

Information Flow

The Secret to Studio Structure

Jesse Schell

TSP Symposium 2014





Common Studio Problems

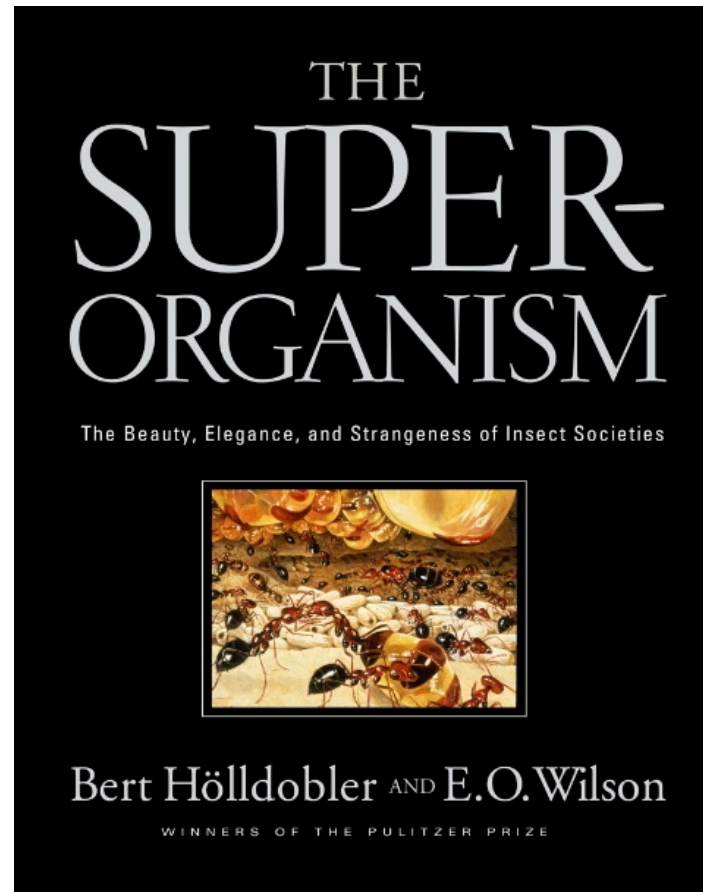
- I don't know how to structure management!
- I don't know how to manage this project!
- Another miscommunication with a client!
- We have too many meetings!
- Our team has low morale!
- Our game is LATE!
- Our game SUCKS!





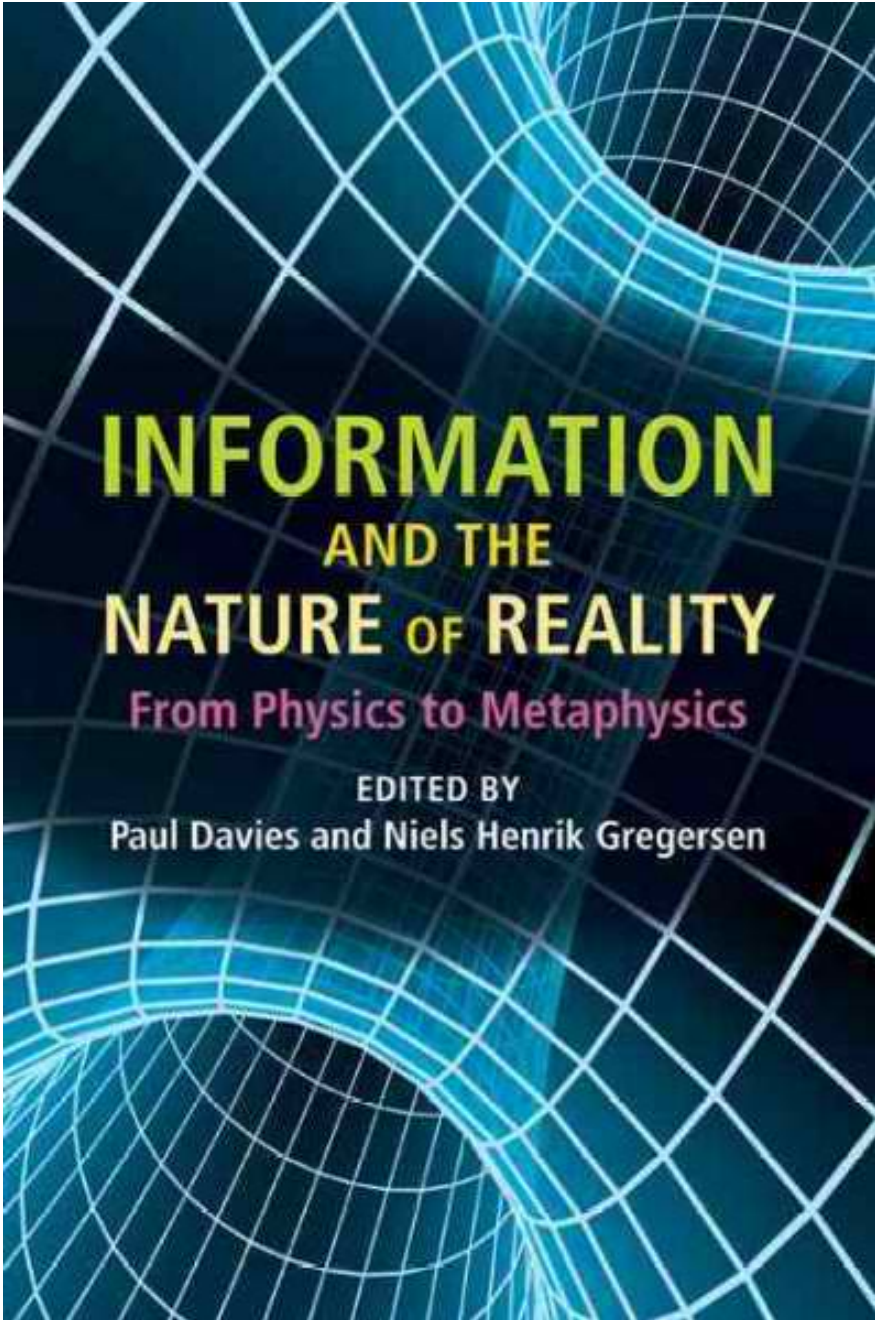






The formation of a higher-level unit by integrating lower-level units will succeed only if the emerging organization acquires the appropriate “technologies” for **passing information** among its members.

– Thomas Seeley, *The Wisdom of the Hive*

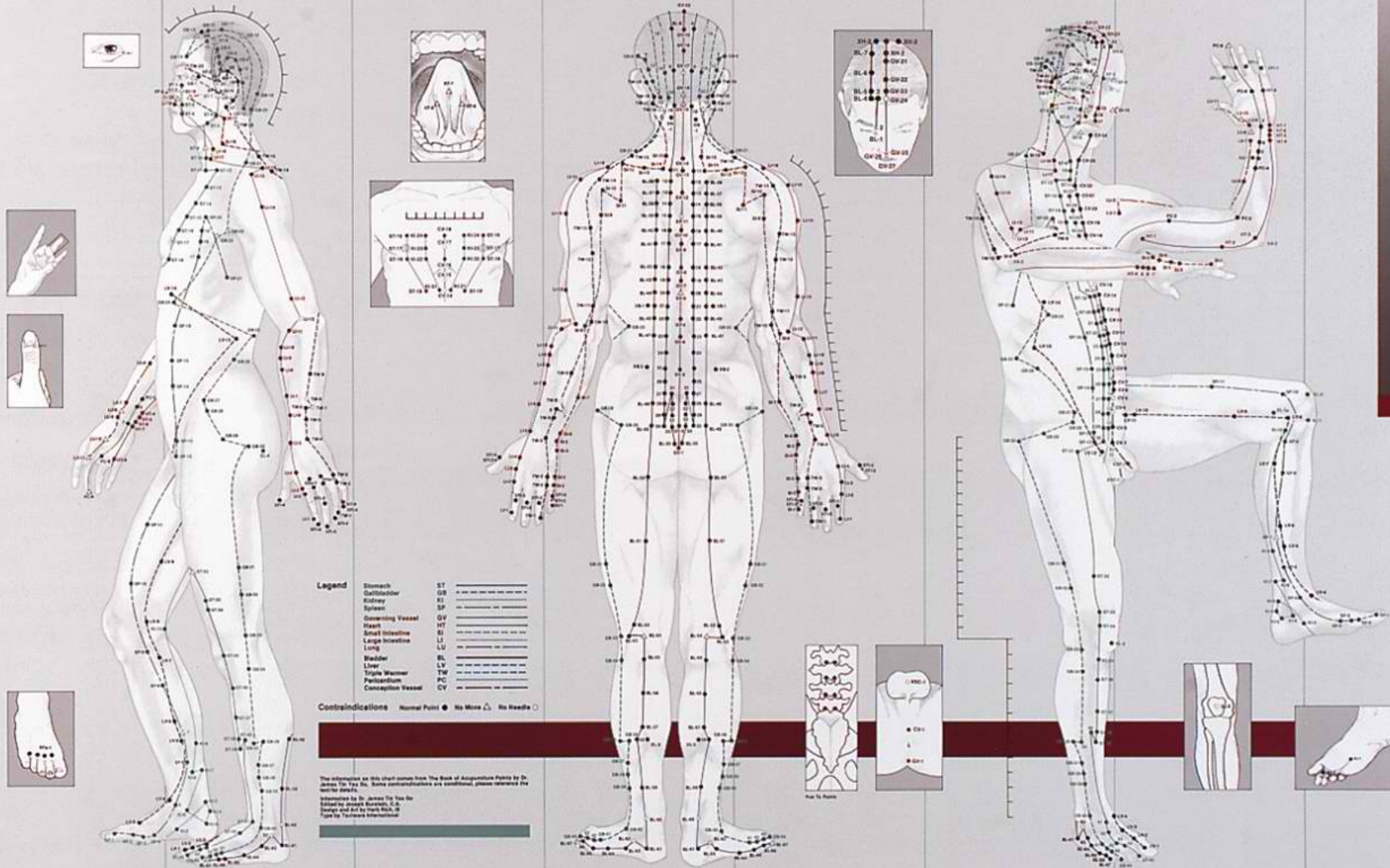


**INFORMATION
AND THE
NATURE OF REALITY**

From Physics to Metaphysics

EDITED BY
Paul Davies and Niels Henrik Gregersen

THE POINTS AND MERIDIANS OF ACUPUNCTURE



- Legend**
- Stomach ST
 - Heart HT
 - Gallbladder GB
 - Kidney KI
 - Spleen SP
 - Governing Vessel GV
 - Heart HT
 - Small Intestine SI
 - Large Intestine LI
 - Lung LU
 - Bladder BL
 - Liver LV
 - Vlaga Warmer TW
 - Pericardium PC
 - Conception Vessel CV

Contraindications Normal Point ● No Moxa △ No Needle ◊

The information on this chart comes from 'The Book of Acupuncture Points' by Dr. James Tan Yin Su. Some contraindications are conditional, please reference the author's details.
 Information by Dr. James Tan Yin Su
 Editor: Dr. Robert K. Anderson, D.O.
 Design and Art by Mark Bick, M.D.
 From 'The Technical Information'

域
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A Pattern Language

Towns · Buildings · Construction



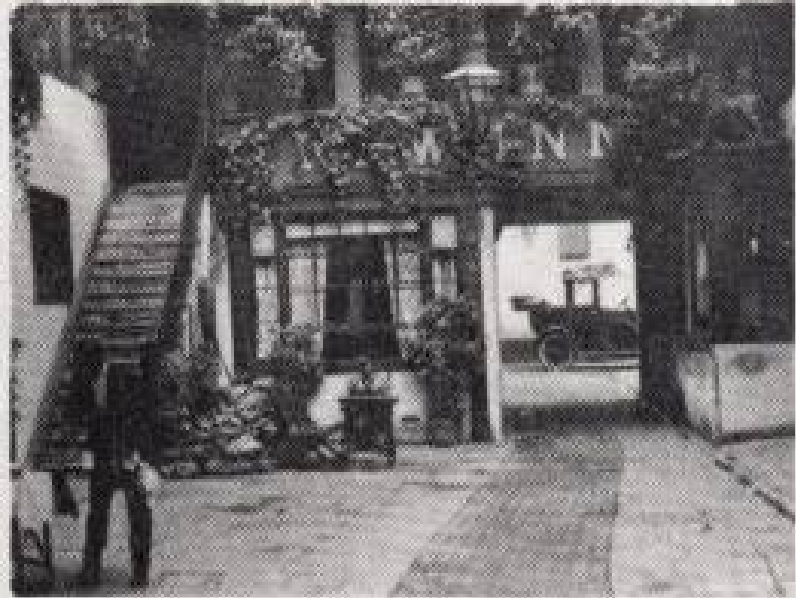
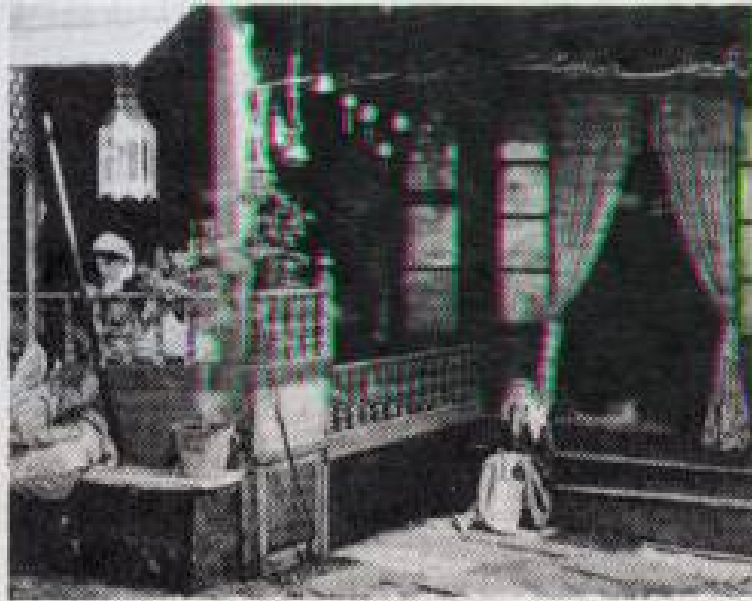
Christopher Alexander

Sara Ishikawa · Murray Silverstein

WITH

Max Jacobson · Ingrid Fiksdahl-King

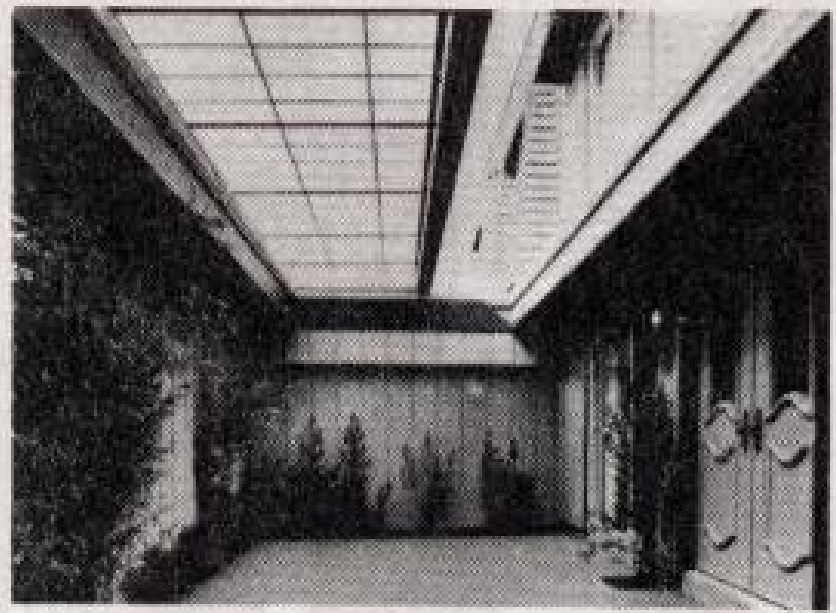
Shlomo Angel



Courtyards which live.



The courtyards built in modern buildings are very often dead. They are intended to be private open spaces for people to use—but they end up unused, full of gravel and abstract sculptures.



Dead courtyard.

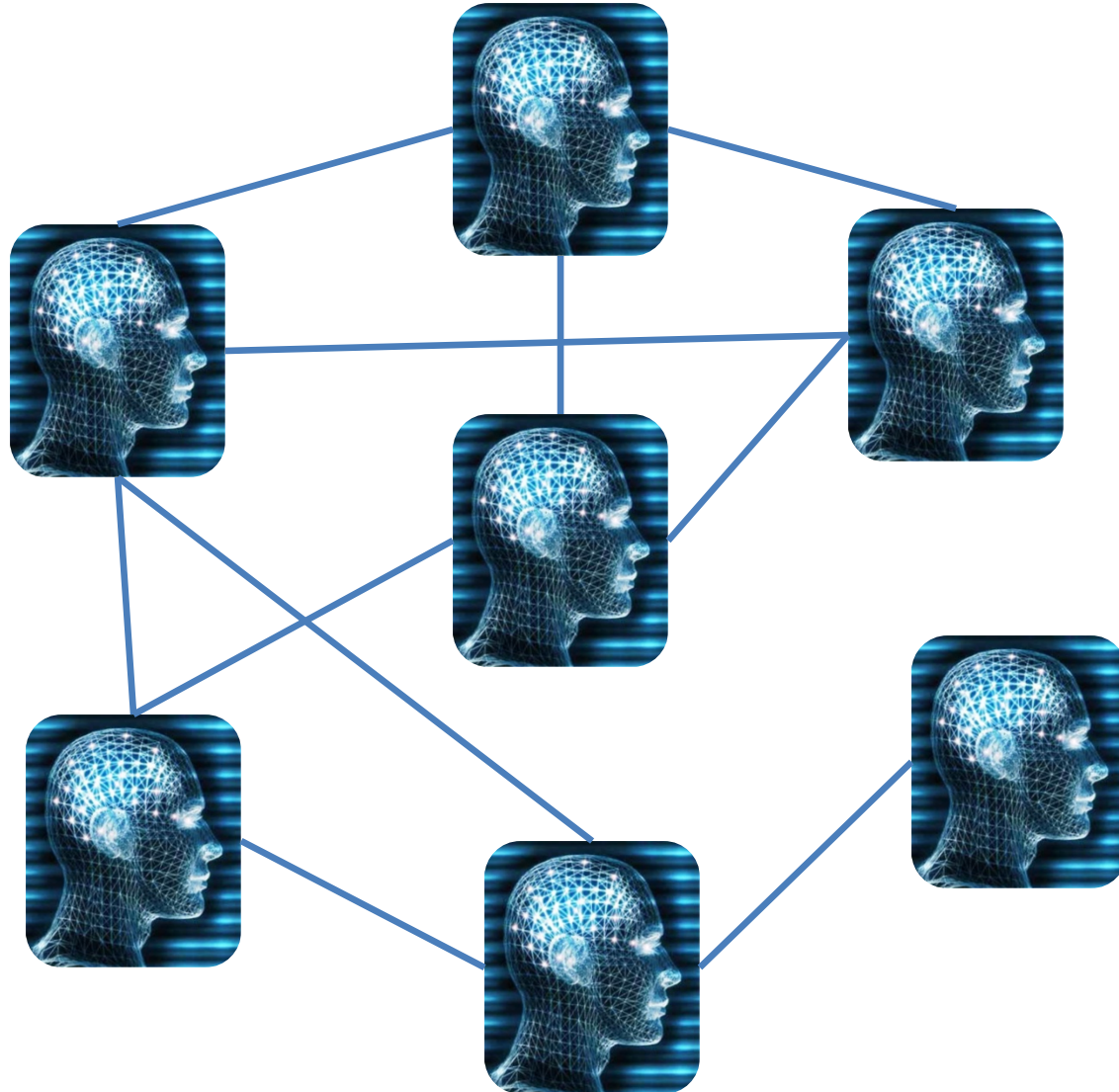
The Lens of Information Flow?



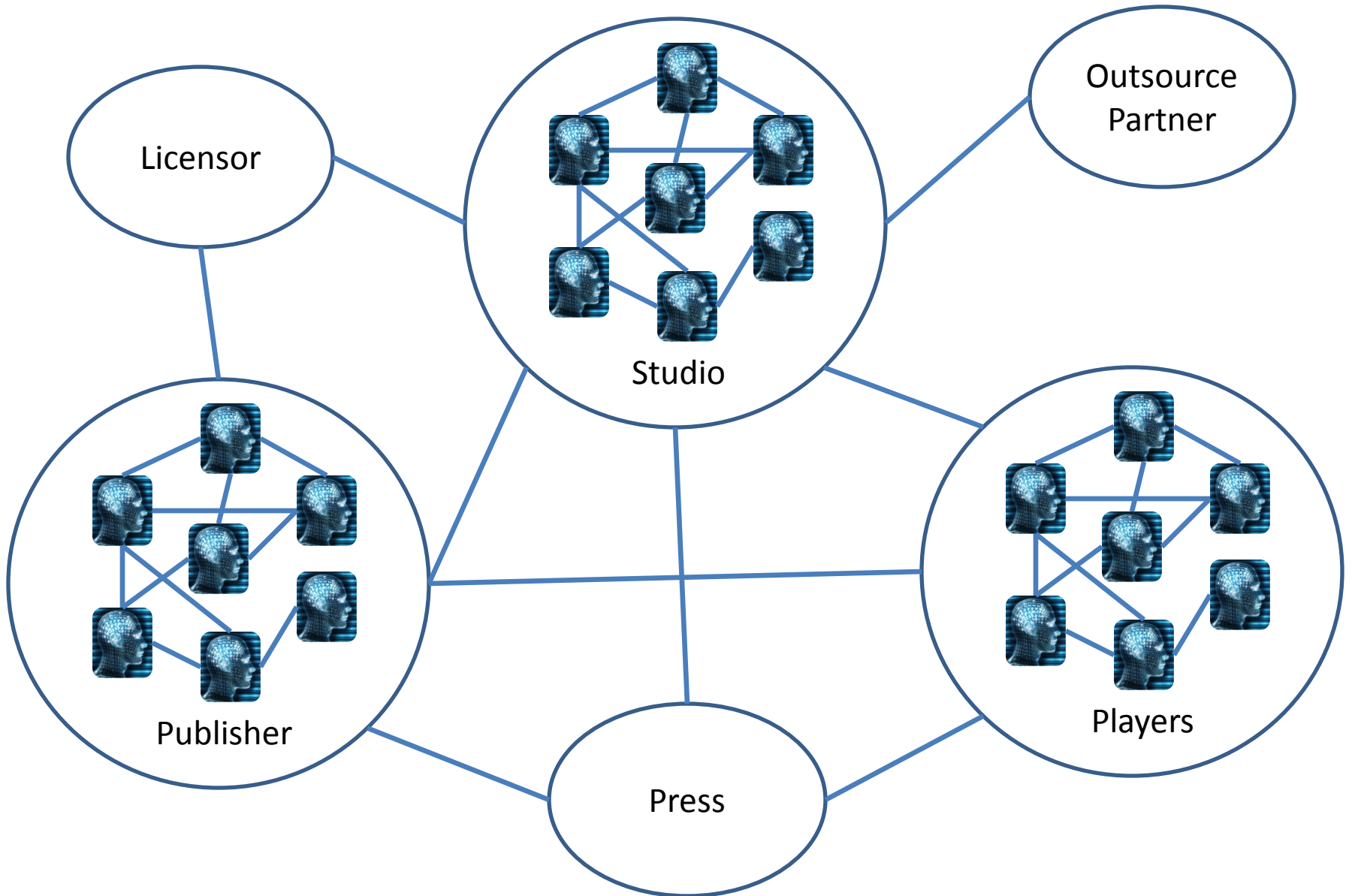
Individual



Studio



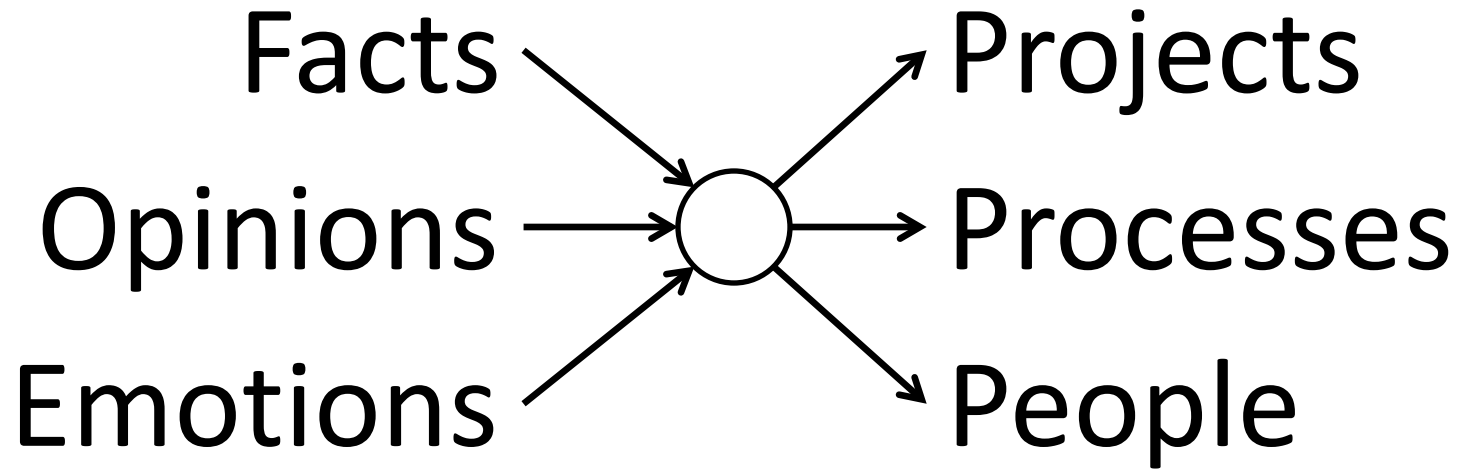
World



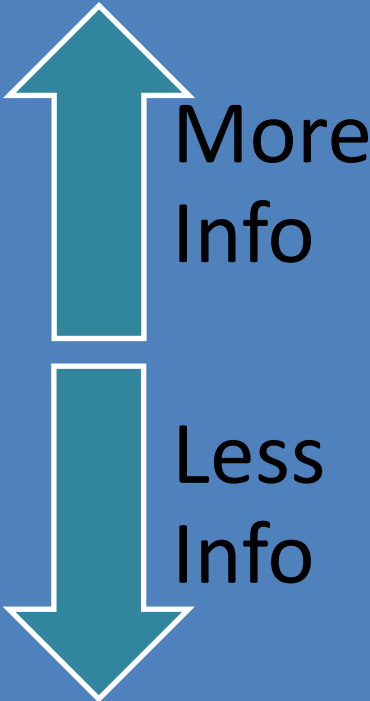
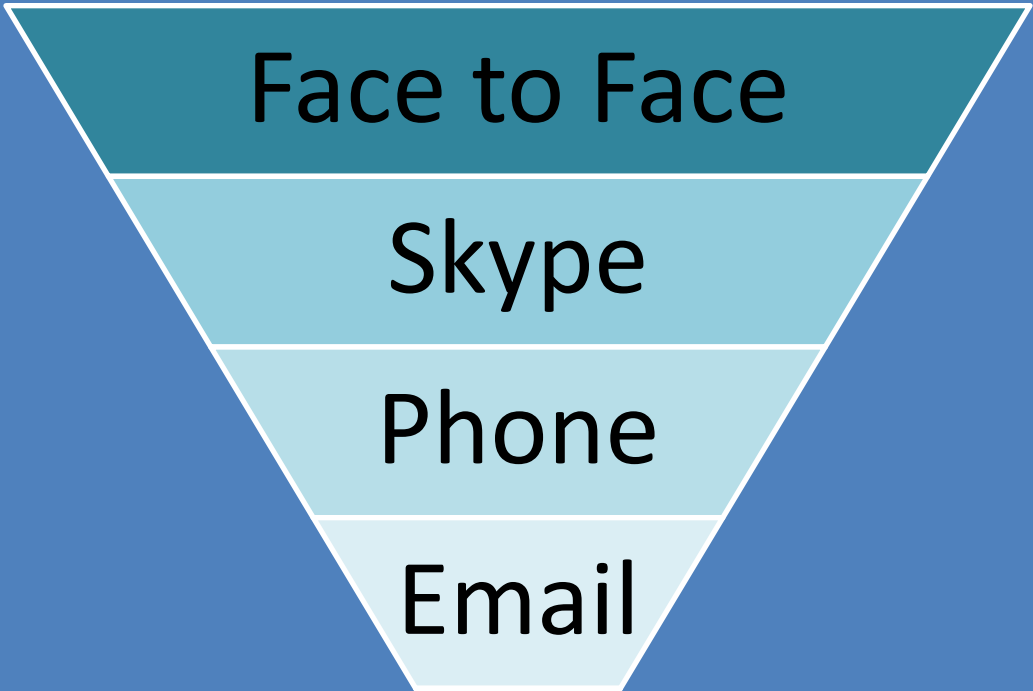
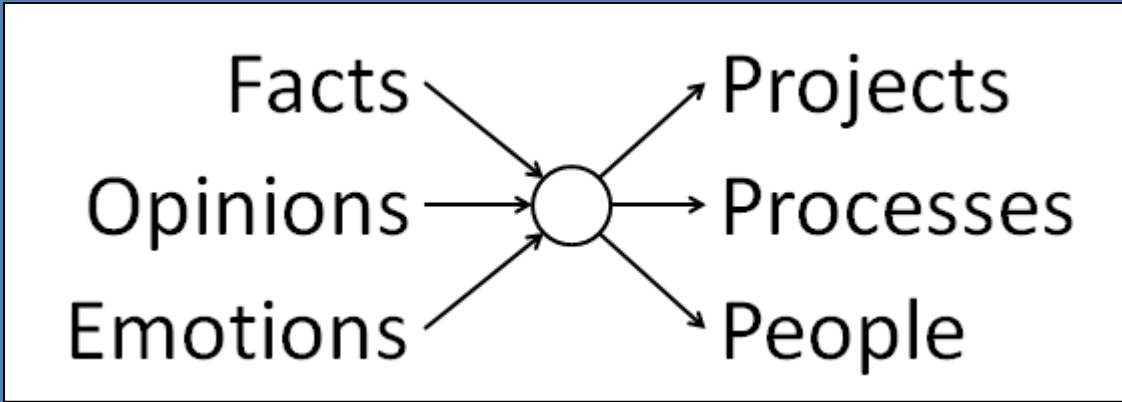


1	Information	
2	Project Changes	
3	New Projects	
4	Studio Policy	
5	Best Practices	
6	Events	
7	Project Status	
8	Emotional	
9	I'm uneasy	
10	I'm super confident!	
11	Red Flag!	
12	I need help!	
13	I don't trust Benson...	
14	Info to and from clients	
15	Who is good at what?	
16	A problem is blocking me	
17	I am blocked	
18	I have an idea!	

19	We're out of paper towels	
20	I'm out of office today	
21	Let's get coffee!	
22	I need advice	
23	Benson is an idiot	
24	This company is in trouble	
25	Resource X is not available	
26	The long term plan is...	
27	The studio mission is...	
28	Here's how the client feels	
29	I'm from Idaho	
30	We're going to lunch now	
31	I'm sorry	
32	This info is secret!	
33	You're doing very well!	
34	I'm very upset	
35	I'm disappointed	
36	Here's how others do this	
37	I'm about to start coding this module	



1	Information	Fact	Opinion	Emotion	Project	Process	Person
2	Project Changes	X			X		
3	New Projects	X			X		
4	Studio Policy	X				X	
5	Best Practices		X			X	
6	Events	X				X	
7	Project Status	X			X		
8	Emotional			X			
9	I'm uneasy	X		X			
10	I'm super confident!	X		X			
11	Red Flag!		X		X		
12	I need help!		X				X
13	I don't trust Benson...		X				X
14	Info to and from clients				X	X	
15	Who is good at what?	X					X
16	A problem is blocking me	X			X		X
17	I am blocked	X			X		X
18	I have an idea!	X					
19	We're out of paper towels	X				X	
20	I'm out of office today	X					X
21	Let's get coffee!		X			X	
22	I need advice		X		X		
23	Benson is an idiot		X	X			X
24	This company is in trouble		X	X		X	
25	Resource X is not available	X				X	



Email Conventions

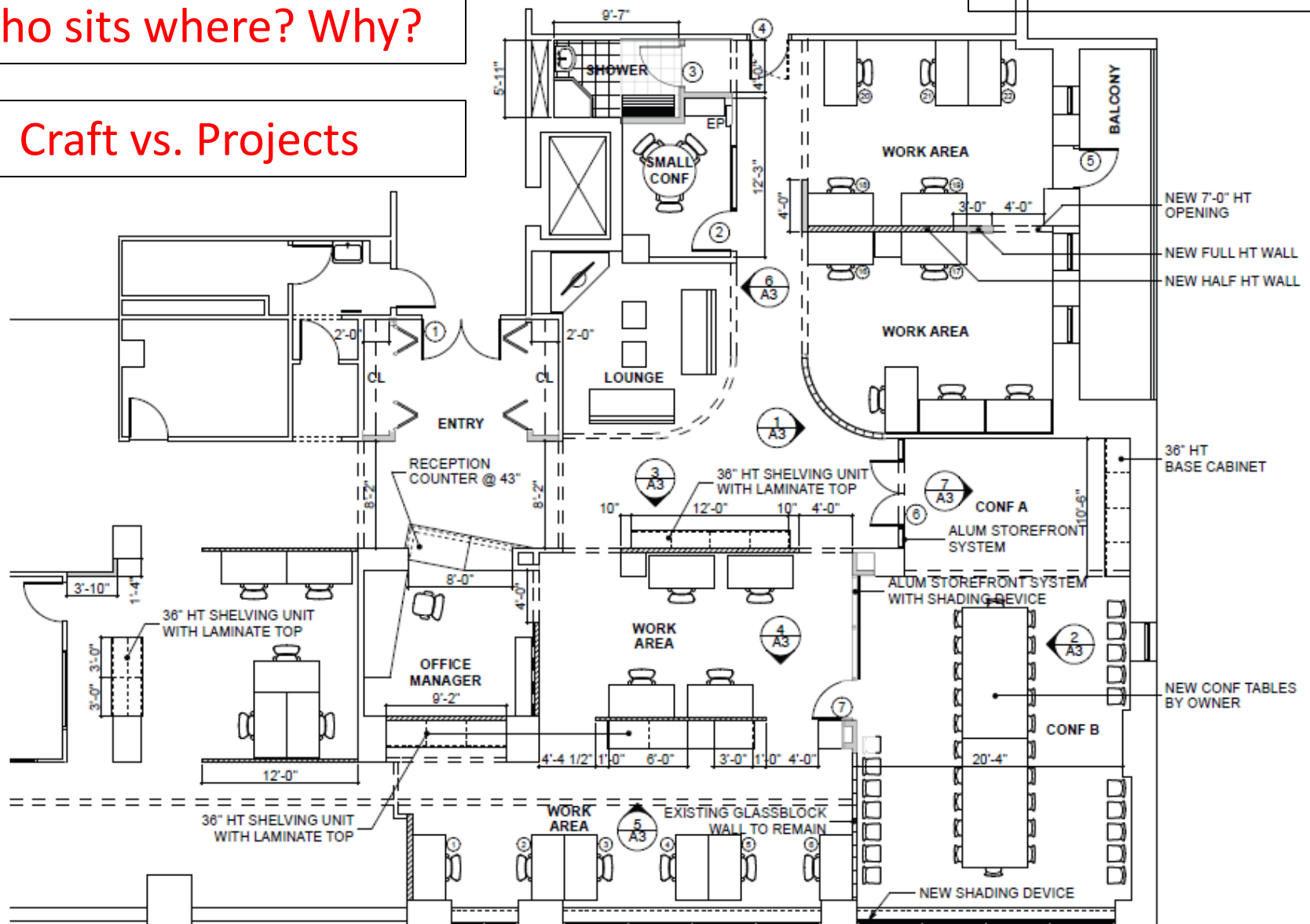


Spatial Layout

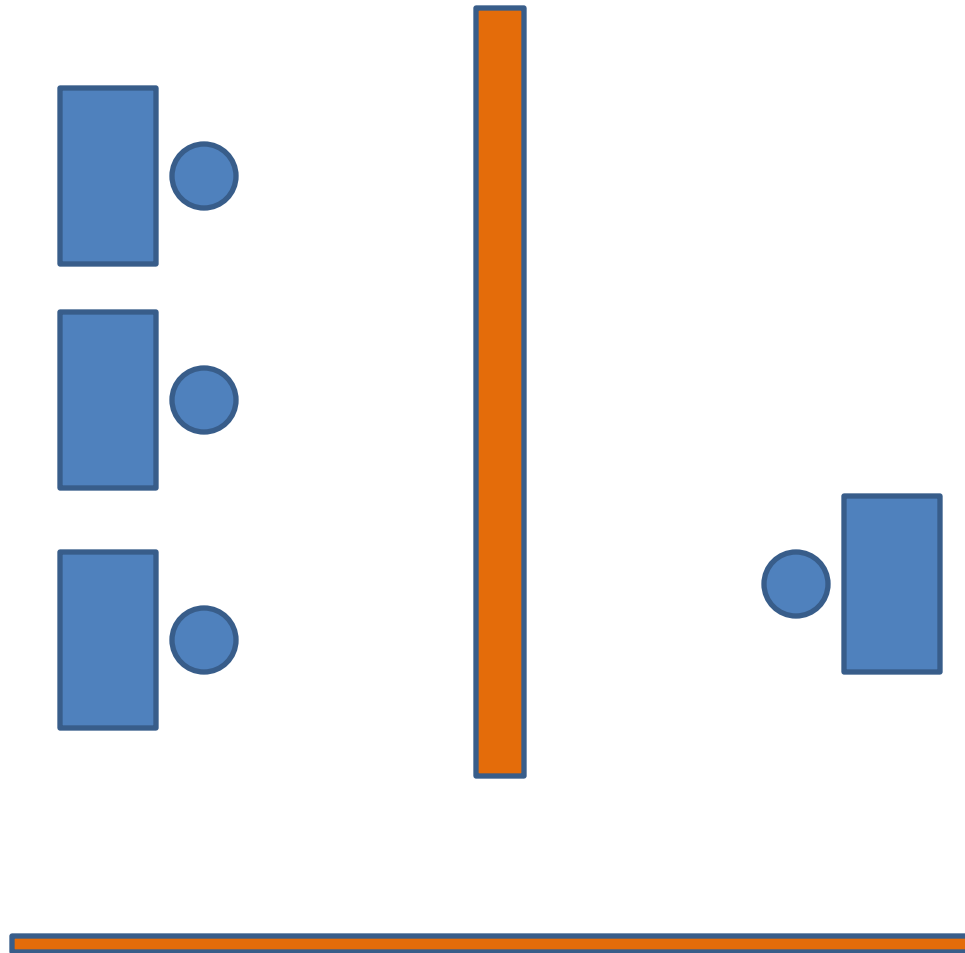
Who needs a door?

Who sits where? Why?

Craft vs. Projects

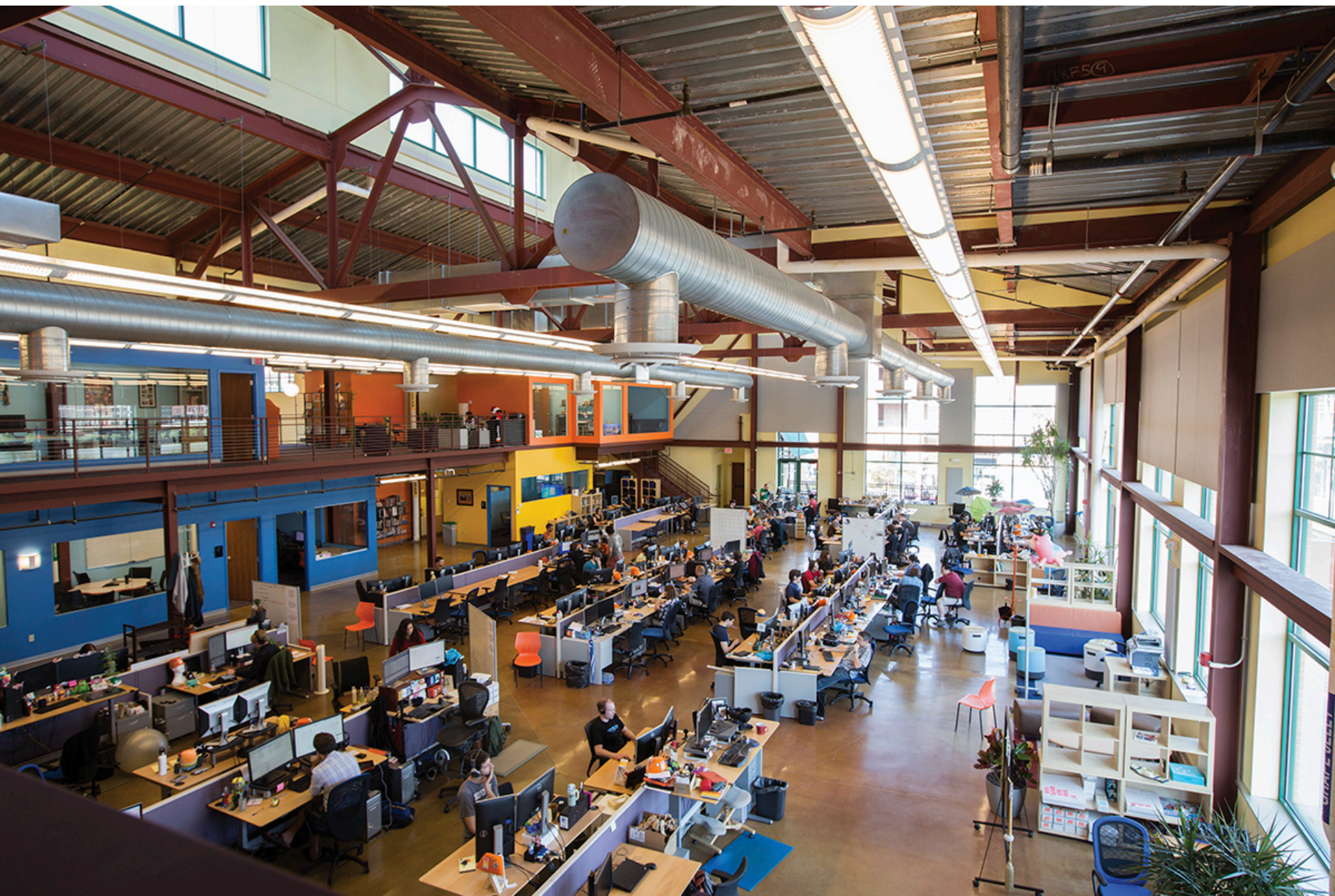


A little distance can be a LOT of distance





D
S H
Z



Are you lonely?

Tired of working on your own?

Do you hate making decisions?

HOLD A MEETING!

You can —

- See people
- Show charts
- Feel important
- Point with a stick
- Eat donuts
- Impress your colleagues

All on company time!

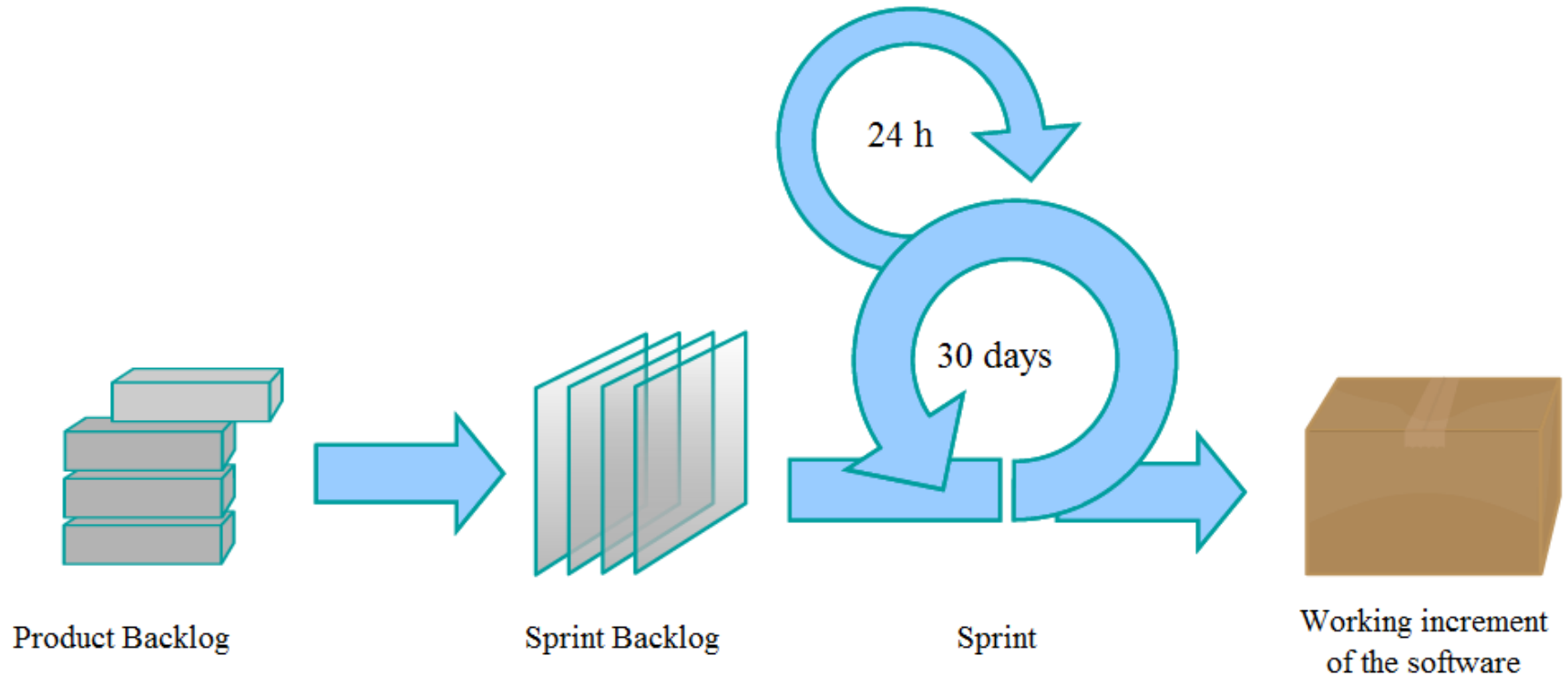


MEETINGS

THE PRACTICAL ALTERNATIVE TO WORK



Agile Development



Other Rituals



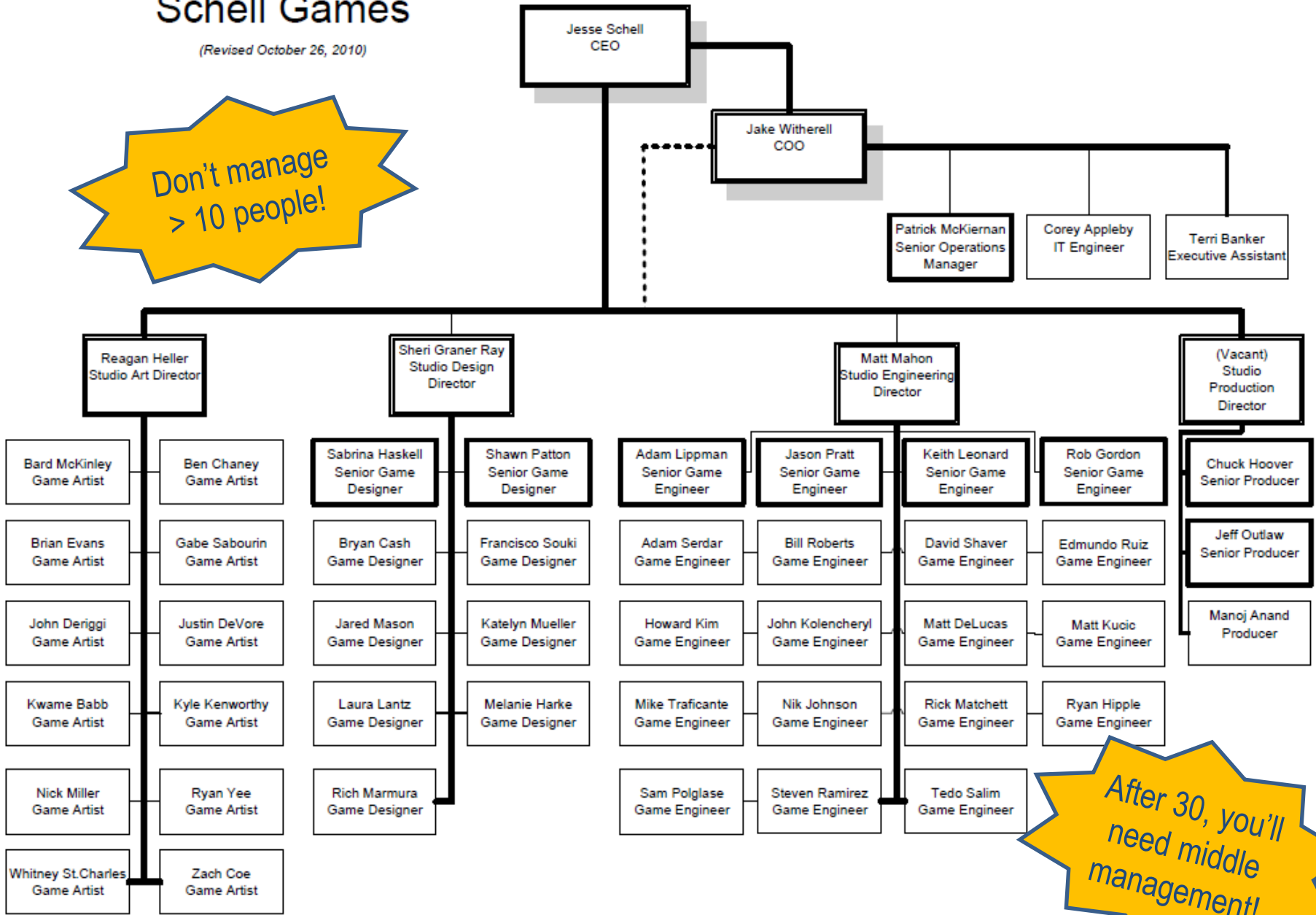
Free Food Blocks Info!



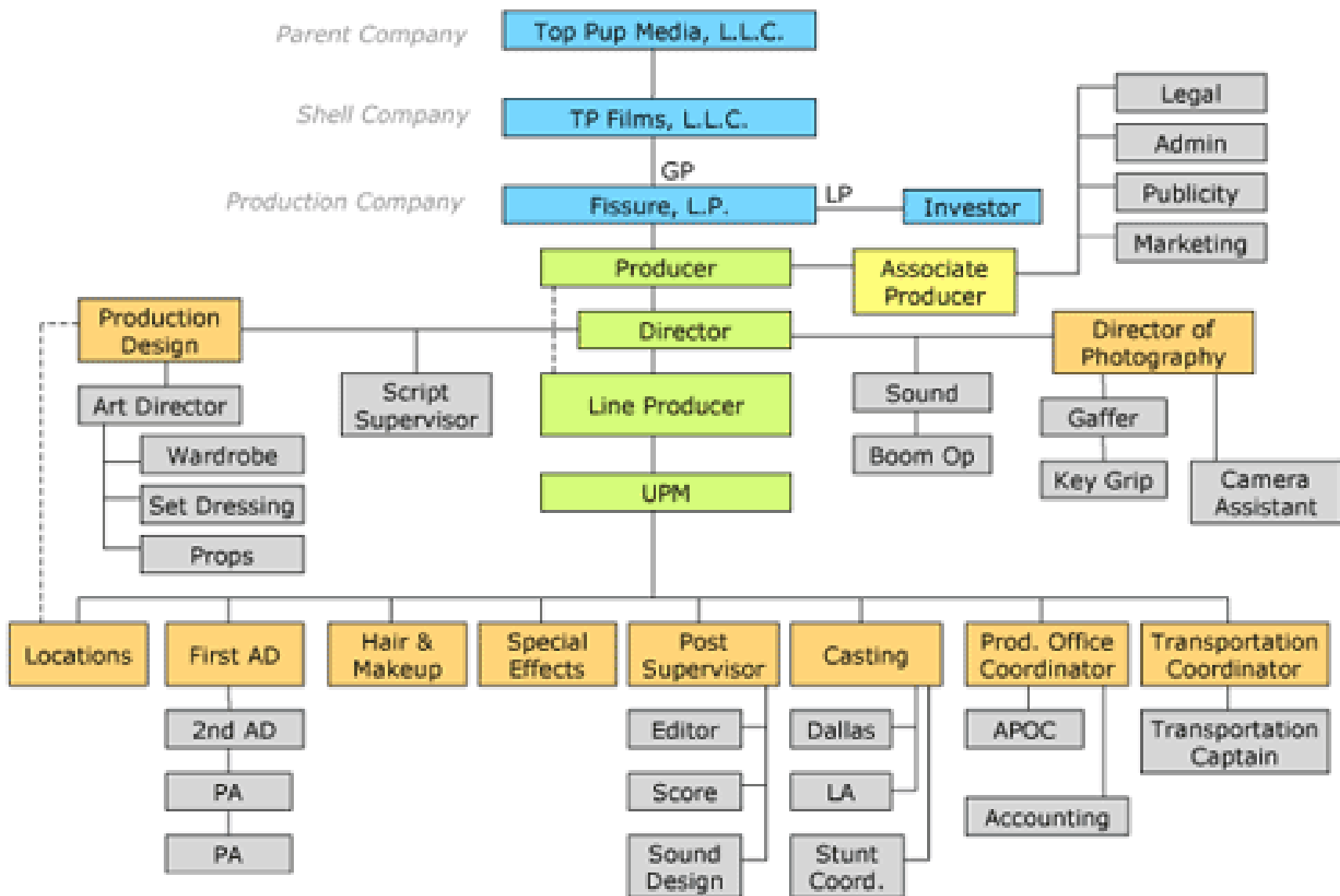
Schell Games

(Revised October 26, 2010)

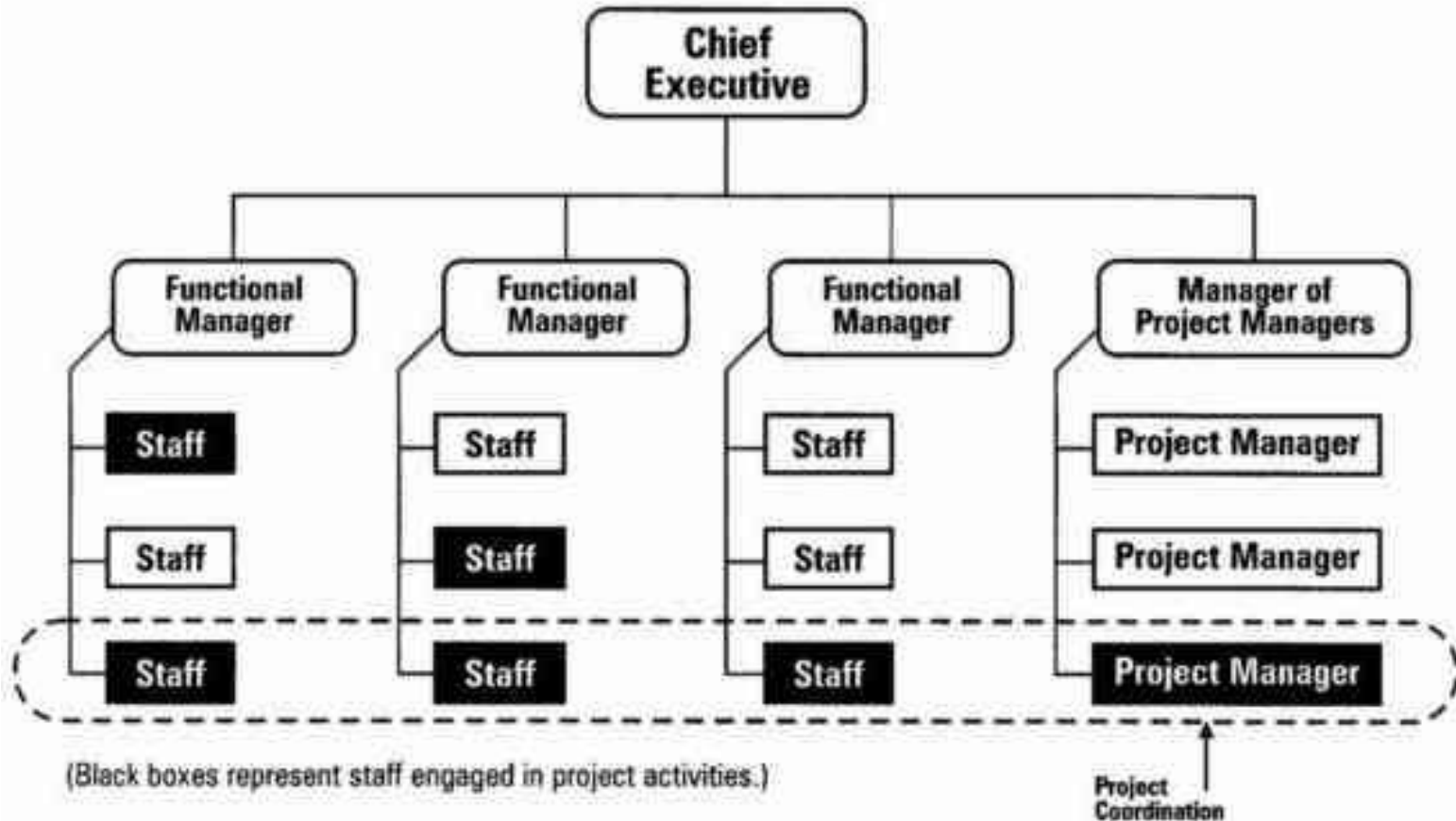
Don't manage
> 10 people!



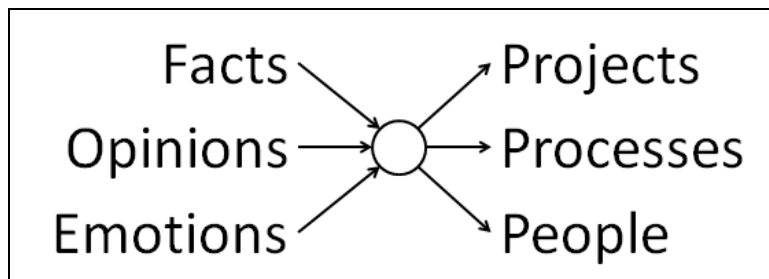
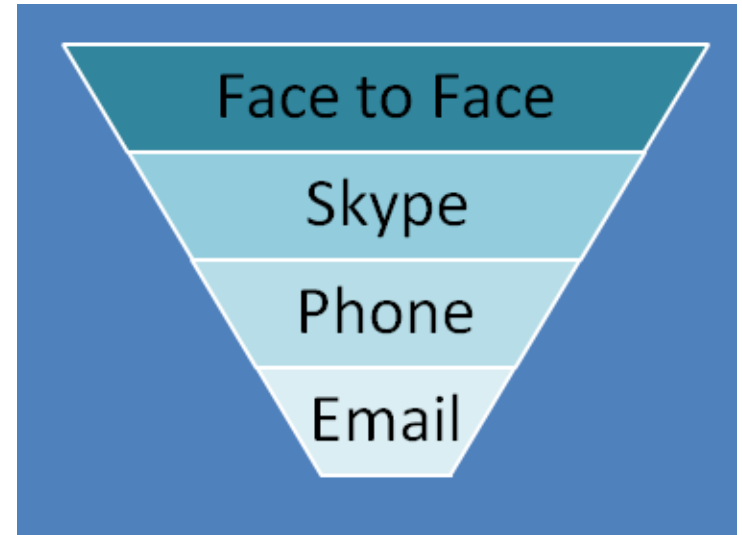
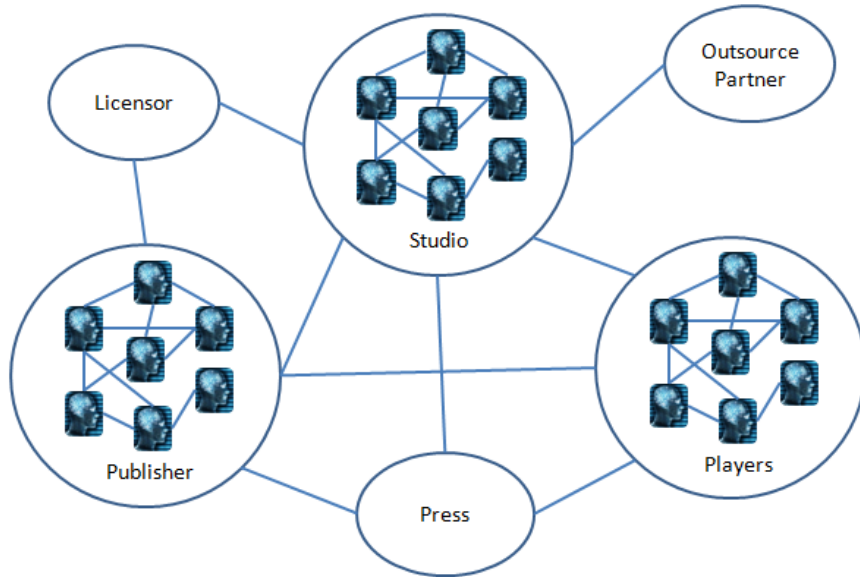
After 30, you'll
need middle
management!



Matrix Management: Projects, Process, and People



Info Flow So Far



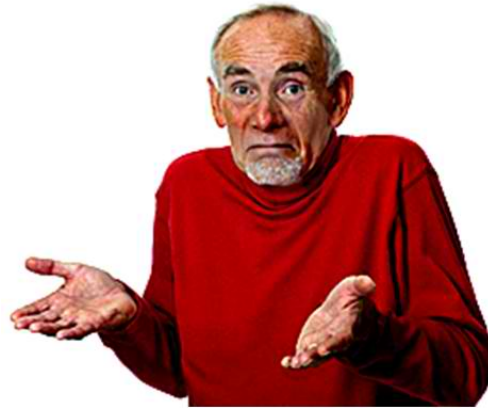
Four Persistent Structures

1. Email Conventions
2. Spatial Layout
3. Regular Meetings
4. Org Charts

What blocks info flow?



Too much trouble



I didn't know!



NOISE!

So many kinds of noise!

- 1) Noise in my head!
- 2) Noise in the office!
 - a) Interruptions!
 - b) Lying!
- 3) Noise from the publisher!

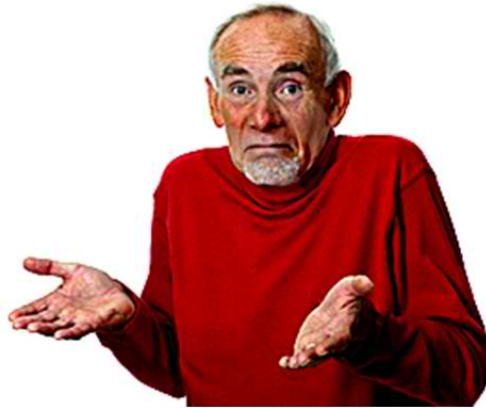
Beeman's Meddling Matrix

Success	Fail	
My meddling worked!	I did all I could.	Meddling
Gulp! I'm useless!	I should have meddled!	No Meddling

What blocks info flow?



Too much trouble



I didn't know!



NOISE!



Mental ruts



It's a secret!



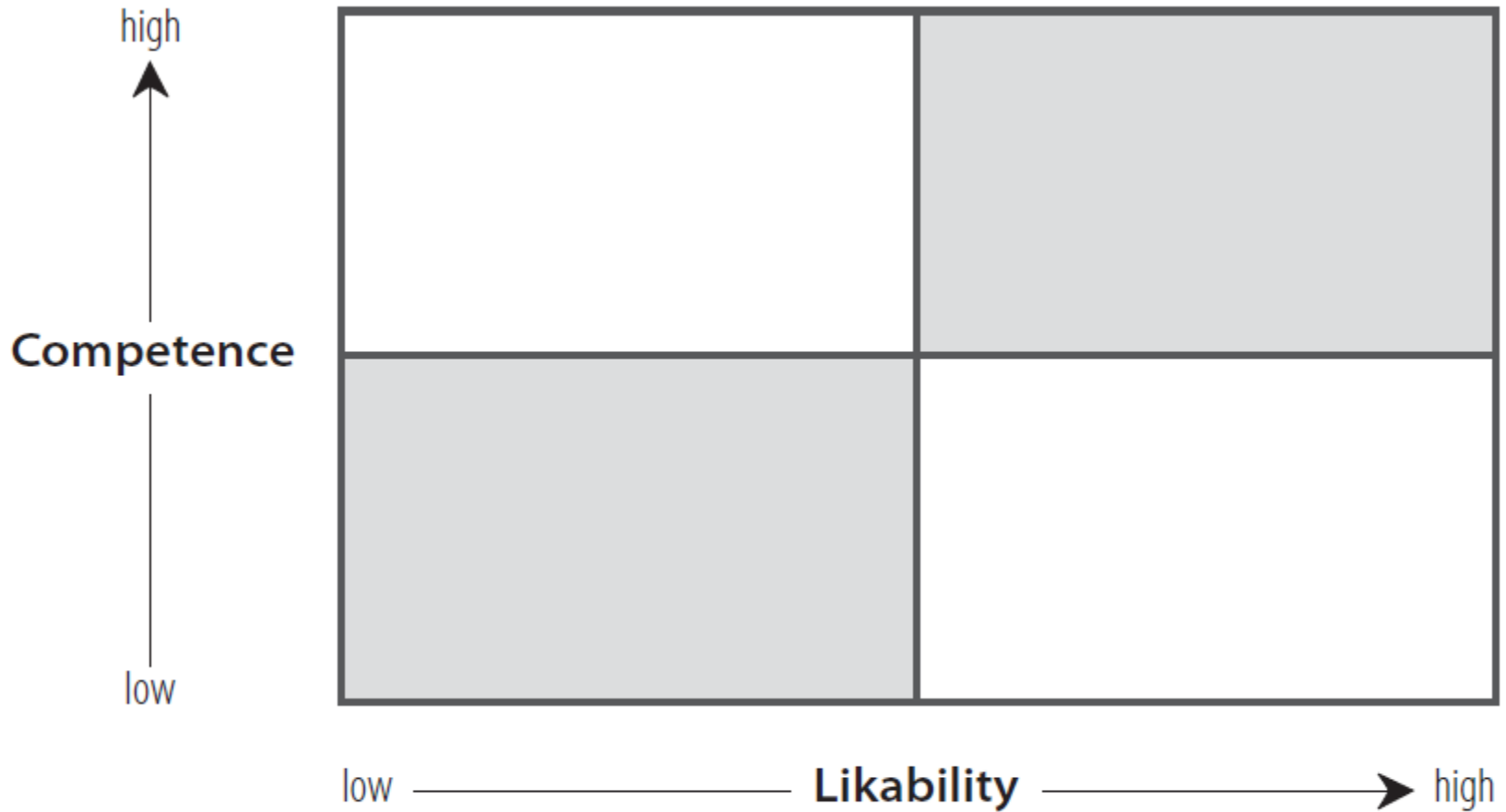
Fear

So Many Kinds of Fear!

- The boss will be mad!
- Sue's feelings will be hurt.
- Everyone will laugh at me.
- I might make a mistake.
- The client will be disappointed.
- I could lose the respect of the team.
- Everyone will know I'm really a fraud.



Casciaro & Lobo's Matrix



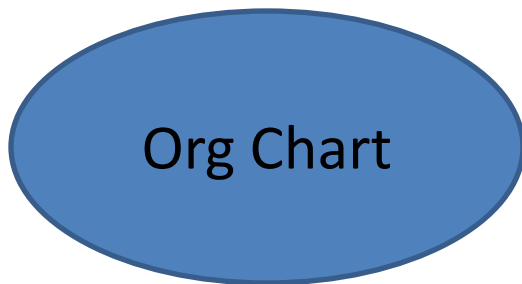
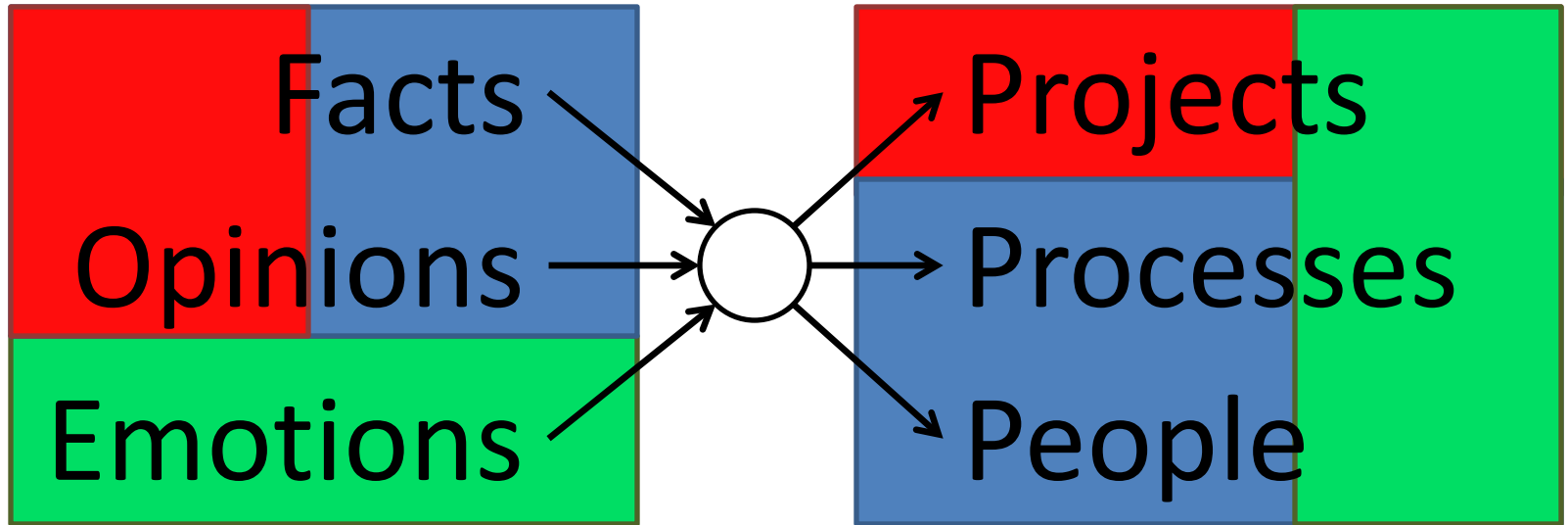
Collective Intelligence

Dr. Anita Wooley

- Three factors
 1. Social Sensitivity (the “eyes” test)
 2. Conversational turn-taking
 3. The number of women in the group



Three charts!





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JULIE MORGENSTERN

Author of the *New York Times* bestseller
Organizing from the Inside Out

NEVER CHECK E-MAIL IN THE MORNING



AND OTHER UNEXPECTED
STRATEGIES FOR MAKING
YOUR WORK LIFE WORK

Originally published as *Making Work Work*



Six Kinds of Jerks

1. The Inaccessible Jerk

- I can't get the info I need!

2. The Unreliable Jerk

- I can't trust your info!

3. The Rigid Jerk

- You are ignoring important info!

4. The Disrespectful Jerk

- You'll spread bad info about me!

5. The Vague Jerk

- Was that even information?

6. The Unfair Jerk

- If I give you info, you'll use it against me!



Studios with good info flow say...

- I know how to structure management!
- I know how to manage this project!
- No miscommunication with clients!
- We have the right meetings!
- Our team has great morale!
- Our game is ON TIME!
- Our game ROCKS!



if the energy is really flowing freely, the brush paints by itself, the camera photographs, the sculpture forms, the words write, the dance dances. The creator of the art, the subject of the art, and the expression itself merge into a single process in which there is no reflection or evaluation, just the art manifesting itself.

- Zen Master John Daído Looí

Thanks!

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