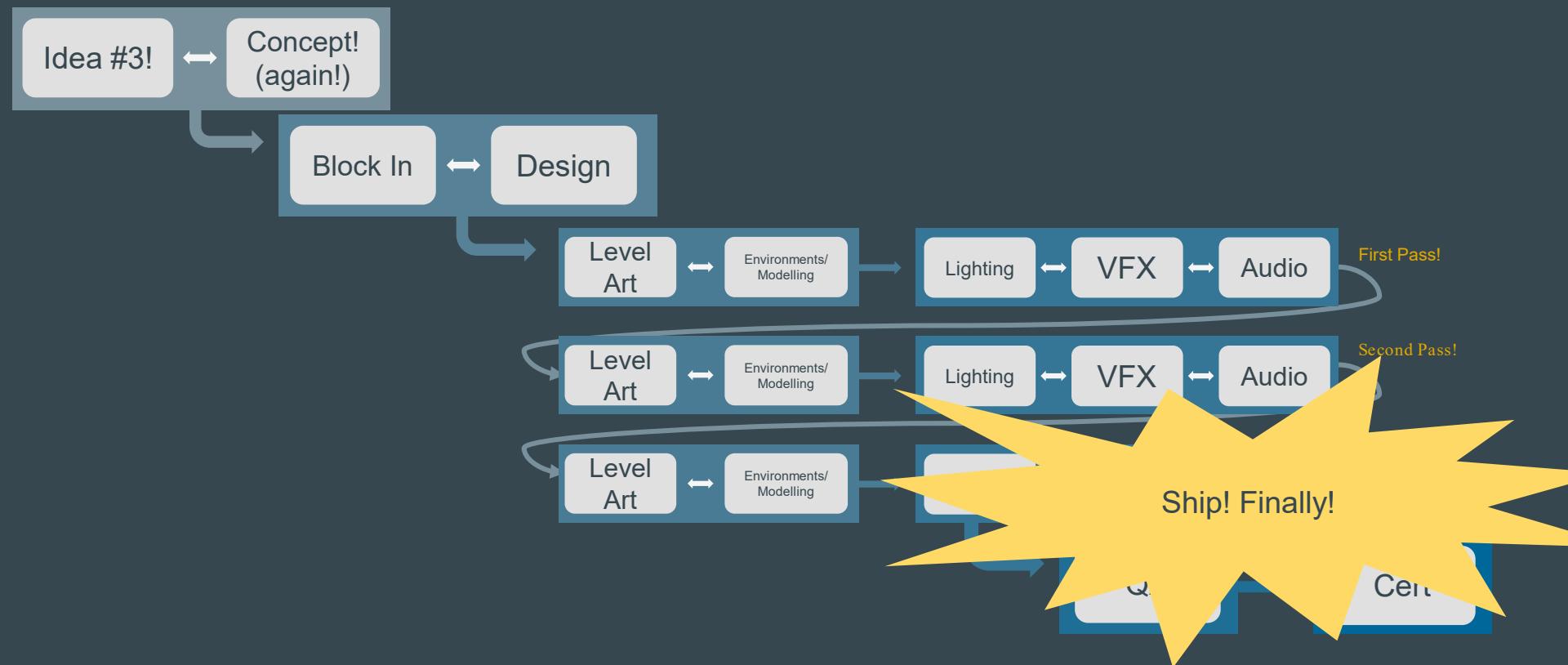
... it looks more like this.



... it looks more like this.



Xεзжæ|||↔|||Български



Ê úgъя̄иа̄и ॥ а̄иа̄и ॥

Why the heck does it matter?

1. Flexibility is a necessary tool, not a nice-to-have

Why the heck does it matter?

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2. VFX artists are often catch all artists anyways so we need to be more flexible

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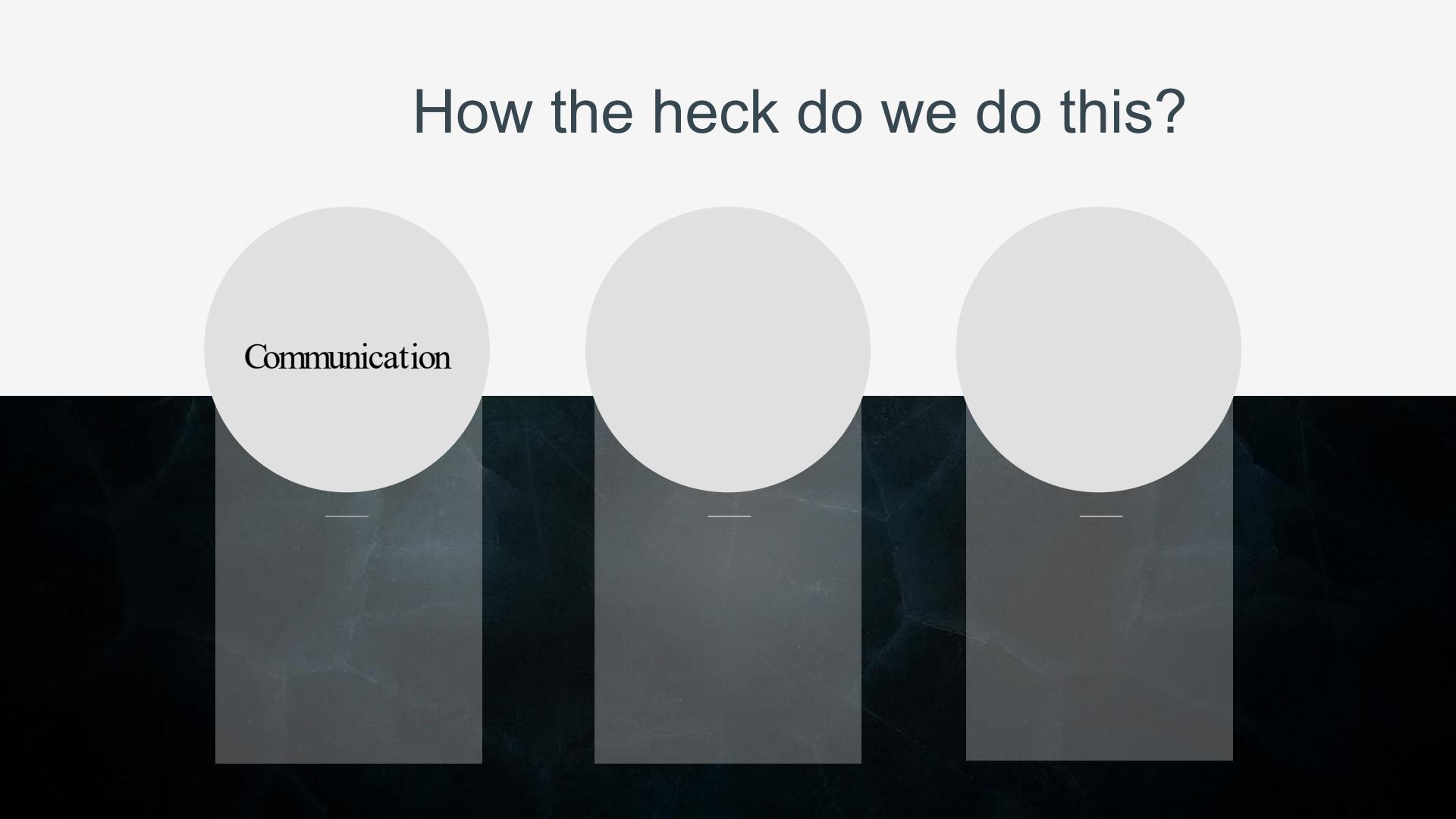
Why the heck does it matter?

1. Flexibility is a necessary tool, not a nice-to-have
2. VFX artists are often catch all artists anyways so we need to be more flexible
3. Must work together to be efficient
4. The process is complicated enough, make yourself less difficult in the process

How the heck do we do this?



How the heck do we do this?



Communication

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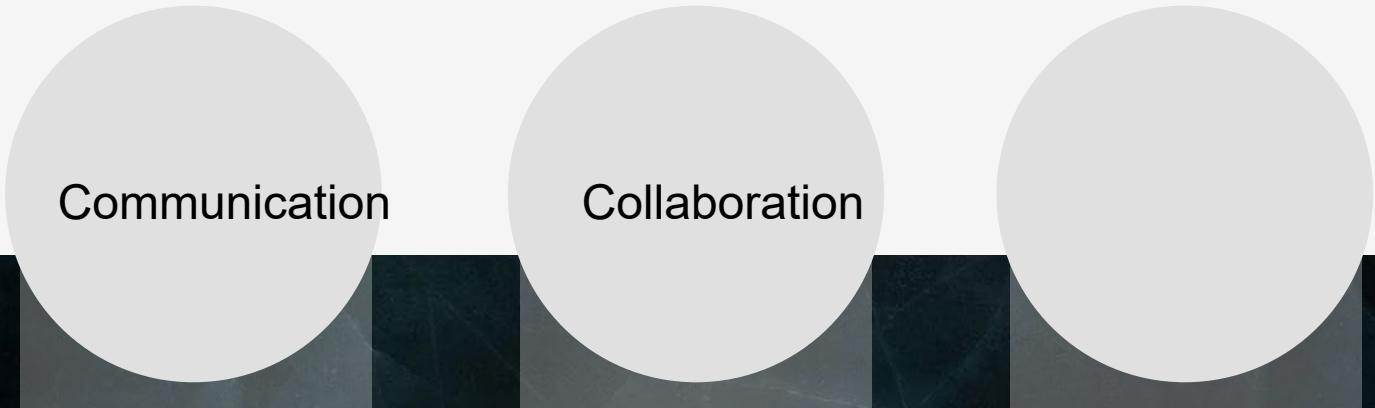
<||ر ریڈی . سے||>

Within the VFX team

With other departments

Giving/Getting feedback

How the heck do we do this?



Communication

Collaboration

Within the VFXteam

With other departments

Giving/Getting feedback

How the heck do we do this?

<||ΓΓIJLJ·♣||>

Collaboration

Within the VFX team

With other departments

Giving/Getting feedback

When to push, when to step aside

What do you bring to the table?

k ||é húaňiaj ḥă ||é aňă ||húžkii

Communication

Within the VFX team

With other departments

Giving/Getting feedback

<||é G||L

When to push, when to step aside

What do you bring to the table?

Embracing Failure

k ||é húaq̓áj ||é aq̓ ||kúz||

Communication

-
- Within the VFX team
- With other departments
- Giving/Getting feedback

Collaboration

-
- When to push, when to step aside
- What do you bring to the table?

K̓ačíz̓
a·z̓

-
- What does it teach us?
- Why are we scared of it?
- How do we embrace it?

Communication: The Powerhouse of the Team

І || ГъБГИБЫЛІНІ · ЫҚШ||

/kə'myoōnə'kāSH(ə)n/

noun

- a process by which information is exchanged between individuals through a common system of symbols, signs, or behaviors

І || ГъБГИБЫЛІНІ · ЫҚШ||

/kə'myoōnə'kāSH(ə)n/
noun

- a process by which information is exchanged between individuals through a common system of symbols, signs, or behaviors
-

com · mu · ni · ca · ti

/kə'myooōnə'kāSH(ə)n/
noun

- a process by which information is exchanged between individuals through a common system of symbols, signs, or behaviors

- Communicating within the VFX team
 - Communicating with other departments
 - Giving and receiving feedback
-

The Beginner's Guide to Team Bonding

»҃аы а́с жүләлләк ауыл|| быа· Гы || ёзл

1. Learn how to Ёes-andð(spoilers, it's not easy)

»úаы а́шъялла́къа́ || и́хъа́ || виа́ . Гы || єжъ

1. Learn how to Yes-and (spoilers, it's not easy)
 2. Echo thoughts, don't steal them (don't steal them, don't steal them, don't steal them)

The Beginner's Guide to Team Bonding

1. Learn how to ~~Yes-and~~(spoilers, it's not easy)
2. Echo thoughts, don't steal them (don't steal them, don't steal them, don't steal them)
3. Say the stupid idea (and be okay if it gets some laughs)

»҃аы а́съз||ллака||къаи||вя· Гы || єъзл

1. Learn how to ‘yes-and’ (spoilers, it’s not easy)
2. Echo thoughts, don’t steal them (don’t steal them, don’t steal them, don’t steal them)
3. Say the stupid idea (and be okay if it gets some laughs)
4. Listen to the stupid ideas (sometimes it’s a good idea wrapped up in bad wording)

»҃аы а́съзлла́лкылка́н||ыа· Гы || ёзл

1. Learn how to ~~Yes-and~~(spoilers, it's not easy)
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5. Celebrate successes and failures (warning: this can be hard to remember to do)

»҃аы а́з жүләләк көз аның ғылыми ғалымы

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CrossDisciplinary Communication

Note: Might be hard to do given team distribution/layout



Note: Might be hard to do given team distribution/layout

1. Talk to people, ask questions, clarify before diving in



Note: Might be hard to do given team distribution/layout

1. Talk (yes literally TALK) to people, ask questions, clarify before diving in



Note: Might be hard to do given team distribution/layout

1. Talk (yes literally TALK) to people, ask questions, clarify before diving in
2. Check in with teams coming before and after you in the pipe

CrossDisciplinary Communication

Note: Might be hard to do given team distribution/layout

1. Talk (yes literally TALK) to people, ask questions, clarify before diving in
2. Check in with teams coming before and after you in the pipe
3. Be d'lexible!



Note: Might be hard to do given team distribution/layout

1. Talk (yes literally TALK) to people, ask questions, clarify before diving in
2. Check in with teams coming before and after you in the pipe
3. Be flexible!
4. The more you show these skills, the more colleagues will trust and rely on you

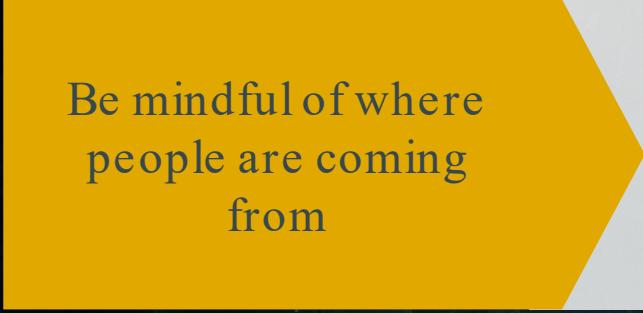
aqačG i↑lē ū· až̄así ||| č̄b̄ || LI
(absolutely everything)

Giving feedback

c̄z̄sz̄m̄ačḠi↑

Be mindful of where
people are coming
from

Giving feedback



Be mindful of where
people are coming
from

- Background

c̄z̄l̄s̄m̄ač̄Ḡī

Be mindful of where
people are coming
from

- Background
- Native language

c̄z̄l̄s̄m̄ač̄Ḡī↑

Be mindful of where
people are coming
from

- Background
- Native language
- Experience

c̄z̄l̄s̄m̄ač̄Ḡī

Be mindful of where
people are coming
from

- Background
- Native language
- Experience
- Culture

cŽzLšňačG i↑

Be mindful of where
people are coming
from

- Background
- Native language
- Experience
- Culture

Be flexible in your
approaches

cŽzLšňačG i↑

Be mindful of where people are coming from

- Background
- Native language
- Experience
- Culture

Be flexible in your approaches

- Verbal feedback

cZEšLšňačGí↑

Be mindful of where people are coming from

- Background
- Native language
- Experience
- Culture

Be flexible in your approaches

- Verbal feedback
- Written feedback

Giving feedback

Be mindful of where people are coming from

- Background
- Native language
- Experience
- Culture

Be flexible in your approaches

- Verbal feedback
- Written feedback
- Supporting visuals

cZEšLšňačGí↑

Be mindful of where people are coming from

- Background
- Native language
- Experience
- Culture

Be flexible in your approaches

- Verbal feedback
- Written feedback
- Supporting visuals
- Think about why they might be struggling

πᾳὶ ἀρχῆς ἡμέρας ἡ
πατέρας

παὶ ἡμέρας
καὶ ἀνατολῶν

Don't take it
personally

παὶ ἡμέρας σημαντικί

Don't take it personally

- Sometimes it will be personal
- Try to understand why the feedback was given the way it was

παὶ ἀξέκοντας ἔι

Don't take it personally

- Sometimes it will be personal
- Try to understand why the feedback was given the way it was

C'est la vie

παὶ ἀξέκοντας ἔι

Don't take it personally

- Sometimes it will be personal
- Try to understand why the feedback was given the way it was

C'est la vie

- Sometimes people just want what they want and it's your job to give it to them

Receiving feedback

Don't take it personally

- Sometimes it will be personal
- Try to understand why the feedback was given the way it was

C'est la vie

- Sometimes people just want what they want and it's your job to give it to them

Ask for clarity

πaļažĒzLšňačGī↑

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- Sometimes it will be personal
- Try to understand why the feedback was given the way it was

Cěst la vie

- Sometimes people just want what they want and it's your job to give it to them

Ask for clarity

- In the long run, it will be better
- Don't be afraid to get what you need
- Will help build the other person's feedback-giving skills

παὶ ἀρέτην πάντας Γίνε

Don't take it personally

- Sometimes it will be personal
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C'est la vie

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Ask for clarity

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- Don't be afraid to get what you need
- Will help build the other person's feedback-giving skills

Don't be afraid to Yes-and ideas

Receiving feedback

Don't take it personally

- Sometimes it will be personal
- Try to understand why the feedback was given the way it was

C'est la vie

- Sometimes people just want what they want and it's your job to give it to them

Ask for clarity

- In the long run, it will be better
- Don't be afraid to get what you need
- Will help build the other person's' feedback-giving skills

Don't be afraid to 'yes-and' ideas

- Dependent on where you are in the project
- Building off of others ideas shows initiative and investment

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İ || Ғ Ѓ Ѓ Ѓ || ♠ a

/ kə-'la-bə-,rāt /

verb

- to cooperate with or willingly assist an enemy of one's country and especially an occupying force

col · lab · o · rate

/ kə-ˈla-bə-,rāt/
verb

- to cooperate with or willingly assist an enemy of one's country and especially an occupying force

- When to push and when to step aside
 - Figure out what you bring to the table beyond your ability to complete a task
-

Are you there Ego? It's me, the artist.

Әүг||Ләуәз||Кс||Лега ГәЕйәзы||ж||С

Әүәз||Лега

ବ୍ୟାଗ || କୁମାର କୁଳ || ଶିଖାରାତ୍ରୀଯିଶ୍ଵର

ଏ ଉପାଦାନିକୁ

- If you truly believe in something make your voice heard

Are you there Ego? It's me, the artist.

Ê ūq ḥ̄ay

- If you truly believe in something make your voice heard
- If you have a strong idea, you might need to prove it first

Сыг||Ляуа||Кс ||Ляг||Га Ейыз||Ж||С

When to push:

- If you truly believe in something make your voice heard
- If you have a strong idea, you might need to prove it first
- If you see a problem come with a solution

Э́ыг || И́мáа || Ык्स || Ли́нг || Га́ Е́йыз || Жи́к

Ế ўа | ы | и | я

Ế ўа | ы | я | ы | и | я

- If you truly believe in something make your voice heard
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- If you see a problem come with a solution

Э́ ўа | І | Ё а | й | К | | Л | Е | Г | А | Г | а | Е | ў | а | й | | З | | С |

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Ê ўа | І | Ё а | й | К | | Л | Е | Г | А | Г | а | Е | ў | а | й | | З | | С |

- Know when you're fighting a losing battle

Э́эг||Ляуа́зък||Ле́нгага Е́эда́зък

When to push:

- If you truly believe in something make your voice heard
- If you have a strong idea, you might need to prove it first
- If you see a problem come with a solution

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- Know when you're fighting a losing battle
- Understand that your voice isn't always the most important in the room

Ê ūq || IJúa||ks || LHEG|Fa Eúa||z||C

Ê ūq | IJúay

- If you truly believe in something make your voice heard
- If you have a strong idea, you might need to prove it first
- If you see a problem come with a solution

Ê ūq | IJúa||y i s a y

- Know when you're fighting a losing battle
- Understand that your voice isn't always the most important in the room
- Understand that sometimes you need to lift others up instead

Are you there Ego? It's me, the artist.

Ê ūq ᴷ₧||IJ◀Y

- If you truly believe in something make your voice heard
- If you have a strong idea, you might need to prove it first
- If you see a problem come with a solution

Ê ūq ᴷ₧||ы₧а||ы ↙qY

- Know when you're fighting a losing battle
- Understand that your voice isn't always the most important in the room
- Understand that sometimes you need to lift others up instead
- You can't always reinvent the wheel, even if the wheel is broken

What are you bringing to the table?

(everyone can't just bring cups)

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- You and your experiences hold value

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- You and your experiences hold value
- Think about what you can do that others can't:

Ê Ü· ♣ F · ♠ a ♣ I I I I I I

- You and your experiences hold value
- Think about what you can do that others can't:
 - Are you a great explainer?
 - Do you stay calm under pressure?
 - Are you good at making people laugh?
 - Do you have strong empathy skills?

What makes you You!

- You and your experiences hold value
- Think about what you can do that others can't:
 - Are you a great explainer?
 - Do you stay calm under pressure?
 - Are you good at making people laugh?
 - Do you have strong empathy skills?
- Build on your strengths to broaden your opportunities for collaboration.

Kižský
képyská říšská

ṛ̥ ḷ̥ ḷ̥

/'fālyər/

noun

- a state of inability to perform a normal function
 - a fracturing or giving way under stress
-

fail · ure

/'fālyər/

noun

- a state of inability to perform a ~~normal~~ function
- a fracturing or giving way under stress

- What does it teach us?
 - Why are we scared of it?
 - How do we embrace it?
-

What can we learn from failure?

THE PROFESSIONAL

It's kind of strange when your regular 9-to-5 job is to hunt down monsters. Still, that's the job I took on when I joined this outfit. It pays well, and the benefits are good. Like they say "You don't have to be crazy to work here, but it sure helps!"



CHARM

- Manipulate Someone
- Act Under Pressure
- Help Out
- Investigate a Mystery
- Read a Bad Situation
- Kick Some Ass
- Protect Someone
- Use Magic



COOL



SHARP



TOUGH



WEIRD

LUCK

Mark luck to change a roll to 12 or avoid all harm from an injury.

Okay D doomed

HARM

When you reach 4 or more, mark unstable.

Okay D dying

Unstable:

(Unstable injuries will worsen as time passes)

EXPERIENCE

Experience:

Whenever you roll and get a total of 6 or less, or when a move tells you to, mark an experience box.

MOVES

You get all the basic moves, plus four Professional moves.

Pick three of these:

- Bottle It Up:** If you want, you can take up to +3 bonus when you **act under pressure**. For each +1 you use, the Keeper holds 1. That hold can be spent later—one for one—to give you -1 on any move **except act under pressure**.
- Unfazeable:** Take +1 Cool (max +3).
- Battlefield Awareness:** You always know what's happening around you, and what to watch out for. Take +1 armour (max 2-armour) on top of whatever you get from your gear.
- Leave No One Behind:** In combat, when **you help someone escape**, roll +Sharp. On a 10+ you get them out clean. On a 7-9, you can either get them out or suffer no harm, you choose. On a miss, you fail to get them out and you've attracted hostile attention.
- Tactical Genius:** When you **read a bad situation**, you may roll +Cool instead of +Sharp
- Medic:** You have a full first aid kit, and the training to heal people. **When you do first aid**, roll +Cool. On a 10+ the patient is stabilized and healed of 2 harm. On a 7-9 choose one: heal 2 harm or stabilize the injury. On a miss, you cause an extra 1 harm. This move takes the place of regular first aid.
- Mobility:** You have a truck, van, or car built for monster hunting. Choose two good things and one bad thing about it.

Good things: roomy; surveillance gear; fast; stealthy; intimidating; classic; medical kit; sleeping space; toolkit; concealed weapons; anonymous; armoured (+1 armour inside); tough; monster cage.

Bad things: loud; obvious; temperamental; beat-em-up; gas-guzzler; uncomfortable; slow; old.

And you get this one:

- When you deal with the Agency**, requesting help or gear, or making excuses for a failure, roll +Sharp. On a 10+, you're good—your request for gear or personnel is okayed, or your slip-up goes unnoticed. On a 7-9, things aren't so great. You might get chewed out by your superiors and there'll be fallout, but you get what you need for the job. On a miss, you screwed up: you might be suspended or under investigation, or just in the doghouse. You certainly aren't going to get any help until you sort it all out.

GEAR

Pick one serious weapon and two normal weapons.

You get either a flak vest (1-armour hidden) or combat armour (2-armour heavy) for protection.

Serious weapons (pick one):

- Assault rifle (3-harm far area loud reload)
- Grenade launcher (4-harm far area messy loud reload)
- Sniper rifle (4-harm far)
- Grenades (4-harm close area messy loud)
- Submachine gun (3-harm close area loud reload)

Normal weapons (pick two):

- .38 revolver (2-harm close reload loud)
- 9mm (2-harm close loud)
- Hunting rifle (2-harm far loud)
- Shotgun (3-harm close messy)
- Big knife (1-harm hand)



THE PROFESSIONAL

It's kind of strange when your regular 9-to-5 job is to hunt down monsters. Still, that's the job I took on when I joined this outfit. It pays well, and the benefits are good. Like they say "You don't have to be crazy to work here, but it sure helps!"



CHARM

- Manipulate Someone
- Act Under Pressure
- Help Out
- Investigate a Mystery
- Read a Bad Situation
- Kick Some Ass
- Protect Someone
- Use Magic

COOL



SHARP



TOUGH



WEIRD

LUCK

Mark luck to change a roll to 12 or avoid all harm from an injury.

Okay D doomed

HARM

When you reach 4 or more, mark unstable.

Okay D dying

Unstable:

(Unstable injuries will worsen as time passes)

EXPERIENCE

Experience:

Whenever you roll and get a total of 6 or less, or when a move tells you to, mark an experience box.

MOVES

You get all the basic moves, plus four Professional moves.

Pick three of these:

- Bottle It Up:** If you want, you can take up to +3 bonus when you **act under pressure**. For each +1 you use, the Keeper holds 1. That hold can be spent later—one for one—to give you -1 on any move **except act under pressure**.
- Unfazeable:** Take +1 Cool (max +3).
- Battlefield Awareness:** You always know what's happening around you, and what to watch out for. Take +1 armour (max 2-armour) on top of whatever you get from your gear.
- Leave No One Behind:** In combat, when **you help someone escape**, roll +Sharp. On a 10+ you get them out clean. On a 7-9, you can either get them out or suffer no harm, you choose. On a miss, you fail to get them out and you've attracted hostile attention.
- Tactical Genius:** When you **read a bad situation**, you may roll +Cool instead of +Sharp
- Medic:** You have a full first aid kit, and the training to heal people. **When you do first aid**, roll +Cool. On a 10+ the patient is stabilized and healed of 2 harm. On a 7-9 choose one: heal 2 harm or stabilize the injury. On a miss, you cause an extra 1 harm. This move takes the place of regular first aid.
- Mobility:** You have a truck, van, or car built for monster hunting. Choose two good things and one bad thing about it.

Good things: roomy; surveillance gear; fast; stealthy; intimidating; classic; medical kit; sleeping space; toolkit; concealed weapons; anonymous; armoured (+1 armour inside); tough; monster cage.

Bad things: loud; obvious; temperamental; beat-em-up; gas-guzzler; uncomfortable; slow; old.

And you get this one:

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- Sometimes the only way to level up is to fail.
 - You learn more from failing - what to do and what not to do.
 - You may have failed, but that does not mean you are a failure.
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Why are we afraid of failure?



this is you

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this is you
you are very small and very stressed

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Fear of
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Fear of punishment

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Fear of
punishment

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Why are we afraid of failure?

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How to be OK with not being OK.

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1. Remember what it teaches you.

EXPERIENCE

Experience:

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1. Remember what it teaches you.
 2. Challenge yourself to fail. Try out of spite.

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1. Remember what it teaches you.
 2. Challenge yourself to fail. Try out of spite.
 3. Understand that everyone else feels like you do (psst, this is called empathy)

How to be OK with not being OK.

1. Remember what it teaches you.
2. Challenge yourself to fail. Try out of spite
3. Understand that everyone else feels like you do (psst, this is called empathy)
4. Fake it ~~til~~ you make it!

k ||é ы|| въаєні Акъ јуън || въајз | си ѡні А

You got this!

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(cha cha real smooth)

Ê ū· ♠aúaníájíñké · Kúžké || ыиG||IKEIS · ž̄lII

- Building Intention in the workplace
 - Working with empathy
 - Communication
 - Within your team
 - Across other disciplines
 - Collaboration
- How to own and embrace failure
 - Understand why we fear failure
 - Learn how we can use it to our advantage instead

Questions? Pop 'em in the chat!



THE COALITION IS HIRING. COME JOIN US!

COALITIONCAREERS@MICROSOFT.COM
<https://www.thecoalitionstudio.com/join-us/>

