STUDIO STRUCTURE, LEADERSHIP & VISION

MGT451 – PROJECT MANAGEMENT

JANUARY 23, 2017

STUDIO STRUCTURE

EXECUTIVE

- Chief Executive Officer (CEO) – most senior executive, manages the company

- Chief Technical Officer (CTO) – aligns technology decisions for company

- Chief Financial Officer (CFO) – manages financial risk for the company

- Studio Head/Founder – responsible for all studio elements

- Studio Director – responsible for all studio elements

MANAGEMENT

- Executive Producer (EP) – prime production authority

- Head of Publishing – oversees game publishing process

- Creative Director – prime design authority

- Design Director – Head of Design, can also be Creative Director

- Development/Engineering Director – Head of Engineering

- QA Director – Head of Quality Assurance

- Human Resource Manager – manage administrative functions (staffing and overseeing people issues)

SPECIALISTS

- Architect – defines the overall structure of a program or system

- Monetization Specialist – defines monetization strategies and game economy

- Business Intelligence (BI)/Analyst – analyzes raw data for reporting and trends

- Community Manager – builds community around a title

- Social Media Manager – uses social media to build awareness

- Event Coordinator – plans and executes events

ADMINISTRATION & SUPPORT

- Network Operations (NetOps) - manage networks, data centers and systems
- Development Operations (DevOps) - builds automation, deployment and code base that NetOps uses
- Finance/Accounting – keep and track financial accounts
- Recruiter – attracts and assesses talent for work
- Office Administrator/Manager – oversee the running of the company
- IT – provide technical support for the company

STUDIO DEPARTMENTS

Art
- Concept
- Character
- Animator
- Environment
- Special Effects
- User Interface
- Cinematic
- Web
- General
- Technical
- Multimedia

Design
- Game
- System
- User Experience
- Monetization
- Sound

Engineering
- Game
- Platform
- Network
- Audio
- DevOps
- NetOps

Quality Assurance/Test
- Game
- Security
- Platform
- "Manual"
- UX
- System

Production
- Development
- Web
- Live
- Art
- Technical
- Sound

Publishing
- Ecommerce
- Community
- Events
- Marketing
- Social
- Localization
- Customer Support
- Business Intelligence

Administration
- Human Resources
- Recruiting
- Office Manager
- IT
- Finance

LEADERSHIP

QUESTIONS...

- What is a boss?

- What is a manager?

- What is a leader?

A BOSS OR A LEADER?

A BOSS

- Intimidates
- Watches
- Hears
- Commands
- Nags
- Unclear/Unrealistic Goals
- "I am the boss so I am always right"

A LEADER

- Inspires
- Teaches
- Listens
- Inquires
- Hands On
- Supportive
- "Leadership means accepting you are not always right."

LEADING VS. MANAGING

The Different between Leadership and Management

What are we...	Leadership — Coping with change	Management — Coping with complexity
What are we setting out to do?	**1. Set Direction** — Develop a vision and strategies to achieve that vision; setting high but reasonable standards	**1. Plan and Budget** — Develop detailed steps and timetables and allocate resources
How do we deliver results?	**2. Align People** — Communicating direction to influence creation of teams and coalitions that understand vision and strategy	**2. Organise and Staffing** — Establish a structure to achieve the plan; delegate authority and provide policies and procedures
What do we make it happen?	**3. Motivate, Mentor, Inspire** — Energizing people to develop and overcome barriers to change	**3. Control and Problem Solving** — Monitor and organize
What are the outcomes?	**4. Produce Change** — Often to a dramatic degree, such as cultivating new services and new approaches	**4. Produce Predictability and Order** — Consistently achieve budgets and targets

Source: MacKay (2008) based on materials in Kotter (2001)

WHAT IS A LEADER?

- Creates an inspiring vision of the future

- Motivates and inspires people to engage

- Manages delivery toward a goad

- Coaches and builds a team

- They are not necessarily "the boss"

- Finds and fixes the problems

- Shares the glory

- Leads from beside, not from behind

"Become the kind of leader that people would follow voluntarily; even if you had no title or position."
- Brian Tracy

LEADERS BUILD STRONG TEAMS WITH

- Positive Messages
- Trust
- Appreciation
- Open Communication
- Commitment
- Organization
- Fairness

- Responsiveness
- Motivation
- Respect
- Support
- Affirmation
- Personal/Professional Development
- Feedback

Be the Leader Your Team Deserves

AUTHORITY VS. FREEDOM

From: http://www.gp-training.net/training/leadership/results.htm
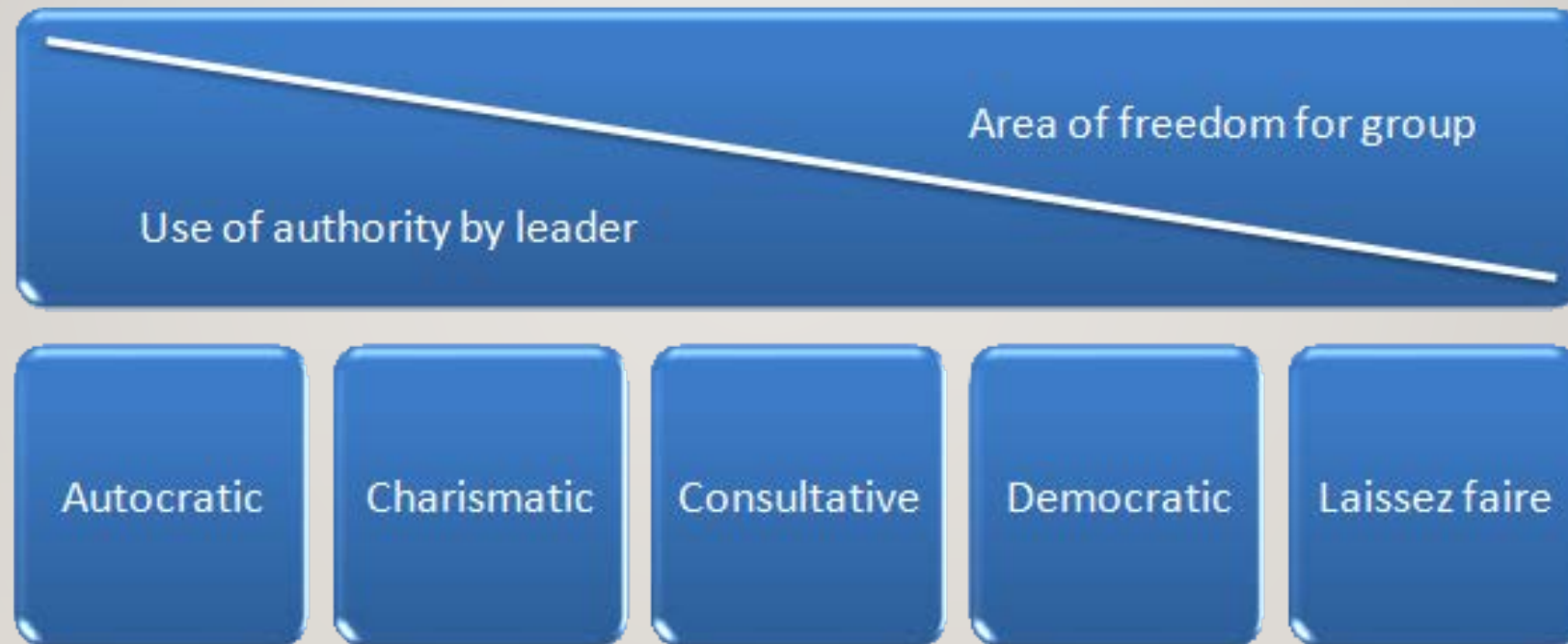
LEADERSHIP STYLES

Coercive	• Expect immediate compliance • *"Do what I tell you"*
Authoritative	• Inspiring people toward a vision • *"Come with me"*
Affiliative	• Create emotional bonds and harmony • *"People come first"*
Democratic	• Build consensus through participation • *"What do you think"*
Pacesetting	• Expecting high performance • *"Do as i do now"*
Coaching	• Develops people for the future • *"Try this"*

VISION

MISSION STATEMENT VS VISION STATEMENT

- A **mission statement** is a statement which is used to communicate the **purpose of an organization**.

- A **vision statement** provides **strategic direction** and is used to describe what the owner wants to **achieve in the future**.

WHY A VISION STATEMENT?

- Serves as foundation for a broader plan or strategy

- Motivates by clearly categorizing goals and aligning understanding

- Focuses efforts by leading an organization toward opportunities that advance the vision

- A differentiator from other efforts or organizations

DEFINING A VISION

"I believe that this nation should commit itself to achieving the goal,
before this decade is out, of landing a man on the moon
and returning him safely to the earth."

JFK, Man on the Moon Speech
Joint Session of Congress May 25, 1961

SETTING A VISION
AKA STRATEGIC PLANNING

- Start with the End – Where to you want to go? Define your "North Star."

- Vision – Specific, achievable, and communicate it!

- Where are you now? – Examine Strengths & Weaknesses, Opportunities, Risks… Then Prioritize

- Honest Evaluation – Fixes Needed, What to Capitalize, Where to Invest, Maximize ROI

- Critical Goals – Prioritize, Clear Ownership, Define "Done", Accountability

- Goal Review – Regular Cadence, Modify as Needed, Drive Accountability, Drive Results

- Execute – The Plan is Worthless Without Execution

- You aren't finished! – Review, Update, Repeat

GETTING TO THE VISION

- Manage Scope

- Manage Budget

- Manage Time

- Manage Chaos

- Manage Risk

- Manage Expectations

- Manage Awareness

BALANCE AND AWARENESS
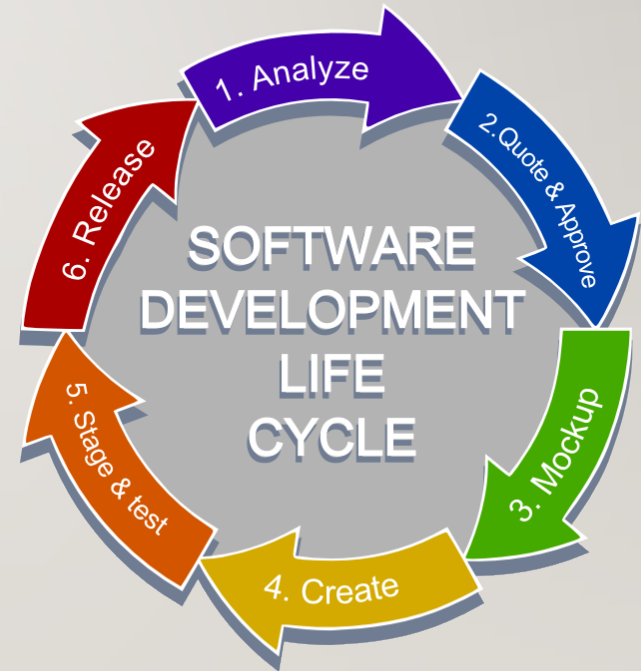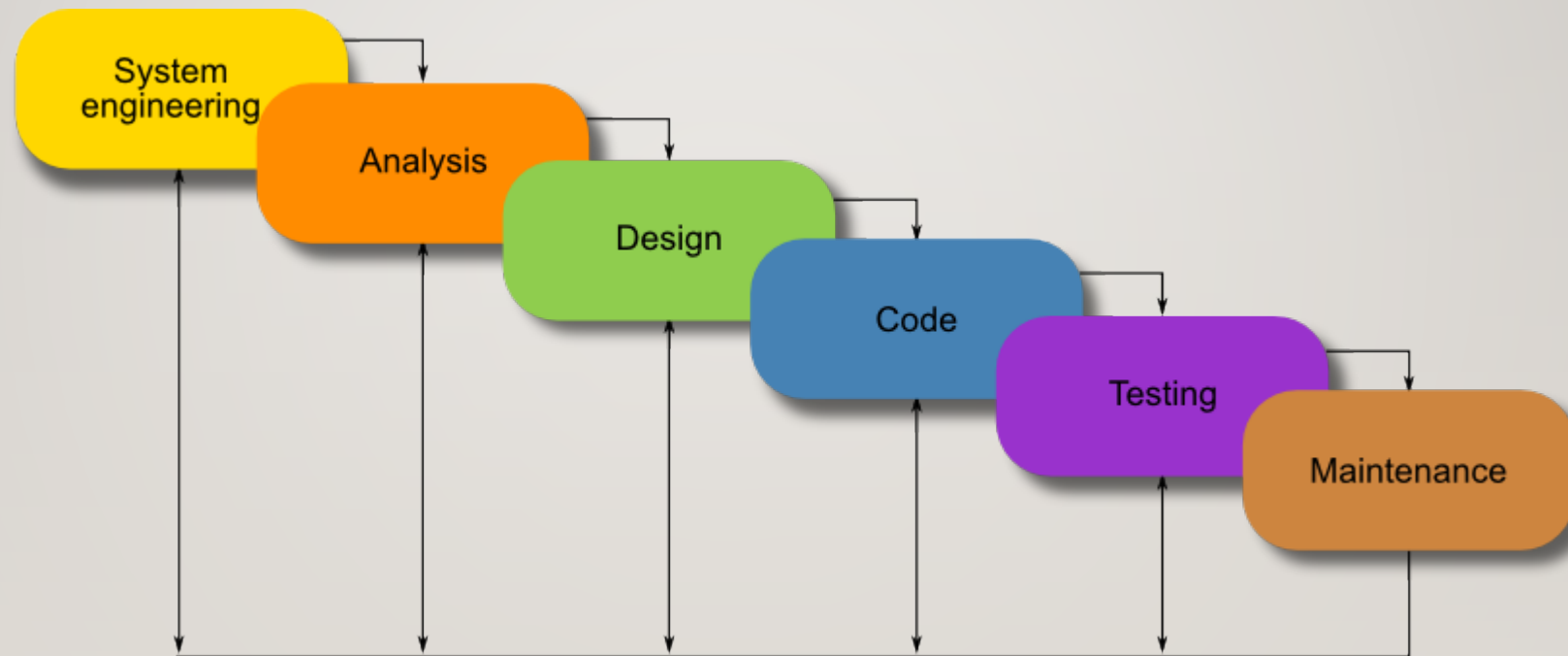## PROJECT MANAGEMENT TRIANGLE

METHODOLOGIES

SOFTWARE DEVELOPMENT LIFE CYCLE (SDLC)

- Waterfall

- Agile
  - Scrum
  - Lean
  - XP

- Others
  - Chaos/Goal Driven (Agile/Waterfall hybrid)
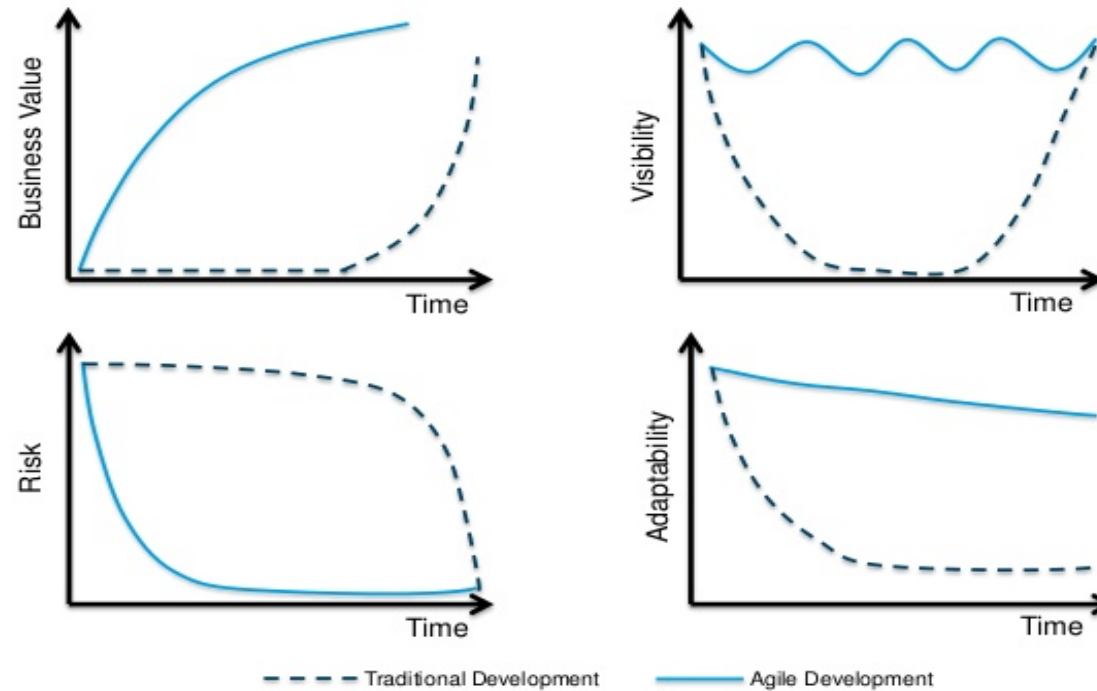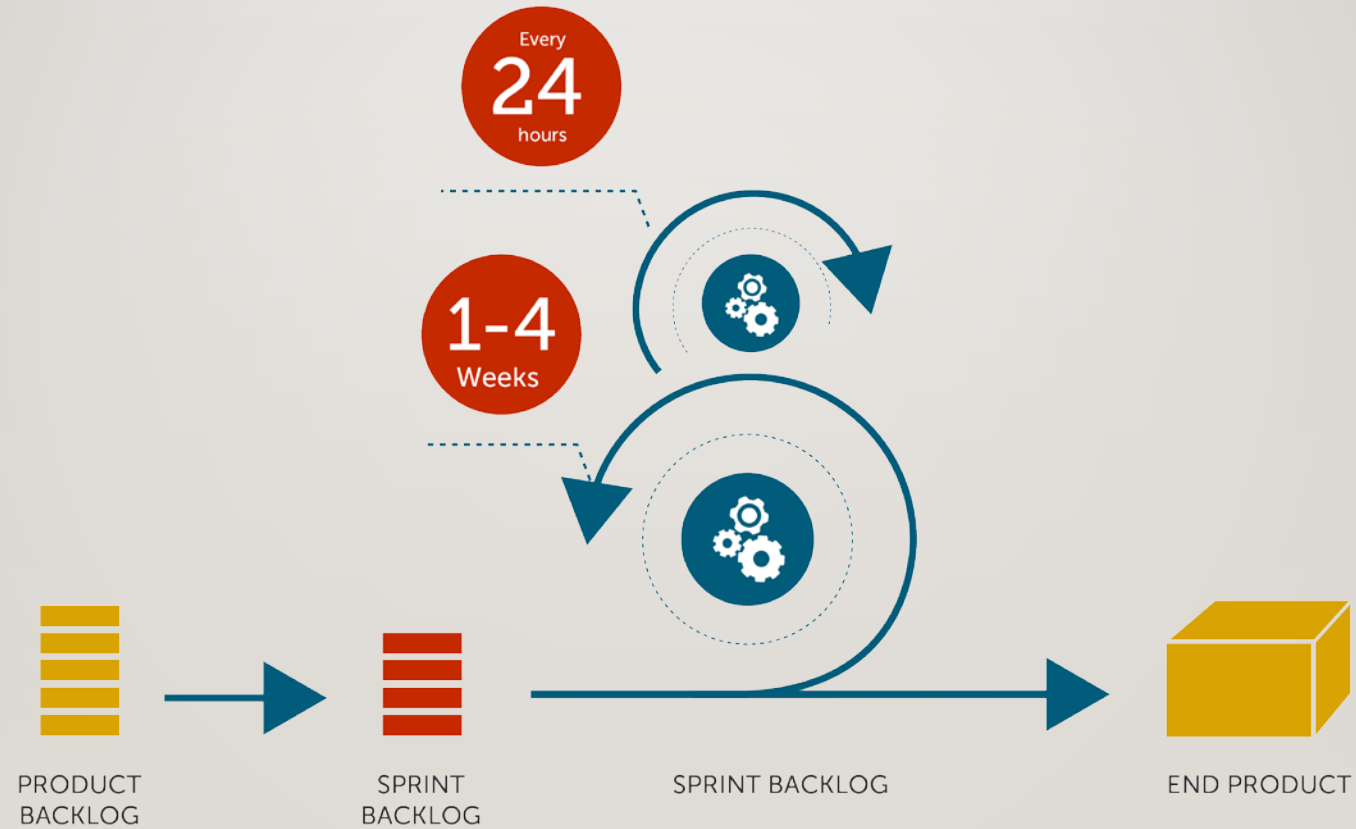 - V-Model (Waterfall variant)

WATERFALL

AGILE METHODOLOGIES

From: http://www.slideshare.net/DigitalCatapultDevelopmentPractices/agile-for-business

SCRUM (AGILE)

LEAN (AGILE)

XP (AGILE)

Planning/Feedback Loops