

The Future of Work is Play

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About You

- Director of Test, Skype Division, Microsoft Corp
- 21 yrs at Microsoft
- 10+ yrs of designing/building/deploying “productivity games”
- Strong belief that games will be integral in the workplace of the future
 - strong gamer population entering the workforce

Introduce yourself to the others: Who are you, and what brings you here?



About Your Experience

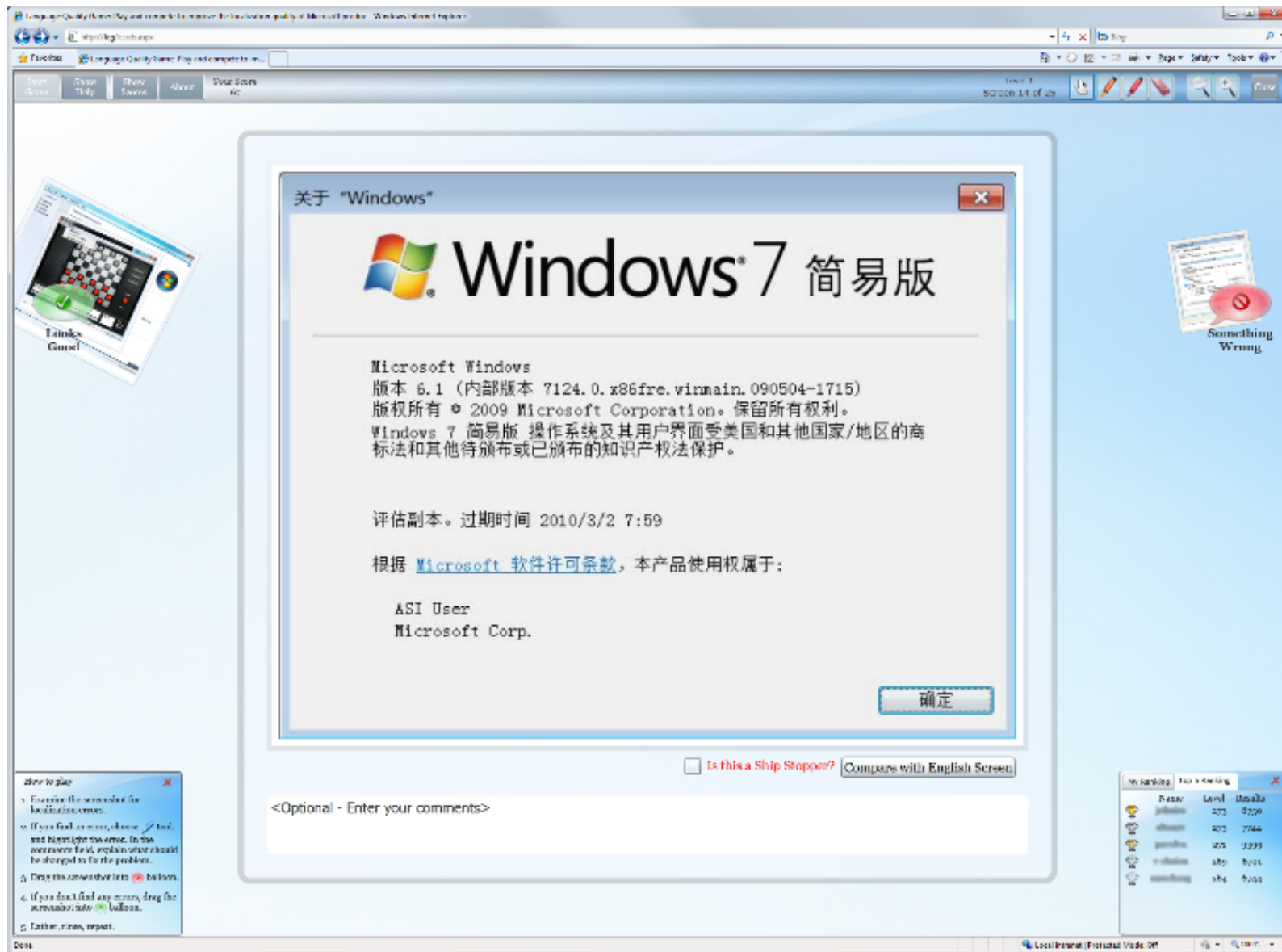
- Started with simple games for crowdsourcing effort
- Over time, more advanced, but still relative mundane compared to even the most simple mobile games
- Lots of lessons learned about where games, game mechanics, and game elements do and don't work in the office

What is your background/experience in designing gamification?



A couple examples for context

language quality game



Total Screens Reviewed: Over 500,000

Total Number of Reviewers: Over 4,500

Screens per Reviewer: Average 119

Significant Quality Improvements for Windows 7

Positive Impact on Ship Schedule

Team Morale and Subsidiary Engagement



COMMUNICATE HOPE: A benefit for Disaster Relief



*Poetic hearts offer dreams to those far and near
Let me communicate my hope to you
Disasters and miracles we hold in our arms with tears
It's like the moment that lights you up inside
So bright, I can see it in your eyes
Now I know what it means to feel alive*





Players	Over 1,000
Feedback increase	> 16x
Feedback received:	10,000+
Players vs. non-players	67% of players participate vs. 3% of non

Significant Quality Improvements for product

Positive Impact on Ship Schedule

Team Morale and Dogfood User Engagement

Types of Design

- My focus has been 100% on productivity games - games in the workplace
- There are different processes – we can get away with very simplistic game play, if deployed for the right tasks – we are competing with “real work”, so we don’t have to do much.
- However, this is changing – discretionary time at work is valuable, so we can rely on organizational citizenship – “I want to help my team” to motivate people to play, but we face an increasing challenge to design playable games that get real work done as people play.

In your experience, are there different types or kinds of gamification projects (that require different design processes)? If so, what are they, and how are they different?



Design Process: Overview

- Identify task(s) to crowdsource effort from players
- Brainstorm to identify potential players – who's job does this overlap?
- Validate against skills/behaviors matrix (next slide)
- Prototype
- Play test
- Deploy small pilot
- Launch
- Keep duration short (1 mo or less usually)

Note (delete after reading)







What follows is a template of steps of an idealised design process. If your process has other steps, disregard ours and use yours instead. But it would be good if your design process would answer all questions of our steps.

Ideally, illustrate your design process step-by-step using an actual case study - the more concrete, hands-on, with images and actual content etc., the better. Of course, you may anonymise material or check with us to ensure your material is only seen and shared within the workshop.

What is/was your (typical) gamification design process? What steps did you go through, and why?



where games work best

Skills-Behaviors Matrix	Core Work Skills	Unique Work Skills	Expanding Work Skills
In-Role Behaviors			
Organizational Citizenship Behaviors			

Design Process: Data Gathering

- We instrument EVERYTHING – collect data on any activity
- Some people still believe games are gimmicky – not for use in the workplace – “we work here, we don’t play games” – so we collect data on everything so we can make a strong case for ROI and business results through the use of games.
- We know for example, that one of our games increased participation in a test initiative by 400%, while another saw an increase in beta user feedback of 1600% over similar efforts that did not involve game mechanics.

What kind of data do you typically collect initially (user research, log files, requirements, business goals, KPIs, competitor analysis, ...) – and why?



Design Process: Analysis & Strategy

- We use the data mostly to shape future efforts and to diffuse any naysayers
- Occasionally, we will use data to shape how/where we place rewards to drive user behavior. For example, if we want a certain feature tested, we might sprinkle extra points or hide an easter egg in that area and give hints so more people exercise the functionality and give us feedback.

How do you aggregate and analyse that data to guide idea generation (concept models, personas, user journeys, mental models, business models, ...) – and why?



Design Process: Ideation

- We have a small team that's worked together for years
- Identify the tasks we want done, and what potential player population looks like – ie: language translation – do we have enough native language speakers to justify building a game?”
- We try to develop a “theme” for the game – e.g: Disaster Preparedness –
- Break out game design books – what game elements could work – “collecting items”, puzzles, leaderboards, challenges, etc.
- We want the game to have aspects of every type of game element – player v. player, player vs. self etc – we just want more and more people to play – because that means more work gets done.

How do you generate initial ideas for how to “gamify” a system or experience – and why do you use this method?



Design Process: Design/Development

- Many are web based games – based on real corporate data that we already have
- Rapid prototyping – and a set of friendly folks to help us play test

How do you then flesh out, prototype, design, develop, ... your gamification design – and why?



Design Process: Testing

- Pretty lightweight – some play testing, but we more just “throw it out there” and respond to user activity
- Our players are internal Microsoft employees, so the quality bar can be lower than a massive Internet game

How do you test your design – and why do you choose the methods you use?



Design Process: Implementation

- Again, these are internal only for now – so we'll typically launch via an email from an executive.

How do you roll out or implement the design, including training, marketing, etc.? What's the rationale behind that?



Design Process: Support & Evolution

- Watch the data carefully – how many people are hitting the site, how many are joining teams, navigating around, etc.

What do you usually do after the initial launch of a design, and why?



Design Components

- Web site
- User profile/reputation
- Product integration whenever possible
- Standard game elements – leaderboard, server bots, etc.

What are the various typical components (building blocks, dimensions, deliverables, ...) of a gamification design by you, and how is each important? (Please illustrate each if possible)



Design Organisation

- Volunteer dev and design
- Volunteer Game Master to run the game
- Program management to connect to corp data/biz results

What is the typical organisation of your gamification design process: Roles, team members, decision structures, etc., and why is it that way?



Circumstances

- Yes, absolutely – our games are competing with a paycheck – do people use their discretionary time at work to check Facebook, play solitaire, advance their knowledge, or use one of our games.
- We need to make sure we balance “decent” game play with a strong “citizenship” message (e.g: “play this game to help test Microsoft Office and to learn how Microsoft helps with Disaster Relief efforts in Japan”)

Are there specific audiences, goals, contexts, circumstances and the like that require different approaches in gamification? If so, how? (E.g. children, enterprise engagement, campaigns, ...)



Challenges, Issues, Pitfalls

- Previous matrix – the “Do Ross’s job game” fails miserably – people feel like the game is tricking them in to doing more work.
- This is a HUGE worry about enterprise gamification efforts

What challenges, issues, pitfalls did you run into in gamification design, and how do you try to solve them for now? (Please be concrete and illustrate if possible)



Lessons Learned

- Validate against skills/role matrix
- Have a clearly defined task that you want done by players
- Don't run games for a long time
- Use game elements that appeal to all types of players, all cultures – leaderboards, puzzles, beat your own score, etc.
- Measure everything to thwart naysayers
- Share lessons learned broadly to advance the state of art
- Simple games worked, but that is changing

What hard-earned lessons have you learned in the course of your gamification design career?
What do you do differently now than in the past, and why? (Again, be illustrative, concrete ^_^)



Open questions

- Can you tie game elements in to traditional human resource and management reward and recognition programs?
- What is the ROI of productivity games when crowdsourcing the general public to do work for an organization – see von Ahn's GWAP – Re-Captcha, Image Labeler
- Can you combine games for good with crowdsourcing real work to get the crowd to volunteer to do real work while helping others?

What are open questions and/or promising arenas that should be explored by researchers or practitioners with regard to gamification?



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