Building the right team

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This lecture was first held in August 2007 at the GCDC Game Developer's Conference in Leipzig/GERMANY. The presentation may not include all original materials shown during this speech (pictures, videos etc.) and is solely meant as a summary and handout. All copyrights of presented materials belong to their respective owners.

Usually team members…

- don't understand the project plan
- don't follow the project goals
- don't work together with their colleagues
- don't solve their conflicts
- don't know who to inform
- don't tell when they don't get their tasks finished on time

Communication is vital

- Start project with official kick-off

- Agree on…
    - *Mission Statement*
    - *Project Plan*
    - *Workflow*
    - *How to solve problems*

- Don't react when it's too late

- Instead establish pro-active project control

Set up rules

- Conflicts have highest priority
- Don't search for culprits
  but for solutions
- Document any decision
- Meetings only with moderator
  and agenda

Why do team members rebel?

- They don't know what is expected from them
- They don't know what to do (lack of information)
- They don't feel like they belong to the rest of the team
- They feel to be treated in an unfair manner by mangager/leads

What motivates people?

- Clear goals
- Achievement: Create Ownership
- Possibility for personal growth
- Work itself: must be meaningful
- Personal Life
- Technical Supervision Opportunity
- (Proper executed) Performance Reviews
- Sense of Team identity

What kills motivation?

- Management manipulation
- Excessive/unrealistic schedule pressure
- Lack of appreciation for personal efforts
- Not involving people in decisions
- Productivity barriers
- (Poorly executed) Performance Reviews
- Bad Marketing/PR
- Hygiene factors don't motivate!

Solving conflicts in a team…

- Solve conflicts immediately!
- Each conflict will cost you money!
- Responsibility: Project lead
- Work out the different opinions
- Alternative: Work out the similarities
- Last option: Hire conflict consultant

The role of the project lead…

- … delegates responsibilities to team members
- … does not give the answers but raises the questions:
    * Who does…?
    * What (Goal + Definition)?
    * Why (Cause)?
    * For what?
    * Until when?
    * How (to get there)?
    * With what?

Some thoughts

on recruiting...

Usually developers recruit…

- … to have a big team like everybody
- … to have a star-designer, who will solve all problems
- … to catch up on schedule
- … to create the ultimate engine
- … to replace a departure

Do you need a big team?

- How many people do you really need
  to make a game in defined time frame?

- How many people do you need to have
  a solid company foundation?

- How do you deal with the delta:
  - flexible structure
  - outsourcing
  - double team that can become one

Do you need a star designer?

- What will he bring?
- Will the team do what he wants them to do?
- Is he willing & able to share and work towards a common goal?
- A star can't compensate for a team's weakness and a team can't serve one person but only a shared dream
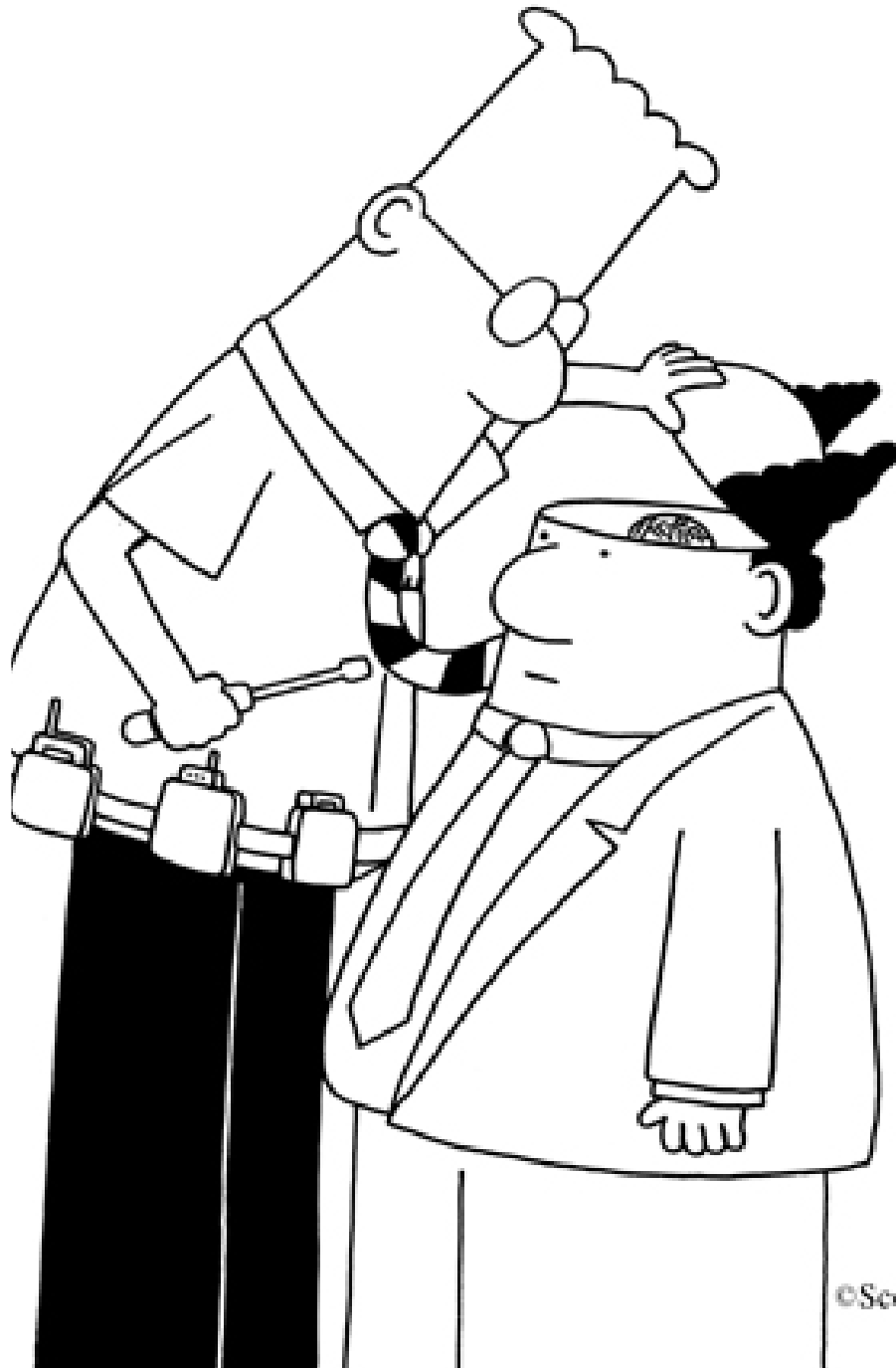
Why do you need to catch up?

- Why are you late?

- Won't a new person make you later?

- What will he bring?

- Is your team productive enough?

- Maybe you are late because of:
  - lack of adequate tools
  - lack of shared goals
  - lack of performance compensation
  - not good people or not enough training?

Why do you need your own engine?

- Are you willing to go for the neverending rat-race your own engine will bring with it?

- What advantage will it bring?

- Will it really materialize?

A different approach

- Different team structure:
  - No more costly size race
  - More outsourcing
  - Core team
- Unknown designer with market oriented ideas
- Compensation program
- A training program

QUESTIONS?

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