




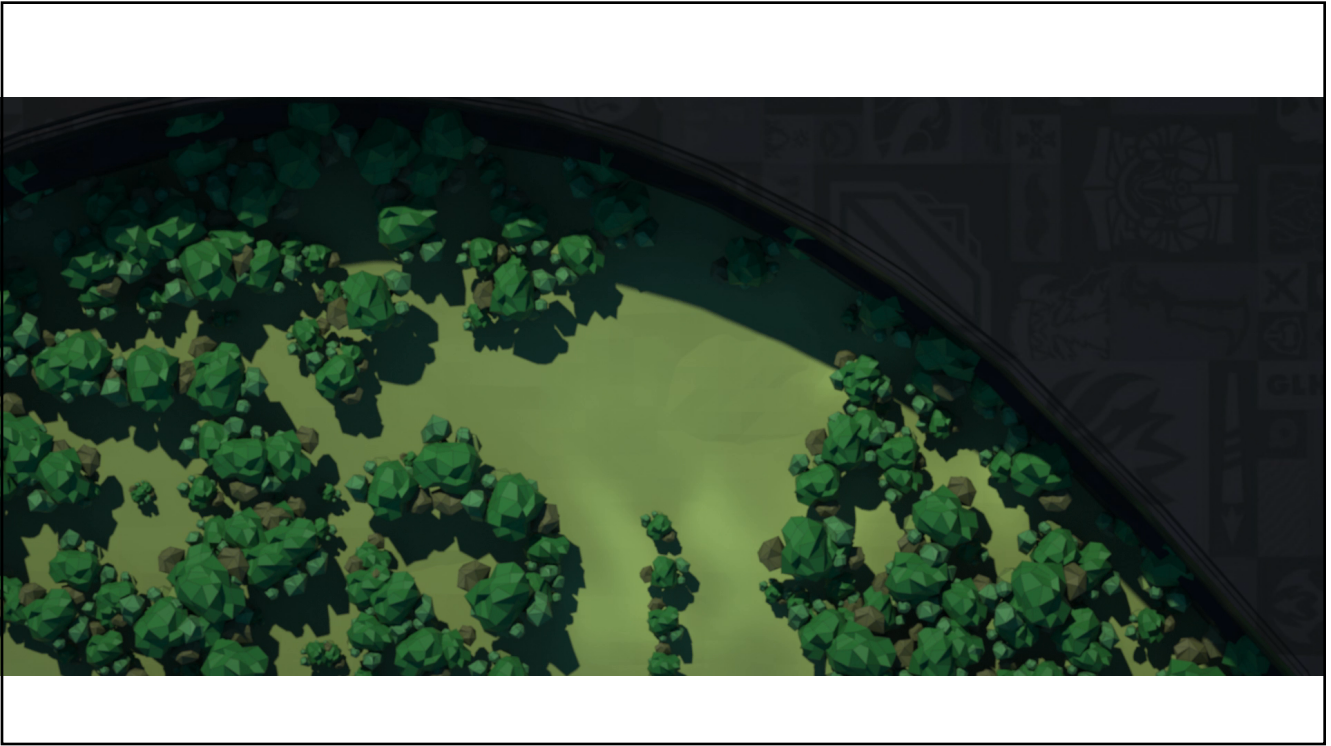
EVOLVING AGILE LEADERSHIP AT RIOT GAMES

A STORY OF CHALLENGING CONVENTION



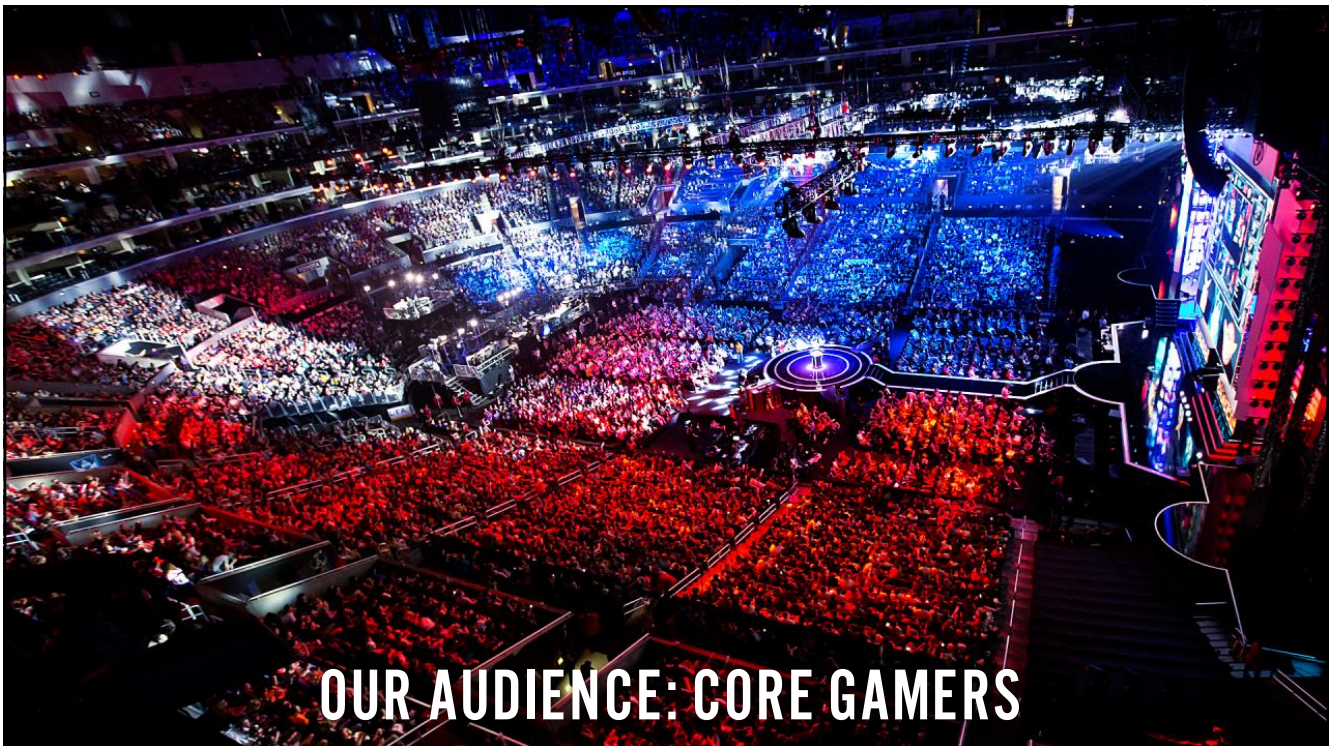
AHMED SIDKY

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WE ARE DEFINED BY OUR AUDIENCE



OUR AUDIENCE: CORE GAMERS







EVERY RIOTER IS PART OF A DISCIPLINE

Engineering	■	■	■	■	■	■
Product Management	■	■	■	■	■	■
Development Management	■	■	■	■	■	■
Art	■	■	■	■	■	■
Design	■	■	■	■	■	■
Talent	■	■	■	■	■	■
Publishing	■	■	■	■	■	■



CROSS-FUNCTIONAL “PRODUCT” TEAMS

	A	B	C	D	E	F
Engineering		■	■	■	■	■
Product Management	■	■	■	■		■
Development Management	■	■	■	■	■	
Art	■	■	■		■	
Design	■		■	■	■	■
Talent	■	■		■		■
Publishing	■	■		■	■	■



Typical Agile “Leadership” Roles



Product Owner



Agile Coach

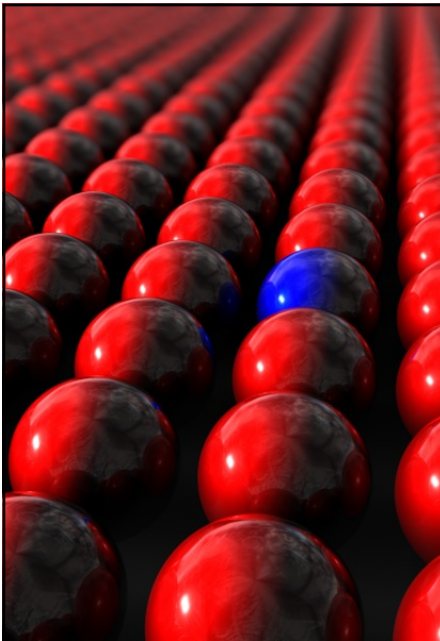


Scrum Master

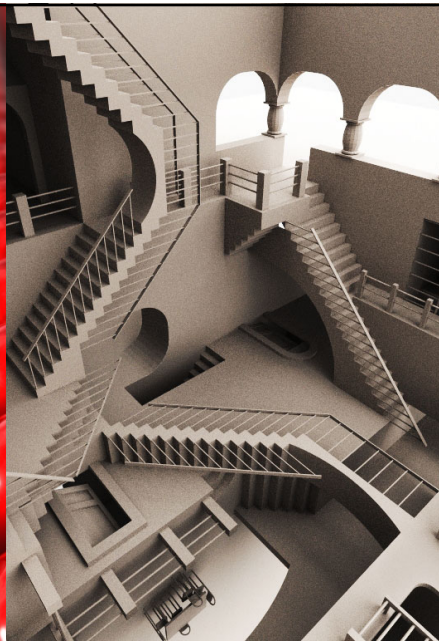


“Agile Project Manager”

HOW DO YOU KNOW SOMEONE IS A **LEADER**?



LEADERS ARE ACCOUNTABLE



LEADERS MAKE DECISIONS



LEADERS ARE FOLLOWED

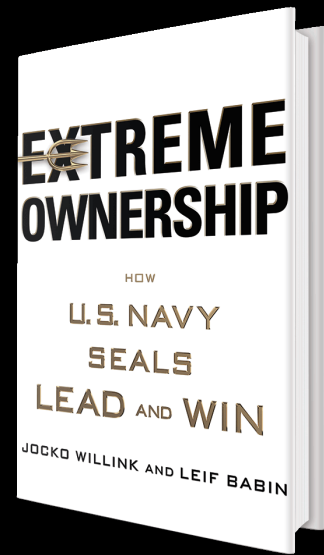


LEADERS ARE ACCOUNTABLE

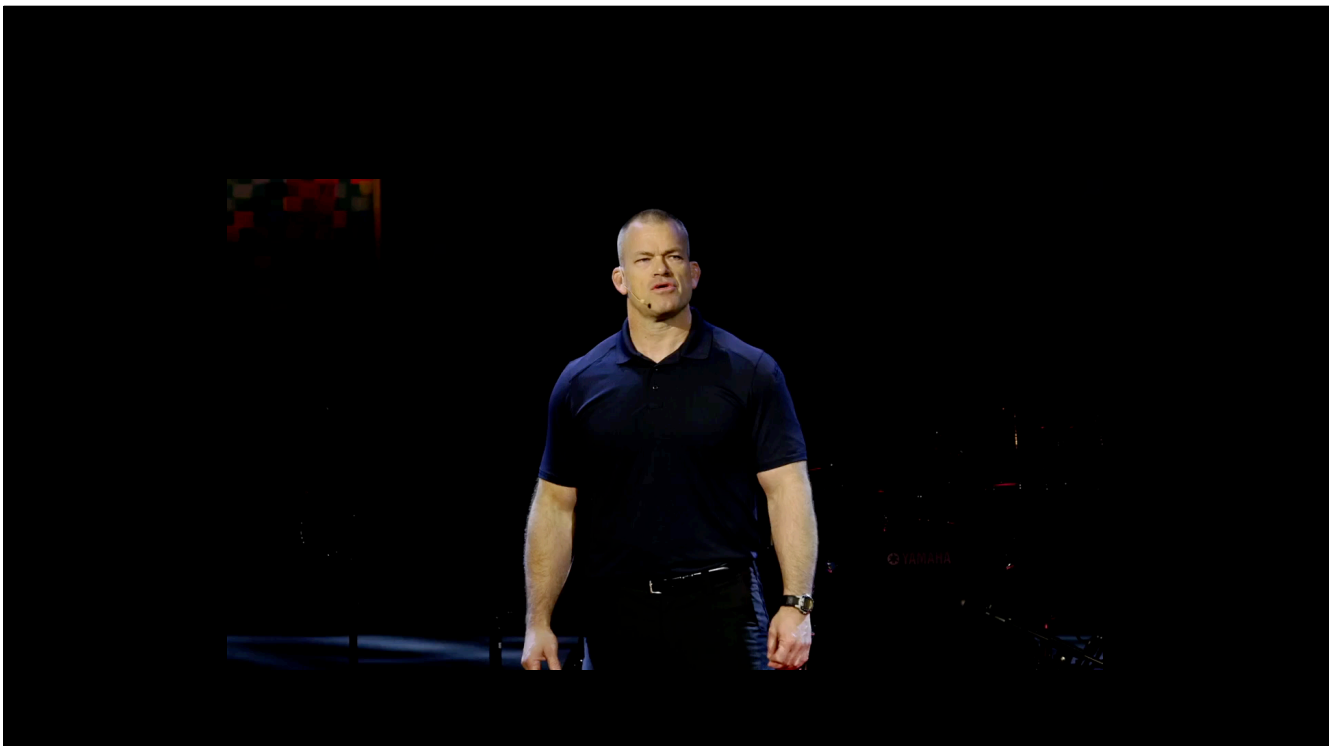
WHAT IS ACCOUNTABILITY?

ACCOUNTABILITY

TOTAL OWNERSHIP MINDSET

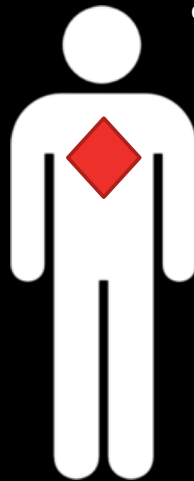


Extreme Ownership
Jocko Willink
TEDx University of Nevada
<https://www.youtube.com/watch?v=ljqra3BcqWM>

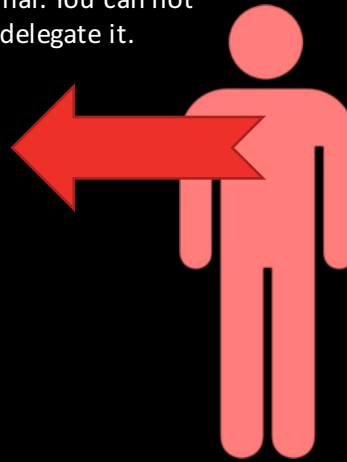


RESPONSIBILITY VS ACCOUNTABILITY

Responsibility: A strong feeling driving one to willingly perform their duties with total ownership (no excuses – no blame). Do whatever it takes to make it happen attitude.



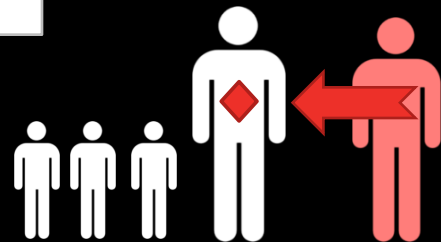
Accountability is external. You can not delegate it.



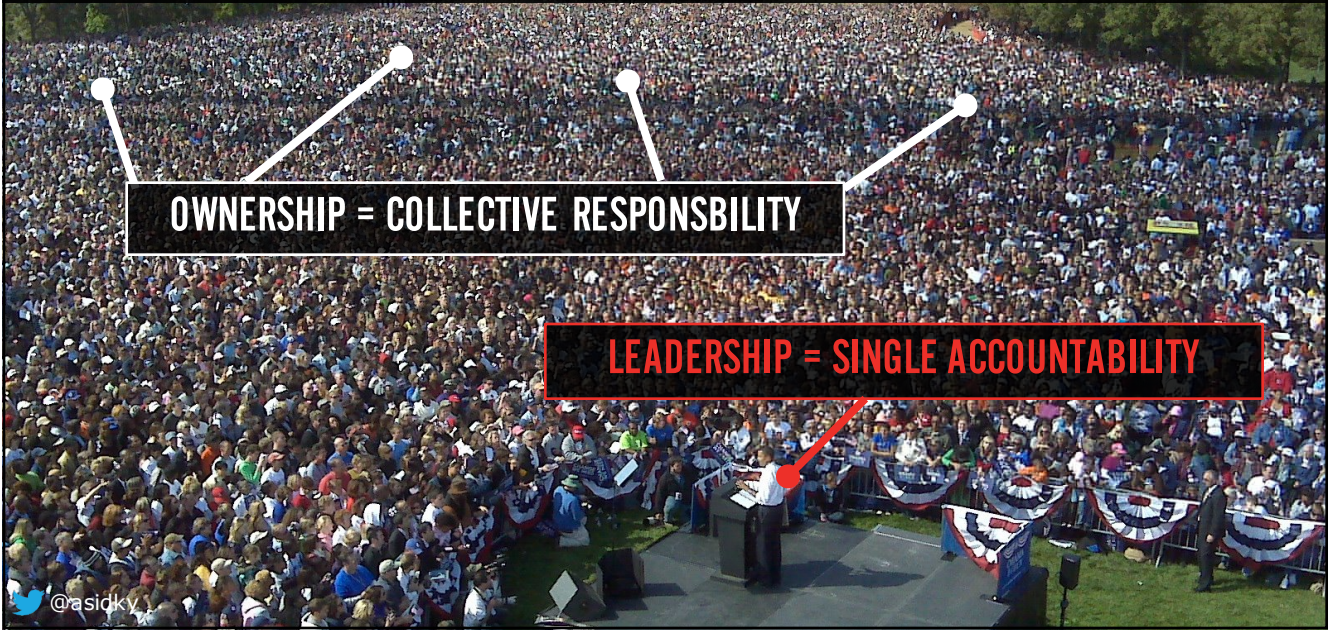
Accountability: To hold someone to account and question their fulfillment of the duties or tasks assigned to them. Accountability requires answers and entails consequences

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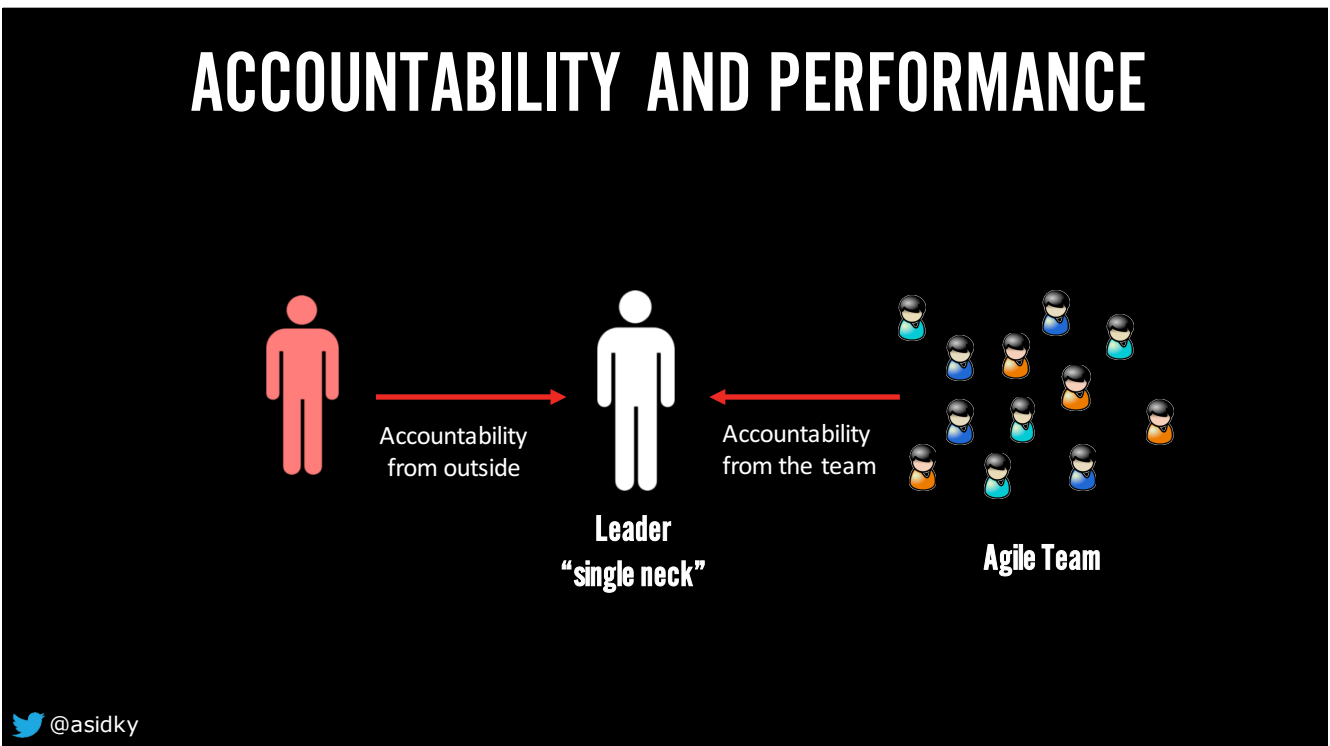
ACCOUNTABILITY – IT'S ABOUT THE LEARNING



OWNERSHIP vs LEADERSHIP



ACCOUNTABILITY AND PERFORMANCE





LEADERS ARE ACCOUNTABLE



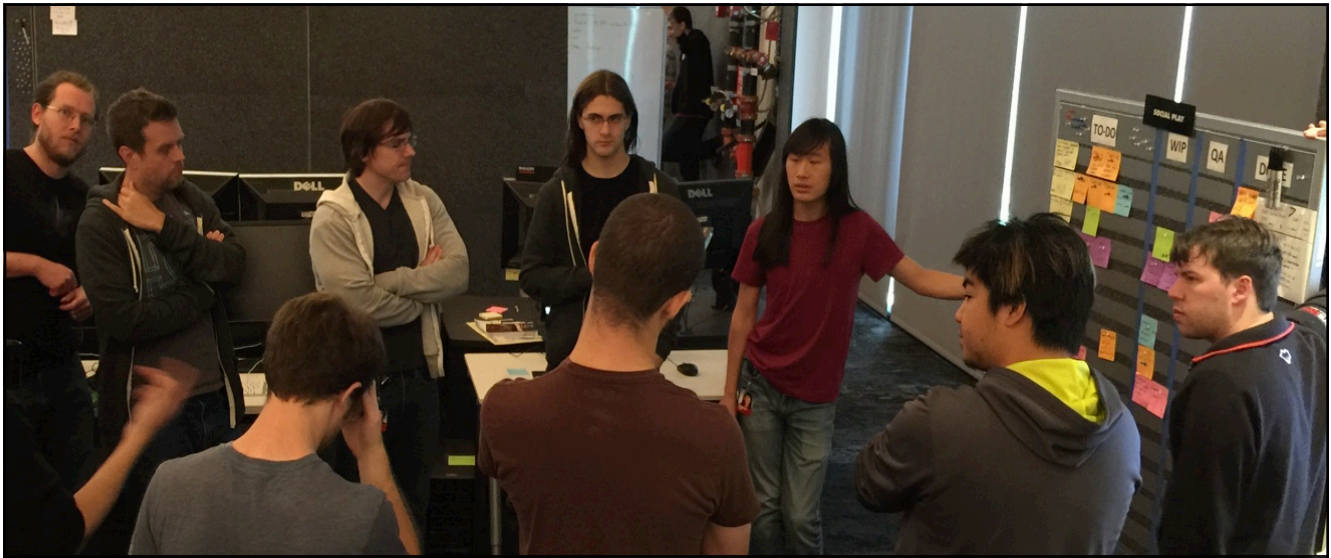
LEADERS MAKE DECISIONS




LEADERS ARE FOLLOWED



LEADERS MAKE DECISIONS



IF THE TEAM CAN'T COME TO AN AGREEMENT,
A LEADER CAN MAKE A DECISION AND FORCE CLOSURE

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LEADERS ARE FOLLOWED

[REGARDLESS OF STYLE/STANCE]

Harvard Business Review

www.hbr.org

New research suggests that the most effective executives use a collection of distinct leadership styles—each in the right measure, at just the right time. Such flexibility is tough to put into action, but it pays off in performance. And better yet, it can be learned.

Leadership That Gets Results

by Daniel Goleman

DIFFERENT LEADERSHIP STANCES OR STYLES



**THE VISIONARY
LEADER**



**THE PACE-SETTING
LEADER**



**THE AFFILIATIVE
LEADER**



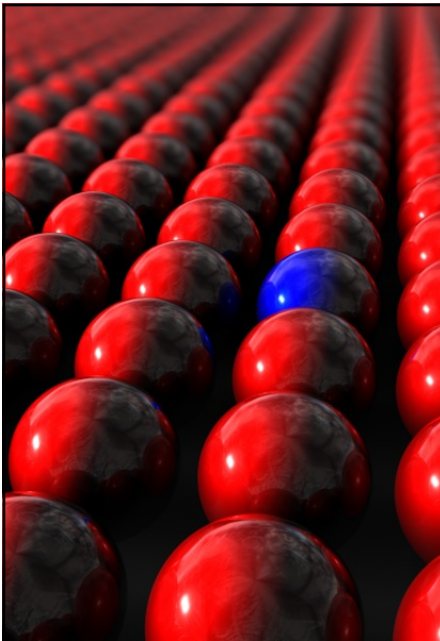
**THE DEMOCRATIC
LEADER**



**THE COACHING
LEADER**



**THE COMMANDING
LEADER**



LEADERS ARE ACCOUNTABLE



LEADERS MAKE DECISIONS



LEADERS ARE FOLLOWED

Typical Agile “Leadership” Roles



Product Owner



Agile Coach



Scrum Master



“Agile Project Manager”

Discussion

How are the leaders on your teams measuring up to these attributes

LEADERS ARE **ACCOUNTABLE**
LEADERS ARE **FOLLOWED**
LEADERS **MAKE DECISIONS**

Typical Agile “Leadership” Roles



Product Owner



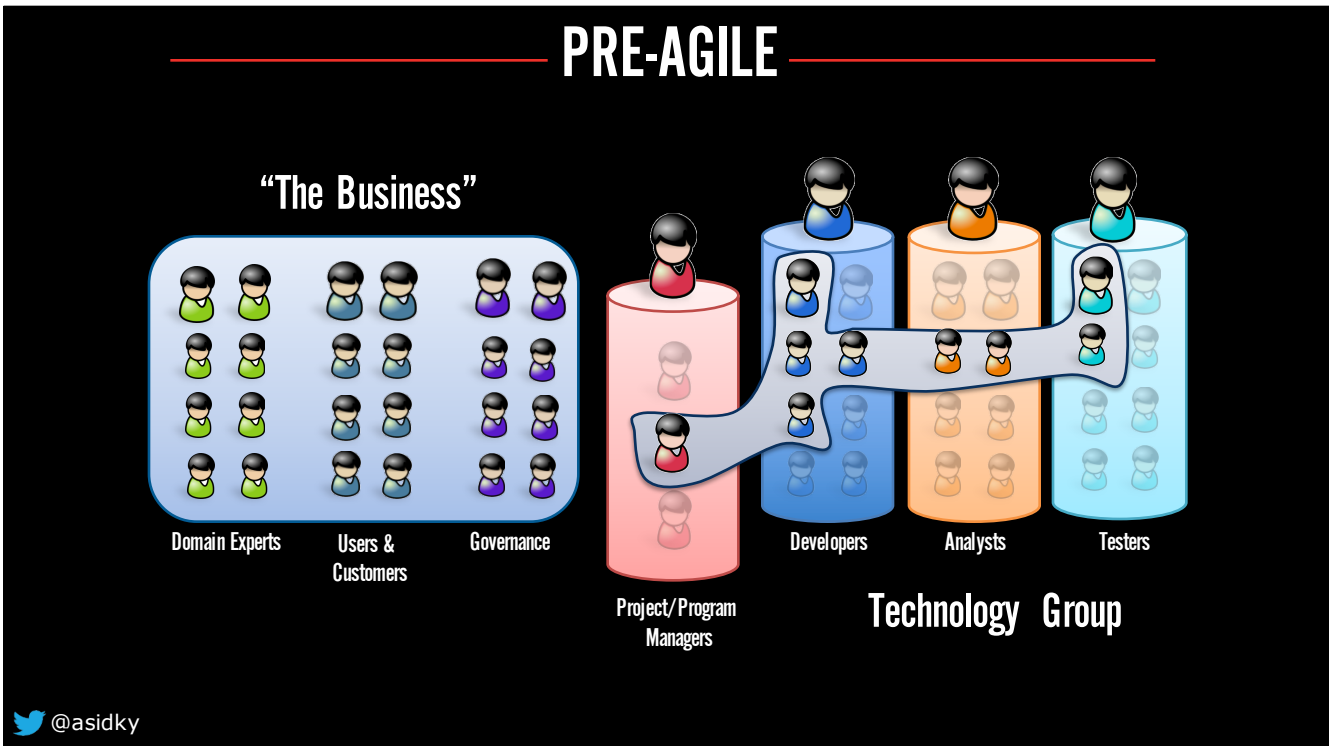
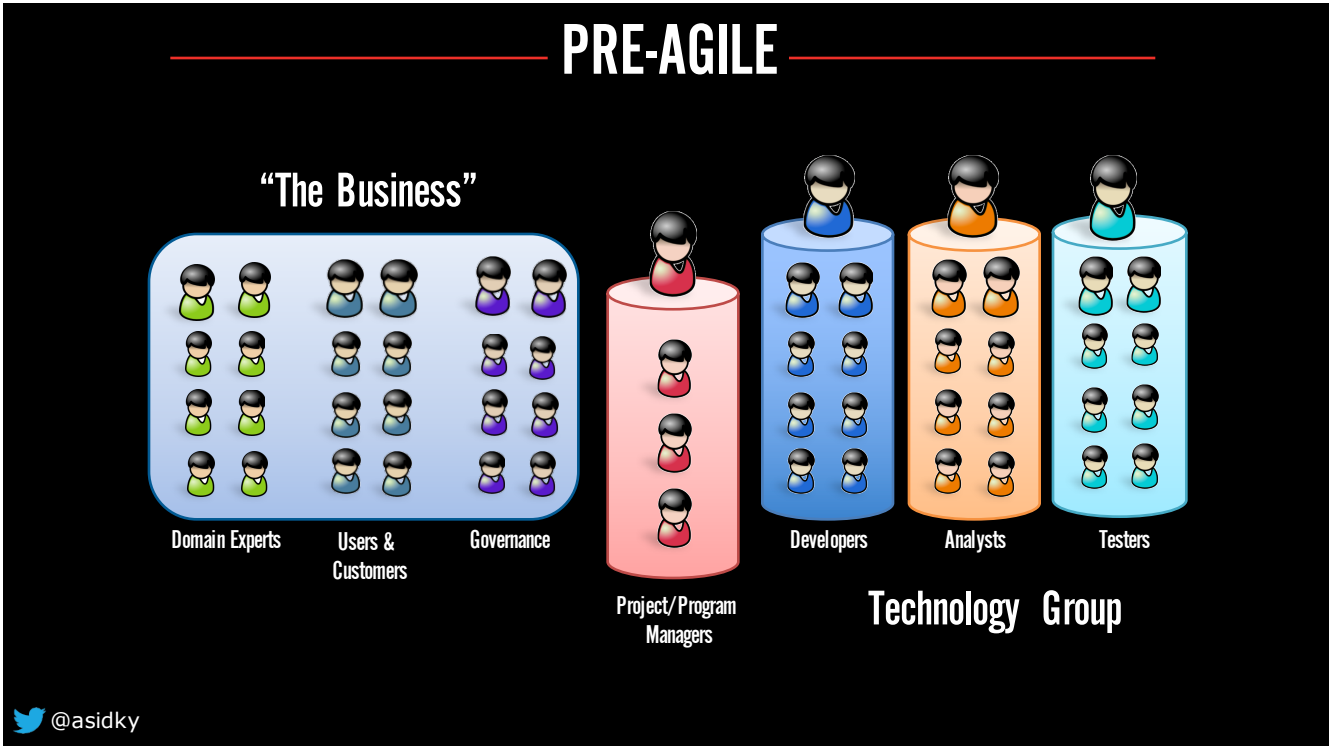
Agile Coach



Scrum Master



“Agile Project Manager”



AGILE TEAMS

“The Business”

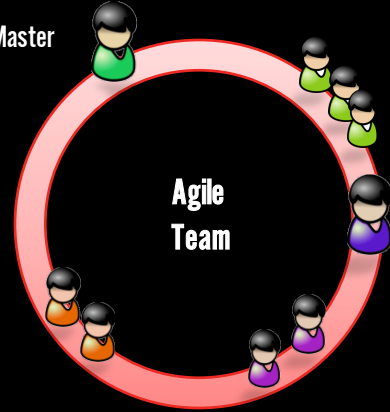


Domain Experts

Users & Customers

Governance

Scrum Master

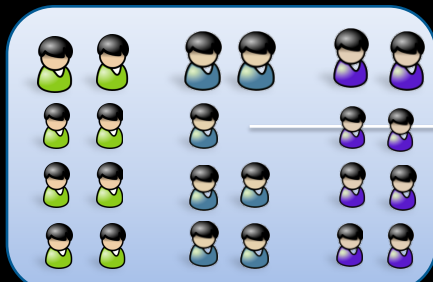


Agile Team

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AGILE TEAMS

“The Business”



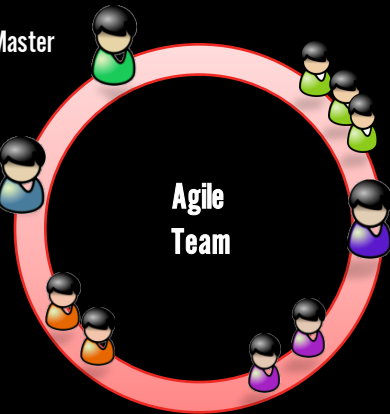
Domain Experts

Users & Customers

Governance

Scrum Master

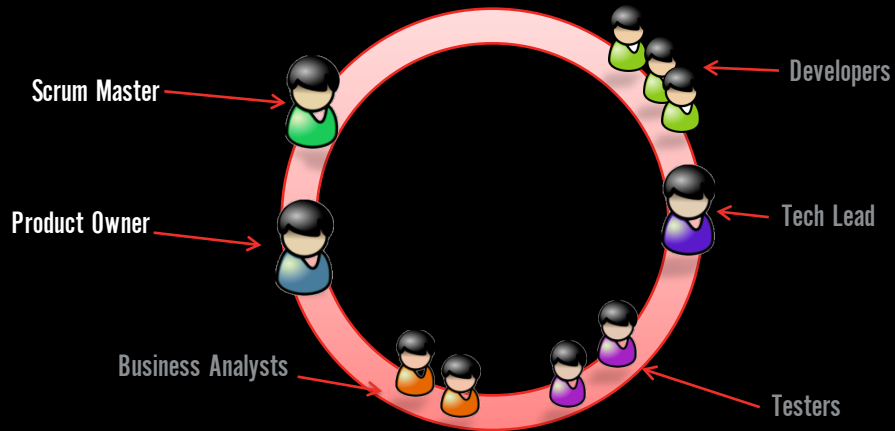
Product Owner



Agile Team

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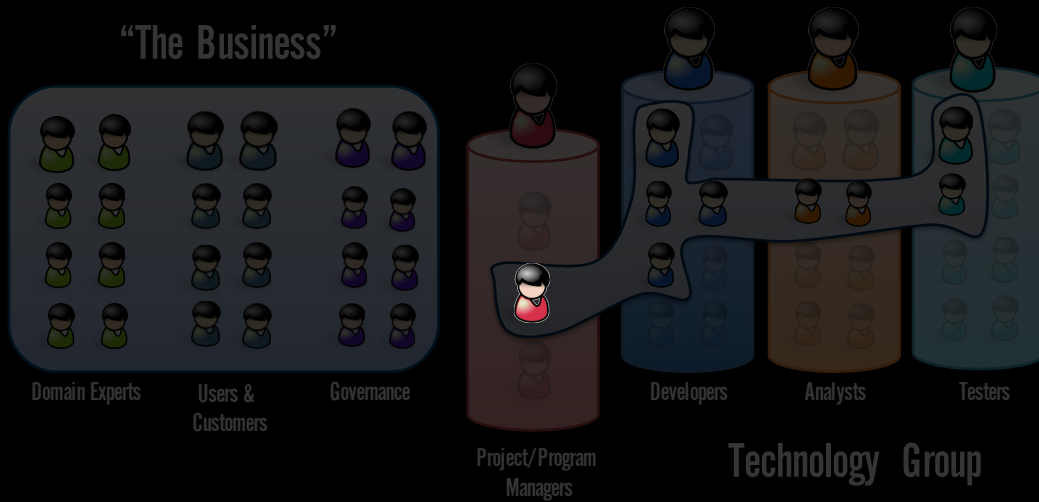
AGILE TEAMS



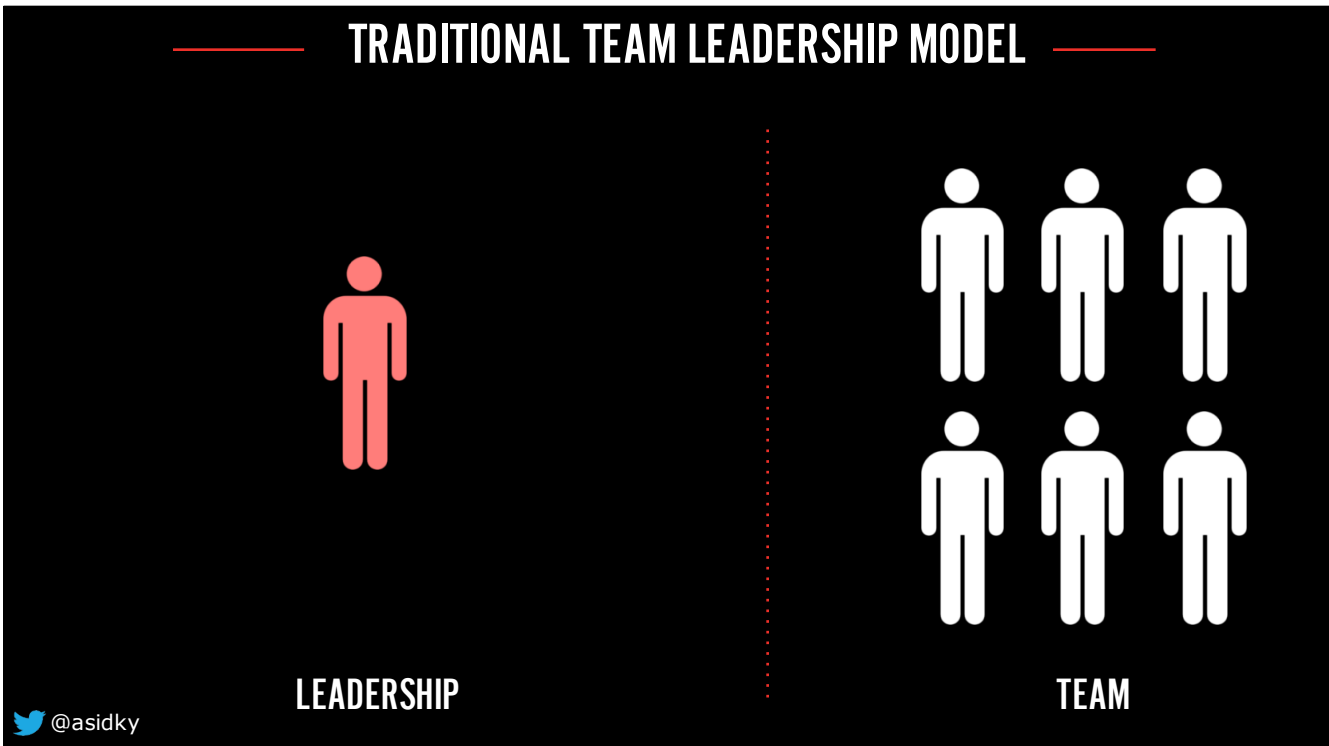
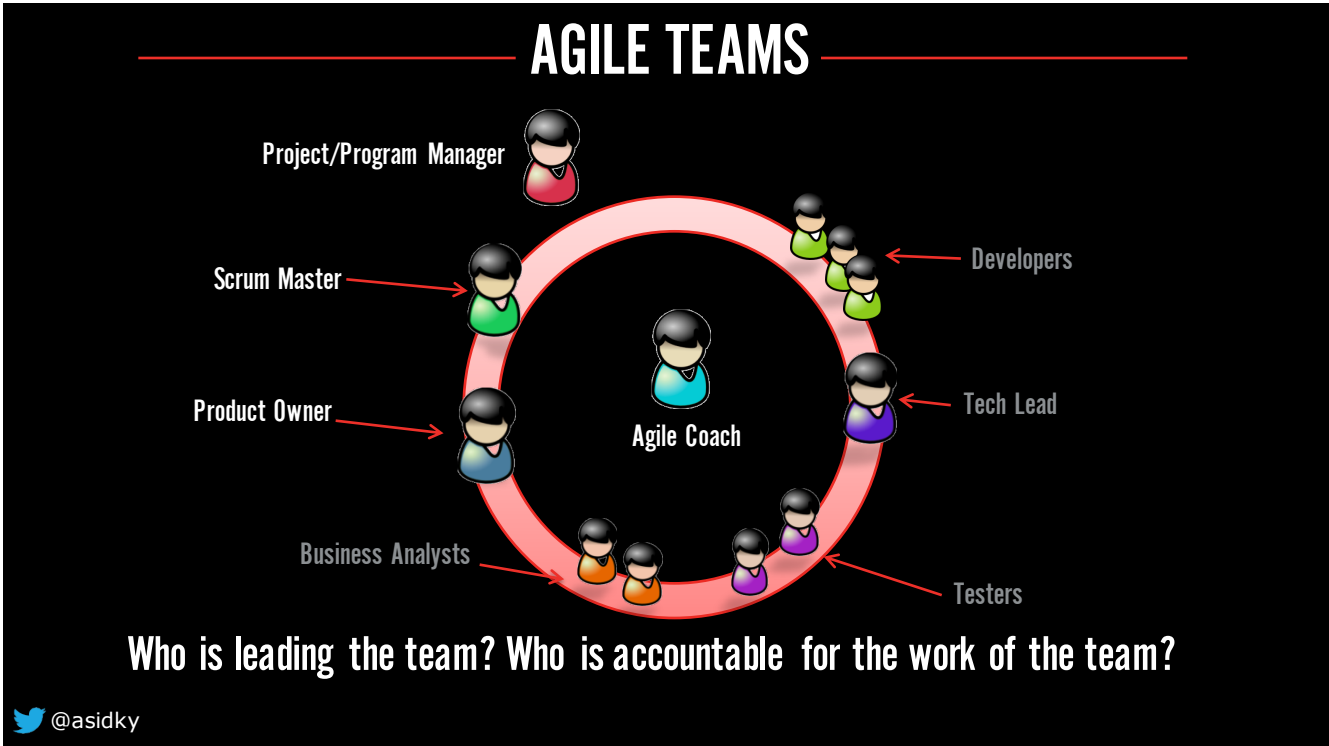
Who is leading the team? Who is accountable for the work of the team?

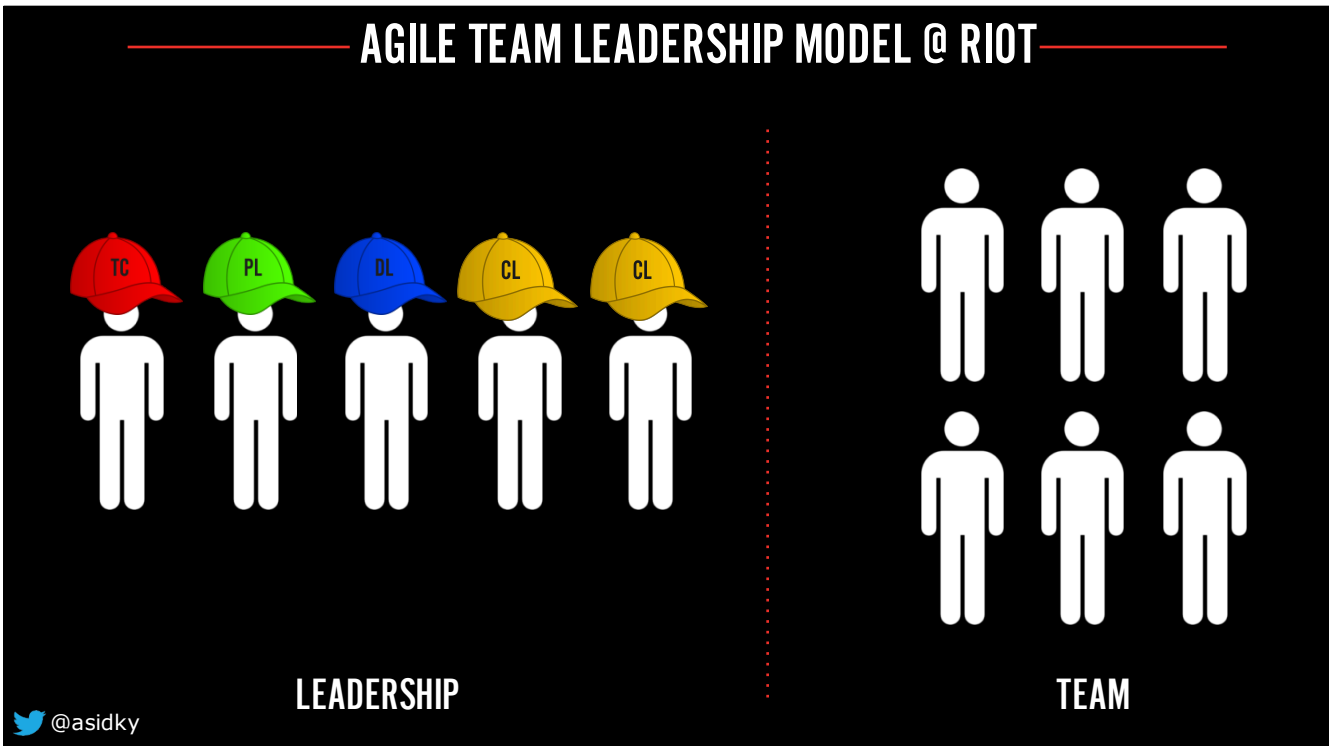
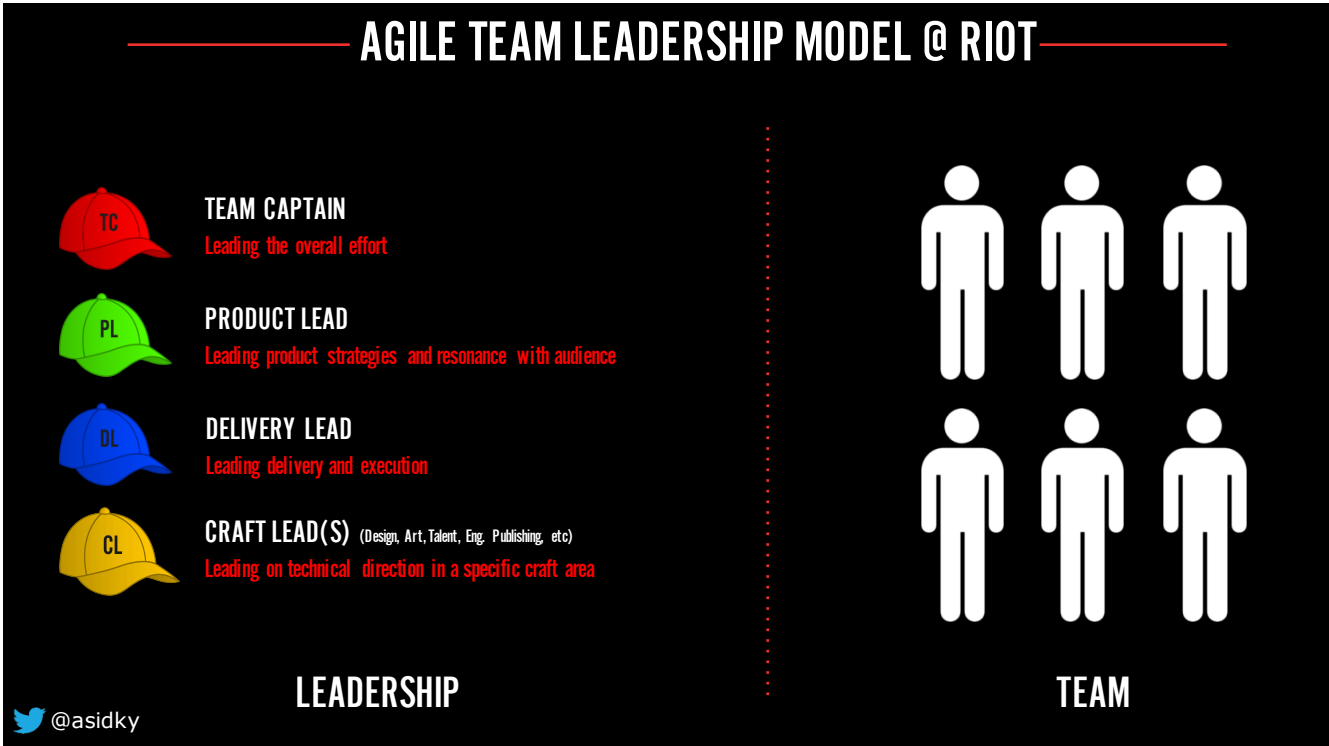
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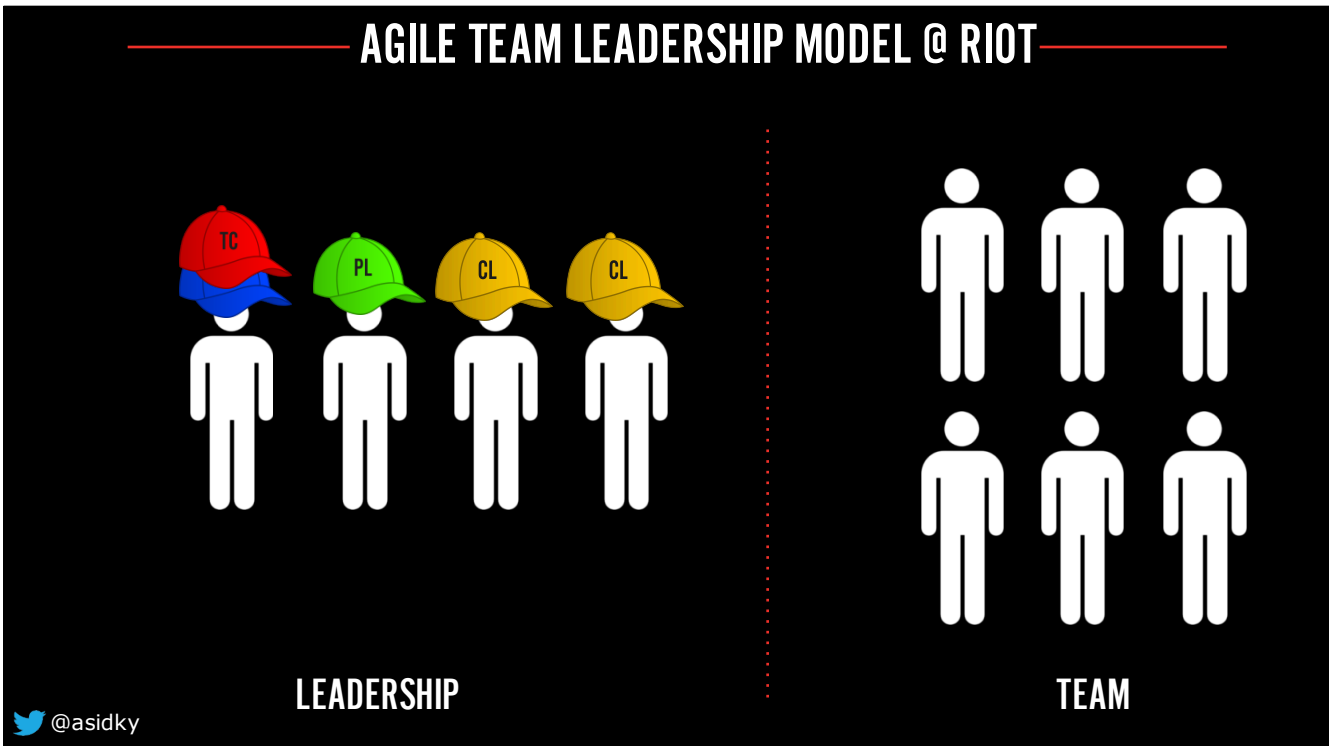
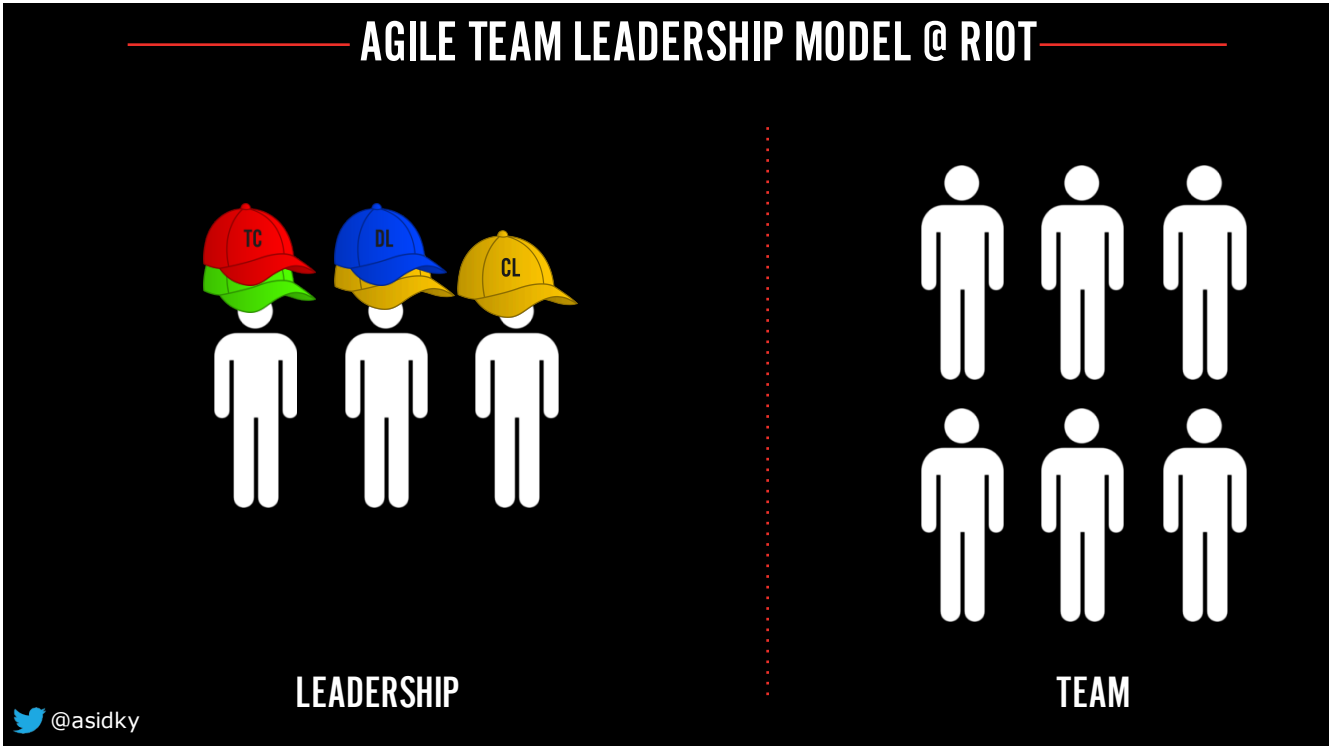
PRE-AGILE

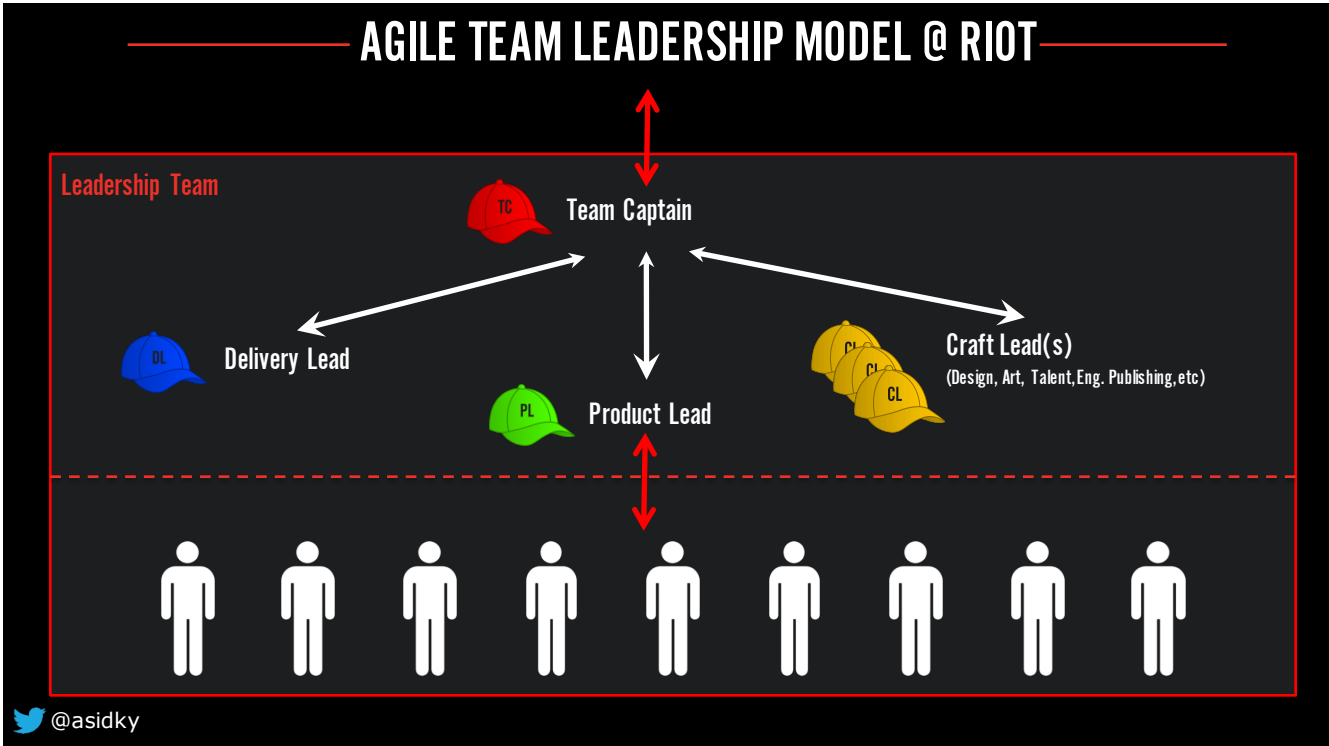


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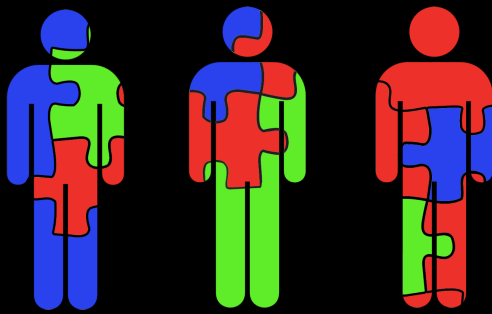




UNFORTUNATELY THE HATS AREN'T MAGICAL



UNFORTUNATELY THE HATS AREN'T MAGICAL



WHO IS READY FOR THE ROLE?

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ROLES & PEOPLE

Organizational Work System
Taxonomy
Cross-functional teams
Roles & Responsibilities

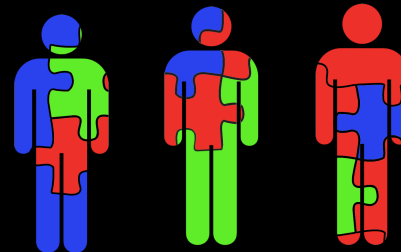
STANDARD
Require Alignment



Team Process
Agile Practices
Cadence

FLEXIBLE
Allow Autonomy

????



#1: WE DECOUPLED RESPONSIBILITIES

sort of ...



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ROLES & PEOPLE

Organizational Work System

Taxonomy

Cross-functional teams

Roles

STANDARD

Require Alignment



Responsibilities

Team Process

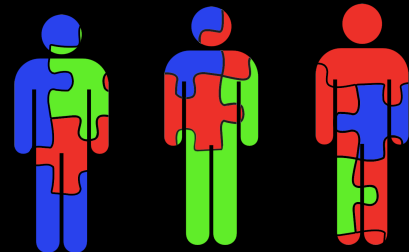
Agile Practices

Cadence


FLEXIBLE


Allow Autonomy

????




RESPONSIBILITIES

1	Accountable for having and leading with the right vision (vision can come from anyone)	
2	Assesses and recruits the best talent for Riot and their team	
3	Collaboratively creates and executes the delivery plan for optimal player value	
4	Communicates to Riot execs/advisors and (re)sets expectations	
5	Creates product strategies from a vision (vision can come from anyone)	
6	Defines and measures delivery KPIs for optimal team sustainability and efficiency	
7	Defines and measures product KPIs for optimal player value and experience	
8	Creates, prioritizes, and maintains the product backlog	
9	Decomposes features by player value [break down work using vertical slicing]	



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RESPONSIBILITIES

10	Drives the creation of the product roadmap	
11	Defines quality expectations and negotiates trade-offs	
12	Analyzes and mitigates delivery risks	
13	Eliminates or manages team and work dependencies	
14	Designs and implements the team's work system	
15	Drives alignment around strategies and tactics	
16	Drives team's continuous improvement	
17	Leads finances [cost, forecasting / budgeting, return on investment]	
18	Leads staffing [onboarding, transfers, headcount, etc.]	

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RESPONSIBILITIES

19	Leads contracting and procurement [vendors, contractors, etc.]	
20	Drives strategic alignment with Riot	
21	Creates a healthy ecosystem where all team members are able to contribute and challenge openly & productively. Does this by modeling desired behaviors (Physiological safety)	
22	Facilitates team processes and activities [stand ups, etc.]	
23	Removes team and task blockers	
24	Leads team start up activities [project and team chartering, working agreements, etc.]	
25	Identifies the right problem and opportunity spaces to pursue	
26	Updates team information radiators	

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RESPONSIBILITIES

27	Identifies and engages stakeholders appropriately [eg. communication, participation, soliciting feedback, setting expectations etc.]	
28	Sustains and improves team health and performance	
29	Mentors team members on craft	
30	Leads strategic and technical direction for the craft within the team	
31	Sustains craft health on the team	
32	Proposes and facilitates team building activities	
33	Ultimately accountable for all team outcomes; holds all other leads accountable	
34	Understands and articulates audience resonance	
35	Validates product assumptions	

RESPONSIBILITIES

TEAM CAPTAIN: LEADING THE OVERALL EFFORT



- Accountable for having and leading with the right vision (vision can come from anyone)
- Assesses and recruits the best talent for Riot and their team
- Ultimately accountable for all team outcomes; holds all other leads accountable
- Creates a healthy ecosystem where all team members are able to contribute and challenge openly & productively. Does this by modeling desired behaviors (Physiological safety)

PRODUCT LEAD: LEADING PRODUCT STRATEGIES AND RESONANCE WITH AUDIENCE



- Creates product strategies from a vision (vision can come from anyone)
- Decomposes features by player value [break down work using vertical slicing]
- Understands and articulates audience resonance

DELIVERY LEAD - LEADING DELIVERY AND EXECUTION



- Collaboratively creates and executes the delivery plan for optimal player value
- Designs and implements the team's work system
- Leads team start up activities [project and team chartering, working agreements, etc.]

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Lead team start up activities [project and team chartering, working agreements, etc.]

De [br]

Asses...

Accountable for having and leading with the right vision (vision can come from anyone)

and maintain the -klog

THE REMAINING 25+ RESPONSIBILITIES ARE UP TO THE TEAM

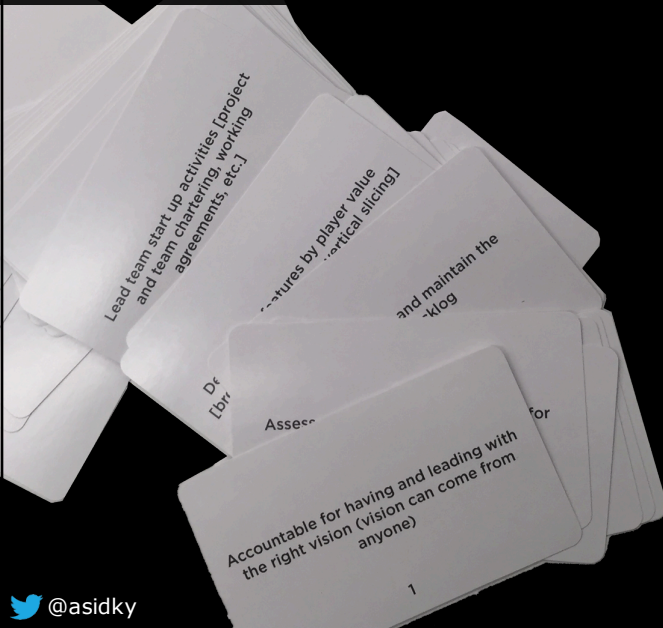
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#2: WE INVESTED IN GROWING THE SKILLS AND COMPETENCIES NEEDED TO BE AGILE LEADERS IN THEIR CRAFTS



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“AGILE” LEADERSHIP ROLES AT RIOT



TEAM CAPTAIN
Leading the overall effort



PRODUCT LEAD
Leading product strategies and resonance with audience

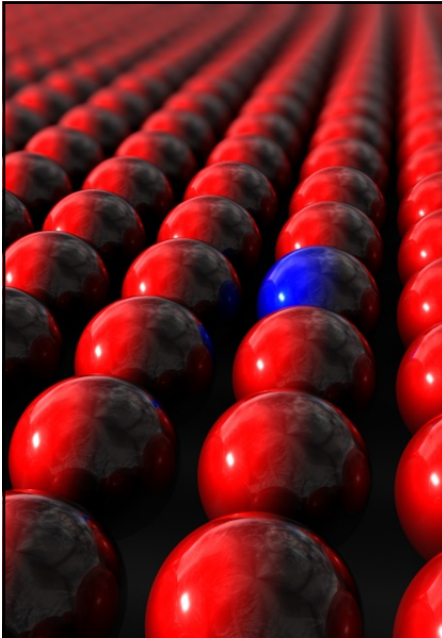


DELIVERY LEAD
Leading delivery and execution

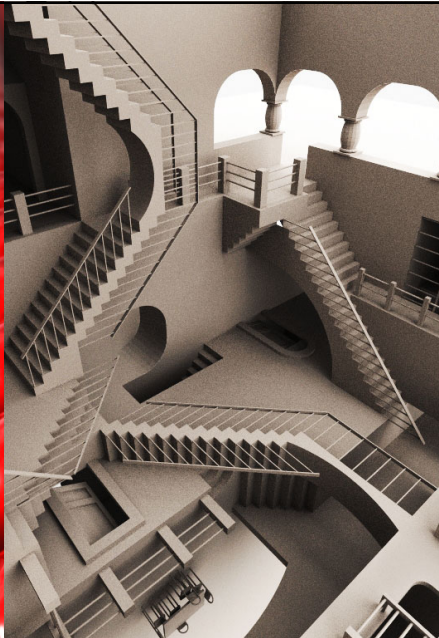


CRAFT LEAD(S) (Design, Art, Talent, Eng, Publishing, etc)
Leading on technical direction in a specific craft area

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LEADERS ARE ACCOUNTABLE



LEADERS MAKE DECISIONS



LEADERS ARE FOLLOWED



**ANY QUESTIONS
OUT THERE ???**

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