

# Levelling Up Leadership

An Analysis on the Development of Leadership Skills through  
Competitive Gaming

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# Abstract

As gaming is rapidly becoming increasingly popular, the need for research on the effects and use of gaming as a tool for learning and personal development is increasing. Additionally, the need for leaders who feel at home in the digital world is rising, as technology is becoming an increasingly important factor in almost any business. Therefore, the purpose of this thesis is to investigate if participating in the in-game management of a competitive gaming team, can improve an individual's leadership skills.

The thesis adopts an interpretivist philosophy in order to understand the differences between humans as social actors. The research approach is deductive as the existing knowledge on leadership is integrated and summarized through a literature review, which is then used to create a framework of leadership skills. The framework is then tested by interviewing competitive video game players and analyzing the data they provided. The respondents were found by using a variety of websites that rank teams and players, in order to guarantee that the respondents were playing on a sufficient level. Based on the collected data, models were created to visualize and compare the differences in leadership skills across individuals, game genres and in relation to career length.

The results showed that individuals with in-game leadership responsibility are rated higher in almost all leadership skill categories compared to players without any leadership responsibility. Additionally, the results show the leadership skill ratings are correlated to the length of the players' careers, which means that the players who have been playing competitively for the longest time, also has a higher rating in leadership skills. In particular, the individuals' strategic skills have a strong correlation to the length of the individuals' careers.

Finally, the thesis concludes that by being an in-game leader of a competitive gaming team, individuals get to practice at least some of the same skills that are required to become a successful business leader. Because of this practice, those individuals will keep improving their leadership skills over the course of their competitive career.

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# Introduction

Gaming is rapidly becoming one of the favorite pastimes worldwide and it is already one of the most used entertainment medias in the world (Newzoo, 2017). Through research, Intel has found that there are 1.8 billion gamers worldwide with 711 million of those being considered active gamers (Skaugen, 2015). But gaming is not only used as a media for self-entertainment, there's also a massive viewership with millions of people watching others play games. Many of these viewers enjoy watching other people stream their gameplay as they play through a newly released game or watch professionally produced broadcasts of gaming tournaments.

This huge demand for gaming content, has opened up a market for professional gaming, popularly referred to as esports. These professional competitive gamers spend the majority of their time and resources to improve their skills and many of them are becoming world famous superstars in the gaming community, similar to professional athletes in regular physical sports. However, the success of a professional esports team is not only defined by the players' individual skills in their specific game of choice. Another important factor for the esports team's success, is how well the team is being led. How the team prepares for tournaments, how good their strategies are and how well they manage and overcome difficult situations all rely on the team having good leadership. This makes the in-game leader role particularly important for any esports team that wants to be competitive in the biggest tournaments.

This dynamic is also true in organizations, where leadership is one of the key factors that determines whether a project or business will succeed or not. There are leaders at all levels of the organization, each of which has their own team or project to lead. The leader is the face of the team or organization that he or she is in charge of and has to take the full responsibility of the decisions he or she makes on behalf of the team or the organization. Because of the responsibility and the complexity of the decisions that has to be made, certain skills, character traits and abilities are favorable or even required if you want to become a successful leader in an organization.

## Research Question

According to Deloitte's Global Human Capital Trends 2017 *"leadership development continues to be a significant challenge for companies around the world, as the transition to the new digital organization creates even larger leadership gaps."* and 42% of companies say that leadership development is very important (Schwartz et al., 2017). Additionally, the report says that *"... organizations need to build a new breed of younger, more agile, "digital-ready" leaders."* (Schwartz et al., 2017). These problems that organizations face in regard to developing new leaders, leads us to the following research question which this thesis tries to answer:



## **How can participating in the in-game management of a competitive gaming team, improve an individual's leadership skills?**

Additionally, two sub-questions are proposed in order to gain a better understanding of the various factors surrounding leadership in general and differences between the different games being played. These sub-questions will help answer the overall research question:

1. Which skills are required to be a successful leader?
2. How do the players' leadership skills vary based on game genres?

To answer the first sub-question, we will conduct a literature review and make a framework of leadership skills, based on the information which is already available through existing literature.

To answer the second sub-question, we will create a model that enables us to rate and then compare the players' leadership skills. This way we can group the players into the different genres and look for differences in leadership skills.

### **Delimitations**

To ensure that the people we are investigating are playing on a high competitive level and not just for fun, we want to limit our investigation to players that are playing for teams that are world rank 50 or above in FPS and MOBA games, and world rank 10 or above in MMO games.

We have also decided that we will only investigate in-game leaders. This is because we believe that the situations the in-game leaders have to handle are similar to the situations that organizational leaders have to handle. For example, both leaders are likely to face a situation where they have to lay off someone who is underperforming or make a crucial decision under time pressure. Therefore, we believe that there are similarities between leading a group of competitive players and leading an organizational team.

### **Esport**

When professional gamers are playing competitively in a tournament with prize money and in front of a lot of spectators, the concept is called esports.

The players we are going to investigate are famous in the esports scene, and some of them participate in million-dollar prize pool tournaments, that are viewed by millions of people around the world. In 2013, it was estimated that approximately 71.5 million people worldwide watched esports (Warr, 2014). That number has increased over the past four years, as the most recent analysis from Newzoo 2017, shows that 191 million consumers are engaging with esports frequently, with an additional 194 million consumers tuning in occasionally (Newzoo 2017).

## History

The first known video game tournament was held in 1972 at Stanford University in a game called *Spacewar* and the first prize was a year's subscription to the Rolling Stone magazine (Good, 2012). In the late 1980's, the video game industry started to change, due to the possibility of internet connectivity, which made multiplayer games an option without requiring the players to be on the same network. *Netrek* was one of the first multiplayer internet games for up to 16 players and the first credited online esports game (Kelly, 1993). In the late 1990's tournaments were established for popular online games such as *Quake*, *Counter-Strike* and *Warcraft*. Since then the yearly number of tournaments held has increased from 10 per year in 2000 and up to 696 in 2012 (Popper, 2013).

Esport was first televised in the 2000s in South Korea, where competitions were televised on gaming channels 24-hours a day. Other countries did not follow up with esport channels and only had irregular coverage of some competitions. (Kim, 2007)

Game companies started to embrace the thought of esport potential to their product, so Nintendo hosted a *Wii Games Summer 2010*, which was a tournament lasting over a month with 400,000 participants making it was the largest, most expensive tournament held by the company. In 2014, Nintendo held another tournament, which was broadcasted on the streaming platform *Twitch.tv*. (Alex, 2014). *Twitch.tv* is a platform primarily dedicated to streaming games and currently has over 2 million unique streamers, of which more than 17.000 earn money by streaming their gameplay (Stephenson, 2018). Other major video game companies such as Blizzard Entertainment and Riot Games, have also started to arrange their own esport tournaments. In 2017, Blizzard Entertainment started to provide scholarships and prizes worth \$1 million USD for collegiate esports teams that are competing in Blizzard's college tournaments (Wu, 2017).

Esport growth has been massive the last couple of years, with 2010 being a milestone of the increase in both viewership and prize money (Miller, 2010). In 2017 the world championships in Katowice, Poland set the record for live attendance, with more than 173,000 attendees and 46 million unique online viewers watching the broadcast (Armstrong, 2017). The prize pools in esports have been rising exponentially following it's increase in popularity and the largest prize pool so far in esports is \$24.697.919 USD in Valve's *Dota 2* tournament called *The International 2017*. The winning team alone took home almost \$11 million USD in prize money (Esportsearnings, 2018).

# FPS

First-person shooters (FPS) is a game genre, where the player controls the game character from a first-person perspective (in-eye view). The perspective is the primary difference between first- and third-person shooters, like *Grand Theft Auto*, where the player views the game character from the outside and usually from a floating camera directly behind the character. As the name suggests, FPS



Image 1 - *Quake Champions*

games are usually centered around various types of gun and weapon-based combat. Some FPS games strive for very realistic gun mechanics, such as *Playerunknown's Battlegrounds* (PUBG), while other games, such as *Quake* and *Overwatch*, deliberately make use of much more unrealistic weapon mechanics like laser guns and allowing the use of rocket launchers to jump further. These more unrealistic games generally fall under the “deathmatch” category of games, where players will come back into the fight after a short delay after dying. Most deathmatch type games, such as *Quake* and *Overwatch*, also has “boosters” that make the player’s avatar more effective for a short period of time. A booster is usually picked up simply by running over it, and provides bonuses such as healing to full health, doing double damage for some time, taking reduced damage for a short time or other similar effects.

FPS games are often very fast-paced and action packed. There are a few different ways of scoring FPS games. Some are round-based, meaning that there is some kind of “restart” every few minutes, when each round is over, and the winner of that round then gets a point. Others are time limited, and the team or player with the most kills or points at the end of the time limit wins the game. *Counter-Strike* is an example of a round-based game, where each round won gives a point, whereas in *Quake*, which is a deathmatch type game, the winner is the player or team with the most kills at the end of the time limit.

## History

The first game in the FPS genre was *Wolfenstein 3D* (Garmon, 2005), which became an instant success following its release in 1992. The following year, the incredibly popular *Doom* was released, bringing improvements such as clearer textures and improved effects like flickering lights and pitch-black darkness, which all added to the feeling of “being” in the virtual 3D world of the game. *Doom* was also the first FPS game to allow multiple players to combat each other in “deathmatches”, where

everyone is enemies. The deathmatch game mode is still very popular and widely used in various games today, such as *Quake*, *Unreal Tournament* and even as a custom game mode for *Counter-Strike: Global Offensive*. Multiplayer deathmatches in *Doom* became so popular, that it became the most widely used piece of software not just in players homes, but also on workplace networks (Hasselberger, n.d.).

Id Software, the company who created *Doom*, also released *Quake* in 1996. *Quake* was focused around online multiplayer gameplay and it was one of the first games, where players started creating “clans” (teams), which laid the foundation for LAN parties, where players bring their computers and meet up in real-life to play multiplayer games. *Quake* also featured 3D polygonal graphics, unlike other games at the time, which used sprite-based graphics. This new demanding graphics engine along with the popularity of the game helped push the development and the market for video card hardware.

Two years later Valve releases the FPS game *Half-Life*, which uses the graphics engine of *Quake*. *Half-Life* turned out to be one of the most popular video games of all time (Ocampo, 2008), primarily because it had a much more well written story than similar games at the time and even featured non-enemy characters for the first time. Additionally, *Half-Life* was praised for its artificial intelligence and its attention to detail, the game even made it onto GameSpot’s list of The Greatest Games of All Time (Rorie, 2007).

## MOBA

Multiplayer Online Battle Arena or MOBA is a strategic game type, where the player controls a single hero on the map, instead of controlling entire armies as you do in regular strategy games, such as *StarCraft*. MOBA games are almost always played as 5 vs. 5 players and the primary objective is to destroy the opponent teams main structure, located at the heart of each teams’ base, with various intermediate objectives along the way. The map is typically laid out with three different lanes, where players fight each other and try to “push the lane” towards the enemy’s



Image 2 - CyberPowerPC

base. In the lane, each team has non-controllable towers (marked with green and red), that help defend against the opponents push. The

three lanes are not completely identical as can be seen on the map to the right (which is the map layout from Dota 2). The middle lane is identical on both sides of the map and is typically played as a 1v1. The bottom lane on the green side is sometimes called the safe lane. This is because in most MOBA games the first friendly tower is closer to the “middle” of the lane than the enemies first tower. This makes it easier for players to fall back to relative safety behind the friendly tower. The top lane on the green side is called the off lane, and here the lane is mirrored compared to the bottom lane, meaning that the enemies tower is now closer to the middle of the lane, making it riskier to push the lane, as there will be much longer back to the safety of the friendly tower. Additionally, non-player-controlled creatures will spawn regularly from each team’s base, which will then go into all three lanes, where they will fight the other team’s creatures and heroes. Players can use these creatures to “tank” the incoming damage from the enemy team, when trying to destroy the enemy towers. The game starts with a draft, where players can pick their heroes and ban potential enemy heroes. Each team takes turns on banning heroes from the hero pool<sup>1</sup> (there’s typically more than 100 heroes to choose from in MOBA games), and after a specified number of total bans, each team then takes turn to pick heroes. These heroes have different roles on a team, and it is very important to make sure that the heroes you pick fall into an optimal team composition. Examples of these roles are: carry, support, off-laner, ganker, roamer, jungle and more. A good team composition generally requires one carry hero, at least one support hero, a hero that can play the middle lane and a ganker, jungle or roamer hero. In professional play, each team has a captain or a coach (or both), who, in cooperation with his or her teammates, plans and executes the picks and bans. This stage of the game is extremely vital, as some heroes are very good against other specific heroes (this is called a counter) and can sometimes be a vital part of who ends up winning the game. When the heroes have spawned, players can use gold as a currency to buy items that make their hero more powerful. Everyone starts with a small amount of gold and additional gold can be acquired by killing enemy creatures, towers or heroes. Acquiring gold is especially important on carry heroes, as they are the best at killing enemy heroes, and as such they are the ones that really need powerful items. Usually, the team with the most accumulated gold or with the carry hero with the highest net worth (in gold) will win the game.

## History

The MOBA genre originates from a custom map called *Aeon of Strife* for the traditional real-time strategy (RTS) game *StarCraft* by Blizzard Entertainment (Getdota, n.d.). However, it was not until the release of *Defense of the Ancients* (DotA), another custom map for the RTS game *WarCraft III*<sup>2</sup>,

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<sup>1</sup> The hero pool is the collection of heroes that the team or player is comfortable playing

<sup>2</sup> Note that *WarCraft* and *World of Warcraft* are not the same game, despite sharing part of the name and being developed by the same company

which was also developed by Blizzard Entertainment, that the game mode became really popular. DotA was released initially as a custom map for WarCraft III, but with the release of the first Warcraft III expansion, *The Frozen Throne*, a new version of DotA appeared, which was called *DotA: Allstars* developed by a modder<sup>3</sup> called Steve “Guinsoo” Feak. The development of *DotA: Allstars* was eventually handed over to another modder called IceFrog, who made large changes to the games mechanics, which made the game more complex and allowed for much more innovative ways of playing the game (Dean, 2014).

Due to the popularity of DotA, game developers eventually tried to make their own commercial games, that were similar in gameplay to the original DotA modification. In 2009, Riot Games released *League of Legends* (LoL) as their first game ever, with Feak (the modder behind DotA: Allstars) being one of the lead designers (Perez, 2009). It was also Riot Games who first used the term Multiplayer Online Battle Arena to describe the game genre of *League of Legends* (Nutt, 2011). At this point, DotA still only existed as a custom game mode for the now aging Warcraft III game. But also, in 2009, probably as answer to Riot’s release of *League of Legends*, Valve hired IceFrog (who had been working on DotA: Allstars since 2005), to create a standalone sequel to DotA. *DotA 2* was then announced as free-to-play game in 2010, the same year that S2 Games released yet another DotA competitor, called *Heroes of Newerth* (HoN). However, *DotA 2* was not ready for release until 2013, so at this point the fight for players was primarily between *Heroes of Newerth* and *League of Legends*, with Riot obtaining the majority of players.

With the release of Dota 2 in 2013, and Blizzard Entertainment's own MOBA game *Heroes of the Storm* (HotS) in 2015, based on their StarCraft and WarCraft universes, there are four primary competitors for the MOBA players; League of Legends, Heroes of Newerth, Dota 2 and Heroes of the Storm. League of Legends having reached 100+ million players per month (Tassi, 2016), is by far the largest MOBA game right now, based on player count. Meanwhile Dota 2 has just over 13 million monthly players as the second most played MOBA game (Tassi, 2016). With Heroes of Newerth’s popularity drastically declining over the last few years, it is safe to assume that the third place is held by Heroes of the Storm.

From a prize money perspective, we get an entirely different picture, with Dota 2 being by far the number one game across all genres, with \$137 million paid out in prize money. At second place is League of Legends with \$49 million in prize money, and at third is again Heroes of the Storm with \$12 million paid out. Heroes of Newerth is a bit further down the list with around \$2.8 million paid out in prize money (Esportsearnings, 2018).

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<sup>3</sup> A person that creates modifications for the standalone game

# MMORPG

Massively multiplayer online game (MMOG) or more commonly known just as MMO, is an online game genre with a large number of players, typically up to thousands of people on the same server. These games take place in a shared world, where players can interact with each other in the virtual world (Techopedia, 2018).



Image 3 - MMOs.com

The most popular subgenre in MMO is massively multiplayer online role-playing games (MMORPG). In a role-playing game, the player takes the role of a character, where he or she controls every movement of the characters action. In MMORPGs the world will continue to evolve, while the player is offline. The game has social events, holiday celebrations and their own unique holidays too. RPGs often take place in a fantasy world, which includes different races, such as orcs, humans and dragons.

Common aspects of MMORPGs are level progression, social interaction in the game, culture, memberships in a group and character customization. The primary goal is the development of the created character, which makes the character stronger in what it is specified in. This is most traditionally achieved through combat with enemies or accepting quests<sup>4</sup> from non-player characters. The character which is created also has to fight for a faction. MMORPG's often have several factions to choose between and the factions are usually at war with at least some of the other factions. There are two kind of progression systems, one of them is where the character can increase in levels<sup>5</sup> indefinitely and will be ranked accordingly on the scoreboards. The other way is where there is a cap on the max level, however the character is rewarded with resources or equipment, which can help with the end-game content.

The end-game content is where the players will group up in a bigger team to achieve something in the game, such as earning achievements or better gear to further progress in the game. There are two game formats: Player versus environment (PvE) or player versus player (PvP). A PvE format could be a group of 10-30 people raiding an area to defeat very difficult bosses<sup>6</sup>. If people are not ready for the hardest end-game content, they can also form smaller groups and clear less difficult content to get

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<sup>4</sup> A quest is an objective the player need to solve and will receive a reward

<sup>5</sup> A character increases in levels as it gains experience by completing objectives and killing enemies

<sup>6</sup> A boss is a stronger than usual enemy, which requires several people cooperating to defeat it.



better equipment. The PvE aspect will reward a player based on the difficulty of the content they are doing, so they can slowly progress through the game.

The PvP aspect of the game is where players fight against other players from enemy factions for a specific objective. The objectives could be capturing the enemies flag and bring it back to the team's base, or to control multiple bases on the map at the same time.

MMORPGs are also open world games, so it is possible to create really large group of people and raid enemy factions.

It is possible to form a group with random players, however if a player wants to play some of the harder content, then they usually join a guild, which is an in-game team that schedule to play specific days every week to clear the hardest content in the game.

Players have different roles in MMORPG games. To form a full team, players have to take specific roles. These roles are either a person dealing damage to the enemies, taking damage for the team (called tanking) or being a healer, to make sure the team do not die. The benefits of being part of a guild, is the increase of teamwork, because they can play with the same people every time they try to progress.

## History

The beginning of the genre started in 1979 with a game, which did not have a multiplayer mode or any combat. That game is called *Zork*, which is a game where people adventure in a text format. In early 1980 it became possible to play with other people in a *Multi-User-Dungeon (MUD)*, which is a text-based game inspired by *Zork* that is hosted on a single computer, that users around the world could access by using a Telnet<sup>7</sup> client. *MUD* got so popular, that there are several different kind of MUD games still being played today. These games proved that there was a desire for online role-playing games, which encouraged creators to work on graphical games in the genre. *Habitat* released by LucasFilms in 1986, was the first true virtual world, where there were almost no rules governing the game. This means that the game world was completely user defined. (Machin, 2015)

In 1991, Stormfront Studios released *Neverwinter Nights*, which was a true merger of graphical roleplaying and Dungeons and Dragons based rules of combat. At this point, the genre was still not so noticeable in the public. However, in 1996 major games campaigned in North America and the east, which changed the genre by bringing considerable notice and people into the MMORPG genre (Machin, 2015). In 2004 the biggest MMORPG in history came out, which drastically increased the popularity of the genre. That game is *World of Warcraft*, which led to the release of several other MMORPGs.

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<sup>7</sup> Telnet is a network protocol that allows a user on one computer to log into another computer that is part of the same network.



# Methodology

This chapter serves to present the theory of science and describes the research philosophy, approach and strategy of the thesis, by using the onion model by Saunders et al. (2009). Then the research process is explained, to describe how we gathered data and created new knowledge. Finally, the limitations of the research is discussed.

## Research Onion

To illustrate our research strategy, we are using the research onion model by Saunders et al. (2009). The benefits of this, is that the model creates a set of stages through which our methods of data collection can be understood, and it illustrates the steps of the methodological research design by progressing through each layer in the onion.

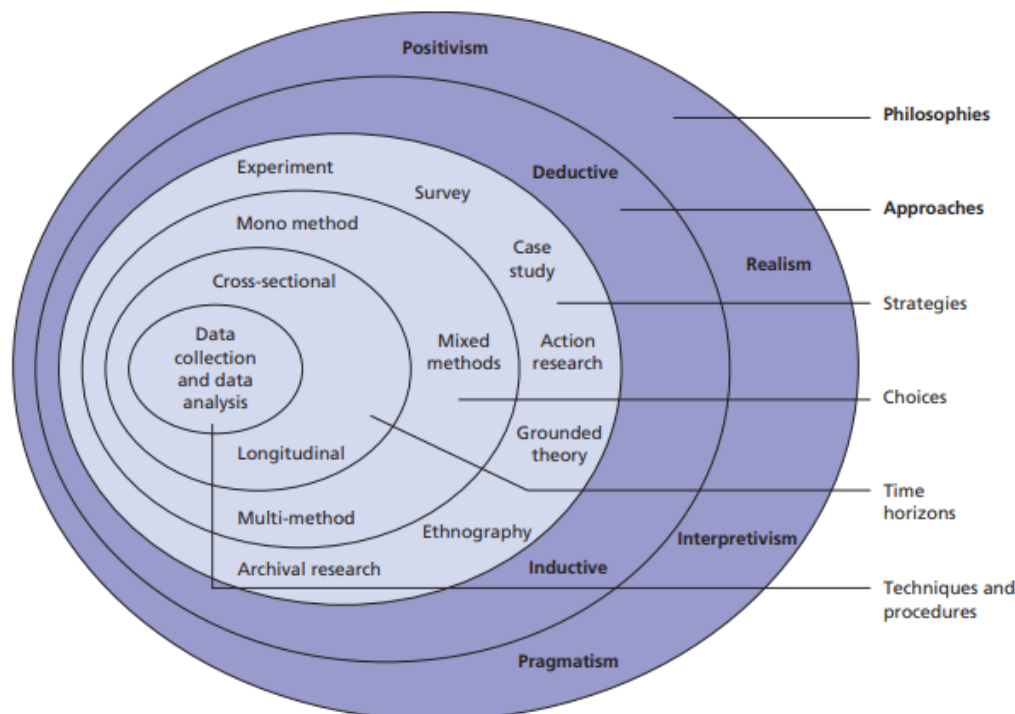


Figure 1 - Onion Model (Saunders et al., 2009)

The first layer covers the research philosophies, which contains important assumptions on how we view the world. These assumptions provide the justification for how our research is being carried out. Our research philosophy is interpretivism, which advocates that it is important to understand differences between humans in our role as social actors (Saunders et al., 2009). As researchers, we try to understand and interpret the social roles of others, through our own set of meanings. In order to do

so, we need to adopt an empathetic stance and try to understand the world from our research subjects point of view.

The interpretivist ontological view on reality is that it is socially constructed, subjective, may change over time and there can even be multiple realities because reality is subjective (Saunders et al., 2009). The interpretivist epistemological view on knowledge, is that it is based on subjective meanings and social phenomena. It focuses on the details in a situation and looks for reality behind those details. As such, knowledge is subjective meanings and motivating actions (Saunders et al., 2009).

According to Saunders et al. (2009), the interpretivist philosophy is highly appropriate for business and management research, especially in the field of organisational behaviour, making it a good fit for the particular research in this thesis.

The second layer in the onion model is concerned with research approaches. A deductive research approach is when you move from the general to the specific, and an inductive approach is when you move from the specific to the general. The research approach in this thesis is deductive. Based on the theory in the literature review, we construct a framework, which is specifically made to investigate leadership in gaming. We then test the hypothesis using the framework, by conducting interviews with professional players. This thesis follows the five sequential stages of deductive research as listed in Saunders et al. (2009).

1. First, we deduce a hypothesis, a proposition about the relationship between two concepts, in our case the hypothesis is that competitive gaming improves leadership skills.
2. We then create a framework based on existing theory, in order to operationalise the hypothesis. The framework indicates how the concepts are to be measured.
3. We test the operational hypothesis by interviewing highly competitive gamers.
4. By examining the interview answers, we can either confirm the hypothesis or conclude that the hypothesis needs to be modified.
5. If required, we modify the hypothesis based on our findings.

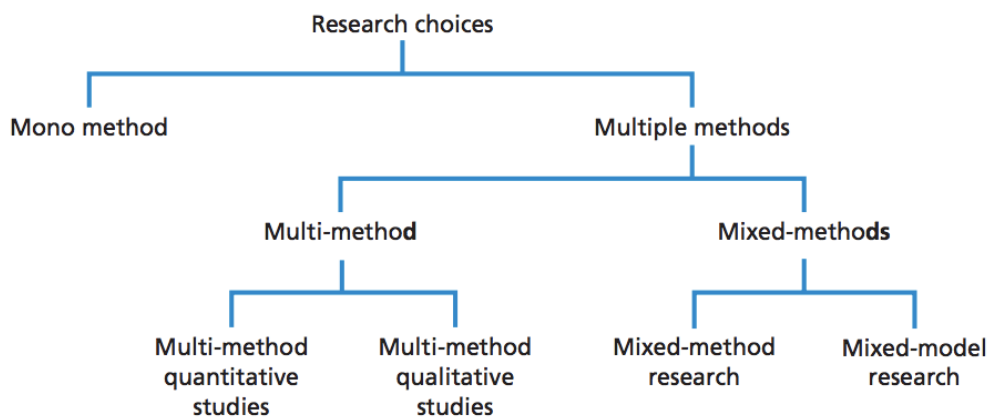
The third layer in the onion model is concerned with research strategy and shows how the researcher is planning to carry out their research. Examples of research strategies are:

- Experiments, which is primarily used in natural sciences and some social sciences like psychology. Experiments study causal links; whether a change in one variable produces a change in another dependent variable (Saunders et al., 2009).
- Case studies, which is an empirical investigation of a contemporary phenomenon within it's real-life context. In a case study the boundaries of between the phenomenon being studied and the context are not clearly evident (Saunders et al., 2009).

- Action research, which focuses on research in action, rather than research about action. For example, if the research is about resolving an organisational issue, the researcher will focus on solving the issue directly with those who are experiencing it.

Our research is a multiple case study, where each game genre represents its own context and case. In each case, we investigate the correlation between playing a game in that genre on a high level and the level of leadership skills.

The fourth layer in the onion model is concerned with choices and includes mono method, mixed-methods and multi-methods. The mono method means that the researchers only use a single approach for the study. Mixed-methods means that the research uses both qualitative and quantitative methods to gather and analyze data. Multi-methods are when the research consists of two or more research methods to gather and analyze data. This could for instance be using two different quantitative methods or two different qualitative methods (Saunders et al., 2009). In our case we only use interviews for data gathering and analysis, making our research fall into the mono method category.



*Figure 2 - Research Choices (Saunders et al., 2009)*

The fifth layer is concerned with time horizons, which is the time frame within which the research project is to be completed. The two types of time horizons that are specified in the research onion is cross-sectional and longitudinal. Our research uses the cross-sectional time horizon, which can be seen as a “snapshot” collection of data, where all the data is collected at a specific point in time (UK Essays, 2017). The longitudinal time horizon refers to when collection of data happens more than once over a period of time, so tat results can be compared over time.

The center layer of the onion model is concerned with data collection and analysis. The data collection method and analysis is dependent on the methodological approach used in the research, but in general the collected data can be divided into two types; primary and secondary data (UK Essays, 2017). Primary data is data collected from first-hand sources, while secondary data is data that has already been collected for other purposes (Saunders et al., 2009). In our research we use interviews

with competitive gamers to test the framework, this is an example of primary data. Secondary data is data which is derived from the work of others, such as conclusions from other authors research papers.

## Method

### Literature Review

In order to investigate if competitive gamers have the skills that are required to be an organizational leader, we first needed to identify, what those skills were. We initially considered either interviewing or sending out surveys to leaders of successful organisations, but we quickly determined that collecting primary data from both organisational leaders and gamers, would be too time consuming for this research. Instead we decided to look at the vast amount of existing theory and write a literature review to identify the most important concepts for organisational leaders.

To get an initial idea of the most important leadership concepts, we studied the book “Leadership: Theory and Practice” by P. G. Northouse (2010). We chose this book, because it gives an overview over different theories and important leadership concepts, while also having been cited in over 10.000 other research papers according to Google Scholar.

We then searched for additional books and articles, that could expand upon the theories and concepts that we already have found in the book by Northouse (2010).

Based on the literature review, we then created three different conceptual models that we use as a framework for our analysis of the leadership skills found in competitive gamers.

### Qualitative Interviews

Based on the framework, we created an interview guide to help us structure our interviews with gamers, and to make sure that we gain an understanding of their skills in each of the concepts that we had identified. The interview guide can be found in appendix 2 (English) and 3 (Danish). The interview guide is divided into six sections, with each section containing questions related to one concept. Then the interview guide is divided into two columns. The right column contains the question that we want to ask, and the left column contains the specific skills, that we are trying to investigate by asking that question.

The interviews were conducted as semi-structured interviews over Skype or Discord<sup>8</sup>, with a set of themes that we wanted to go through, while still allowing new ideas to surface during the interview based on the respondents’ answers. The interview guide contains all of the questions, that we would

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<sup>8</sup> Skype and Discord are two different voice-over-IP applications

like to get an answer to, but allows questions to be asked differently based on which game or position the interviewee has.

The interviewed persons were found using a variety of methods, but primarily through world ranking websites for the different games, such as HLTV.org<sup>9</sup> for CS:GO and GosuGamers for Dota 2<sup>10</sup>. We then contacted players from top ranking teams, through their business email, Twitter direct messages or Facebook direct messages, based on what each player had listed publicly. Some players were also contacted through their team managers, such as the North Academy players. We contacted the teams' social media manager, who got us into contact with the players themselves. The criteria we used to select the players for our interviews, was that they had to be ranked in the top 50 for MOBA and FPS games, and top 20 in MMO games. The reason for this difference is that there's a lot fewer players on each team in MOBA and FPS games (5-6 players compared to 20-100 players), meaning that the bar was set a lot higher for the MMO games.

## Data Analysis

The interview data was analyzed by examining each respondent's answers individually, in regard to the theories presented in the framework. Based on the answers to the interview questions, each researcher then individually rated the respondent and placed the respondent, where the researcher believes the respondent belongs in the spider model. By doing the ratings individually, we can ensure that there is no major discrepancies and that we as researchers have evaluated the respondents as objectively as possible. This is referred to as intercoder reliability, when two or more independent coders agree on the coding of data by using the same coding scheme (Lavrakas, 2008). Based on the agreed ratings, each respondent can then be placed in the spider model and the cube model. In the spider model each leg represents a concept and has a range of 1-5. This makes it possible for the respondent's ratings to be visualized, making it easier to compare to other respondents. The cube model will display the main strengths of the respondent and can be used for contingency purposes. To reach a conclusion, we compared the average ratings of the respondents in each of the game genres, by using the spider model. We also made models to show the correlation between the various leadership skills and the respondents age and competitive career length.

## Limitations

The study uses exclusively a qualitative research method combined with an interpretive philosophy. This means that we as researchers are trying to make sense of the subjective meanings, which the respondents, who were interviewed, have presented. This qualitative data is more ambiguous and

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<sup>9</sup> <https://www.hltv.org/ranking/teams/2018/april/9>

<sup>10</sup> <https://www.gosugamers.net/dota2/rankings>

elastic than quantitative data and as such the analysis of this qualitative data relies on the researcher's interpretation (Saunders et al., 2009). The non-standardised and complex nature of this data requires it to be condensed, grouped or structured to allow for any meaningful analysis (Saunders et al., 2009). In this study we have given ratings to each respondent based on our interpretation of their answers in the interview. Due to the nature of the data and the interpretive philosophy, these ratings will never be fully objective and will always have some degree of subjectivity. In an attempt to make the ratings as objective as possible, we applied the use of intercoder reliability. However, a potential issue with intercoder reliability is that one coder might be better at arguing his opinion, which will result in his subjective opinion being valued higher than the other coder. Additionally, the respondent's ability to inspire and bond with the researchers, can make it hard to rate them objectively, either because of idolization or a feeling of personal relationship.

Another limitation we had, is that we would prefer that all of the correspondents had a leading role in the game. Due to our requirement of wanting to talk with the very best players in each genre and the fact that these players have a very busy schedule, we had to make a choice of either talking with lower ranked players or talking to high ranked players that fit our original ranking requirements, but who has little or no leadership experience.

We also experienced through the interviews, that some correspondents chose to withhold information, due to the interview not being anonymized. This was because they knew that others will be able to read the thesis and the things they might have said could hurt their reputation or somehow be used against them in another context. Some of this information was provided, but the respondents asked us not to include it, so that it doesn't become publicly available.

## Literature Review

In order to make a framework, we want to investigate what is required to be a successful leader. We will then use the resulting framework to investigate, whether any of these qualities can be obtained or improved through leading a competitive team in online games.

To gain an understanding of what is required to be a successful leader, we have conducted a literature review to help identify the main concepts of leadership, according to existing research.

The articles used for the literature review were found through Google Scholar<sup>11</sup> and in the CBS library database<sup>12</sup>. The review is not limited to a specific organizational setting, meaning that the review includes articles on leadership in teams and organizations of all sizes. Additionally, the review is not limited to a specific time period, meaning that all books and articles were considered, without regard to the publication year.

The literature review table (appendix 1) lists all the articles used in the review, and is divided into four columns; article, theme, concept and leadership framework.

The article column contains the title, author(s), publication year and possibly page numbers. The theme columns provide a short summary of the main themes of the article. The concept column presents the main concepts used to describe leadership in each article.

The leadership framework column contains the attributes, which the articles claim are good leadership attributes.

When we were about to find articles for the literature review, we first went to CBS Library. Here we looked for different books, which were about leadership in the organization. We found a book by Northouse, P. G. from 2010, called *Leadership: Theory and Practice*. We looked the book up in Google Scholar and found that the book has been cited 13148 times, indicating that it is a reliable source and a recognized book on leadership. We used the book to create a baseline of leadership concepts and then looked for other books and articles that would confirm or challenge what Northouse says in *Leadership: Theory and Practice*.

When the baseline of concepts was built, we used two ways to find additional articles.

The first one was to make a broad search on leadership theory to figure out if any articles address the same skills as Northouse does, or if there are articles that contribute to the theory with other perspectives. By using this strategy, we got articles such as Conger, J. A. & Benjamin, B. (1999) and Mumford et al. (2007) that covers a broad spectrum of leadership themes.

Subsequently we made more specific searches for concepts, such as: Leadership and social skills or leadership traits. By using this strategy, we found articles which focused more on a specific concept, such as: Reinout E. de Vries, et. al. (2010).

Based on the articles from the literature review, we have identified some keywords which repeatedly appeared through many of the articles. We then grouped these keywords into eight different concepts, with some concepts covering multiple keywords. The concepts we created are: knowledge, social skills, communication, traits, cognitive skills, strategic skills, environment, contingency.

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<sup>11</sup> Google Scholar is a web search engine that indexes scholarly literature; <https://scholar.google.com/>

<sup>12</sup> CBS Library is an engine for CBS students to find relevant books and articles for their projects; <http://libsearch.cbs.dk/>

We then use these concepts to create a concept-matrix, following the structure from Webster & Watson (2002), which makes it easier to synthesize the literature based on the identified concepts. The concept-matrix can be found below in table 1.

## Concept Matrix

Article	Concept							
	Knowledge	Social skills	Communication	Traits	Cognitive skills	Strategic skills	Environment	Contingency
1	X	X	X	X				
2		X		X				
3		X		X	X			
4	X	X	X		X		X	
5		X	X	X	X	X		
6		X		X	X	X		
7	X	X	X		X			X
8	X				X	X		
9	X	X			X			
10		X		X				
11	X	X			X		X	
	Knowledge	Social skills	Communication	Traits	Cognitive skills	Strategic skills	Environment	Contingency
12	X	X			X			X
13	X	X			X		X	X
14	X							X
15			X	X				
16	X	X	X				X	
17	X	X	X		X		X	
18	X	X	X		X	X		
19	X	X						X
20	X	X						
21	X		X					
22	X			X	X			

Table 1 - Concept Matrix



# Leadership Concepts

In this section, each of the identified leadership concepts will be defined based on the definitions in the literature. We will also explain the underlying ideas and keywords, that belong to each of the eight primary concepts. We will also explain, why each concept is important for leaders, as well as how they can be improved in a leader (if at all).

## Knowledge

Knowledge is defined as *“the accumulation of information and the mental structures used to organize that information”* (Northouse, 2010). This definition is backed up in other articles, who says that knowledge is obtained and improved through experience and reflection on those experiences (Mumford et al, 2017, Mumford et al, 2010). Knowledge is strongly linked with expertise, which is defined as having deep, well-organized knowledge on a specific subject or case (Mumford et al, 2017).

Knowledge is particularly important to leadership, because it is one of the five bases of power. The other four bases are legitimate, reward, referent and coercive power (Northouse, 2010). The knowledge (or expertise) base of power, is a personal type of power, meaning that it is not specifically linked to a leadership position; the power comes from the knowledge itself. This means that having knowledge gives subordinates a reason to follow you regardless of your position in the organization (Northouse, 2010).

Furthermore, knowledge and skills are the most direct determinant of leadership performance (Mumford et al. 2000). Knowledge is used by leaders to solve complex problems (Mumford et al., 2017, Mumford et al, 2000, Northouse, 2010), and to create specific solutions to the organization (Mumford et al., 2000, Northouse, 2010).

According to Conger & Benjamin (1999), it is required to constantly extend business knowledge, in order to develop as a leader.

Leaders will acquire knowledge by experience and reflecting on past experiences (Mumford et al., 2017). By reflecting on experience, they can keep improving themselves in order to become a better leader (Mumford et al. 2000). This store of knowledge that leaders acquire through experience, is defined by Northouse (2010) as crystallized cognitive ability, which is improved over time. Leaders career experience influences their knowledge and competencies and will also help increase their skill in solving complex organizational problems. (Mumford et al., 2017)

## Social Skills

Social skill is defined as “*building rapport with others to move them in desired directions*” (Goleman, 2004). Some of the most important social skills is the capacity to understand people and social systems (Northouse, 2010), social perceptiveness (Northouse, 2010, Mumford et al., 2007), self-objectivity (Mumford et al., 2017) and self-reflection (Mumford et al., 2017).

It is important for leaders to have good social skills, because the solutions they come up with, has to be implemented and applied in a social context (Mumford et al., 2000). It is social skills that allows leaders to work with others to solve problems and to support the implementation of change in the organization (Northouse, 2010). Leaders with good social skills are able to understand other employees’ perspectives and reactions to change, and can use that when communicating their vision or when evaluating and implementing new changes and ideas (Northouse, 2010, Mumford et al., 2007). According to Northouse, problem-solving skills, social judgment skills and knowledge are the key competencies that account for performance (Northouse, 2010). Germain has also identified social skills as a key characteristic in expert college instructors (Germain, 2012).

Social skills and social judgment skills have been found to improve with experience (Mumford et al., 2017, Northouse, 2010). Humans increase their capacities over a lifetime, which in turn increases leadership potential (Northouse, 2010). Additionally, intelligence has been identified as a trait, which significantly contributes to a leader’s acquisition of both problem-solving skills and social judgment skills (Germain, 2012)

## Communication

Communication is the ability to exchange and manipulate information in most, if not all, problem domains by using written and oral expression (Mumford et al., 2000)

Communication is important to leaders, because it helps them to communicate their vision using clear, vivid messages that both motivate and provide direction (Conger & Benjamin. 1999, Pendleton & Furnham 2017) . When leaders are trying to implement a given solution plan, it is important to establish goals, monitor progress, motivate, and guide the subordinates, which require clear communication skills to get the goals through (Mumford et al. 2000). Effective team leaders need a wide repertoire of communication skills to monitor and take appropriate action. The skill in persuasion and communicating change the essential in efficient leading (Northouse, 2010). According to Waters & Cameron (2007), efficient communication between the employees and leaders, creates better knowledge sharing in the organization.

There are two different styles for communicating; a supportive communication style, and a dominant communication style.

The dominant communication style is mostly associated with performance and have less satisfaction among employees, what might result in less favorable outcome (Reinout et al., 2010). This style is especially useful in task-oriented leadership, where performance is most important (Reinout et al., 2010, Northouse, 2010)

The supportive communication style is being friendly when communicating and shows a higher satisfaction rate. This seems to be the most important communication variable, having positive relations and enhances knowledge donating behaviors in the organization. (Reinout et al., 2010). This communication style is more useful in relationship-oriented leadership, where the leader helps subordinates feel comfortable with themselves (Northouse, 2010).

## Traits

Traits can be defined as a set of special characteristics or qualities that some individuals possess, which make them good leaders. It is these characteristics that set them apart from other non-leaders (Northouse, 2010). These traits are generally inherited and therefore they are often something a person is born with (Germain, 2012, Northouse, 2010).

The trait approach to leadership studies which specific character traits makes certain people great leaders (Northouse, 2010). It was believed that you had to be born with the right set of traits in order to be a leader and that only great people possessed them (Germain, 2012, Northouse, 2010).

In the mid-20th century, however, the trait approach was challenged by research and it was found that there is not consistent set of traits that differentiate leader from non-leaders (Northouse, 2010). This led to leadership research being shifted more towards including the impact of the situation on leadership (Germain, 2012, Northouse, 2010).

However, some traits are still strongly associated with individual's perception of others leadership ability (Northouse, 2012). What this means is that the possession of certain traits, might make people see you as a natural leader, making them more likely to follow you. Something similar is described by Behrendt et al. (2017), who calls it the "halo effect". The "halo effect" is a cognitive bias, where our overall impression of a person influences, how we think about their character. The example given is that if you think a person is nice, you're more inclined to believe that the same person is also smart (Behrendt et al., 2017).

Trait research has identified a set of traits that individuals might hope to possess or try to improve, if they want to be perceived as a leader by others. These traits are: intelligence, self-confidence, determination, integrity, sociability (Northouse, 2010).

Additionally, Germain (2012) has actually identified intelligence as a trait, which significantly contributes to a leader's acquisition of complex problem-solving skills and social judgment skills.

## Cognitive Skills

Cognitive skills are the ability to perform mental activities associated with learning and problem solving. Evidence has been accrued for nine distinct cognitive skills that contribute to leader performance; problem definition, cause/goal analysis, Constraint analysis, planning, forecasting, creative thinking, idea evaluation, wisdom, and sensemaking/visioning (Mumford et al. 2017).

Cognitive ability and intelligence are the characteristics that are most often associated with an individual's leadership abilities (Mumford et al., 2017, Mumford et al., 2000, Germain, 2012). The leader need to be perceptual, process information, memory skills, and general reasoning skills to create divergent thinking (Mumford et al., 2017 & Northouse, 2010). According to Goleman (2004), particular important cognitive leader skills, such as big-picture thinking, and long-term vision have a big impact. Leaders have to "create sense", of the information they are obtaining, identify the difficulties and explain it to the employees in an easily understanding way (Mumford 2017, & Pendleton 2017). They should crystalize cognitive abilities to better express the problems and lead people to follow the leaders desire and vision (Mumford et al., 2017 & Mumford et al., 2000) According to Pendleton & Furnham (2017), leaders should reflect on their decisions and experience after each decision, which gives incitament for personal growth and renewal. However, as mentioned by Northouse (2010), many cognitive skills are biologically determined and can be hard to improve with experience.

## Strategic Skills

Strategic skills can be defined as an understanding of the political, the economical, the social and the technical environment (Pendleton & Furnham, 2017). Strategic skills are one of the four general categories of leadership skills according to Mumford et al. (2017).

Strategic skills are highly conceptual skills, which are required to understand complexity, deal with ambiguity and to effect influence in the organization (Mumford et al., 2017). Examples of these skills are planning skills, visioning and systems perception (Mumford et al., 2017, Pendleton & Furnham, 2017). Planning involves the simulation of future events in the mind of the leader, and may be a critical skill in shaping leader performance (Mumford et al., 2017). Visioning skill is important in a leader in order to maximize the impact on their followers when communicating plans and visions (Mumford et al., 2017, Goleman, 2004, Mumford et al., 2000). The visioning skill has a particularly

powerful influence on leader performance, because it helps followers make sense of situations and problems (Mumford et al., 2017, Pendleton & Furnham, 2017).

The importance of acquiring strategic skills (and business skills) increases at a greater rate at higher organizational levels, than the other leadership skill categories (interpersonal and cognitive skills) defined by Mumford et al. (2017). This means that a leadership position in the upper level of an organization, requires more strategic skills than a lower or mid level leadership position.

## Environment

The environment represents the factors that lie outside of the leader's competencies, characteristics and experiences (Northouse, 2010). The environment is a concept in leadership that is not controllable by the leader, an example given by Northouse on an environmental influence is an aging factory or a lack of high-speed technology. In such a situation, the leader's problem-solving activities may not be as effective as possible, due to the impact of the environment (Northouse, 2010).

Environmental influences are important to consider when assessing leadership, because knowledge, skills, problem-solving and performance, are all influenced by various environmental factors (Mumford et al., 2000). This could be because of aging technology, as in the example above, or even because the leader's subordinates are incapable of implementing a proposed solution (Mumford et al., 2000).

Additionally, according to contingency theory, it is important to consider the environment when trying to match a leader to a specific situation. This is because the environment determines, which leadership style is best suited for a situation (Germain, 2012)

While leaders cannot directly control the environment themselves, they can try to be as flexible as possible, in order to be effective in a changing environment (Conger & Benjamin, 1999). A flexible leader will adapt his or her leadership style to the needs of a specific situation and use either a dominant or supportive style as the situation warrants (Waters & Cameron, 2007).

## Contingency

The contingency theory is concerned with leadership styles and situations (Northouse, 2010). The situation can be ordered on the basis of their favorableness for the leader, that is, in terms of the influence they potentially give the leader over his members (Hunt, 1967). What this means is that if the subordinates do not respect or follow the leader, the leader's actions will have less impact on the subordinates.

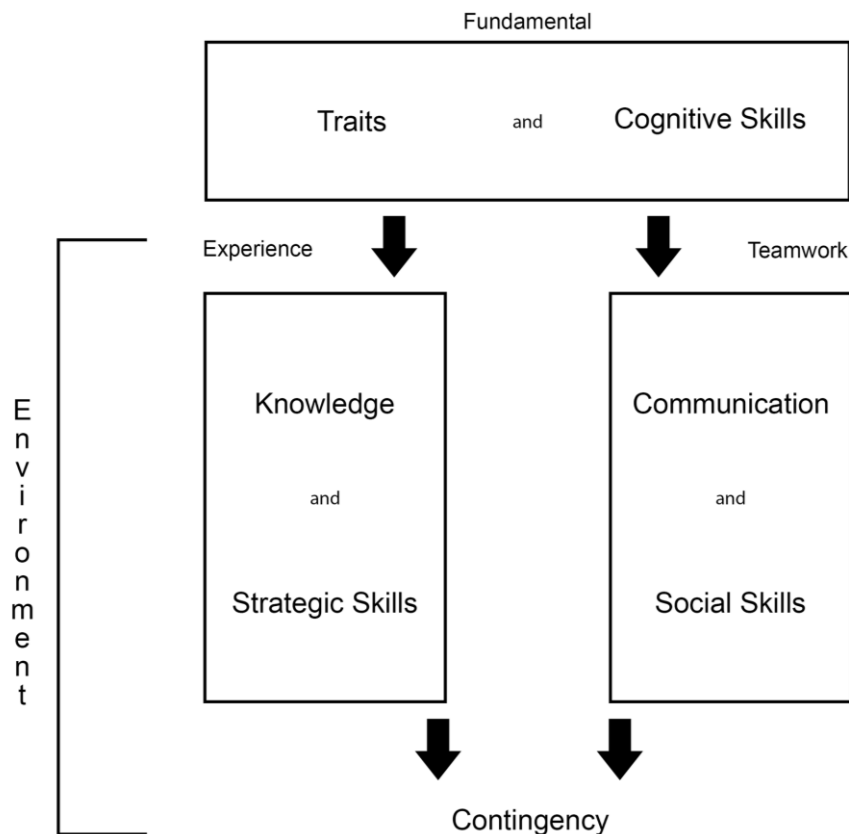
To understand the performance of leaders, it is essential to understand the situation in which they lead (Northouse, 2010). Leaders have to adapt to situation and match their leader styles in the right setting (Northouse, 2010). The leader can increase the effectiveness in a group, by being contingent upon the leadership style and the favorableness of the group interaction. (Hunt, 1967). They have to create affective relations between the leader and group members, structure the tasks and put themselves in a position of power (Hunt, 1967).

Based on the contingency model, a leader should try to adapt to the situation, and choose an appropriate managing style to fit the organization, which may vary depending on the team that are lead. (Hunt, 1967)

# Framework

Based on the literature review, we have created three models, which serves to explain how the theories are connected and how the respondents answers will be evaluated.

## Overview of Leadership Skills



*Figure 3 - Leadership Skills Overview*

The first model is an overview of our theories. It shows the correlation between the concepts, which we have identified and how some of the concepts are correlated with each other.

At the top of the model we have put in traits and cognitive skills. These two concepts consist are the fundamental of being a leader and they are hard to learn and get better at. They also assist the other attributes, which mean that if a person has strong traits and cognitive skills, they will have it easier to learn the other attributes. An example would be the leadership trait intelligence, which is closely correlated to also being knowledgeable. Cognitive skills are abilities to forecast and being a good problem solver, which is also closely correlated to being strategic and knowledgeable.

Another important leader attribute is being charismatic and sociable, which is closely correlated to communication and social skills. This is why we have put them in the top of the model, because they are the foundation of an individual's skills.

At the left side of the model, we have put Knowledge and Strategy together under the category called experience. This is because of the attributes that they have, is all something that leaders can get better at with experience and not something people necessarily have in the beginning of their career.

Communication and social skills are linked together on the right side. These are under the category named teamwork. These two skills are mainly about, how the leader are with other people. If a leader is skilled in communication, he can better express his vision and persuade people to follow him. As per social skills, the leader will have a higher social perceptiveness and ability to work with others, which is often required for the leader to achieve their goals.

Environment is the external factor, which is why it has been put outside of the boxes. This can have an influence on all the other boxes and can change the capability of a leader.

The way the leader will be acting, based on his fundamental, experience and teamwork capability, will form his leadership style and contingency. There are specific ways to lead better depending on, what the leader wish to achieve with his leading. This is why the contingency can change and have to be adapted based on all the other boxes.

## Cube Model

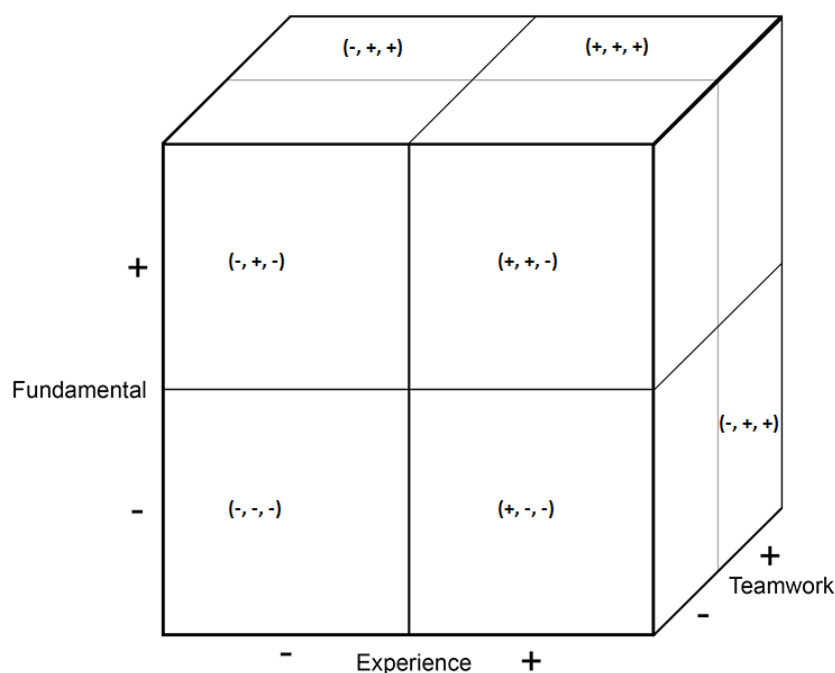


Figure 4 - Cube Model

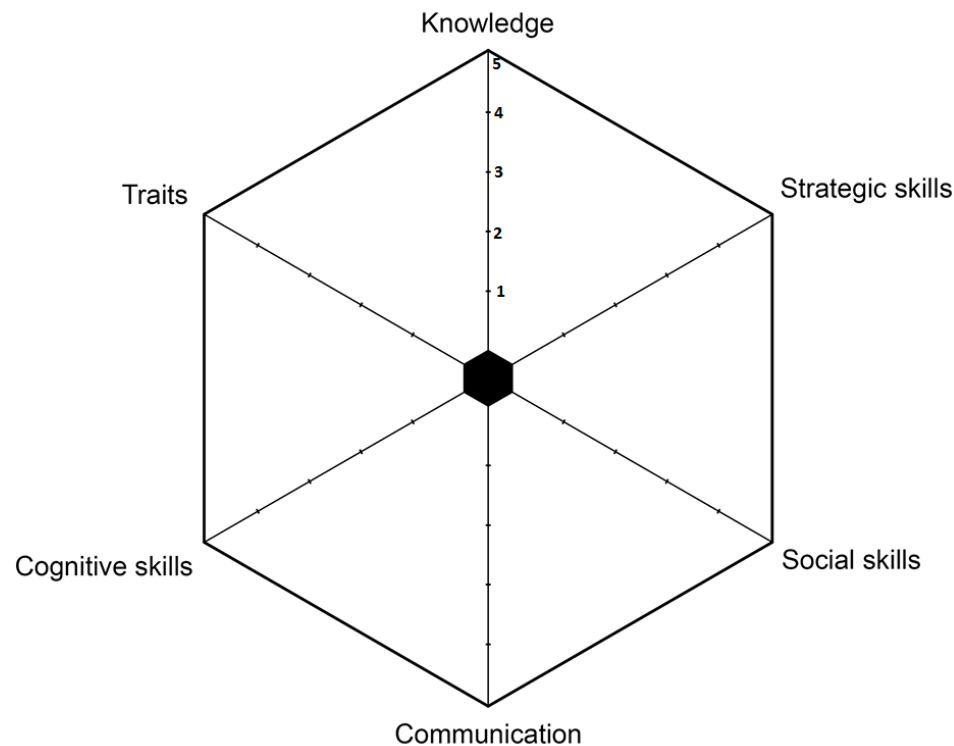


The second model is a cube model, which can be used to classify leaders, based on their abilities in the three core areas, that we have determined, according to theory, has an impact on whether an individual will be a good leader. On the x-axis the leader can be classified as experienced (right-hand side) or inexperienced (left-hand side), based on their knowledge and strategic skills. On the y-axis the leader is classified based on his or her inherited skills. These are the skills that can be hard to learn and includes character traits and cognitive skills. If the leader possesses a lot of these skills, he or she will be placed at top of the cube, and if not he or she will be placed at the bottom of the cube. Finally, on the z-axis, the leader is classified based on teamwork skills, which includes communication and social skills. A leader, who has good teamwork skills, will be placed at the far side of the cube, and a leader, who does not have good teamwork skills, will be placed at the near side of the cube. If a respondent is rated 8 or higher in total, in the underlying skills in each area, the respondent will be placed in the + part of the cube model and vice versa.

The cube model can be used to quickly get an idea of what specific qualities the leader in question possesses. This classification can then be used to determine, which leadership situations the leader in question would be suitable for. This is important, since contingency plays a big part in whether a leader will be successful or not, as can be seen in the first model.

Even though the cube model can be used to classify leaders, it is not very suitable for comparing actual leadership abilities. The cube model only has eight possible classifications, which could be written as (x, y, z), with each value being either a + or a -. One of the classifications (-, -, +) is not visible on the model, because it's hidden in the background of the 3D figure. In order to directly compare leaders, we need a model with a few more parameters and a higher range of values.

# Spider Model



*Figure 5 - Spider Model*

This third model, which we have created, enables us to rate the individual's leadership skills across the six concepts. In our interviews we asked question regarding people's skills concerning these six concepts. We will look at individuals' skill level on each concept and give them a score based on their answers. The score will be between 1-5 and is evaluated based on our theoretical framework, which explains what skills a good leader should possess. The score is given in our analysis, where we objectively will give each individual a score in all six concepts and explain why they got that score based on the theory in the framework. When rating the players from 1-5, we have chosen to put average ability on 2. This means our rating system will look as follows:

- 5** Extraordinary
- 4** Great
- 3** Above average
- 2** Average
- 1** Below average

We did this because all of the respondents are generally on the better side of the scale, so by putting average on 2, we can use a bigger range of the model and create a better visual representation of the players skills and get more comparable results.

The result of the model will show the areas, where the respondent excels and will also show the areas, where the respondent can enhance their skill. For the best outcome of leadership, the respondents should aim to get a full score on all six concepts but obtaining such an outcome is difficult. However, the leaders can look for partners or teammates, who are strong in the concepts where they are lacking, which can help make up for some of it.

## Analysis

### Reader's Guide

The analysis is initially divided into game genres and then by respondents. Before analyzing each respondent, we have created a brief introduction of the game they play, explaining the essentials, so it will be easier for the reader to understand the analysis. Then the respondent will be introduced, with some information about who they are, how long they've been playing and how they qualify for participating on our research. Subsequently, we will analyze the respondents' answers which is structured in the same way as our interview guide (see appendix 2 & 3). As such, the analysis is structured in the following way:

- Cognitive Skills
- Strategic Skills
- Traits
- Knowledge
- Communication
- Social Skills

We recommend having the interview guide (appendix 2 & 3) and the vocabulary (appendix 4) next to you when reading the analysis. This is to make it easier to see what the question was about and what we were trying to investigate and to look up definitions of gaming related terms. Note that the question about which color the respondents would describe themselves as were left as the last question, because we wanted the respondents to feel comfortable before asking a question which could feel very personal for some.

Because we had semi-structured interviews, some of the skills were touched under different concepts, which is why we rate the respondents based on our overall impression and the answers in general. The interviews are analyses based on our framework, where in the end of each interview we evaluate the respondents' skills and place them in our cube model and spider model based on our evaluation. Then we explain why the respondents' skills are rated as they are and determine, which leadership

situations would be contingent with the respondents leadership style, while also taking into account how the respondent handles environmental influences.

The full notes from each interview can be found in appendix 5 through 12.

## MMORPG

### Black Desert Online

Black Desert Online (BDO) is a Korean MMORPG, which was released in Korea in 2014, Japan and Russia in 2015, North America and Europe in 2016 (BlackDesert, 2015). The player base is more than 1,5 million players in EU and more than 1,8 million players in NA in as of March 2017 (Dulfy, 2017).



*Image 4 - Black Desert Online*

BDO differs a bit from other

MMORPGs, because it does not have a lot of PvE gameplay. The PvE aspect is mainly the zones, which have NPCs that people kill to gain rewards, such as experience, equipment and resources. BDO also doesn't have a maximum level for characters. Instead, the game has a soft level cap, which means that at some point it will take too much time to get another level that it is practically impossible. If a player wants to be competitive, they have to join a guild that does end-game content. These guilds can hold up to 100 players. The end game in BDO is PvP-based and has four different objectives. There is the open world PvP in which any player can kill any other player. There is battlegrounds which is 20vs20, where the objective is to get the most kills to win. Then there are the two primary competitive end game content variations which is *Node Wars* and *Siege*. Node Wars is an event that happens from Sunday to Friday at 20:00 to 22:00. The goal is for a guild to build up a base and defend it, while also destroying all enemy bases to win the war. By winning the war, a guild is allowed to participate in the final battle called Siege. Siege is a massive fight for controlling up to 5 castles located at different places on the map. The guild builds a base near the castle which they wish to conquer, and it will be the place to recover after death. The guild defending the castle will have their base inside the castle and will therefore recover inside the castle after death. By winning a siege, the guild will get huge rewards in form of getting taxes from the zone that the castle is located in giving them a percentage of every trade being made in the zone.

## Caph

Rasmus, known as Caph in the game Black Desert Online, is 23 years old and from Sweden. Caph has always been competitive. Ever since he was a kid and played football, he always wanted to be the best. He started playing computer games at an early age and he has played competitively for about 6-8 years in various games. Caph is no longer playing competitively, he is putting his effort into his real-life job instead. He has never actually studied leadership and all of his knowledge has been obtained from playing games and self-studying.

Caph used to compete in a game called Skyfort, where he was the strategist in his guild. Skyfort had no existing guides in English, but because the game had been released earlier in Korea and Russia, Caph taught himself some of those languages to understand the guides that had been created there. This helped him achieve both Europe and North America's rank 1 in the PvE content in Skyfort. Caph has also achieved rank 1, 2 and 3 in an MMORPG called Elder Scrolls Online, in all of the available PvE content in Europe and North America. The most recent game, that he has played competitively in, is Black Desert Online, where he led his guild of 100 players to two distinct world records, both of which are still unbeaten.

### Cognitive skills

When asked the first question about problem definition, Caph says that he tries to express it in a relatable matter. So instead of using the actual ability names, which might not be understandable by everyone, he just says "green arrow", or "green line" to describe what he is talking about.

When talking, he wants to be sure that everyone is listening. *"I want to be clear and not too detailed, because people can't remember details that good"* (Caph). Sometimes he draws on the map to make sure that everyone knows, what he means.

He tries to define the problems in the most relatable way possible, so he is sure that his team understands his intention, which he believes is necessary, when commanding 100 players. Most of his direction is given verbally and with drawings.

Caph wants to have a broad knowledge of all classes, so that he is better prepared to come up with solutions for most problems as they appear. His view on problems is that you can either complain about the circumstances, or you can take the problem into your own hands and look for ways to improve the situation and overcome the problem.

Caph indicates that he prefers to be proactive and do something about the problems. The way he makes sense of the information, which he obtains, is by having a vast amount of knowledge which makes it easier to analyze the information.

Caph wishes to always encourage peoples' input, no matter if the input is good or bad. He values his team members' input very highly and he always takes their input into consideration. However, he did not mention anything about evaluating the ideas with other teammates which shows that he mostly takes the decisions himself.

In terms of problem-solving skills, Caph brings up an example from the past, when he faced an unexpected situation. While his guild held three out of the five regional castles, 10 other guilds tried to attack them together at the same time. This means that almost 1000 people were attacking his team of 100 people. He knew that the best thing, which they could do, was to focus their defense on one of the three castles, thus giving up on the two others. He knew that his choice was unpopular, but because of his analysis he also felt sure that this was the best possible outcome. This example shows, how Caph quickly adapted to the situation and how he used his knowledge and analytical skills to make the best possible decision which was still profitable for his team, considering that he could have lost everything. By quickly reacting to the predicament, coming up with a strategy and committing to it, Caph led his team to a small victory by not losing everything in their possession.

Caph says that using his memories of previous fights, sometimes helps him, if he can use the same strategy as he did at another point in the career. *"People will recognize the solution and will have an easier time learning the new mechanics, if they can use the same solution as previously."* (Caph). By having experienced similar situations before, Caph makes use of his memory skill to reuse successful strategies.

When Caph is asked about which color describes him best, he says: *"I am primarily blue, calmness and analytics, that is my base. [...] When I am with people and friends, I am somewhere between a green and a yellow as a person. I am calm and neutral and relating to everyone, but also loud and sharing, keeping everyone happy and nice. In some situations, I am a red person, when my team is pushing for something serious ..."* (Caph). Caph mentioned that he has read a book, where he studied the colors and their meaning, so the answer he gave did not really reflect his creativity.

### **Strategic skills**

Caph is very structured, when it comes to preparations. He uses spreadsheets a lot to organize information and to create his own guides: *"I have on several occasions been referred to as the master of spreadsheets"* (Caph). When he is trying to forecast future events, Caph seeks inspiration from other groups that have already cleared an encounter. For example, in Skyfort where he watched the Russian and Korean guilds and then he optimized their strategies to be more effective for his own team. Caph is always prepared for upcoming events in the game, even if the only other source

available is in another language. He does a lot of planning and forecasting to make sure that he has prepared the correct strategy for the encounter.

An example of Caph thinking divergently, is when he figured out, that specific classes in the game could function as both a healer and a damage dealer simultaneously by changing some equipment. So, while the common strategy uses one tank, three healers and six damage dealers, Caph's team was able to go with nine damage dealers/healers and one tank. This example shows that Caph is able to think outside of what is considered normal in the game. He was inspired by others, when coming up with the strategy, but he didn't let that limit him. Instead he tried to figure out, how to further tweak the strategy to what works best for his team.

In terms of his vision of being a competitive gamer, Caph always wants to achieve something which is unique and hasn't been done before. This could be major achievements such as completing new content in the game as the first in the world or the first in EU. Getting recognized for these achievements is not what drives him, it's just an added bonus.

### **Traits**

Caph believes that people feel comfortable around him. He has self-studied psychological aspects of leadership, so he is aware of how important it is to establish a bond between people, showing interest in people and helping them. He says, that he has also helped a lot of people through hard times on a more personal level. Being able to commit time and effort for strangers' well-being, shows a charismatic leader, who engages himself in his community and teammates' happiness.

Caph has previously experienced being pushed out into an unknown situation, where his raid leader had some business in the middle of a fight, and the leader gave Caph the role of leading 100 people for the first time in PvP. Caph said that he thinks he tackled the situation really well and felt as he performed better, when he is pressured. He shows that he has confidence in his decision making even when thrown into an unexpected situation.

In his answer to question 12, Caph explained, how he tries to use his time as efficiently as possible. He mentioned that he would rather want to use his time on watching something useful, analyzing data or creating spreadsheets, instead of using his time to casually watch a movie. He also taught himself to understand some of the Russian and Korean guides in order to give his team a better starting point. Caph is very determined to always use all of his time as effectively as possible, what he believes is what will take him furthest.

Because of Caph's vast knowledge, he doesn't mind speaking up, even though he knows his opinion might be unpopular. This is because he can always point out issues and back up his view: *"When arguments like this come into play, it's almost always driven by emotion. You cannot counter those arguments that are driven by emotions. I usually handle it quite well by silencing them through actual facts."* (Caph). Caph doesn't seem too concerned about, what others think about him, when he is voicing his opinion. This is because he has a clear goal of what he wants to accomplish, which is to defeat the enemy as one of the first.

### **Knowledge**

In his answer to question 14, Caph said: *"If you play with someone for 10 hours or more and you realize that that person is always kind to others and never condescending or biased and can solve problems and provide a reasonable solution without pushing emotional opinions. That person becomes highly sought after for advice, that's why people come to me."* (Caph). People tell him they've never met someone so efficient and organized and that inspires them and makes them want to learn from him. This shows that people primarily follow him, because of his knowledge about the game, but also because of his genuine interest in other people's well-being. He can stay objective in discussions and as a person he wants to help others.

### **Communication**

In his answer to question 17, Caph says that the way he monitors the progress is by combining the statistics of different people and creating a continuous line that can show people the progress over a period of time. He also tries to compare his team with competitors. This shows that he wants to stay ahead of the competitors, and when he creates the statistics, he shares it with his team, so they also can engage in the progress.

Caph believes that there is always a specific problem which causes the team to fail. He wants to find that problem and overcome it, before his team burns out. He thinks that appealing to people's own interests is important and uses this method to keep them motivated in the game. People usually lose motivation, when they repeatedly engage in a boss fight and keep on failing to the same mechanics, until everyone eventually learns, how to deal with it. Instead of having this approach Caph will try to address the problem earlier, so they don't end out in such a situation. Caph does usually not keep playing the game, when he has reached his goal. Instead he plays a lot of different games to keep his interest high. He also spends a lot of time on things that interest him outside of the game in order to stay motivated to play. This shows us that he is not motivated to keep playing a specific game. His motivation lies in another aspect which is to keep having fun by playing several different games and try to reach his goals. While he should have no problem to keep his team motivated, he doesn't have any incentive to continue playing after he finished the available content.



When persuading people, Caph tries to appeal to people's own interest and something they can relate to, mostly by knowing people's cultures and ages. *"They need to see me as an authority without you telling them that I am the authority."* (Caph). Caph is appealing to people's own interest, making it so they share the same goal. This makes it a lot easier for him to persuade people to follow his advice. He also uses his vast knowledge and facts to persuade people and even when he is not in a position of power, he tends to always come with valuable input to influence people's decisions.

When he is leading his team in raiding, he wants to use a supportive communication style. He wants to give overall advice and have people to react accordingly. This means that Caph's leading will result in a friendlier environment with higher satisfaction rate and positive relations. However, he also mentioned that in some situations people need to follow direct orders, especially in a PvP environment. Caph wants high performance, but he is a person, who tends to prefer a more supportive communication style.

### **Social skills**

Caph is a humble person, who sees himself as a highly organized, highly effective person, who tries to find real interest in people. He doesn't want to create unnecessary arguments with people and he wants to find something that he has in common with people. He might not always agree with everything people say, but he doesn't wish to upset anyone for the sole reason of him disagreeing or being right on an argument.

Caph is also the type of person, who shows genuine interest in people. When playing with people online and they are late for an event, he is the kind of guy that asks, why the person is late and if the person wants to talk about it. There might not always be something wrong, but when he plays with people online, these individuals might not have to many people to talk with, which makes him the person, who shows interest in them. *"All of the sudden, they trust me more, because i show interest and care about them"* (Caph). He always wants people to feel comfortable around him, this is part of his charisma. He wants to help people and creates a good environment to be around him.

Caph takes self-reflection very importantly. He mentioned that he is very aware of his weaknesses and they make him angry. *"I hate screwing up and I will do everything to make sure that doesn't happen again"* (Caph). He says that he has a list of his weaknesses and he looks at the list often, so that he doesn't forget about them. This proves that Caph is able to self-reflect and always wants to be the best version of himself. He is aware of his weaknesses and this is the first step towards doing something about it and improving.

As Caph mentioned earlier, he is the kind of person, who will always ask, how people feel, so in case that something is wrong, he can help his teammates move on.

He knows that being heavily invested in competitive gaming requires a lot of time, so he wants people to be in it for themselves and give them the opportunity to enjoy it. If people feel forced into something they don't enjoy, they are likely to take the decision of leaving the guild, if they don't feel like they lose anything of value.

Caph mentioned several times, how people's well-being is one of his top priorities. He wishes to engage in other people's lives and create a comfortable environment. He mentioned that he hates, when he says something that might offend people and he tries to be a trustworthy person for everyone. We believe that Caph has a great social perceptiveness and values the social environment in the guild.

When it comes to making decisions for the team, he mostly relies on himself. He made it democratic in a way, by giving people an opportunity to speak their mind, vote on different choices etc, however in the end he always had the final say. He didn't mention that he had anyone, who helped him lead the team, so he single-handedly had to make all the final decisions.

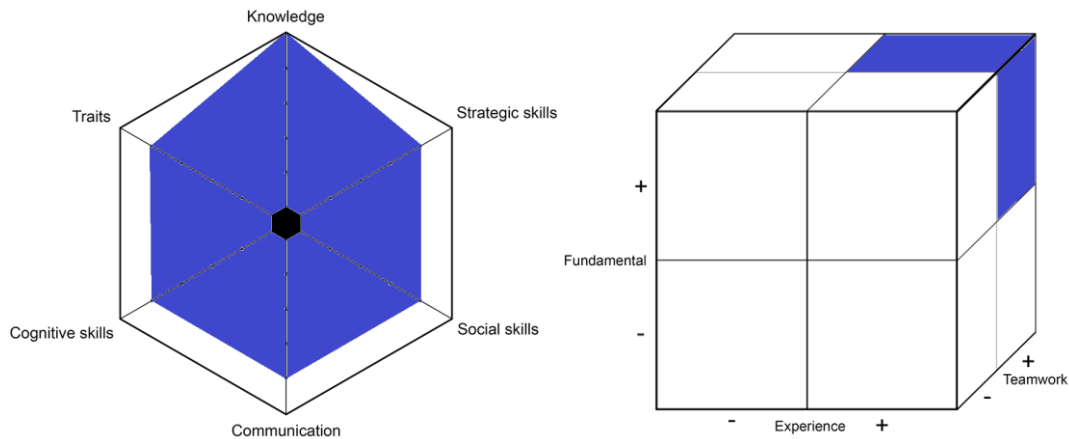
In his answer to question 27 Caph says: *"I need to believe in them, otherwise they won't feel that I believe in them as players and they will start losing trust and think that I believe that I'm a better player than them, which is really bad as a leader."* (Caph) Caph takes his position into consideration and knows that he cannot be everywhere at the same time, so he is in a position, where he has to rely on his teammates to do their job.

## **Environment**

When it comes to environmental influence, he says that having competitors will make him better as a player. The people that he plays with also wants to push for records, so while he can't tell people to be faster, he can say that these other people are ahead, let's push harder. Caph uses the environment to motivate his teammates. He does not get influenced by being behind or being ahead, but he wants to make sure that no matter what position they are in, he wants his teammates to perform the best of their abilities.

## Evaluation of Caph

<b>Caph</b>	<b>Researcher #1 Rating</b>	<b>Researcher #2 Rating</b>	<b>Agreed Rating</b>
<b>Cognitive Skills</b>	4	3	3
<b>Strategic Skills</b>	4	4	4
<b>Traits</b>	4	4	4
<b>Knowledge</b>	5	5	5
<b>Communication</b>	4	4	4
<b>Social Skills</b>	4	5	5



### Spider Model

We have rated Caph's leadership skills as seen in the table and the models above.

Caph is a very structured individual and uses spreadsheets in almost everything he does or plan on doing. He is also good at coming up with new solutions to problems based on, what he has seen others do. However, he is not the most creative person based on his answer to the color question. Therefore, we have given him a rating of 4 in cognitive skills.

Caph spends a lot of time preparing and coming up with strategies for new encounters and raids. His strategies are mostly inspired by how other teams do it, so they're not the most innovative strategies. He does have in-game goals, but they're not very specific or well defined. For these reasons we have given him a rating of 4 in strategic skills.

Caph is a charismatic, confident and determined person, who generally does, what he believes is best for the guild. This gives him a rating of 4 in traits.

Caph's primary strength, when leading, is his knowledge about everything. He uses the majority of his time on researching both the game and how to improve himself as a leader and a player. It is his experience and intelligence which have made him the leader he is today and that is also why, we have given him a rating of 5 in knowledge.

Caph puts a lot of effort into communicating the progress of the guild to the rest of his teammates by creating and showing them statistics that shows the improvements. He has a clear strategy for how to

persuade people to follow him by appealing to their own interests. He is okay at motivating others, but he tends to lose motivation himself. Therefore, we have given him a rating of 4 in communication skills.

Caph shows a lot of care and interest in his teammates and their well-being, however we got the impression that he mainly leads alone, which means that he has to take decisions by himself and might not put his trust in others. This is why, we gave him 4 in social skills.

### Cube model

Based on the rating of Caph, he can be put in the (+, +, +) part of the cube model. This means that he has both the fundamental leadership skills, knowledge and experience to be a great leader. He is also good at working with others, making his leadership style contingent with almost any situation. However, he has to be aware that he needs to change his style based on the situation he is in or his subordinates may not respect him. For instance, in a high performance situation, he will have to focus less on teamwork and more on directing his subordinates.

## World of Warcraft

*World of Warcraft (WoW)* by Blizzard Entertainment is a fantasy universe which is build upon their three earlier releases of the strategy game *Warcraft* (World of Warcraft, 2010). After the release of the first *WoW* game, six other expansions of the game have been released subsequently, with 2-3 years gap between each



Image 5 – Engadget.com

other. (Wowpedia, 2018) The game has a monthly fee to play and had a peak of 12 million subscribers in October 2010. (Businesswire, 2010) The game holds the Guinness World Record for most popular MMORPG by subscribers (Williams, 2009) and in 2014, Blizzard announced that more than 100 million accounts have been created through the game's lifetime. (Sarkar, 2014)

*WoW* has a PvE aspect which is called raid. Raids can be played in four different difficulties: Looking for raid, normal, heroic and mythic, which relates to easy, normal, hard and very hard difficulty. In the competitive PvE stage of *WoW*, guilds race against other guilds to see who can clear mythic raids fastest. This usually takes a couple of weeks for the best guilds and a couple of month for the less competitive guilds. A raid group consists of 20 people and the usual role setup is two tanks, four

healers and the rest will be damage dealers, but this setup can vary depending on the boss that the raid is facing.

Most guilds have a raid leader, who is in charge of telling people what to do and decide what tactic should be executed. The raid group also has officers, who are helping the raid leader to make the best calls, by sharing their point of view and helping administrate the group. Most guilds also have something called a healer officer, who is in charge of the healing group and setup.

## Xirips

Nikolaj known in-game under his alias Xirips, is an officer in the most successful World of Warcraft guild named *Method*. In his daily life he works as an accountant educated from JWC in Aalborg. Xirips has played WoW for about 10 years and has worked himself up trying to reach high world rankings. Xirips used to be an officer in one of the world's top 10 guilds called *Rapid Eye Movement*, which was his first competitive guild. By coincidence he met the founder of Method, Scott, in Copenhagen Airport. At this point in time, Method was on the verge of disbanding, despite being the highest ranked guild in the world. The two of them figured out to merge their guilds together and created the guild that goes by the name Method today and which is currently the world's best raiding guild.

Through his competitive career, Xirips has managed to achieve world rank 6 with Rapid Eye Movement and with Method he has led the guild over the last two years together with his fellow officer team. During this period the guild has reached world's first rankings several times and remains undefeated for over half a year.

Other than that, he has also authored a guide for the class he plays, teaching everyone else how to play the class effectively.

## Cognitive skills

When the guild is progressing on a new fight, a lot of information will always be obtained. Based on this information, Xirips creates a strategy and tells people to commit to it, even though there might be other strategies, that some people think are better. After a day of raiding, he usually spends a lot of time analysing data. He will then speak with the other officers and possibly change the strategies, if they all agree. He tries to describe the problems with facts from the data and gives his opinion on how to improve the strategies based on the same data. Xirips mentioned how he has stayed up the whole night working on a spreadsheet to figure out the probability of people without immunities were to be targeted by spell, what they wanted to avoid. This shows that Xirips is able to use the information which they obtain to improve the method, by which they approach the encounter.

When it comes to evaluating the ideas from the guild, it often depends on, who proposed it. Some ideas might be really good, but if the idea came from someone, who has a history of giving bad ideas, they might sometimes not consider it. Most ideas for improvements are also usually from the officer team. Xirips also mentioned that their good results are mostly carried by the work of the officer team. They are aware of, how all classes in the game work and their strength and weaknesses, and this makes the officers some of the most knowledgeable people in the guild.

When evaluating ideas from other officers, they usually discuss it amongst themselves, researching together and trying to pick the best idea. They listen to the reasoning behind the idea, and he says that they usually can persuade each other to think the same. When evaluating ideas in between the officer team, they are very open to each other's proposals, as long as the person, who is suggesting the idea, has a valid argument to back it up by.

In his answer to question 4, Xirips mentioned an encounter, where people had to stand a very specific place at a specific time, or their character would die. This was difficult for the healers to do, so they created an addon<sup>13</sup> which would tell the healers, where to go at that specific time. The addon also displayed this information to the officers, so they could help call it out via voice communication. This way of solving the problem was effective for the team, because instead of relying on the individuals to learn the mechanics to perfection, they created an addon that would tell everyone what to do and when. This way they relied less on the individual's ability to learn and adapt and made the execution of the strategy easier.

In question 5, Xirips mentioned that, because he has a lot of experience, he can recognise how to deal with most new mechanics. *"New mechanics are usually a different variant of something you have seen before"* (Xirips). Xirips can quickly adapt and has a good idea of how to handle most of the new encounters which he sees, because he can use his memory of similar encounters and mechanics used in the past.

Xirips said that if he was a color he would be green, however he was very much in doubt when answering the question. When asked about why he was green, he said that he was positive, accommodating and well-liked by the people, with whom he talks. He expressed some doubt in his answers, so we interpret this as Xirips having some kind of creativity, but it is not something that comes to him naturally.

## Strategic Skills

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<sup>13</sup> An addon is a user interface modification that can be created and shared among players.

When preparing for upcoming raids and bosses, they do a lot of heroic raid beta testing. *“We told every raider to make a Word document, where they should write down, how every raider thought the boss was going to work on mythic difficulty”* (Xirips). By delegating some of the work to raiders, the guild experienced a lot of success. It helped the officer team to get more views and theorycrafting on potential boss mechanics, but also helped them to get the raiders to speculate about, how the boss fight would work on mythic difficulty and this resulted in the raiders learning the fight quicker than they normally would.

Another thing Xirips does to prepare, is to figure out, if some bosses can be made easier by using a specific class or ability. So, he decides on a specific setup for each boss and tells the raiders to have several characters to make any setup possible. His forecasting is based on beta testing and a lot of data mining, where they have to interpret vague information, because there is no context to the information. Their decisions are usually made on the background of this, so a lot of effort is put into their forecasts.

The majority of the guilds’ strategies are made by Xirips and two of his fellow officers, where one of them have a funny and creative way to engage specific mechanics. Xirips expressed it as not him being the most divergent thinker in the officer team, however he is very structured, does a lot of calculations and is very thoughtful, when it comes to their strategies.

Xirips mentioned that he might not always have the best solution for a fight, but as they are competing for world first kills, there are no guides or other people who have done it before them. Therefore, they are always creating their own strategies for all the encounters.

In terms of Xirips’ goals with playing he said: *“When I first started, my goal wasn’t to be the world’s best. But I am competitive, and I just want to get better and better, and it is a really nice experience to achieve the world first.”* (Xirips). He also mentioned that he now mostly plays, because he simply enjoys the game. Xirips was not too specific on his goals, as he primarily just enjoys the game and the community which he is part of.

## **Traits**

When talking with Xirips, he felt like a charismatic person. He is really engaged, in what he is doing which automatically draws people towards him. However, as he is a huge character in the WoW community, but he also has to endure a lot of people talking bad about him and that could affect the way he acts around people and also the way that other people feel about him.

Xirips has always been the kind of person who wants to take more responsibility than others. This is not only in WoW, but also in his job. After graduating high school, he worked at Rema 1000,<sup>14</sup> where he became the deputy chief and later on he became a manager at Meny<sup>15</sup> store. Xirips feels that he has always been the kind of person, who takes responsibility and believes that someone has to: *“I like to take responsibility over the raiders, because they would be a lost cause without us” (Xirips)*. He is confident in his own skills and he wishes to use his skills to help the guild compete. This is why he has always been taken more responsibility than others. He is considered one of the best restoration druids<sup>16</sup> in WoW and he has written guides for the WoW community, which also proves his confidence in his own abilities.

Having the role of a healer officer for the best WoW guild is quite demanding, especially when they are progressing on new content. Xirips usually spends two hours after they are done playing, on analyzing the data they’ve gathered. He gives lower priority to his own sleep, so he can be more prepared for the next day of progress with new ideas on how the healer team could play more effectively. If the strategy is changed, he will sit another two hours after the raid to prepare for the new strategy. It is important for Xirips that the time, which he uses on analyzing these things, isn’t influenced by the amount of time the guild has to raid. This is why he neglects his own sleep, so the guild has more time to actually play and make progress. Xirips said that being a part of Method requires a lot of time and energy, and he is one of the few people who actually might be behind on the requirements that the guild has, in terms of having eight up-to-date characters that can compete. There is a lot of work that the raiders don’t see, and which he spends a lot of time on during progress. He is generally more invested in their progress than all other raiders, because as the goal is world’s first, it is necessary to spend all the waking hours on trying to figure out how to progress faster and further.

In his answer to question 13, Xirips talks about a time, where he had to call a 30-minute break during a progress encounter, because the addon they were relying on was not working properly. He got very unpopular by doing this, because the raiders felt that they were falling behind their competitors by having a break. However, Xirips knew that it was the best thing to do for their progress. Another example that he mentioned is regarding cliques in the guild. Cliques can sometimes have a bad influence on the guild, which is why the officers sometimes have to shut these groups down. There are always people, who think they can do his job better, people not agreeing with his decisions or the way he manages the healing.

## Knowledge

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<sup>14</sup> Rema 1000 is a chain of convenience stores

<sup>15</sup> Meny is another chain of convenience stores

<sup>16</sup> Restoration is a specialization available to the druid class that Xirips primarily plays



*“I’m considered one of the best restoration druids in WoW, so people ask for advice, because of that”* (Xirips). Xirips has written guides on how to play his class and is innovative on how to play the class differently than what is normal. His knowledge on how to play his class and how to play in order to kill bosses are the primary reasons, why people want his advice. He prioritises the main objective which is to kill the boss, over a personal objective of being the healer, who heals the most. In terms of strategies, it’s primarily the other officers, who polish the strategy, while Xirips is in charge of handling the healing. If the strategy needs to be revamped during progress, they sometimes ask Xirips for advice. However, it is mostly the other officers, who are in charge of the creative strategy making.

When the officers come up with new strategies, they first try to figure out what parts of the fight are going to be most complicated. Due to everyone on the officer team having a lot of knowledge of all the classes, they will be able to figure out which classes are required in the encounter to make it as easy to overcome as possible.

### **Communication**

The goal for Method will always be to get world first. If they do not achieve it, they will evaluate what went wrong and figure out what they can do better in the future, so that it doesn’t happen again. Xirips did not talk about what he does specifically to monitor progress, but the guild does compare themselves to competitors. They do not wish that they catch up with them and they often monitor how well they are performing compared to rivaling guilds.

When asked about question 18, Xirips told us about a raid tier, where Method was on the last boss which was made unreasonably difficult. In just four hours they had died to the boss 120 times and they died within the first 30 seconds of the encounter every time and that was very demotivating for the team. Xirips had to handle the situation, which he did by giving the team a lot of breaks and focused more on having fun to keep the mood up. He was also focused on not being demotivated himself by trying to change the focus on something else. When the boss was fixed, they managed to kill him after 654 attempts and 19 days, while still becoming world first. Xirips was facing something impossible, and when facing something that cannot be solved, it will be very demotivating for the players. Xirips main focus was to not seem demotivated himself, because when he shows that he does not want to be there, it will quickly have an affect on the other players and might result in a depressing mood. Instead of being grumpy and negative about being in this impossible situation, he tried to make fun of the situation. This helped him and his team to stay motivated and made the situation more bearable.

In terms of persuasion skills, most people generally trust Xirips’ judgement. This is because of the immense amount of time which he puts in the strategy before the boss, but also because of his

experience and the amount of knowledge which he has. If people don't listen, they usually have ideas on what we can do to change the tactic, but within the majority of time, he can make the tactic work, as long as people are in on it.

He is also a big influencer in WoW and he is usually one of the first to try new encounters, which means that he has to come up with a way to do them. Everyone else then looks to Xirips' to see how he did it, so they can copy him. As mentioned earlier, he also used to write guides and a lot of people followed his advices which he gave in his guides.

Xirips considers himself to be dominant in the beginning of progress. He has put in a lot of time to figure out a tactic, so he wants people to try it. If the tactic does not work, then his communication style becomes supportive. He is open for improvements and looks at the data from their attempts to figure out, if the inputs given by the other players also are improvements.

### **Social skills**

*"I am likeable, sociable and a leader. Not a boss. I like to listen to what people have to say instead of just doing it my way"* (Xirips). Xirips invests a lot of time into planning, but he is still always open to feedback.

When Xirips evaluates his own performance, he compares himself to the other healers. He looks at replays from where they have died to figure out what he did wrong. Xirips tries to be self-objective by watching replays to improve.

Despite being one of the best players of his class, Xirips believes that he can still learn from others and he often compares himself with them, which shows, that he is still a humble person.

To improve his weaknesses, he generally looks through the data which they gathered and watch a lot of replay videos to find his mistakes.

Xirips doesn't engage much in people's private lives, he only meddles, if their actions have consequences for the guild. This happened for example with cliques in the guild and created a bad environment and forced Xirips to break the cliques. Xirips believes that people have their own free time, and they can do things which are none of his business.

He does sense that people might have some hatred towards the officer team, if he gets involved in their clique and breaks them up, but they usually get on with their life and forget it after a couple of weeks. So, people's feelings are not something that Xirips values highly, especially not if their actions has a bad influence on the guild and its performance.

When it comes to relying on his teammates, Xirips mentioned that it really depends on the context. If he feels like they contribute with something of value, he relies on them. He relies on his fellow

officers, in the sense that they all together come up with the strategies. Xirips mentioned through the interview that it is mainly the officers that do most of the work, and he says that he only relies on other teammates, if they actually have something of value to contribute which they usually don't. In that way, it felt like he mostly relies on his fellow officers, but not on the whole team. He never makes a decision without consulting with the other officers except when it comes to healing, because he is in charge of it.

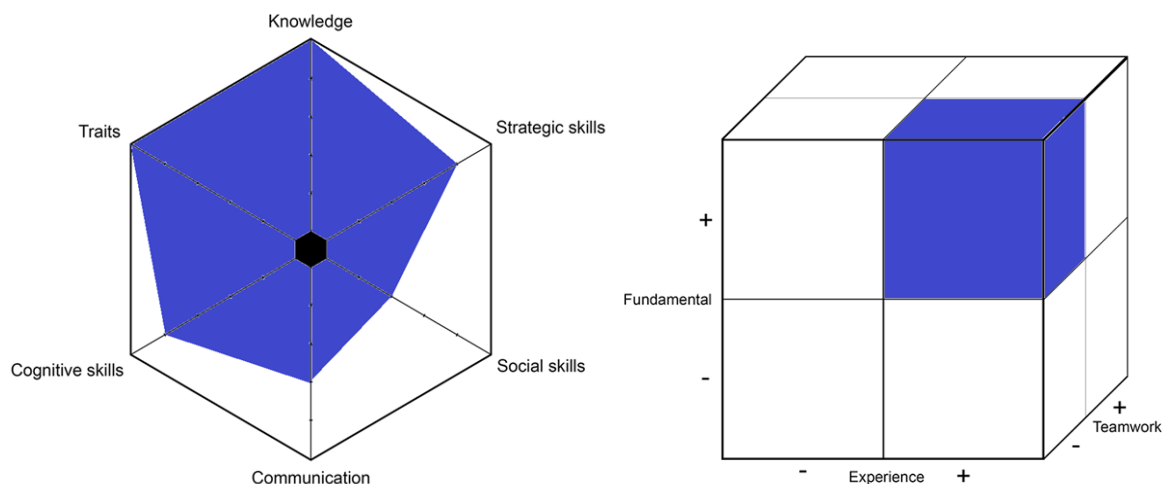
## **Environment**

A specific potential issue that the officer team is aware of, is the creation of cliques and potentially toxic environment which might follow. It is natural that some people bond together, because they have similar personalities. However, Method is very transparent with how they want to run the guild, so if people bond together, they make sure that they do not evolve toxic traits.

Xirips doesn't feel like being part of the competitive race has an effect on his gameplay personally. However, he notices that they as a group might rush things, if the competitors are behind them. He mentioned that they might just pick the first tactic that comes to mind instead of thinking thoroughly about it and coming up with the right tactic. Xirips does not believe that competitors have an influence on his own playstyle, however he believes it has a mental influence on the raid as a whole. When the raid performed in front of a live audience, it also had a huge influence on Xirips playstyle. He said he couldn't play well there, compared to sitting at home. Streaming online doesn't really have an effect on Xirips when playing, so it only influences him when he can actually see the crowd observing him.

## Evaluation of Xirips

<i>Xirips</i>	Researcher #1 Rating	Researcher #2 Rating	Agreed Rating
<b>Cognitive Skills</b>	4	4	4
<b>Strategic Skills</b>	4	4	4
<b>Traits</b>	4	5	5
<b>Knowledge</b>	5	5	5
<b>Communication</b>	3	3	3
<b>Social Skills</b>	3	2	2



### Spider Model

Xirips has strong analytical skills and can quickly adapt to an encounter, solve problems by relying on data, knowledge and logic. Therefore, we have given him a rating of 4 in cognitive skills.

We have rated his strategic skills to be 4. He does a lot of planning and uses his knowledge, so his healer team is ready for upcoming challenges. However, his thinking is not very divergent, which can sometimes be necessary when creating innovative strategies. This gives him a rating of 4 in strategic skills.

We have rated Xirips to have 5 in traits. He is a charismatic person that is confident in his skills and speaks his mind. He really impressed us with his determination, as he handles both an actual full-time job and leading a guild which is almost like another full-time job. He also gives less priority to his own sleep and spare time, in order to prepare for upcoming raids so the guild can achieve its goals. Through the interview, Xirips explained multiple times how he knows most things in the game, analyse data, knows all the classes, what they can do and how they can adapt, this is why we have chosen to give Xirips a rating of 5 in knowledge.

We have rated Xirips' social skills to be 2. He is a likeable person, but he does not engage in people's private life. People's feelings is not something that is highly valued, if their actions have a bad

influence on the guild. His social skills are possibly affected negatively, because of the highly competitive environment that is very performance oriented.

Xirips' communication skills have been rated at 3. His status inside the game, the time he has invested, and his expertise makes it easy for him to persuade people. He motivates people when facing impossible situations and can adapt with a dominant and supportive communication styles depending on the situation. However, most communication is with the other officers and he doesn't communicate any intermediate goals out to the team, only the primary goal of being world's first.

### **Cube Model**

Based on his ratings Xirips have been placed in the (+, +, -) part in the cube model. This shows that Xirips has the fundamental leadership skills and a leadership style which is contingent with a performance-oriented environment, like the role he is currently in. He values performance more than personal relations and he has a lot of knowledge about every aspect of the game.

### **Twise**

Tobias, also known as Twise, is 24 years old from Denmark and is one of the best WoW players in his class. He has specialized in damage dealing classes, where he mainly plays hunter<sup>17</sup>. He is one of the most recognized hunters in the WoW community and he holds several records as best hunter damage dealer. Twise has been playing since he was 11 years old. He was a sergeant in the army, where he worked as an engineer, but after a break he decided that he wanted to see, if he can succeed as a hardcore gamer and



*Image 6 - @TwiseHunter on Twitter*

streamer. He has played in several top five guilds which all have competed for world first rankings, and in the end of his gaming career he played with the currently best WoW guild, Method. Twise has also strived to be a successful streamer and he has over one million total viewers on Twitch and released a few guides to the hunter community on YouTube. Today he works as a substitute teacher, but eventually he wants to join the police force.

### **Cognitive skills**

Twise mainly uses replays and data to find problems and explain them to the rest of the guild. He mentions that they share ideas with each other on the voice communication, but it just happens while they go. Twise talked about what his guild did, and how most things were a team effort and not

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<sup>17</sup> The hunter is a ranged-based damage dealing class.

something he did alone. Twise looks a lot on how he can improve his own gameplay, but it did not feel like he looks much into how the team as a whole could.

Twise looks out for the boss doing specific abilities and movements, so he can react to them. It requires timing and calculations to use defensives at the right moment, but Twise mentioned that it is some of the other teammates, who are in charge of deciding, when to use defensive abilities and setting up the timers. So he follows the leaders' call for when he should use his abilities, instead of assigning others.

In his answer to question 4, Twise mentions a time, where he kept dying at a specific moment in an encounter. He used his knowledge in terms of how to make sure not to die, by knowing his class. Therefore, he could change his playstyle and also change some of his equipment, which resulted in him being able to survive and fulfill his responsibility.

In question 5, he said: *"I just understand mechanics, because I've done them before and the game is usually similar to something which you have done before."* (Twise) Twise seems to use his memories of previous experiences, so he quickly can learn the fight and complete the strategy.

The color which best describes Twise is red, which he thinks symbolizes fire, power and furiosity. This was something he answered with no hesitation and without thinking before answering, which shows that he has good creativity skills.

### **Strategic skills**

When Twise is preparing for an upcoming raid, his guild will do beta testing to figure out how the bosses will work, before the race begins. He says that the officers are in charge of finding a strategy, but raiders like himself can still come with inputs. In terms of preparation for himself, he uses many hours on creating WeakAuras<sup>18</sup> and making sure that he knows everything that happens. Twise uses a notepad, where he writes down the name of all the bosses and every ability that he need to be aware off and he puts in more focus on the later bosses, who are harder to handle. Twise mainly prepares himself on the fights, so he knows everything that will happen. It is not his job to figure out which strategy the guild should use, so his preparation is about knowing every aspect of the boss, so he easily can understand and execute the officers' strategy.

When it comes to strategy making, it is mainly the officers, who contribute. The raiders don't have much of a say in it. It did not seem like Twise was in a position, where he had to figure out strategies

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<sup>18</sup> WeakAura is a tool in WoW that can display an image and play a sound when a specific event is happening. This could be when a boss is casting an ability that players need to be aware of.

and use divergent thinking. However, he did mention that he had to figure out how his class can contribute to the strategies that the officers are making.

In the beginning Twise had no real ambition in World of Warcraft, but after applying to a top 10 guild, he realized that he was actually good enough to play at that level. At this point he wanted to achieve world first ranks, which he succeeded in, both in PvE and PvP. This is also why he has recently chosen to retire from the game and focus on work. Twise creates a goal, then does everything he can to achieve that goal. However, after reaching his goal, he has no real motivation to continue playing.

### **Traits**

Twise can both be kind and harsh depending on the situation. “*I think random people know that I can be a bit harsh, because I want things done easily and without too much problems, which means I will react and tell people to fix what they are doing wrong*” (Twise). Twise is very honest and he does not hold back on telling, what he thinks, what some people might take as offensive, and results in them keeping a distance to him, when playing. However, as a person Twise is very friendly and helpful, he wants to help the WoW community, which is also why he makes guides and answers questions.

Twise shows a lot of self-confidence in his own ability. “*I know that I can do it better than others*” (Twise), he will take more responsibility, because he says he has a great overview. He also mentioned that there might be a difference in performance, when faced with unknown situations, but he still showed a lot of confidence in terms of his learning ability and how he as a player can adapt to difficult situations.

In question 13 about integrity, Twise mentions an event, where there was another person, called Carlos here for clarity, on the team, who only focused on getting individual rankings rather than executing the strategies correctly, which often lead to the death of the team. Twise felt that Carlos was being “protected” by the officers, because he streams which brings attention to the guild and Carlos never changed his way of thinking. Twise threatened to leave the guild, because he was tired of Carlos’ actions and the protection he had. After speaking out about it, Twise decided not to leave the guild, but his point came through which was that he would not tolerate different treatments.

### **Knowledge**

Twise believes that people ask him for advice, because he is one of the best damage dealers in the world and because he knows how to play his class perfectly while optimizing the damage. He also mentioned that he has made some guides on YouTube which also has an influence. People will automatically follow him, because of his knowledge of his class. He is also really good at finding

ways of playing his class alternatively, compared to others, which also shows great creativity and knowledge. When it comes to strategy making and tactics, he mainly leaves that up to the officers, however he will contribute where he can, if needed.

### **Communication**

Twise does try to motivate his teammates a bit. He is the kind of person, who tries cheering people up, by telling them that they can do it and reminding them about how great it will be, when they accomplish their goals. A bad atmosphere can develop quickly, when things are not going as planned, so Twise sometimes gives a nudge for people to stay motivated. However, he says that it is not something he does that often. In terms of his own motivation, he is the kind of person, who will go all out, when he has a goal and has fun with it. However, if he won't get play time or if he is not enjoying what he is doing, then he will just stop doing it.

In terms of persuading people, Twise tries to use facts such as him being an acknowledged player that plays in world's best guilds and have some of the best rankings. He uses his own status as a goal for others, saying if they want to achieve the same, they should listen to him. Another thing he does is having another recognized player backing him up, so people will further trust his advice. His way of persuading people makes great sense, considering his position: he is not the theory crafter that everyone is following in the community, but sometimes he has ideas which are better than what is generally accepted. It has been effective for Twise to use this method, which also showed results in enabling him to enjoy a big influence on the community. Twise also sees himself as an influencer in the class community, because his different methods, knowledge and the resulting rankings, has an impact on how other players of his class play.

Twise uses a mix of both dominant and supportive communication style, but he is primarily dominant. He is dominant when he allocates tasks and when people cannot complete these tasks. He gets angry, when people fail, and he believes that there should be consequences. Twise has high expectations of each individual's performance, and if they are able to meet his expectations, he will also be friendly towards them.

### **Social skills**

Twise sees himself as a fair, but also a cocky person. He knows that people might see him as a person with a lot of attitude, who can sometimes be negative towards things, because people can easily make him angry. This results in him sometimes being hard to play with. However, Twise also likes to help other people, he thinks he is fair and he likes to acknowledge people, who play well. So in general, he is open to new friendships and he is talkative and easy to approach.



Twise is aware of his own strength and weaknesses, such as caring too much about the amount of damage he deals, instead of focusing on executing the strategy correctly. He gets very angry at himself, when he makes mistakes, so every time he does, he tries to change the way he plays, so that it won't happen again.

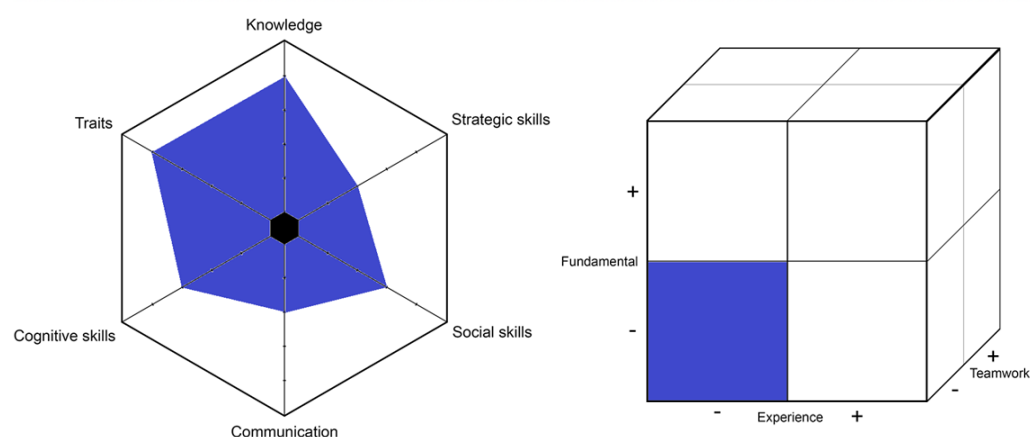
Twise has a similar approach towards people's well-being. He will greet new people, so they feel welcome in the guild. However, he will yell at people, if they cannot execute the strategies: *"I know that it can make people feel really bad and that it can affect their performance. I usually talk to the guy after raid to sort things out."* (Twise) He feels empathy with the people, who he yells at, but he is so focused on getting the boss down, that it is not his priority to think about others' well-being.

## Environment

Competitors position did not have an influence on his playstyle, when competing for world's first. But when he wants to get good rankings, he sometimes compromises strategies to make some more damage. What does have an influence on Twise, is playing in front of others. If he is streaming, he will look at the chat and talk with the people that are watching. This takes his focus away from the game and will have a negative impact on his performance.

## Evaluation of Twise

<b>Twise</b>	<b>Researcher #1 Rating</b>	<b>Researcher #2 Rating</b>	<b>Agreed Rating</b>
<b>Cognitive Skills</b>	3	4	3
<b>Strategic Skills</b>	2	2	2
<b>Traits</b>	4	4	4
<b>Knowledge</b>	4	4	4
<b>Communication</b>	2	2	2
<b>Social Skills</b>	2	4	3



## Spider Model

We have rated Twise's cognitive skills to be 3, because he shows great creativity and divergent thinking to solve problems and he is also great at creating goals and reaching them. From a leader's

perspective however, most of these skills is utilized on himself and he has not been in a situation, where he should plan and evaluate ideas for others than himself.

We have evaluated his strategic skills to be 2, because he has not been in a position, where he has to come up with strategies. He does what is expected of him, which is knowing his class and fulfilling his role.

Twise's charisma, self-confidence and determination show that he is great at dedicating himself to reaching his goals. Therefore, we have given him a rating of 4 in traits.

He has a lot of knowledge about how his own class work and how to play it to perfection. He does not know just as much about other classes, but he still has a general idea. This is why we have given him a rating of 4 in knowledge.

Twise's communication skills is rated to be 2. He is an influencer on the game and he can change how other people play the class. He doesn't do much to motivate teammates and his way of persuading people is to mention other well-known player, and that does not show great communication skills.

We have determined his social skills to be 3. He expressed how he is a very honest person, but that sometimes people will interpret it as being toxic. He gets mad, if people fail and he is sometimes cocky. However, he also shows great charisma, he is very talkative, and he has been a popular streamer and entertainer, who people liked to watch and play with.

### **Cube Model**

Based on his ratings Twise gets placed in the (-, -, -) part of the cube model. This indicates that he works best in performance-oriented environments, because he prioritizes performance over having positive relations to his teammates. It also shows that he is not a natural born leader and he functions best in a non-leadership position on an elite team.

## **MOBA**

### **Dota 2**

Dota 2 is a MOBA game developed by Valve Entertainment, which is the same company, that developed Counter-Strike: Global Offensive. The game is based on a custom game mode for an older RTS game called *Warcraft III* and was released as a standalone free-to-play game in 2013.

The game is a competitive team game with some elements borrowed from RPG games, such as character development and skill points. Dota 2 is played by two teams with five players on each side. These teams can be playing as either "Radiant", who has their base in the bottom-left of the map, or as "Dire" who has their base at the opposite side of the map in the top-right corner.

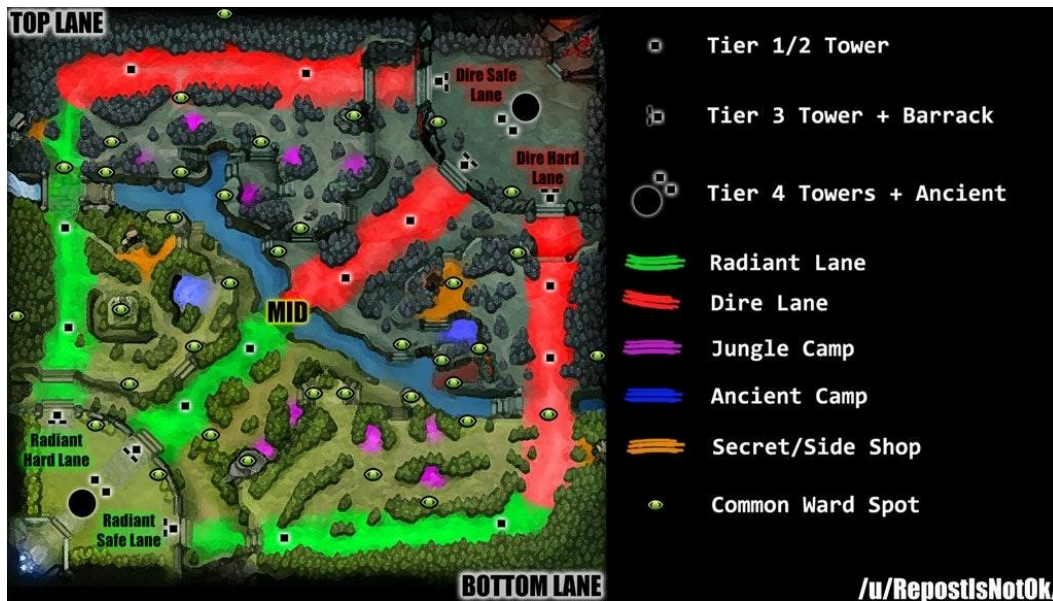


Image 7 - /u/RepostIsNotOk on Reddit

The primary objective in Dota 2 is to destroy the enemy teams' Ancient, which is a large structure located in the middle of each team's base (marked by a big black circle on the map above). However, in order to get to the enemy teams' Ancient, you have to destroy the towers (marked as black squares) along each lane, which serves to protect the Ancient. In order to attack the Ancient, the attackers must have destroyed all of the towers in at least one of the lanes. This means that it isn't possible to just skip past the other objectives and go straight to the Ancient, but you have to push out a lane first by destroying its defensive towers.

Each player controls a hero, who has unique abilities that can be improved as the game progresses. Whenever a player's hero reaches a new level, he can choose to upgrade one of these abilities to make it more powerful. Additionally, players can use the gold they obtain over time or by killing creeps, to purchase items that further improve their characters strength. Creeps are a type of non-player-character (NPC) which spawn regularly from each team's base and fight both each other, enemy players and towers. In order to gain experience and gold to improve their character, players must kill enemy creeps and destroy towers.

Dota 2 requires a lot of teamplay, coordination and strategy in order to outplay the opponent team. The player needs to decide whether to focus on building strength and end the game fast or play more slowly and try to win a longer game instead. The player then needs to make sure that his team upgrades the right abilities and buys the right items for the strategy that they have chosen to use.

## Misery

Rasmus Filipsen also known under his alias Misery, is a 26-year-old professional Dota 2 player from Denmark, who is currently the team captain of Evil Geniuses. Evil Geniuses is a North American organization, but the team currently has players from both the United States, Denmark, Sweden, Canada and Pakistan. The team has previously won the biggest tournament in Dota 2, The International, in the year 2015, earning them a total of \$6.6 million. Evil Geniuses is currently ranked as the third best Dota 2 team in the world (Gosugamers, 2018).

Misery's biggest achievements in Dota 2 includes placing second at The International 2016 and winning the Shanghai Major. He is currently the 24th highest earning esports player in the world and the top earning esports player in Denmark (Esportsearnings, 2018), with a total prize money sum of \$1.4 million.



Image 8 - @dota2 on Twitter

Misery has been playing Dota for more than 10 years and has played with almost every professional Dota player out there throughout his career. He began playing while he was in 8th or 9th grade and ended up playing non-stop, whenever it was possible. As he kept playing, he started getting invited into teams by players, whom he was playing with and the game soon became more and more competitive. When he initially started playing the game, it wasn't possible to make a living from it, but as more and more tournaments started paying out big prize money, he eventually quit high school and began playing Dota full-time. He is known as one of the longest playing professional Dota players, having captained a variety of teams from all over the world. He is now earning more than 10 million Danish kroner per year from playing Dota 2 (Lauridsen, 2016).

### Cognitive skills

Misery always tries to look at replays together with his coach to identify, what they did wrong. He knows that one mistake, which a lot of teams make, is having doubt in themselves and not committing to the strategy. When defining problems, these are the main obstacles that Misery looks for. If a person is not engaged in the strategy, he will confront the person verbally and use the replays as justification.

For answering question two, Misery said *"I've played the game for so long [...] and I've lost so many games throughout time that I just use my experience and it comes naturally to me. If I see something*

*the enemy is doing, I already have a good understanding of what we need to do based on that"* (Misery). Misery explains how he easily and quickly creates sense in what little information that are available during a match. He believes that this level of understanding is necessary to play at this level.

When Misery evaluates ideas for new strategies or playstyles that his teammates come up with, his evaluation of them usually depends on the person, who is suggesting the change. *"Some people have a lot of good ideas but don't want to say them because they're shy or whatever. I usually just try to listen and use my understanding of the game to evaluate whether an idea is good or not"* (Misery). Being able to judge ideas from anyone in an objective manner is important as a leader. Misery also listens to anyone to make sure they feel like their opinion is valued. By doing this Misery makes sure that no potential strategies get lost, because one of the players maybe did not dare to speak up about it.

Misery thinks that the best way to identify and solve unexpected problems is to look at replays. But as Dota 2 games are usually played as a series of more than one game, there's not always time to review the replays between the games. Misery makes sure that everyone on the team knows what went wrong and doesn't just blame the issue on bad luck or similar. Misery is able to identify and clarify a problem that the team has. He wants his team to be able to take criticism and admit mistakes, so everyone is critical of their own and the team's playstyle. This makes the team much more effective at identifying and overcoming potential obstacles.

Misery uses his memory skills and experience to decide when to make an attack or when to go back and play more defensively. For example, if no enemies have been visible on the map for some time, Misery knows by memory that they are possibly planning to execute a specific strategy. This means Misery can make an educated guess based on both experience, memory and the enemies last known positions, items and abilities, on whether he wants to engage and take the fight, or if they should fall back and be more defensive.

If Misery was a color he would probably pick either green or red, but he is not really sure if these colors really describe him as a person. He thinks more about color psychology and does not really come up with a creative answer of how either of these colors could describe him as a person. His primary reason for picking the color green is because he was wearing green at the time of the interview, which is not the most creative answer.

### **Strategic Skills**

When preparing for an upcoming tournament, Misery shares the ideas he has for new strategies with the team and the coach. They'll then try out these ideas in practice and decide on what works and what doesn't. From these practice games, he will create a set of strategies to have at his disposal, that

both he and the team knows how to execute, which can then be used in the tournament. This shows that Misery values preparation and strategy very highly, and he knows it is important to have a solid plan in order to lead his team effectively.

When they have a big game coming up, Misery spends some time on looking into how that team usually plays. He uses the knowledge he gains from studying the opponent team to plan a set of strategies that can be used to counter the opponent's playstyle. According to Misery, most teams are not very hard to prepare against, but some of the best teams are more structured and require a deeper understanding of how they play if you want to beat them.

In question 8, Misery brings up an example of a strategy he has created. The strategy has proven to be very effective, which has led to other teams trying to copy what Misery's team is doing. *"People are trying to copy our strategies, but they don't understand why they're doing it" (Misery)*. This shows that Misery has the ability to think outside the box, and come up with a revolutionary strategy, that even some of the best Dota players don't fully understand.

When asked about what his goal is with playing Dota, Misery says that he in general wants to win everything possible. But his main goal right now is to win the next TI in August, which is the biggest tournament in Dota 2. He has a clearly defined goal with his career and knows, what he wants to achieve. However, it might be hard for the team to stay motivated without having some milestones on the way to the primary goal, since it's still a few months until the tournament.

### **Traits**

*"When anybody is saying anything, nobody is holding themselves back, everybody is fine with talking. Everybody feels good, both about me and about other teams. I'd like to think they can approach me with any problem they have, I haven't experienced otherwise" (Misery)*. Misery sees himself as a charismatic person, however he also explained during the interview that he is very dominant and sometimes filters out some people's opinions. This might result in some players not wanting to approach him with ideas or opinions, even though Misery feels like he's open to anyone.

Misery says that he definitely takes more responsibility than his teammates, this is also why he ended up as a captain. While the other players on the team like to play different games and do other stuff, Misery spends almost all his time playing, watching or thinking about Dota or discussing strategies with the coach. This shows that Misery feels self-confident, he likes being in charge and thrives under pressure. He wants to be a captain and lead his team, even if it means that he will work harder than the rest of the team in order to stay on top.

One of the biggest obstacles Misery has had to overcome in his career, was being removed from a team with whom he actually had a lot of success. Being removed from the team came as a big shock to Misery, because the team had actually been performing really well in all tournaments they'd been taking part in. But instead of giving up and quitting the game, Misery used his determination to build a new team entirely from scratch and it was with this team that he built himself, that he secured the biggest result in his career so far, which was second place at The International 2016. But despite the success with his new team, Misery also found that his integrity was challenged, when the other players on the team was not really focusing as much on Dota as Misery wanted them to. He decided to speak up and tell them how he felt, because he thought the other players did not have what it took to be the best. This shows that Misery is not afraid of speaking up despite having an unpopular opinion. It is more important to him that the team performs well, than it is to be popular with everyone all the time.

### **Knowledge**

In the beginning of the interview, Misery said that when making decisions in-game he relies a lot on his experience. Decisions come naturally to him as he has built such a huge amount of knowledge of the game over all the years he has been playing. *"It's just in my head I guess, it's somehow based off of experience and my own ideas. You could say it's based off of experience or maybe I get an idea by watching someone else do something which is wrong, and I get the idea from that and I get inspired"* (Misery). Misery says that the primary way, that he solves problems and comes up with new ideas, is by using his experience and knowledge about the game. It is obvious that reflecting on his own and the team's gameplay objectively is very important for Misery, as he believes it is crucial in order to improve.

### **Communication**

In Every game, every tournament Misery's goal is to win and everyone on the team knows that. He thinks it is important to address the losses correctly and not to lose focus and talk about useless things. Misery believes that if you talk about each loss correctly, they will know for sure that they won't make the same mistakes again, which means they've already improved and gave the players a sense of progress by establishing that. It is important for Misery to make sure everyone on the team knows what the goal is, and that everyone on the team does their best to always achieve the goal of winning. This kind of post-game evaluation also helps keep the team motivated, both because they will get a feeling of improving after losing, but also because the team doesn't dwell too much about their losses.

When Misery has to persuade his team mates or coach that they should follow his idea or strategy, he tries to convince them by using the simplest possible logic and a dominant communication style. He finds that using this type of simple logic makes him very good at convincing people. *"If they won't*

*listen to the team captain's advice, what is the point of having a captain?" (Misery).* What Misery says here is a perfect example of the logic he says that he uses to convince people. It's very simple but also very effective. Sometimes he also tries creating a good mood by making some jokes or using a bit of humor.

### **Social skills**

Misery is very determined about Dota, but otherwise casual about other things in life. He is passionate, when he has set a goal, he does everything in his power to achieve that goal. He describes himself as easy-going and an overall friendly person that most people feel comfortable around. Based on his own description and previous answers, it seems that it is very easy to feel comfortable around Misery as he is easy to talk to and seems very calm and laid back.

Misery always tries to look back and reflect over every loss objectively, he uses every loss as a way to improve his own and the team's gameplay. This shows that Misery knows the importance of self-objectivity, and he actively reflects on his own mistakes in order to improve as both a person and as a Dota player.

His teammates' well-being is not something that he and the players discuss a lot. He says that they're not really that close and it is more of a professional relationship he has with his teammates, which corresponds well with his dominant communication style. This can be an advantage sometimes, when discussing sensitive subjects such as a team member's underperforming or similar. Despite this, Misery feels he has a good understanding of how the other players are generally feeling at any given time. He finds it easy to recognize, if someone feels that their pride has been hurt, if they've been called out. But generally, he doesn't see this as a big issue as the air is usually cleared up after a few hours. He knows that the hostile environment after calling someone out is only temporary and that it is more important to let others know, how they can improve than it is to always be nice and friendly.

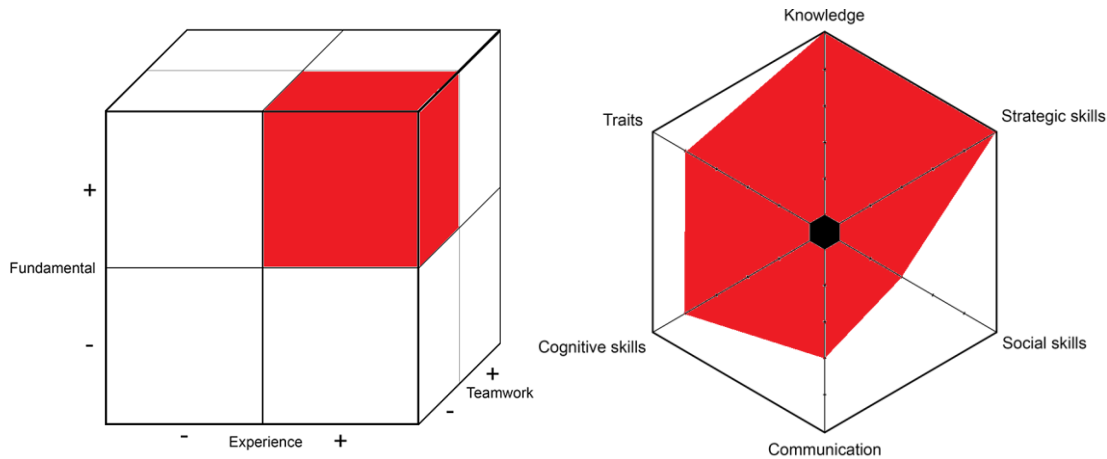
### **Environment**

Misery says that the environment in which he is playing definitely has an impact on how he plays, and he thinks the same is true for most other players. He says that he'll suddenly realize that "wow, this is for real", when thousands of people are sitting in front of him, cheering either for or against him. He finds it harder to think rationally, because his mind is too busy being scared. He compares it to some kind of temporary anxiety. It is obvious that being able to think rationally is critical when playing on the highest level, so working on staying focused is important for players. The environment however can also work as a motivator if things are going well, so it works as a sort of amplifier making you play better when you're doing well, but also making you play worse if you're feeling the pressure.



## Evaluation of Misery

<b>Misery</b>	<b>Researcher #1 Rating</b>	<b>Researcher #2 Rating</b>	<b>Agreed Rating</b>
<b>Cognitive Skills</b>	4	3	4
<b>Strategic Skills</b>	5	5	5
<b>Traits</b>	4	4	4
<b>Knowledge</b>	5	5	5
<b>Communication</b>	3	3	3
<b>Social Skills</b>	3	2	2



### Spider Model

We have given Misery a rating of 4 in cognitive skills. He has great memory skills, if he sees enemies at one place of the map, he will quickly know what they are about to do. He is also good at thinking outside the box and surprising the opponents.

Misery studies his opponent to create strategies to counter them and he has created strategies using non-standard setups. When opponents try and copy his strategies they often fail to execute them right, because they do not fully understand them. Therefore, we have given him a rating of 5 in strategic skills.

We have rated Misery 4 in traits, he is very confident in himself and his team and he is determined in his career. However, he is not the most charismatic person, which also matches his choice of being performance-oriented.

We have rated him 5 in his knowledge. Misery has played the game for more than ten years, he knows everything about the game and uses this knowledge to his advantage. It is also by using his knowledge, that he can create the strategies his team execute, adapt to pressured situations and knowing what the enemy will do.

Misery scores 3 in communication, whenever his team loses, he discusses what went wrong with his teammates and uses the loss to enhance their gameplay.

Finally, he scores 2 in social skills, because he prefers a more professional environment where performance is the main objective. It is not a bad thing that Misery has an average rating in social

skills, it just means that he is better suited in a more performance-oriented leadership role.

### Cube Model

Based on his ratings we have placed Misery in the (+, +, -) section in the cube model. This shows that Misery has a lot of knowledge and experience with the game and that he possesses a lot of the fundamental leadership skills. The fact that he is in the - part of the teamwork axis, shows that his leadership style is contingent with a situation where performance is valued highly.

### BuLba

Kanishka “Sam” Sosale, also known under his gamer name, BuLba, is 26-year-old professional Dota 2 player from the United States, who is currently acting as a coach for the Dota 2 team Evil Geniuses. Sam has played the game since DotA was a custom game in Warcraft III, but mainly started his professional career in 2012. It happened when he was in college and was planning to go to medical school, but then The International was announced. The International is a Dota 2 tournament hosted by Valve and it was the largest Dota 2 tournament ever, with a prize pool of \$1,600,000 (Liquipedia, 2012). The team Evil Geniuses asked him to join their team and he did. He decided to take a year or two off from school, to pursue the gaming career, Dota 2



Image 9 - Liquipedia

seemed as a game with a big future and he wanted to see, if he had any luck with it. He started off as a player in the professional league, but as he gained more experience, he wanted to have more influence on his teams and ended up becoming an in-game captain. His coaching career started when his team didn't get through The International qualifiers, which was his only goal through the year. He did not want to just sit at home, so he approached Evil Geniuses and asked, if he could help them out. He coached a lot of different teams, but only for a few weeks at a time. The job he has right now as a coach for Evil Geniuses is his first real professional full-time coaching job, which he started in December 2017.

### Cognitive skills

BuLba defines three typical problems in Dota 2. Individual players can play bad, the team can have a bad hero draft or there can be a conflict within the team, because of different ideas. *“Building a successful team, is where everyone is on the same page” (BuLba)*. When BuLba notices one of these issues, he usually confronts the person and uses replays. *“People in general are not very acceptable*

*of auditory, sometimes they can, but seeing what you did wrong and what you can do better, is much better. So, I try to use replays and have something to show, instead of just talking about it. I also believe that it keeps the concentration higher” (BuLba).* Sam is aware of how he should define a problem for his team, he uses a lot of tools to explain them, so the team will be more receptive and understanding of the issue.

Dota is a lot about counter picks<sup>19</sup>, timing and movement. *“You need a balance of having your own playstyle and countering theirs” (BuLba).* BuLba can usually make sense of what the enemies are about to do, depending on their picks in the draft. If he can see that the enemy team has a setup to win early, he knows that they have to survive to late game and they will have an easier time winning.

On a team like EG, a lot of different ideas are being proposed by all of the team members. *“Having too many ideas in a team is bad as well. I have to find the best ideas we have on the team, and then have everyone to be on the same page” (BuLba).* He has to filter out a lot of ideas, so he can focus only on the ideas of value.

BuLba talked about an event, where he was captain for a team which were doing really well. Suddenly they started losing a few games, people got stressed and conflict started. His job as captain was to solve this problem, which was out of his comfort zone, as he has a hard time understanding personality aspects. Seeing that BuLba has continued to have leader roles and is now acting as a coach, this obstacle with the role he seems to have overcome. However, he did not use some kind of special trait, intelligence or knowledge, he just simply pushed himself to go through the situation.

BuLba is the color blue. He is blue because his college color was blue, and he wears a lot of blue clothes. That answer was not so creative, however he afterwards explained that he is light blue, because he is extroverted, and talks a lot, which seemed like a more creative answer.

### **Strategic Skills**

When BuLba prepared for tournaments as a player, he did what most other players also did, which is trying to enhance his skills. He would play public games, practice his hero and watch replays. As a coach he focuses more on replays of other teams and tries to find out if they do anything special, so he can prepare strategies. His planning is analytical, by analyzing enemy strategies, he can create his own strategy against them. When forecasting what will happen in a tournament, BuLba usually tries to act as the other team in the pick/ban phase. BuLba has a general feeling of what the other team is

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<sup>19</sup> Counterpicking is the act of choosing a character in order to have the advantage over your opponent.

planning to do, based on the replays he has watched and from analyzing their strategies. This helps him forecast possible future events in their upcoming games.

Every team has players that are more comfortable with a certain playstyle. BuLba believes that when creating a strategy, it is about creating the strategy which suits the team the best. So, when preparing a strategy, it will automatically be a divergent strategy, because it is created specifically around the teams strengths. No team can copy each other, and BuLba wants his team to use what the players are good at.

Evil Geniuses has a tendency to lose to the same three teams, so BuLba's goal is for the team to get better than the opponent team and in general to become as good as possible, so they can win the next TI. His goal is short term, he knows what they are struggling with, which is their rival teams, and he aims to get better than them and ultimately win the biggest tournament this year.

### **Traits**

BuLba felt like a down-to-earth person, he is good friends with everyone on his team, and he has known all of the players for a long time. They know how to separate the professional career from their friendships. As he mentioned himself earlier in the interview, he is very shy and prefers to just play rather than handling the conflicts.

BuLba is confident in his skills and it felt like he was recognized for his skills and knowledge on the pro scene in Dota. In the beginning he didn't want to take more responsibility, but he thinks that is was always inevitable because of the kind of person he is. *"I like being a leader and I like having my opinions heard"* (BuLba).

One of the problems BuLba had when he was put in unknown situations, was that he could get frustrated and sometimes act irrational. This was something he has since become aware of and he has been working towards keeping himself calm in those situations. Unknown situations definitely had an effect on BuLba's performance, but he is proud to have overcome this obstacle and it is not something he experiences anymore.

BuLba felt like a really determined individual. His current work as a coach has some aspects that are out of his comfort zone, but he is still determined to work through it and reach his goals. He invests time with each player and suggests improvements to their gameplay. He has also created a list of things they need to get better at, which they are working on every day.

BuLba talked about an episode, where he played for a team that he was not the captain of. BuLba ended up approaching the leader, because he disagreed with a lot of his choices. This made the leader angry, but the team did become better at the cost of some animosity. BuLba could see that the captain was slowing the team's progress down, so he chose to say something to help the team move forward.

### **Knowledge**

According to BuLba, he believes that people ask him for advice because they think he is experienced, smart and that he understands the game well. BuLba knows that people respect him and his opinions a lot, both from pro players and non-pro players. Because of his knowledge about the game, people automatically follow his advice, both due to his referent power in the community and also by being an expert on the field.

When BuLba is creating new strategies for the team, he observes the team as they practice and implement improvements to the strategy, that will make it easier to execute. He will also look at the draft before a match and determine which strategy the team should use. This decision is based on his forecast of what the enemy team will do. If the enemy team does something completely different from his prediction, he will come up with another strategy based on his experience and what he believes is most effective in that situation.

### **Communication**

The goals BuLba establishes in the game are result driven. It is hard to measure how well they did, if they play against much worse teams. So, they participate in a lot of events, and if they do poorly, they know something is wrong. If it's going well, he cannot be sure that they are actually progressing, because the competitors might not be good enough. So BuLba says it's important not to get sloppy and keep a balance. It might be difficult to monitor the progress, but by playing at a lot of events, they monitor it through the games.

To answer question 17 about motivation, BuLba said *"I'm not really some football coach or someone, who goes in and gives a speech before the game or do something, because I don't really think the team would even appreciate that. I just try to make the atmosphere good and calm the guys down, maybe make a funny joke, maybe about one of the opponent players and make the team loosen up"* (BuLba). With all the time that BuLba has put into Dota, he has also experienced to get burned out with the game. He sees his friends getting married and settling down, while he is traveling the world and therefore not having a stable relationship. On the other hand, he thinks he might get bored if his job wasn't Dota, because he is doing something he really love doing. *"Grass is greener on the other side. I think about it sometimes, but I'm literally just playing video games for a living and then i feel better"* (BuLba). BuLba is at a point in his life, where he is considering many major life decisions and

thinking about how Dota might limit his possibilities in other areas. However, to keep his motivation for the game and what he is doing, he tells himself that he is actually doing something most people could only wish for.

BuLba wants to persuade people by showing them something relatable. Sometimes people might not agree with his point of view, but he will talk with them for several hours, show replays and explain himself until they can reach an agreement. BuLba uses facts, replays and persistency when persuading people.

BuLba knows that he is an influencer in the game, even though it is not something he strives to be.

*“You meet all these people all over the world and they are really inspired by you, so I guess with my position on the Dota scene I can kind of influence people” (BuLba).* By such a well-known figure in the global Dota community, he can influence people using his referent power.

In the beginning of BuLba’s career he used mostly a supportive style. However, his manager told him that the player’s really respect him, and he has to be more dominant in his communication. BuLba is the kind of person, who will retain himself in the beginning, which might be, because he is shy. However, as he gets to know the people, around whom he is, he feels more comfortable about being dominant, what the manager believes will provide better results.

### **Social skills**

BuLba describes himself as a hard-working, analytical and emotional person, what both hurts and helps him in his professional career. Dota has a big influence on BuLba’s life, so he tries not to get too distracted with other things. BuLba’s personality really has an effect on the kind of coach and player he is. He mentioned that he has a lot of friends in the pro-Dota community, which we believe is because of his personality. He is emotional, which makes him easy to talk to, and then he is the kind of person that always tries to do his best, which makes people respect him.

When BuLba evaluates his own performance, he looks at replays to find areas, where he can improve his gameplay. By watching replays, he can be self-objective and find his weaknesses. He is also aware of his weaknesses, such as not being dominant enough and often has to act outside of his comfort zone. But he believes that he is already improving at these things as he works with coaching the team.

It can sometimes be tough and necessary to engage in teammates’ well-being in Dota. *“Everyone gets emotional in a way, this is in general in all team games, even in sports. Everyone has an opinion on why they lost. So, my job is to go in and say, this and this is what you could do better in the next game. [...] This also goes hand-in-hand with me not being as dominant as I could. I should be more of*

*a demanding voice, which is kind of outside my comfort zone” (BuLba).* BuLba tries to engage in the team’s well-being by using constructive criticism. It might not help telling them in a supportive way that it was fine, and they can do a better job next time. He has great social perceptiveness, and he can empathize with his team and still try to be constructive.

In terms of working with the team on strategic choices, it is mainly BuLba and the team captain who makes the decisions. However, as a coach it is also his job to listen to all of the players opinions and make sure that their voices are heard. However, BuLba does also filter out some things, he knows that he cannot make everyone happy. He has a lot of faith in his team, but in terms of decisions it is mainly him and the team captain that has the final say and he will never make a decision without consulting with the captain first.

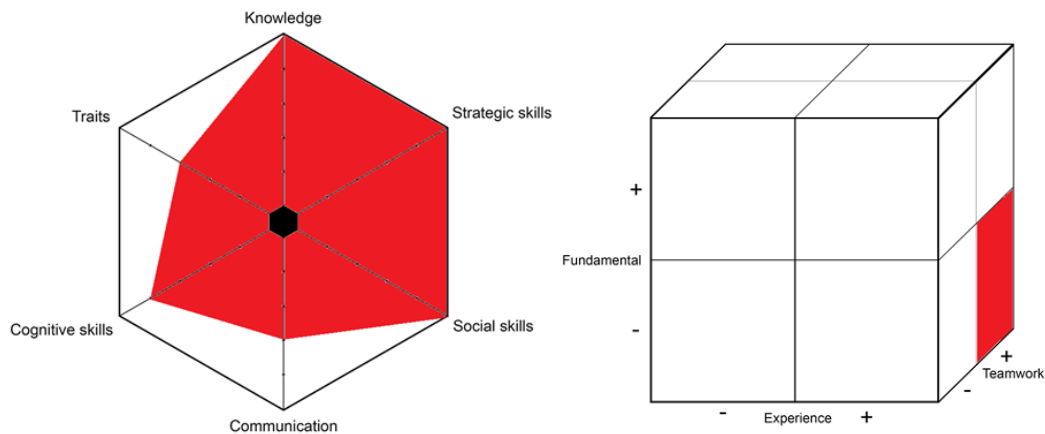
### **Environment**

BuLba believes that the environment has an impact on how well the team can play. He thinks that Evil Geniuses keeps losing to specific competitors, because they have lost to them before. This gives mental pressure on them and Dota is about confidence, because when playing at such a high level, most of the players are almost equal in skill.

When it comes to playing in front of a crowd, it doesn’t have an effect on the team anymore. It used to have an effect in the beginning, BuLba said his hands were shaking and he felt very stressed, but now he barely notices it. It seems like the pressure of being on stage, is something BuLba has gotten used to, however the mental pressure from other teams can still have an influence on performance.

## Evaluation of BuLba

<b>BuLba</b>	<b>Researcher #1 Rating</b>	<b>Researcher #2 Rating</b>	<b>Agreed Rating</b>
<b>Cognitive Skills</b>	4	4	4
<b>Strategic Skills</b>	5	5	5
<b>Traits</b>	3	4	3
<b>Knowledge</b>	5	5	5
<b>Communication</b>	4	3	3
<b>Social Skills</b>	4	5	5



### Spider Model

We have given BuLba a rating of 4 in cognitive skills, because he is good at using information to analyze what is about to happen in-game and he is also good at clarifying issues to his teammates. BuLba is rated 5 in strategic skills because he always has a strategy prepared for any opponent. He studies the opponents to get a general idea of what they are planning to do. When they're drafting heroes, BuLba can immediately read the opponents strategy based on their hero picks.

We have rated BuLba 3 in traits, he is very charismatic and shows great determination to continue being a part of Dota 2, even though he has a lot of considerations of the path he has chosen. He will not push his opinion on others right away and he is shy, which might be a barrier when he wants people to follow his point of view.

BuLba is one of the most experienced players in Dota 2. He has played the game (incl. the original game) for about 10 years and is a well-known and respected character in the community. People listens to his advice and seeks his opinion, which is also why he now works as a coach. This is why we have rated BuLba at 5 in knowledge.

We rated BuLba 3 in communication, because he has clear goals of what he expects of his team and he is good at communicating them. He also manages to keep his own motivation up through rough times. However, he tends to filter people out and restrains himself because he is shy. He might also be too supportive in situations where it is required to be more dominant.



We have rated BuLba at 5 in social skills, because he is a very social person who is friends with all of his teammates and even with a lot of players on other teams. He also has a lot of respect for people and their opinions in general.

### Cube Model

Based on the ratings, BuLba is placed in the (+, -, +) part of the cube model. This shows the BuLba is not a natural leader, but instead he gains the respect of his teammates due to his knowledge and experience and because he is a social person who's easy to like. His power is legitimate, because he is appointed as a coach, but his expertise and referent power help him to get people to follow him. His leadership skills come primarily from his knowledge and experience, which means that BuLba's leadership style is contingent with a situation where he has a lot of knowledge that he can use to get people to follow him.

### Heroes of the Storm

Heroes of the Storm (HotS) is a MOBA game developed by Blizzard Entertainment, the same company that has developed World of Warcraft and Overwatch. The game was released on June 2, 2015 and it features all the iconic characters from the Warcraft, Overwatch, StarCraft and Diablo universes, where they clash together in this one MOBA game (Businesswire, 2015).



*Image 10 - Blizzplanet*

HotS gameplay is similar to Dota 2, where it is two teams with five players on each team, who battle against each other, with the aim of destroying the enemies base while also defending their own. However, HotS differs from the traditional MOBA games on two very essential points. The first thing is that people cannot buy items in HotS, which means that the characters will only get stronger with levels, which is obtained through experience points that are shared across the whole team. This also means that people cannot gain gold, and there is no point in last hitting enemy minions, however it is important that people are close to the minions that are getting killed, since that will give experience points. The general idea is for a team to be ahead of the opponent teams level, and therefore be stronger in combat. The other thing HotS differs in, is whereas other MOBAs only have one map to play in, HotS currently has 14 different maps which all have unique objective which can give an advantage in the game or change the win condition (Battle.net, 2018). Therefore, the strategic

consideration will change more often, and every map can be influenced in different ways.

HotS is currently ranked five on highest total prize money earnings and the biggest tournament prize pool so far is \$1.000.000 USD. The biggest tournament is Heroes of the Storm Global Championship (HGC), which is a yearly event organized by Blizzard. (Esportsearnings, 2018)

## Mopsio

Maksym Szczypa, also known under his in-game name Mopsio, is a 23-year-old professional HotS player from Poland. Mopsio plays for team Zealots which are currently placed 5th in Europe. Mopsio is the team captain, drafter and shot caller for their team. He has played video games for as long as he can remember. It was his hobby and when he discovered esports, he knew it was the path he wanted to go. He started playing League of Legends at a very high level, however when HotS was announced, he liked that game more and transitioned over to the game. He began his



Image 11 - Liquipedia

professional career with a friend where they started their own team. They did not have much luck with it, however it was a huge step for Mopsio towards the professional career. He has played HotS professionally for about two years and been a part of team Zealot for a year. Mopsio also streams his gameplay on Twitch, where he has more than 150.000 unique views.

### Cognitive skills

When Mopsio identifies problems in their games, there are two things he does. He is recording their communication, so the team can evaluate how well they communicate with each other and he is also recording their gameplay. Mopsio can spot the mistakes they are making and share it with his team to improve their gameplay. In a game that requires a lot of teamwork and communication, it seems like a good idea to also record the team's communication.

When trying to create sense in the information he obtains, Mopsio explains that most of it is instinct. He has played the game for so long, that solutions come to him naturally. He always tries to check the map for information before he makes a call, whereas just by the positioning of the enemies, he can make a qualified call.

In Mopsio's team he tries to evaluate all the ideas that the team proposes during a match. *"I analyze fast if the idea is good [...] we don't have that much time"* (Mopsio). So, when people propose ideas,

he tries to quickly analyze the idea himself so that he can approve or deny the call. When it is outside of the game, he will talk to his teammate to create strategies.

When Mopsio is faced with an unexpected problem, he tries to take some seconds to calmly analyze what the root cause of the problem is. He will then tell his teammates what the problem is and try to find a solution. Mopsio adapts with strategies on the spot, because he does not have time to sit and think about what went wrong. He tries to find the team's weak point and then make sure that it does not hold the team back.

When it comes to memory skills, Mopsio mentioned that *“experience from League of Legends definitely helps me with the mechanical skills<sup>20</sup>, because HotS requires less mechanical skill”* (Mopsio). Mechanics in HotS are generally easier to learn than in League of Legends, which is an advantage for Mopsio.

Mopsio's answer of what color he is, was blue. There was no hesitation on the answer, which showed creativity. When we asked him to explain how that color describes him as a person, he also immediately answered that he like the skies. The creativity is also showed in his way of playing, because he always tries new combinations.

### **Strategic Skills**

Mopsio does research for every team they play against during tournaments, and they try to play a lot before events. He plans hero counters, but in HotS Mopsio believes a huge impact is also choosing the heroes that people are most comfortable with. Forecasting and planning is also a part of the preparation that Mopsio does, however it does not seem like it is what changes the outcome. What is most important, is that the player's play a hero they are confident with, which is also a strategic choice he is making.

Mopsio sees himself as a curious person, he often sits down with a calculator trying to figure out new builds. He says that his team always try to find unorthodox ways to do the matches in the most effective way possible. Mopsio has a quite divergent way of thinking, he mentioned that sometimes when he comes up with something new, people might disagree with what he does, but eventually the build he came up with has become normal.

It felt like Mopsio had a very clear vision of what he wants to achieve as a professional HotS player. As most others, he wants to win the biggest tournament in HotS, which is called HGC. He also has

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<sup>20</sup> Mechanical skill is the player's ability to make his character do exactly what he wants.

sub goals, which first is to qualify to HGC, which is especially difficult in Europe because of the competition. Then, if the game gets popular enough, he wants to play in the North America pro scene, because they have a bigger fan base, the infrastructure is more organized, they can get sport visas and North America is generally more open to esports compared to EU.

## **Traits**

*“I try my best to make sure that people are on the same page and the environment is positive on the team, that’s part of esports, to make sure that everybody can speak their mind, and everybody feels equal” (Mopsio).* Because of this attitude towards his team and esports, people should also have an easier time expressing themselves. We also felt through the interview, that Mopsio is a nice person, but perhaps not the most charismatic.

Mopsio shows a huge confidence in his own skills. He wants to take more responsibility than his teammates. *“It was pretty natural for me, because of my game sense and game understanding. Being shot caller helps you grow a lot as a player I think” (Mopsio).* Mopsio also shows confidence when he is put outside of his comfort zone, he doesn’t think his performance changes, because he will adapt to the situation and play in a way that he is comfortable with.

When talking about his determination, Mopsio told us about how he used to fail at LAN<sup>21</sup> events. This is something he started working on, and in his previous event he played really well, which made him proud because he could see results for his hard work. Mopsio has a goal for himself which he knows he has to improve on, so he can get better at tournaments. Because his aim is to win major events, this is also an important achievement.

To question 13, Mopsio says: *“Speaking up about opinions is very important part of pro gaming[...] because even if I’m sometimes wrong, I think it’s a healthy way to approach it, else we will repeat the same mistakes over and over again” (Mopsio).* We believe it is because of the community he strives to create. He wants his team to be able to speak freely and together improve their gameplay and teamwork. He has never experienced his integrity being challenged. He believes it is because he always tries to talk to people and make sure nobody feels upset or that decisions are personal.

## **Knowledge**

In terms of knowledge, Mopsio believes people seek advice from people with the highest game knowledge. This is also the reason why many people ask him for advice. *“In general, I think a very healthy thing is to always be open-minded and be open to criticism. People ask me for criticism all the*

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<sup>21</sup> Local area network - in a gaming context, LAN is used when people meet up and plays together.

*time, and I also ask others to give me criticism” (Mopsio).* He knows that everyone always has some areas they can improve in, which sometimes requires someone else to point out. This is why he often reflects over his actions. *“We definitely look to always reflect on previous experiences to come up with new strategies. All of us have some knowledge and we try to use that knowledge to always think about the strategies we are going to use in the games” (Mopsio).*

Being the shot caller and drafter, it is Mopsio’s responsibility to adapt quickly in unexpected situations. He has to be knowledgeable about the game, so he can solve problems, because of his role.

### **Communication**

In terms of establishing goals, Mopsio believes that it is important that the team is on the same page of what they wish to accomplish and that everyone is motivated to reach that goal. *“I can have an individual goal and give my very best to accomplish it, but without everybody in the team putting in the same effort as me, I don’t think that it’s possible” (Mopsio).* Mopsio talks with his team so they can agree on some goals. Then they rank it in what he calls satisfied goal, minimum goal and perfect goal. These are then what they aim for as a team, but he says that they take everything step by step.

When it comes to persuading people, Mopsio will prepare what to tell the person, and have a backup plan if the person disagrees with his point of view. *“I can show an example in the replays and if somebody disagrees about that, it’s not my problem. [...] That’s the only positive approach to communication between the people. Use a lot of logic and hard facts” (Mopsio)*

We believe facts and replays are very effective for persuasion. However, Mopsio seems to give up if the other person doesn’t agree with his arguments. When the argument is about different point of views and Mopsio thinks he is right on the matter, he should try harder to convince the other person.

Mopsio’s communication style is a mix of both dominant and supportive styles. When leading the whole team towards a goal in the game, he is dominant. He wants to show confidence and motivation. When he sees people are not performing well, he tries to be supportive, tell them to relax and take it easy. He also uses a supportive style if he can sense that people aren’t confident in themselves. This is a good way to mix the communication styles. He wants to have high performance, so when he is taking decisions, he wants to be dominant.

### **Social skills**

Mopsio describes himself as a person who is emotional, hot-headed but also very honest, honorable and confident. He seemed very self-objective towards his playstyle, because he mentioned that it is difficult to talk about performance after the game. He wants to look at the replay first and then talk about his performance. He wants to see how well he played, because the feeling can be completely different than how it actually was.

When asked about self-reflection Mopsio said that it is definitely something he is doing. Self-reflection comes when he makes mistakes that are repeating themselves. When he notices the mistakes, he will go practice and only focus on those mistakes and try to prevent them. It felt like he tried to be as self-aware as possible. Both by trying to notice and improve his weaknesses, but also by discovering them by asking for criticism by others and by watching replays.

When we asked Mopsio about how he engages in his teammates well-being, he said that he encourages people to talk about their feelings, not only personal, but in general. When he notices people are struggling, he hopes that they can open up about their life. *“I use a supportive style and we are all humans and share the same goal, so we have to support each other to reach our goals, if people don’t feel happy” (Mopsio)*. He also mentioned how he can see in people's gameplay, the way they talk and their tone of voice if something is wrong. Mopsio seemed to have a great social perceptiveness, he is aware of his teammate’s well-being, engages in their needs and he tries to be a person that people can open up too.

When it comes to working with others, Mopsio tries to consult with his teammates. There will be situations in the game where he has to make a call without consulting the team, to make a move in the game. It will not be possible for him to consult first, because the game is so fast phased. However, he mentioned that he tries to consult as much as possible outside the game when it comes to strategies.

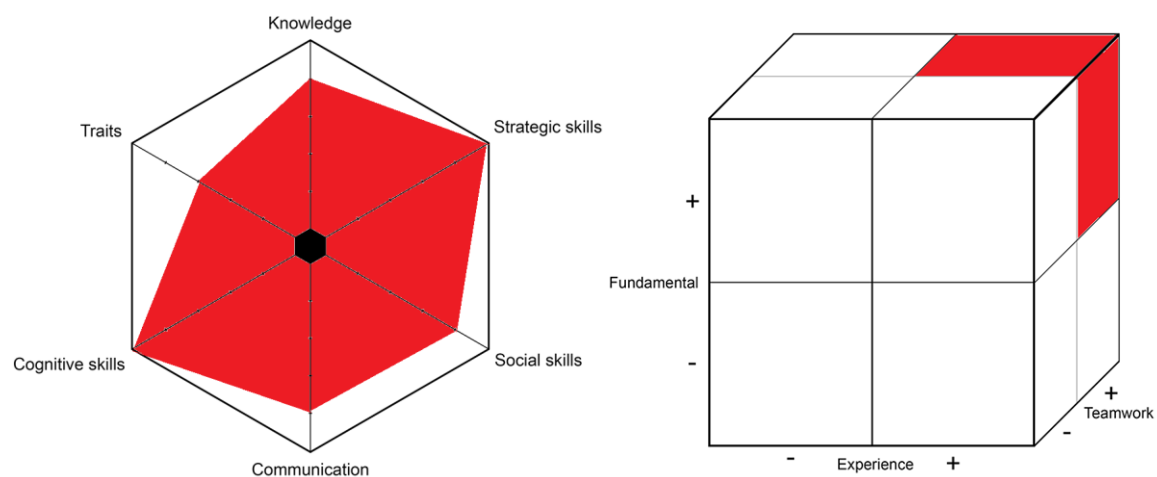
## **Environment**

Mopsio says that he is not affected by competitors, he always tries to play his own style of the game, which kind of makes his team unique. Playing in front of a crowd affects him in a positive way. He sees that so many people have come to cheer for him and his team, which makes him feel motivated and makes him want to not disappoint them.

## Evaluation of Mopsio

<b><i>Mopsio</i></b>	<b>Researcher #1 Rating</b>	<b>Researcher #2 Rating</b>	<b>Agreed Rating</b>
<b>Cognitive Skills</b>	5	4	5
<b>Strategic Skills</b>	5	5	5
<b>Traits</b>	4	4	4
<b>Knowledge</b>	4	4	4
<b>Communication</b>	4	4	4
<b>Social Skills</b>	4	4	4

## Spider Model



We have rated Mopsio 5 in cognitive skills, he researches every team that they play against. He evaluates their communications and replays after a match, to figure out where the team is lacking. He also uses his memory skills to transfer some of the mechanics he learned by playing League of Legends to HotS.

Mopsio is also rated 5 in strategic skills, he creates his own unorthodox strategies. He is divergent with his thinking and comes up with new ways of playing the game.

He is rated 3 in traits because he wants to create a comfortable community, where people can speak their mind. He wants to learn from others and likes to take a lot of responsibility. However, he can be hot-headed and can easily get mad and lacks determination trying to convince others.

Mopsio is rated 4 in knowledge. He knows in detail how some of the characters are played, but he also mentioned how he is much more comfortable with specific heroes, which he knows a lot more about.

Mopsio is rated 4 in communication, he has a good system for setting goals and wishes to motivate people. He utilized mix method communication, where he is dominant when making calls, and is supportive when people need to talk.

We have rated Mopsio 4 in social skills because when he is around other people, he wants to take constructive criticism and reflects over his action. He can also quickly feel his teammates well-being and tries to consult them.

### Cube Model

Based on our rating, Mopsio is placed in the (+, +, +) section of the cube model. This shows that Mopsio both has the fundamental leadership skills, the experience and the ability to work with others. This means that his leadership style is contingent with almost any leadership situation. There's many reasons for people to follow him, as he has both expert and referent power. However, he needs to make sure that he adapts his style to the situation he is leading in, for instance he would have to be more dominant in a performance-oriented environment.

## FPS

### Counter-Strike

*Counter-Strike* (CS) was initially released in 2000, as a modification (a free add-on) for Valve's *Half-Life*, but due to the popularity of the mod Valve eventually acquired the intellectual property rights to the game. *Counter-Strike* is a multiplayer only game, which means that there is no story mode or any possibility of playing the



Image 12 – Tech4Gamers

game by yourself. In the game, the objective for the terrorist side is to perform some act of terrorism, which can be either planting and detonating a bomb or taking hostages. For the counter-terrorist side, the objective is the exact opposite, i.e. to prevent the planting and detonation of a bomb or prevent the taking of hostages.

Through its history *Counter-Strike* has received three major overhauls; *Condition Zero*, *Counter-Strike: Source* and *Counter-Strike: Global Offensive*. *Condition Zero* was released in 2004 and was very similar to the original game, except that it now included a single player game mode. *Condition Zero* never became very popular and was quickly replaced by *Counter-Strike: Source* (CS:S). CS:S



was released in late-2004 and was the first game released by Valve to run on their new engine, Source. CS:S was much better received than *Condition Zero* and eventually even overtook the original Counter-Strike as the go to game for competitive CS. The latest rendition of Counter-Strike is *Counter-Strike: Global Offensive* (CS:GO), which was released in 2012.

CS:GO is the first version of Counter-Strike which includes a built-in matchmaking system. In the previous games, players would rely on third-party platforms and game servers to find people to play against, both casually and competitively. The built-in matchmaking system comes with a competitive ranking system, hosted game servers and an anti-cheat system. By introducing the matchmaking system, competitive play in Counter-Strike has become much more readily available to the average player, which likely has had a huge impact on the games success.

Competitive CS:GO is round-based and played in teams of five versus five on one of the seven maps that currently in the competitive map pool. Each team plays 15 rounds as terrorists and 15 rounds as counter-terrorists, the first team to reach 16 won rounds is the winner of the match. A big factor in CS:GO is in-game economy. You can earn money by killing opponents, winning rounds and planting or defusing bombs. You also get money for losing rounds, with a bonus for each consecutive lost round, this helps struggling teams to come back into the match. Managing the economy is a very important aspect of the game when you reach the highest competitive level, which is why all professional teams have an in-game leader who decides what strategies to use and when to buy weapons and when to save money for another round.

Today Counter-Strike is the second biggest esports franchise based on reach, just falling short of League of Legends (Newzoo, 2017) and also the second biggest esports based on earnings (Esportsearnings, 2018). This also means that CS:GO is the FPS game with both the highest reach and the most prize money awarded in esports.

## acoR

Frederik Gyldstrand also known as acoR, is 20-years-old, lives in Copenhagen and is a professional Counter-Strike: Global Offensive (CS:GO) player, currently playing for North Academy. He has been playing video games for his entire life and he started playing CS:GO as a hobby with his friends. His professional career began when he got contacted by North, who wanted acoR on their team, after watching him play for several lesser known Danish teams. He took the chance and signed his first professional contract in April 2017.



Image 13 - North

### Cognitive Skills

When acoR notices an issue on the team either in-game or outside, he usually tries to just have a talk with the person as soon as possible: *“If we have just played a game, I usually just pull the player aside and just tell him straight up that I think he could have done something else instead”* (acoR). The team also has a talk after each game, to discuss if there’s anything they could do differently the next time. Sometimes he also uses replays to show where he thinks the team could make some changes or to show another player how he could solve a problem instead. acoR is not afraid to tell the other players on the team where he thinks they could improve. He likes to tell them as soon as possible, so the game is still clear in everyone’s heads.

When making decisions in-game acoR uses his knowledge about the game and the opponents. *“On this level everyone knows each other and how each other plays. This leads to a lot of mind games and how you try to outplay each other”* (acoR). For instance, if a teammate tells acoR where one opponent is, he might change his position to catch him off guard. acoR is good at creating sense of the information he gets during the game and excels at using his memory skills to decipher what the opponents are doing. One of his examples is this: *“When the opponent throws a specific smoke, then you know what’s going to happen in the round”* (acoR). acoR is often able to completely forecast exactly what their plan is, based off that small tell.

The color which best describes acoR is blue and the reason that he chose that color, is because it’s simply one the colors he likes the most. This isn’t the most creative answer and it did seem to be hard for him to come up with a good description of how blue described him as a person. In that sense acoR might not be the most creative person.

### Strategic Skills

When preparing for an upcoming game, acoR usually sits down some time in advance and plays some deathmatch games, to get his head and body ready for the game. He also pays close attention to what he drinks and eats, as he has become aware that getting too much sugar can affect his level of focus. This shows that acoR is mindful of how his body reacts based on how he prepares. He does what he can to show up as prepared as possible before any game or tournament.

When preparing for a specific opponent or possible obstacle in the game, acoR relies a lot on the team's coach, who plans different tactics based on how the opponent plays. But he also uses his own knowledge about the game to make smaller decisions, such as when to pre-fire<sup>22</sup> and try to get a kill and when to stay more defensive. Their coach has created a document that the players can go to and get information on both the team's own strategies, but also get an overview of which strategies the opponent team might use, based on previous games. acoR generally relies a lot on the coach to do most of the processing of other teams' strategies. He uses the knowledge that the coach gives him to make informed decisions, but it is primarily the coach who comes up with new strategies and ideas. acoR also considers himself to be one of the more creative players in the team and he has a lot of ideas that he wants to incorporate into their playstyle. When acoR plays he like to think of alternative ways to play that might catch the opponents off guard. This could be using a new boost<sup>23</sup> that the other team has not seen before. This shows that acoR is able able to come up with an entirely new strategy to win rounds that might otherwise not be possible for the team to win.

acoR's goal with his career is to play for a top 5 team and qualify for one of the CS:GO Major tournaments, that are held four times per year. Despite only having two players on the team right now, after some major roster changes, acoR is still determined to improve and has a clear vision for what he wants to accomplish in the game. He keeps working hard to improve, despite running into a lot of obstacles this early in his career.

## **Traits**

acoR feels that people are not scared to come and talk to him about any issues that they may have. This is most likely because acoR always lets people know if he has any issues with them and tells them that if they have anything they want to talk about, they should just tell him. He also doesn't take things too personally, which makes it easy for people to come to him with any problems or criticism.

acoR doesn't seem like he really enjoys taking huge amounts of responsibility. He is okay having a more laid-back role in the team, where he trusts the in-game leader and the other players on the team.

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<sup>22</sup> Pre-firing is when you shoot before spotting an enemy, because you expect them to be in a certain position

<sup>23</sup> A boost is when two players help each other into positions that would not be possible to reach alone

He says that he doesn't mind playing an important position with a lot of responsibility, but he also trusts his team mates so much, that he is okay with them playing the important roles. *"If you're playing a new position or a new opponent, you might play a bit more passively and try to find an opening in the way they play"* (acoR). This shows that acoR is not pressured by facing new situations, instead he handles it with confidence by taking it easy and looks for ways to overcome it.

In question 12 about determination, acoR tells us about his current situation and some recent events on the team. Right now, there's only two players in the team, one player was removed from the team because things weren't working out and two others left because they got offers from higher ranking teams. While this was very disappointing for acoR, especially because he was not the one getting the chance in a better team, he keeps working to accomplish his goals. Despite seeing two of his former teammates go to better teams instead of himself, he shows determination by continuing to work towards his goal of playing in a top 5 team.

As with most of the other players we have talked to, acoR has a lot of integrity and does not mind speaking up if he feels something needs to be changed. This is very likely caused by the professional environment on the professional teams. To reach their own personal goals, each player must make sure that everyone is on the same page and that everyone is good enough to be on the team. Therefore, most of the players, including acoR, has no problem with speaking up if he is unhappy, as it is required to improve as a player and as a team.

## **Knowledge**

acoR says that a lot of people ask him for advice about everything inside and outside the game:

*"People want to know how to throw a specific smoke grenade, or how to improve at the game in general, how to warm-up before a game, there's a lot of things"* (acoR). acoR believes that people ask him because he has a professional contract, but it is most likely also because he has a lot of experience and knowledge about the game. Like he said earlier in the interview, he knows a lot of boost spots and smoke grenades that many other players maybe don't know about.

He also uses this knowledge to help the in-game leader with tactics during the game. He believes everyone on the team should do so, as maybe one player's input to a tactic might be what ends up winning the round or even the game. acoR uses all the information he obtains during a game, both his first-hand information but also information from teammates, to try and come up with a strategy that can counter their opponent.

acoR often gets ideas for new things to try when he isn't playing: *"When I'm not playing, my thoughts often wander to CS:GO and then all of a sudden I might think of something that would be cool to use"* (acoR). acoR spends a lot of time reflecting on the game and his previous games, even when he is not playing. He uses his past experiences to improve both his own and the team's gameplay.

## Communication

When it comes to setting a goal for the team, acoR sits down with the team once every week and writes down small goals that they should have accomplished within the week. *“This way we can always look at the list and see how much you’ve improved” (acoR)*. Everyone on the team can provide inputs on the list. This way of tracking even small improvements is a good way for the team to improve and to keep motivated, as it’s easy to keep track of.

Besides setting goals for the team, acoR does not do much to motivate his team mates. *“I’m not really a motivator, most people know me as a silent person. I can keep a good mood, but I’m not the one who yells and hypes the team a lot” (acoR)*. He also says the he has recently been losing interest in the game, but that is only natural as right now they cannot play as a full team, due to losing team mates to other teams recently. However, he still plays a lot and seems to be determined to reach his goals despite not being very motivated currently.

## Social Skills

acoR describes himself as a quiet and very down-to-earth guy who doesn’t take criticism too personal. It is important to him that people feel comfortable and that they can come to him to talk about any issue they may have. This shows that acoR can work with most people as he is not loud or obnoxious, and he is also not easily offended.

When evaluating his own performance after a game, acoR generally has a pretty good idea if he did good or bad. Even though his stats may not look good on paper, he might still feel that he played a good game, because as he says, his job is primarily to help the star player shine. Being able to look at his own performance objectively like this, is a great way to improve his game. acoR looks objectively at his own performance, sometimes through the replay, and then evaluates what he did well and what he needs to improve for the next game. When it comes to self-reflection, acoR mentions that he is not the best at remembering every strategy and every smoke grenade placement, which is only natural given the number of strategies and smoke grenades that the team has planned. acoR reflects over these things and spends time outside the practice hours to go through these things and sometimes even write them down, to make sure he’s got everything right when playing in an important match.

Generally, acoR never really has any issues with team mates outside of the game. *“Maybe sometimes you think one of your teammates is an idiot inside the game, but then you can be best friends again when the game is over” (acoR)*. He is good at separating the professional relationship with his team mates inside of the game. It shows that acoR does not hold grudges based off of what might’ve happened during a game, but instead handles these things professionally so they don’t hurt the relationship outside of the game, which could be bad for the team as well.

acoR never makes important decisions without first consulting with his team mates. *“I think you should always ask them if they think your idea is good or bad, and that’s actually both inside and outside of the game”* (acoR). This shows that acoR highly values the input of others when making decisions. He has no need to be in charge and is fine with working with others to achieve the best possible results for the team. However, sometimes during a game, he will have to make smaller decisions without first asking his team mates, simply because there is just not time to ask. If he sees an opening and he thinks it’s the right call, he will just follow his instinct and go for it.

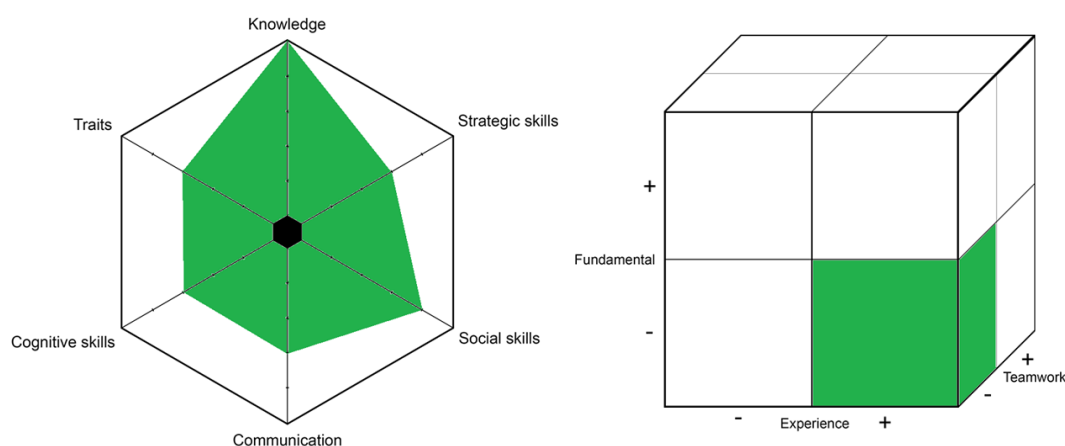
### **Environment**

Competitors does influence how acoR plays: *“If the opponent team has a good sniper player, then I might take some more risks to show off my own skill ...”* (acoR). It can be both a good and a bad thing, because the confidence gained if the risky plays are successful can make him play even better, but it can also backfire and make him become a burden for the team because he’s not playing well.

Playing in front of a crowd has no effect on acoR’s performance: *“I just shut it out completely and focus entirely on the game”* (acoR). He used to feel uncomfortable when he had to present in front of a crowd when he was in school, but he worked on just shutting out the crowd and focusing on what had to be done instead. This shows not only that acoR can keep his cool in front of a crowd, but also that he is able to find a way to overcome some of the issues that is holding him back. He is determined to improve as a player and as a person, which is important for a leader.

## Evaluation of acoR

<i>acoR</i>	Researcher #1 Rating	Researcher #2 Rating	Agreed Rating
<b>Cognitive Skills</b>	3	4	3
<b>Strategic Skills</b>	4	3	3
<b>Traits</b>	3	3	3
<b>Knowledge</b>	4	5	5
<b>Communication</b>	3	3	3
<b>Social Skills</b>	4	4	4



### Spider Model

We have rated acoR's cognitive skills to be 3, because he is good at using and analyzing the information the he gets. However, he sometimes has issues remembering all the team's tactics and he as not very creative.

He is also rated 3 in strategic skills, because he does not prepare against competitors when participating in tournaments and mainly relies on the coach, however he always tries to think divergent and come up with new strategies and ways to play the game.

We have rated acoR 3 in traits, he has a great personality and play well in unknown situations, however he can sometimes get mad when it is not going well, and we got the impression that he is not confident with having too much leadership responsibility.

acoR knows almost everything about the game. When he sees the opponent team throw specific grenades, he often knows exactly what they're going to do based on his experience. He also knows a lot of positions on the map that most other people have no idea about. Therefore, we have given him a rating of 5 in knowledge.

acoR is rated 3 in communication, he makes small realistic goals for him to obtain, however he sometimes gets mad at others and it seemed like his motivation was low.

We have given acoR a rating of 4 in social skills, because he is great at working with others. He does not mind being in a more supportive role where he helps the other players shine. He's also very down-to-earth and not very easily offended.

## Cube Model

acoR has been placed in the (+, -, -) section of the cube model. This shows that he's not a natural leader, but instead relies a lot on his knowledge and experience in the game. His primary base of power is his expertise, which means that the primary reason for people to follow him is his knowledge and experience. If acoR was put in a leadership situation where he is not an expert, it is unlikely that he would be a good leader.

## b0RUP

Johannes Borup, known in-game under the name b0RUP, he is 18 years old and is currently playing CS:GO for North Academy. He has been playing CS:GO since 2013, where he was introduced to the game at a friend's house. He was immediately hooked and was eventually discovered by a team called Heroic in 2015 at an age of just 16 years old. He thought that there was a future in professional gaming, and he decided to quit school and focus on his career full-time. He was signed by North Academy in late 2017 and has been playing on a professional contract since then.



Image 14 - DreamHack

## Cognitive Skills

When discovering a problem, b0RUP likes to point out if he thinks something should be done differently. *"It's not my responsibility to do these kinds of things, but I like asking questions if I feel that people could have done something differently"* (b0RUP). This shows that he thinks not only about his own gameplay, but also his team mates. He takes responsibility by helping out where he can, despite it not being his role on the team. When defining what he believes should be changed, he prefers using replays and watching them with the rest of the team: *"[...] everyone is watching the same thing at the same time, I'm a big fan of that"* (b0RUP). This indicates that he finds it easier to show his teammates what he thinks could be changed in practice, rather than just talking about the change.

b0RUP believes that one of his strengths is to make sense of the information that he gains during a round. *"I'm really good at directing my teammates around the map, when I know where the opponent players are located, so that we can surprise them"* (b0RUP). He tries to analyze what the opponent is most likely to do and tries to punish it by playing more aggressively. When his teammates bring up ideas, b0RUP doesn't really think about whether or not the idea is good or not, he leaves that to the



in-game caller. If he or his teammates gives information he thinks about how they can use it as a team, so he's better at coming up with ideas than evaluating the ideas of others.

b0RUP often finds it easy to read opponents, based on his memory of what other opponents usually does in similar situations. *"When I'm in a 1v1 situation, and we both know each other's positions, most players will try to fake a rotation<sup>24</sup> to try and trick me. But since I've seen it so many times, it's become pretty easy to read"* (b0RUP). He makes use of his memory skills, to decide on the opponents most likely position, as well as his memories from similar scenarios in previous games to make the correct call in tense situations.

### **Strategic Skills**

When preparing for a game, b0RUP makes sure to get out of bed early, so that he has time to get something to eat and get some warm up done before the game. *"I like having an hour before the game where I can just be myself and play alone"* (b0RUP). The coach usually also has prepared some information on the opponent that the team goes through together. b0RUP has a very laid-back approach to preparation. He relies a lot on his experience and instead takes some time to relax to get ready for upcoming games. This can be both good and bad, since it may be the best way for b0RUP to get into the right mindset before a game, but he might not be completely prepared for the opponent's strategies.

b0RUP is not the most divergent thinker. He thinks that everyone on the team is good at providing input on tactics, but he never really comes up with any unorthodox strategies. b0RUP relies mostly on his experience, also when thinking about strategies. He prefers using well-known strategies that he has seen before and that he knows how to execute correctly, instead of being creative and try to really surprise the opponent.

His vision with being a professional player is to achieve as much as possible in his career, but also to travel a lot and see the world. By having a bonus objective which is to travel the world, b0RUP might not get too disappointed when things in-game are not going as he would've hoped. Appreciating that he gets to travel the world and get a lot of unique experiences can help him overcome the times where he doesn't have a lot of professional success.

When asked about what color he would be, b0RUP says yellow or green because he is very positive and happy but also very constructive when it comes to working out issues. He can be really serious when it matters but he can be the happy person in the team who laughs for hours. This is a very

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<sup>24</sup> A rotation is when a player moves from one objective to the other.

creative answer which goes in-depth with why he's chosen the two colors that he has. The description of they represent him also fits very well with his answers in the interview in general.

### **Traits**

b0RUP feels that everyone in the team is comfortable being around him and playing with him: *"It doesn't feel like anyone is holding anything back when I'm talking to them or they're giving me critique"* (b0RUP). The fact that people are not afraid to talk to him or give him feedback is likely related to the fact that b0RUP is a calm person who does not easily get upset, rather than because he has a lot charisma.

b0RUP likes taking responsibility and do something extra for the team. If he has an idea during a round, he is not afraid to cut through and decide that the team should do as he says. It is risky to call another tactic in the middle of a round, considering that the round can quickly be lost if it was a bad call. The fact that he does this despite not being the team captain, shows that he takes risks, because he believes in himself and the ideas that he comes up with.

When facing a new situation, b0RUP's main concern is that he cannot focus 100% on his shooting, but has to put some focus into trying to analyze the situation that he is in. *"When you have to focus on all those other things, you're not as ready to shoot as you normally are"* (b0RUP). He doesn't seem too concerned or afraid of facing a new situation, instead he uses his experience and analytical skills to figure out what to do.

When it comes to determination, b0RUP has been left behind by teammates twice so far, during his relatively short stay in North Academy. It has been tough for him to see his teammates leave to join a better or more successful team and fulfill their dream. *"I've been feeling a bit depressed in some periods, but then you'll try to get a new team and do everything you can to play your best"* (b0RUP). Despite seeing his friends and former teammates achieve what he's always wanted, he doesn't give up. He keeps playing and uses it as motivation to keep playing and keep getting better.

b0RUP has tried leading his team into a bad situation by making an unfavorable call during a round. But when it happens he is not afraid to step up and take responsibility for making the bad call. He thinks it is better to speak up and share his ideas with the team, knowing that sometimes he might make a mistake. If someone is not performing well, he will talk to them and make sure they know how he feels. In general, b0RUP is honest, puts the team before himself and does whatever he can for the team to be successful.

## Knowledge

When asked why he thinks people ask him for advice, he says: *“I think it’s because I have played with a lot of really clever players in my career” (b0RUP)*. Due to his young age and relatively short career, he naturally has less experience than some other pro players, but he makes up for this by sucking in as much knowledge as he can from more experienced players. People generally ask him about how he prepares for games, how he warms up before a game and how they improve their individual skill. In his opinion people are not asking the right questions, since he believes that the only way you can really improve and become a pro player is by playing a lot. This shows that b0RUP values experience and knowledge very highly, as he tries to make up for his own lack of experience by taking all the knowledge he can from playing with more experienced players. This also aligns with him saying that the best way for people to improve, is to play the game and get more experience under their belt. *“We are not very innovative with our strategies, we usually just use strategies that we’ve seen other teams use” (b0RUP)*. This again shows that of relying on his own experience and knowledge to come up with strategies, he looks at what other more experienced players and teams do and learn from them instead.

## Communication

b0RUP’s goal is to be in the top 30 in the world, so when’s looking for players who could be interested in joining the team, he makes sure that he believes they’re good enough to reach that goal. Despite not being able to set a goal for the team, due to not having a full roster, b0RUP makes a goal for himself so he has something to aim and look forward to while looking for new players.

b0RUP doesn’t consider himself a motivator type of person, he is more a quiet person especially outside the game. *“Sometimes I do talk a bit between rounds, but I’m not that good at creating hype on the team” (b0RUP)*. b0RUP is a quiet and calm person as he has also mentioned before in the interview, his role on the team is not to be the motivator, he is more a calm and analytical asset to the team.

When asked about how he persuades people, b0RUP gives an example of some feedback he got shortly after joining North Academy. *“I was told that I had a big influence on how some of the other players played. I was very positive, and it was very rewarding for one of the other players especially, as he became more happy and open” (b0RUP)*. This shows that despite not being the loudest person on the team who can get everyone hyped up during a game, b0RUP still motivates his teammates in another way.

b0RUP’s confidence also shows in his way of communicating. He likes to use a dominant communication style where he can really cut through: *“If I have some information about what the*

*opponents are doing, I will tell the caller that we should do this and this and we should do it right now” (b0RUP).*

### **Social Skills**

b0RUP describes himself as a very positive and happy person with a lot of good friends and a positive environment around him. However, when introduced to new people he can initially seem a bit quiet and even sad. b0RUP’s positivity is something that has shown a lot during the interview, so it’s not surprising that he would describe himself like that. It’s interesting that he’s quiet around new people as he generally seems like a very confident person. A reason for this could be that his confidence mainly revolves around his skills in-game, because he knows that it’s something he’s really good at. It could seem like this confidence doesn’t really transfer to outside of the game and is mainly related to his abilities inside the game.

When evaluating his own performances, b0RUP prefers sitting down with the whole team and give each other constructive feedback. Some people prefer looking at websites with a lot of stats, but b0RUP doesn’t like this, because stats cannot show the full impact that a player as had: *“It’s more important to have a player who can lead the team into the right positions than having killed a lot of opponents, but this won’t be shown in the stats” (b0RUP).* He likes to evaluate his own performance based on what he actually did in-game and he prefers to do it with his teammates. By evaluating his performance together with his teammates, he also overcomes any issues he might have with self-objectivity, since he gets their feedback on his performance as well.

b0RUP says he doesn’t use self-reflection a lot to improve as a player, because he thinks it’s too hard to set up the same scenario again during a game. Instead he thinks it’s all about just playing the game a lot. Despite saying he doesn’t really reflect on previous experiences, he seems to rely a lot on using the knowledge that he has obtained from playing a lot, to make the right decisions in-game. The fact that he is acknowledging this as an issue also shows that he does do some self-reflection despite maybe not thinking too much about it.

When it comes to the well-being of his teammates, b0RUP tries to contribute by being positive and happy and make sure that no one feels uncomfortable. *“I don’t do anything in particular, I just try and be myself” (b0RUP).* He also feels that he is pretty good at sensing how his teammates are feeling and what mood they are in. *“The player that we recently removed from the team was not very good at taking criticism, I could quite easily hear when he was not happy” (b0RUP).* He also says that the same is true for other players that he’s played with, he can easily hear if they disagree with something that is being said. He uses it to decide whether to give criticism and discuss other options or to just say

quiet. He says that there's no reason to keep arguing about something, when you know for sure that neither part is going to change their standpoint.

b0RUP has no problems working with his teammates, assuming they're on the same skill level as him, he trusts all of his teammates to the job they're assigned to do. He never makes decisions without asking the team for advice first, although sometimes during a game there's simply not time to ask, and he'll do what he thinks is best. Despite being a very confident player, b0RUP has no problem with letting other players do important tasks or playing important roles. We also saw this earlier where b0RUP said that he is completely fine with playing a more supportive role.

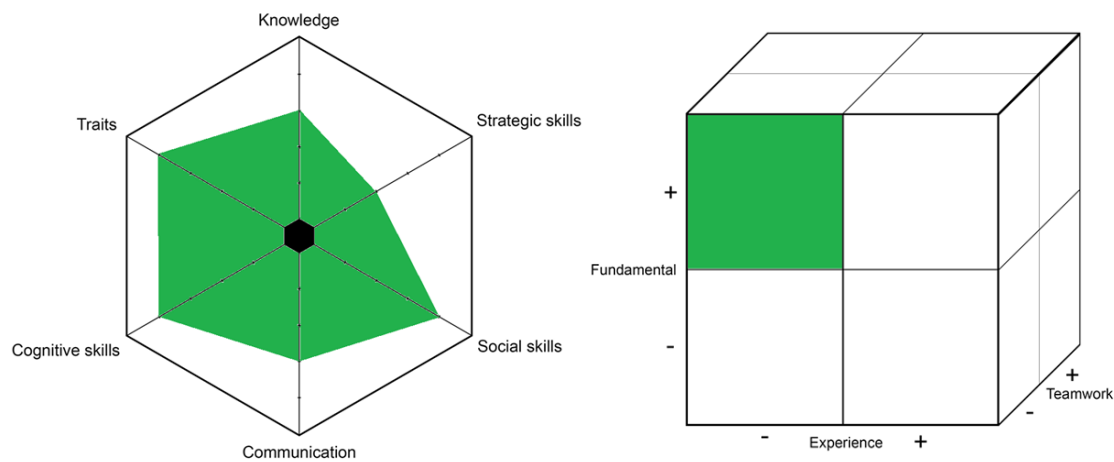
### **Environment**

Competitors does have an effect on b0RUP's play. Right now, he doesn't feel like they really have any rivals, but when playing in one of his former teams, they had some rivalry with another Danish team fighting to win the same competitions. *"We were usually ranked higher than them, but I generally feel that you are hungrier to win if you're placed below them and want to achieve what they have"* (b0RUP). This can be both good and bad, as he might play even better when his team are the underdogs, but it can also be bad since he might not be as motivated to play against smaller, less known teams, which can lead to unnecessary defeats.

When playing in front of a crowd, b0RUP feels that he is a lot more concentrated. *"I don't get nervous, I'm always 100% focused"* (b0RUP). He told us earlier that he can be quiet when he is around new people, but as long it is related to the game, he is a confident player.

## Evaluation of b0rup

<b>b0RUP</b>	<b>Researcher #1 Rating</b>	<b>Researcher #2 Rating</b>	<b>Agreed Rating</b>
<b>Cognitive Skills</b>	4	4	4
<b>Strategic Skills</b>	2	2	2
<b>Traits</b>	4	4	4
<b>Knowledge</b>	3	3	3
<b>Communication</b>	4	3	3
<b>Social Skills</b>	4	4	4



### Spider Model

b0RUP's cognitive skills has been rated at 4, because he is very good at solving problems and he is good at using the information he gains during a game. He has great analytical skills and he can often figure out where opponents are going to be playing from.

His strategic skills are rated at 2, he is not preparing any strategy when facing an opponent and are not creative in terms of coming up with new strategies. However, he has a great vision of what he wants to achieve, and he do what is expected of him.

We rated b0RUP 4 in traits, he is a charismatic person who takes responsibility, are determined and stays calm in pressured situations.

b0RUP is very young and hasn't been able to play the game for quite as long as many of the other professional players. He does have a lot of knowledge about the game, but he is not quite as experienced as some of the older players. Therefore, we have given him a rating of 3 in knowledge.

We rated him 3 in communication, he is very calm and tries to make people feel confidence to improve their motivation. However, he is a quiet person and does not seem very intimidating or dominant, which can be necessary when leading in a performance-oriented team.

b0RUP has been rated 4 in social skills, because he is good at judging the mood in the team and react accordingly. He is also very good at reflecting on his performance and works together with his teammates to improve his own game.

## Cube Model

b0RUP has been placed in the (-, +, -) section of the model. This indicates that b0RUP's biggest strength is his fundamental leadership skills. People are likely to follow him because of his personal traits and ability to analyze different situations. b0RUP's leadership style is contingent with many leadership situations, but he needs some time to mature, gain more experience and knowledge, which would make him great in a performance-oriented environment.

## Overwatch

Overwatch is a team-based multiplayer FPS game developed by blizzard, the same company that developed Heroes of the Storm and World of Warcraft, and the game was released in May 2016.

Overwatch is a competitive team game where players are playing on two teams of six people. Overwatch has over 20



*Image 15 - Game Insider*

characters in the game, which all have their unique abilities. These characters are called heroes and are split into four roles, tank, support, offense and defense. A common team composition will contain two tanks, two healers and two offense/defense heroes, however that is not locked, and it is possible to combine heroes however they want. When someone dies in Overwatch they will respawn<sup>25</sup> again after a short while, during this period they will also be able to change to another hero. This makes Overwatch a game where players quickly have to adapt to new situations. Each hero also has their own unique abilities, specific shooting styles, healing and tanking. Heroes also have an ultimate ability which is charged by shooting at the enemies or healing your allies. The ultimate abilities are very powerful and can change the outcome of a team fight. Usually players try to coordinate ultimate abilities for the most powerful outcome.

There are four different map types in competitive play: Assault, Escort, Hybrid and Control.

Assault have an attacking team and a defending team. The attacking team have to capture two points on the map, one at a time, while the defending team tries to prevent them.

In escort, one team have to escort a payload through the map and the other team tries to prevent them.

Hybrid is a mix of those two, where the team first have to capture one point on the map, which then

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<sup>25</sup> Respawn is a term used to describe the event where a player returns to the game after being killed

creates a payload to escort. Finally, there are the control map form, where both team tries to capture and maintain control of a specific point on the map.

In the competitive stage of Overwatch, Blizzard have introduced something called Overwatch League (OWL). The league aims to follow to traditional way of professional sports, by having a set of permanent teams and regular season play, rather than teams moving up and down from multiple divisions based on performance and rankings. The teams are backed up by an owner and players are signed onto a team which assures them annual salary, benefits and a portion of the winning revenue based on the performance. The teams are franchises representing major cities in the world and in the first season of the OWL, the prize pool is \$3.5 million USD (Overwatch League, 2018).

## HarryHook

Jonathan Tejedor Rua known in-game under his alias HarryHook is a 26-year-old professional Overwatch player from Spain, who is currently the team captain and support player in Dallas Fuel. HarryHook has been playing video games since he was 12 years old, he started out by playing an MMORPG called Ultima Online, but eventually began playing World of Warcraft (WoW) a lot. After some time playing WoW, he tried out an FPS game called Team Fortress 2 (TF2), which is cartoony deathmatch-style game. One of his friends then introduced him to Overwatch, which is similar in style



Image 16 - Liquipedia

to TF2, he gave it a try and liked it a lot. His professional Overwatch career started when he created a team with one of his old friends. The team became very successful with over 40 games won in tournaments, which led to HarryHook being contracted by a team called EnVyUs, who are the owners of Dallas Fuel, which is the team he is currently representing in the Overwatch League.

## Cognitive Skills

About defining problems, HarryHook says: *“We watch the replay of the entire game, or the parts where we fail and then we look at where we failed and why”* (HarryHook). He prefers looking at the replays together with his team, which means that everyone will be looking at the same thing at the same time, making it easier to identify and discuss how to solve any issues.



The way that HarryHook uses information that he obtains during the game is mostly focused around noticing the opponent's mistakes. He gives us the example of: *"When you know Winston<sup>26</sup> jumps out of the fight, you call it out, so you can kill it and then take the fight when you're ahead"* (HarryHook). He's also very focused on keeping track of the enemies' ultimate usage, as that is one of his roles on the team. By using his memory skills to keep track of the cooldowns<sup>27</sup> of both his own teams and the opponent team's abilities, HarryHook knows when it is a good time for his team to engage in a fight. Obtaining this information is crucial for him, because winning fights is often reliant on capitalizing on the opponent's mistakes as he says.

### Strategic Skills

HarryHook says that Overwatch is a pretty simple game that doesn't require too much planning. However, as they're currently playing two games per week, it can become pretty stressful, therefore his team always plays the same maps in every game. He also plans specific hero compositions against opponents, when he knows what heroes they're going to play. HarryHook does a lot of thinking on what he thinks the opponent's strategy will be in an upcoming game and then makes a plan for a strategy or hero composition that they can use to directly counter how the opponent team plays. *"Right now, it's really simple to plan ahead, because everyone pretty much plays the same hero composition in every game"* (HarryHook). The main thing he plans for during a game is not so much based on which heroes the opponent team are going to play, but instead he plans for when to his own team's ultimate abilities, while keeping track of the status of the opponent teams' ultimate abilities.

Sometimes HarryHook has to come up with alternative solutions to the team's problems. For instance, the team recently lost their only player who was capable of playing a vital hero called Genji. *"You cannot always have the best hero pool, so you'll have to think more ahead and figure out another way to win"* (HarryHook). His solution to this problem was to invest some time in trying to make an entirely new strategy that was not "meta"<sup>28</sup>, meaning that it would catch the opponent team off guard. However, he also knows that he cannot spend too much time on practicing these alternative solutions, because that'll take time away from practicing what the team is really good at. He also knows that using a strategy that is out of the ordinary is more of a one-time thing. Once you've used the tactic against a single opponent, all the other teams will know what you're planning to do, taking away the surprise moment and thus making the strategy a lot weaker.

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<sup>26</sup> Winston is a hero in Overwatch, which is hard to kill due to an ability that makes him able to jump away from enemies

<sup>27</sup> When using an ability in Overwatch, there's a cooldown period until you can use that ability again

<sup>28</sup> Meta refers to strategies/heroes/setups that are currently the strongest

HarryHook's goal is always to win everything. But since becoming a pro player he also thinks it's important to act professionally and take the game very seriously. The way he tries to achieve this is by playing the game a lot and make to tread carefully and avoid bad publicity. This shows that HarryHook is a competitive person, but also that he is planning for the future. He acts professionally so he can prolong his career in other teams or games, if his current team ends up having issues.

The color that HarryHook thinks describes him best is grey: *"It's kinda like a simple color and I'm a simple guy"* he says. His answer is somewhat creative, and he answered it fast, but he didn't give a very in-depth explanation.

### **Traits**

To answer question 10, HarryHook said: *"I think people generally like me. There's always going to be people who troll<sup>29</sup> because they like another team or they are just stupid and want to make drama. You cannot listen to that, you just have to ignore it."* (HarryHook). When HarryHook is playing games, people who are watching him and his team play live, refers to him as CarryHook because they think he often carries<sup>30</sup> his team. HarryHook also believes that feelings outside the game influence how the team plays in-game. So, he tries to make sure that there's always a good feeling on the team and that the other players feel like they can talk to him about their issues. The fact that the chat has a nickname for him also shows that he is a well-liked personality in the Overwatch community.

HarryHook doesn't really feel like he wants to take more responsibility than his teammates. He is already responsible for cooldown tracking and usage, which means it's hard for him to take additional responsibility. When facing an unknown situation, he believes the best way to deal with it is to take it easy and just think about what to do. This shows that HarryHook is able to stay calm even when he is put in a situation he hasn't encountered before. Instead of panicking or acting on his instinct, he takes it slow and analyzes what is the best thing to do in that situation.

In order to reach his goals in-game and in his career, HarryHook believes it is very important not to lose morale when you lose a game. *"We pretty much get destroyed because of that. We cannot have a weak mindset"* (HarryHook). He also spends some time on practicing some of his weaknesses in the game, such as playing other roles like an offense character. This shows that HarryHook is very aware of his weaknesses as a player and also the weaknesses of the team. He focuses personally on improving some of the things he is not very good at in the game, but he also tries to keep the emotion

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<sup>29</sup> Skriv noget om trolls

<sup>30</sup> Carrying your team means being the actual reason your team is winning

on the team under control. He is aware of which problems the team might face which could hurt their performance and in turn slow down his attempts to reach his own goals.

HarryHook has no problem speaking up if he feels the team should be doing something differently or if he wants others to hear his opinion. He brings up an example where the team is discussing which strategy to use on a particular map, where there's two main ways of defending. He saw that most other teams were defending in a different way than their team was doing, and he brought it up and said maybe they should try that too. But the team said no, because they were convinced it wouldn't work. *"That is like giving up. It's the wrong mindset"* (HarryHook). They eventually tried defending the other way in some of their practice games and it turned out to be really effective. *"Maybe if we would have done that before, we would've been able to win more games"* (HarryHook). This shows that the most important thing for HarryHook is to be professional and to make sure that the team has done everything they can to win more games. It's more important that the team does well than it is for him to be friends with everyone all the time.

## **Knowledge**

The reason people ask HarryHook for advice according to himself, is simply because of the fact that he is a professional player. He has a lot of small tips that he has discovered by playing the game a lot. These tips would be useful for even experienced players, as they're small details you might not think about initially. Another piece of advice that he likes to give is that people should never give up, they need to work harder. This again shows that HarryHook believes that determination and hard work is the way to go if you want to be a professional player. *"You have to try harder, you cannot just give up after your first try"* (HarryHook).

HarryHook doesn't come with a lot of input on tactics, since his primary role on the team is cooldown tracking. However sometimes he might provide some input if he thinks picking another hero could make life easier for the team. *"You have to think that maybe this hero can work better against this lineup."* (HarryHook). This shows that even though it's not his primary job, he's still always thinking about how the game is likely to turn out and what the team can do to make a win more likely. He uses his knowledge of the heroes and their strengths and weaknesses to judge which heroes might make the game easier for his team.

This is also the primary way that he comes up with new strategies for the team. He uses his knowledge which heroes are good in which positions and on which maps, to make a setup that is likely to be stronger than what the opponent is doing. HarryHook's knowledge and experience about the game are the two things he relies the most on when trying to come up with a new strategy.

## Communication

HarryHook has created small goals of learning the basics for the team. They are a newly gathered team which starts from zero. *"We try to focus on one thing which is easy and then improving it slowly"* (HarryHook). Considering their circumstances, it makes sense that the team's first objective is to establish the fundamentals to how they can play together.

As for motivating his teammates, he usually jokes around and is supportive saying that everyone can make a bad move and telling them they can still turn this around. He believes that if he gets mad at his teammates and himself, they cannot think rationally and listen to calls. Communication is important, so he rather want to keep a good mood, then being mad. For keeping his own interest in the game, he just tells himself that it's his job, so he will use some of the day on work and the rest of the day on something that will put his mind on something else.

When persuading people, HarryHook tries to explain the situation and convince them with logic. He tries to forecast what the enemies are going to do and then how he can counter it. If the team believe that HarryHook's idea is better, then the team will go with it. He doesn't have the last word, he just wants to give his opinion which he uses logic to explain. This also have a connection to the way he views his influence on the team. *"I give my opinion like everyone else, but i don't want to have the last word. Maybe in some ways people listen to me more than others sometimes"* (HarryHook). This might be his humble character that always seek for other people's opinion, however he also said that he thinks people listen to him the most, which makes him both an influencer and persuading people with his knowledge and logic.

HarryHook is a mix of both dominant and supportive communication styles. He is mainly dominant when he orders his teammates to do something specific, and he can get really mad if people do not listen to him in those situations. However, in every other scenario he seems really supportive. If people fail at something in the game, he says it is alright, and when talking about strategy he always asks about other's opinion.

## Social Skills

HarryHook describes himself as a funny and humble guy. He did not go into any details in the way he is as a person. Through the interview he talked about how his color is grey because he is simple, and do not have much to add to his personality. This might be because he is humble, but we also interpret it as him not being too talkative about himself. He also mentioned his humor, which we could feel through the interview that he was humoristic.

When evaluating his own performance after a game, HarryHook reflects on the game and looks for mistakes in his own gameplay. *“After one game I made so many mistakes, and I think to myself I am playing so bad. And then I think about it, because I know what happened and what I did wrong. I don’t need anyone else to say anything, because I know.”* (HarryHook). This shows that he is able to look at his own performance objectively and look for areas where he made mistakes and where he can improve. He also values input from his teammates, if they think there’s something he could do differently, but if it’s something obvious then he doesn’t need their input, because he is not blind to his own mistakes.

HarryHook uses his previous experiences to look for weaknesses in his gameplay, as he also said in the section above. Sometimes he also gets help from others when trying to improve, but he values his own experience too, since he might feel like another way of playing works better for him personally. One of his weaknesses that he has discovered from experience is that he cannot play that many heroes well, so that is one of the things he is currently working to improve. This again shows that he is not blind to his own weaknesses and performance and also that he is working to improve on those weaknesses to become a better player.

HarryHook believes that it is very important to praise and cheer for his teammates when they play well. By doing this, he shows appreciation and raises the confidence of his teammates which can help them play better. *“The most important factor on the game is the outside of the game. Which means the relationship on the team. You have to listen to each other”* (HarryHook). This shows that he puts a lot of thought into how his teammates are feeling and what mood they’re in. He does what he can to make sure that people are comfortable, because he believes that it is one of the best ways to improve the team’s performance.

When making decisions, HarryHook relies a lot on his teammates, because he is playing the support role, so he needs his offense and defense players to make the plays, he cannot do much on his own. This shows that HarryHook has to be able to work together with his teammates, because the role he plays is not able to accomplish much by itself. He needs to help his teammates the best he can, as they are the ones who are able to make things happen in the game, because of their roles.

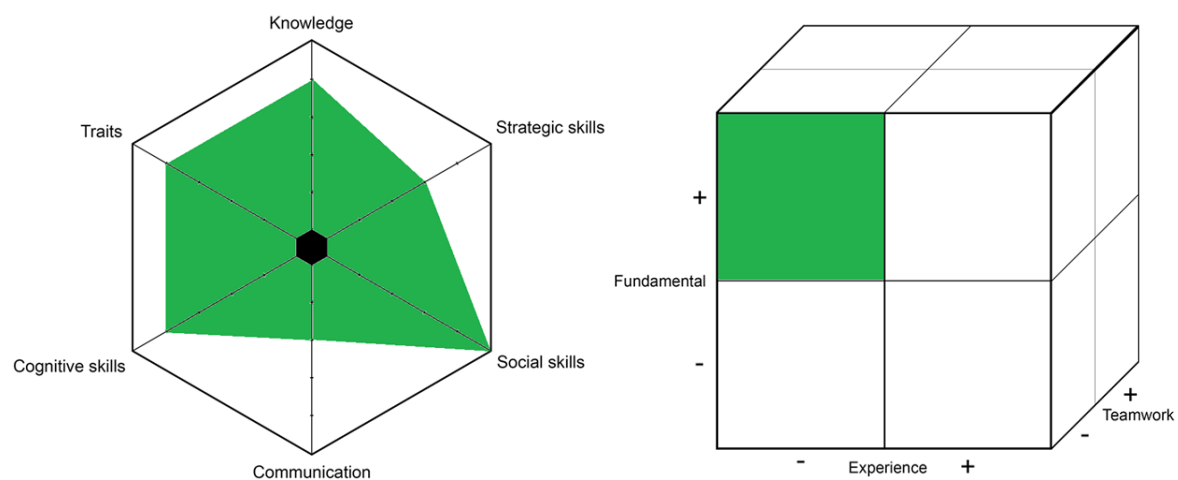
## **Environment**

Competitors doesn’t have any influence on how HarryHook plays, which shows that he is confident in his own ability and doesn’t let them influence the way he plays. Playing in front of a crowd used to affect him in a negative way, but after going to Korea and playing there for 6 months, he no longer thinks about all the people watching him. *“When you’re playing the game, you just have to think inside the game. But at first when you are inexperienced that will happen”* (HarryHook). He has

overcome the issues he used to have with playing in front of big crowds, by facing the problem multiple times and getting more experience in such situations. As he became more experienced he built more self-confidence and he has not reached a point where it no longer affects him while playing.

## Evaluation of HarryHook

<b>HarryHook</b>	<b>Researcher #1 Rating</b>	<b>Researcher #2 Rating</b>	<b>Agreed Rating</b>
<b>Cognitive Skills</b>	4	4	4
<b>Strategic Skills</b>	3	4	3
<b>Traits</b>	3	4	4
<b>Knowledge</b>	4	4	4
<b>Communication</b>	3	2	2
<b>Social Skills</b>	5	5	5



## Spider Model

HarryHook has been rated 4 in cognitive skills because he is great at planning resource usage, in the form of abilities and ultimate abilities. He also looks at replays and tries to identify problems, so he can discuss them with his team mates.

His strategic skills are rated at 3, he is good at evaluating the opponents strategies and coming up with counters. However, he does not have clear goals and he relies a lot on teammates when making calls. We rated HarryHook 4 in traits because he is great at analyzing situations calmly, is aware of his weaknesses and strong determination.

HarryHook has a lot of knowledge about the game, he knows how to play his own role to perfection and he can also play some of the other roles quite effectively. He uses this knowledge to reflect on his own performance and to improve his gameplay. Therefore, we have given him a rating of 4 in knowledge.

His communication is rated at 2, his goals seemed to be obtained too easily considering they are a professional team. He might be a bit humble compared to what he knows about the game and he could be more dominant in specific situations.

HarryHook is rated 5 in social skills, he looks at himself objectively and values other opinions. He reflects over his own skills and tries to improve his weaknesses. He treasures good environment, cheers people and try to raise their confidence.

### **Cube Model**

HarryHook has been put in the (-, +, -) section of the cube model. This shows that HarryHook's primary strength is his fundamental leadership skills, such as his charisma and his self-confidence. People are likely to follow him primarily for these reasons and also because he has a lot of knowledge about the role he is playing. This leadership style is contingent with many different leadership situations, especially in performance-oriented environments, due to his teamwork skills. He could potentially become an even better leader over time, by improving on his experience in the situation he is leading in.

# Analysis Results

## Overview of Leadership Skills

In the following section, we have gathered the spider models from each respondent and split them into each genre. The blue colored models are for MMO players, the red are for MOBA players and the green models are for FPS players. This gives us a better overview and makes it easier to see where each of the respondents' strengths and weaknesses lies when it comes to leadership skills.

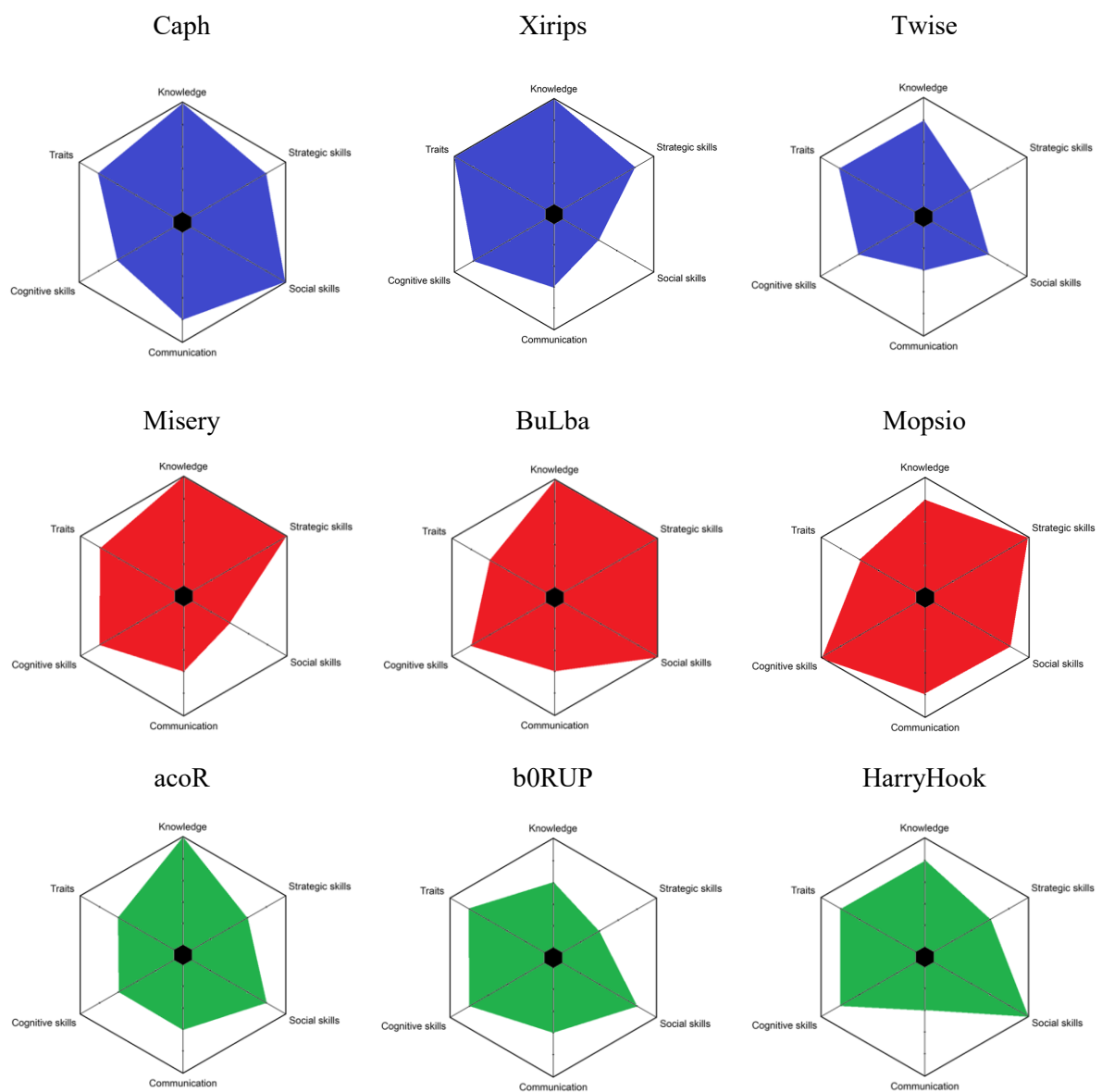


Figure 6 - Overview of Leadership Skills



## Averages per game genre

To obtain a more general understanding of the differences in leadership skills across game genres, we have calculated the average of each genre by combining the scores for each individual player and creating an average score spider model. This makes it easier to compare the differences in the various leadership skills across the game genres and investigate if one genre requires or develops different skills than others.

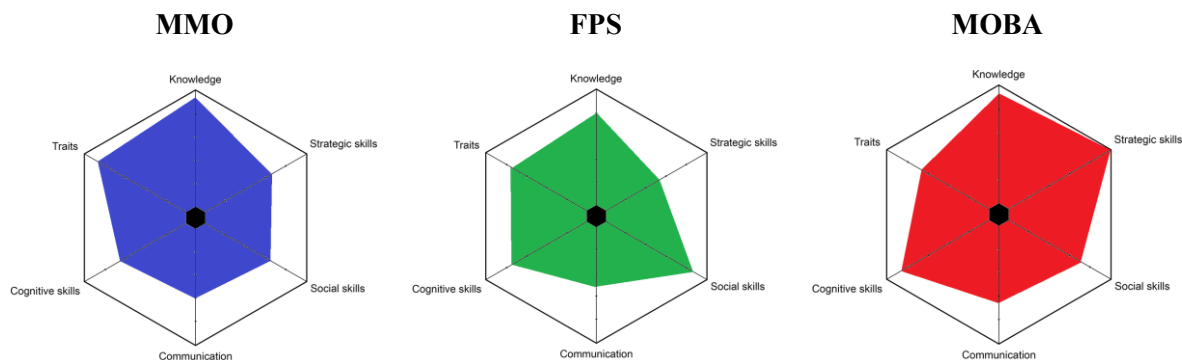


Figure 7 - Averages per Game Genre

## Common Skills

All the game genres share knowledge as a significant skill. This is not surprising, because knowledge is one of the five bases of power (the expertise base of power) (Northouse, 2010). Possessing a lot of knowledge is important because it makes people want to follow you and learn from you.

Another interesting point is that communication skills are less essential than we expected them to be. We believe that this is because players on this level all share the same goals, and therefore it is not necessary for the leader to manipulate the players and persuade them into doing their job.

## MMO-specific Skills

We can see that traits and knowledge are the most important skills for MMO leaders. We believe that this is because there are more players in an MMO guild compared to an FPS or MOBA team, so a person with a lot of charisma, self-confidence and knowledge about the game, often ends up in a leadership position. A leader needs to be a role-model that people will naturally follow, so this person needs to have self-confidence and be determined, which are both traits. In MMO games, cognitive skills are less important, because an encounter will always unfold and progress in the same way, because it's pre-programmed to work in a specific way by the game developers. This makes it easier to figure out how the upcoming encounter will proceed, and there won't be any surprising moments during an encounter.

## MOBA-specific Skills

In MOBA games, strategic skill is the most important leadership skill. It was mentioned during the interviews, that the players who are at the highest level, are mostly equal in terms of mechanic skill<sup>31</sup>, so it is often the team with the best strategy that end up winning the game. We also believe that this is the reason, that the cognitive skills score is so high, because the leader needs to be able to understand and forecast how the match will progress. It is crucial that the leader can plan ahead of the upcoming match and prepare appropriately, adapt quickly to unknown or unexpected situations and have a clear vision of how the match will proceed and what the opponents are planning to do.

## FPS-specific Skills

The most important leadership skill in FPS games is social skills. It is important to be able to trust teammates, because a lot of the responsibility is delegated out to each individual in this genre. There is a very high mechanical skill cap in FPS games and being able to precisely control your movement and aim is very important but hard to perfect. Therefore, it is important for the individuals to be able to self-reflect over their own gameplay and look for mistakes and areas that needs improvement. This requires the player to be self-objective when evaluating their own performance. FPS games are also very momentum and confidence-based, so people with bad social perceptiveness can hurt the mood on the team if they lose their temper and create a bad environment. This will then make the teammates lose confidence in themselves and in the team, making it harder to trust each other and possibly ending out in a loss.

## Leadership Skills Over Time

Based on the analysis above, we can see that the respondents' do have good leadership skills, but we also need to figure out if those skills are something they've always had or if it is something that's been acquired or improved over time through playing video games. First of all, we want to investigate what has the biggest impact on the leadership skills; is it the amount of time a person has played games or is it the amount of time a person has played games competitively? Since all of the respondents have played computer games for the majority of their lives, we have used their age as a measure for how long they've been playing games. We have then plotted each of the respondents average score across all the leadership skills and compared it with their age and the length of their competitive career. This produced the following graphs and trendlines.

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<sup>31</sup> Mechanic skill refers to the actual manipulation of the character you control in-game, such as attacking and using abilities.

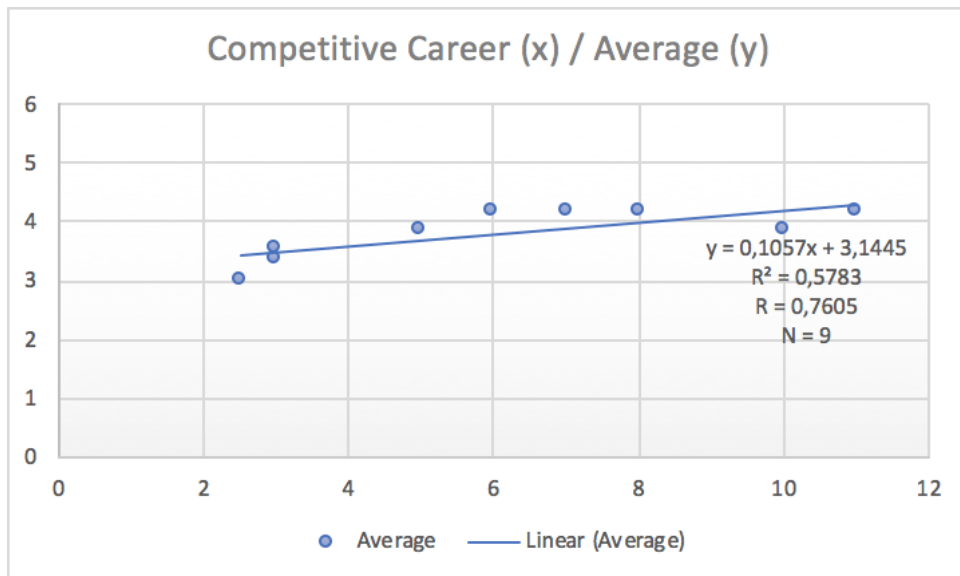


Figure 8 - Correlation Between Competitive Career Length and Average Leadership Skills

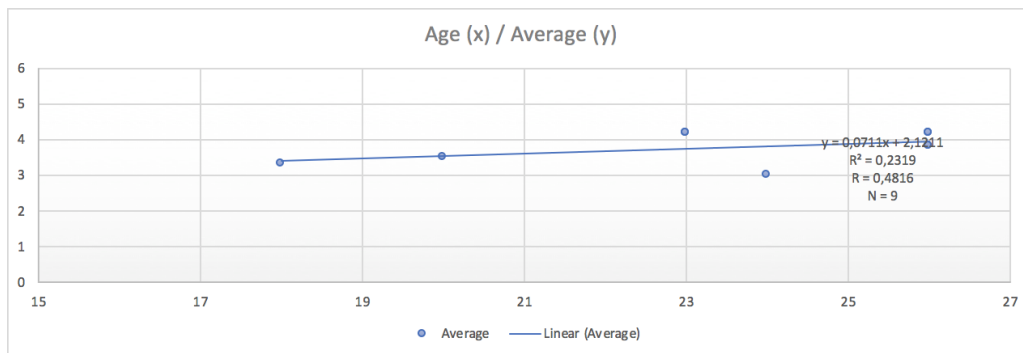


Figure 9 - Correlation Between Age and Average Leadership Skills

The Pearson Product-Moment Correlation (R), shows the relationship between two variables. The closer R is to 1, the higher the correlation is between the two variables (“Pearson Product-Moment Correlation”, n.d.). Because we are investigating human behavior, we can expect our R-values to be lower than in other areas of work, because human behavior generally is hard to predict (Frost, 2017). Usually, R-values that are higher than 0,7 are considered strong in most areas of work (Moore, 2012). Other guidelines say that a small strength of association is when the R-value is between 0.1 and 0,3, medium strength association is when the R-value is between 0,3 and 0,5 and finally R-values above 0,5 can be considered having a large strength of association (“Pearson Product-Moment Correlation”, n.d.). In the graphs above, we can see that the R-value is higher when comparing the length of the respondents’ competitive careers to their average scores, than it is when you compare their the age to their average score. This means that playing competitively has a stronger correlation to the players’ leadership skills, than just playing games for a long time has. So, in order to really improve leadership skills, a person will have to be playing on a competitive level. Therefore, we will use the length of the respondents’ competitive careers for comparison throughout the remainder of the analysis.

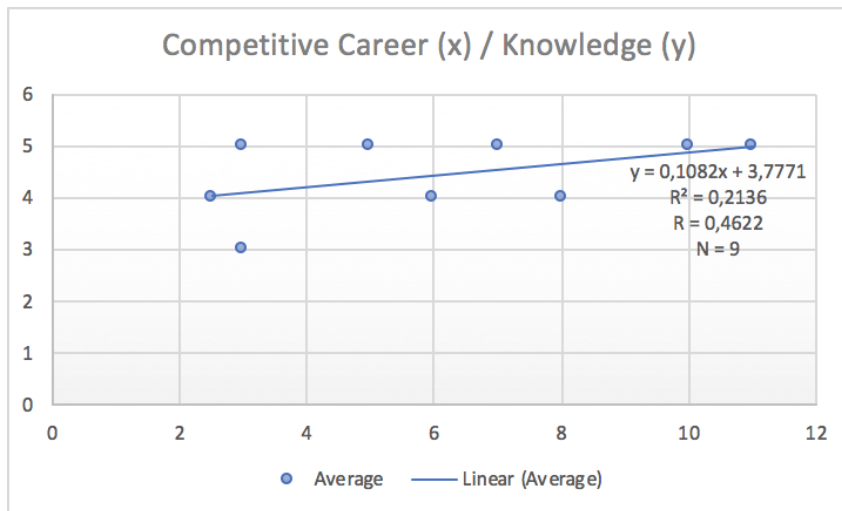


Figure 10 - Correlation Between Competitive Career Length and Knowledge

The knowledge score is expected to be very high for all the respondents, because they are all playing at a very high level. What we can see from the graph above is that the linear regression line has an R-value of 0,46, which means that there is a substantial positive relationship between the length of the respondents' competitive careers and their knowledge score. The linear regression equation shows that players will increase their knowledge score with 0,108 points per year that their competitive career continues. As expected, players will improve their knowledge gradually for as long as they keep playing the game competitively. The longer a player has played competitively, the higher we can expect his knowledge score to be. In the overview model of the framework, knowledge is one of the two skills that make up the experience section. Therefore, this result helps confirm the theory in the framework which says that knowledge is related to experience.

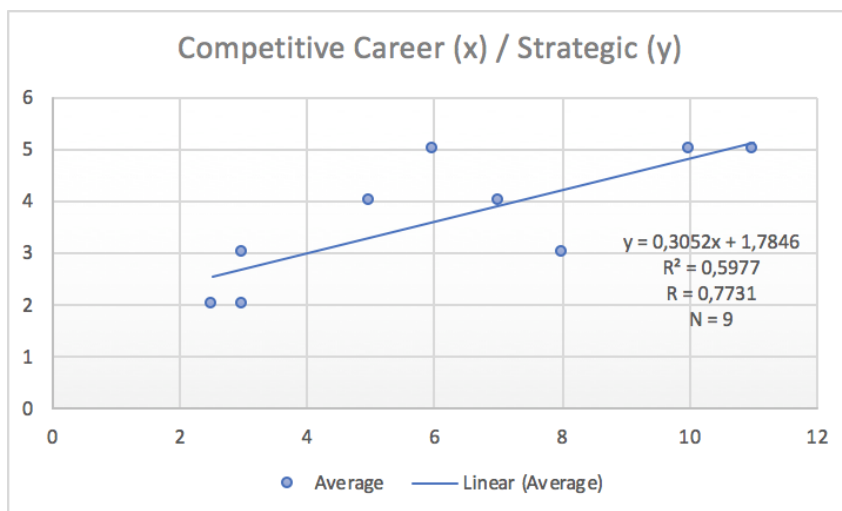


Figure 11 - Correlation Between Competitive Career Length and Strategic Skills

Comparing the length of the competitive career with strategic skills score is the attribute that has the biggest correlation. The longer an individual play competitively, the better they will become at understanding how it works and be able to make more advanced strategies. There is a large correlation with an R-value of 0,77, which proves that the strategic skill score is increased over time playing

competitively. For every year that a player's competitive career continues, their strategic skill score will increase with 0,3. Strategic skills is the other skill which makes up the experience section of the framework along with knowledge. Therefore, this result further helps to confirm the theory that experience is a combination of knowledge and strategic skills.

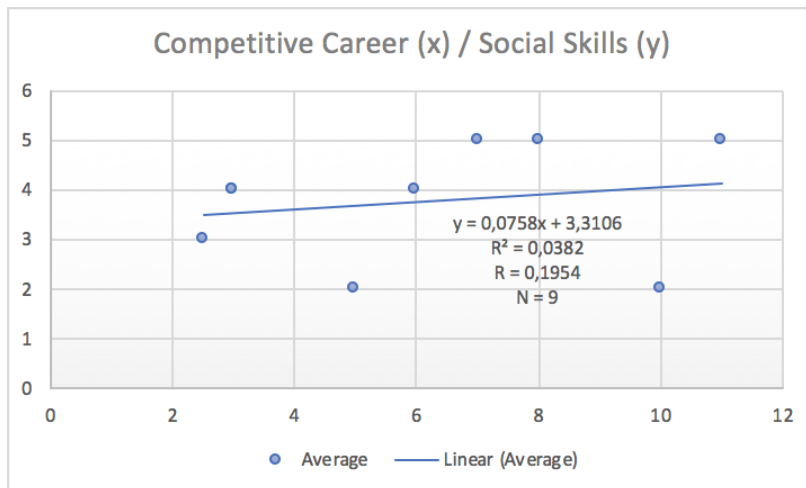


Figure 12 - Correlation Between Competitive Career Length and Social Skills

The social skills score has a weak correlation with the competitive career length, which can be seen on the R-value of 0,19. There are a lot of outliers, which indicates that players are not really getting a higher score in social skills, based on how long they've played competitively. This means that playing competitively is not likely to have any effect on a player's social skills. We found that social skills were a lot more prominent among the FPS players, so it is possible that if we had only looked at FPS players, we might have found a stronger correlation between the career length and social skills score.

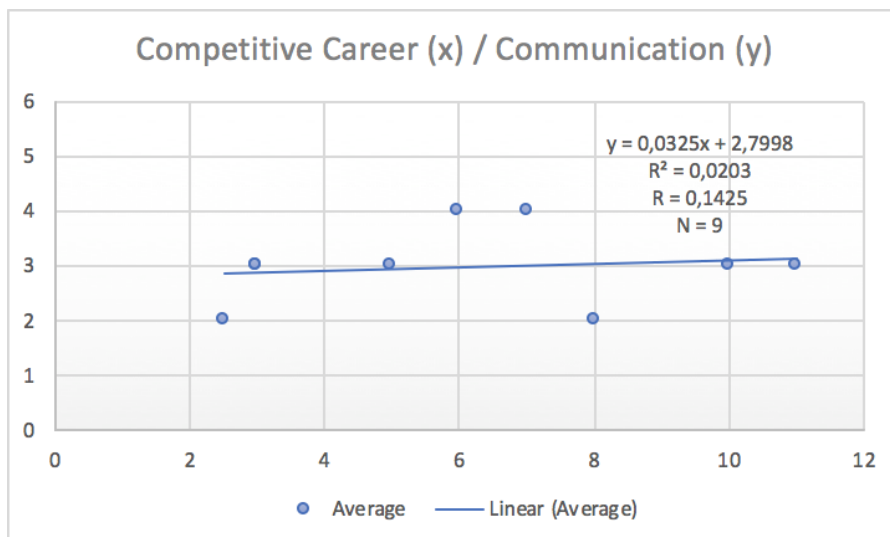


Figure 13 - Correlation Between Competitive Career Length and Communication

The linear regression equation has a very flat slope and also a low R-value of 0,14 indicating that there's not a significant correlation between the length of a player's competitive career and their communication skills. We believe that this is because the in-game leader and the players on the team, often share the same goal to become the best and win tournaments. Therefore, it is not necessary for

the in-game leader to manipulate or persuade his or her fellow teammates to accept and follow their point of view, which is why they don't improve in communication skill. The communication that is used in competitive gaming is mostly short and precise direct orders or information being relayed, which is not very complex to communicate.

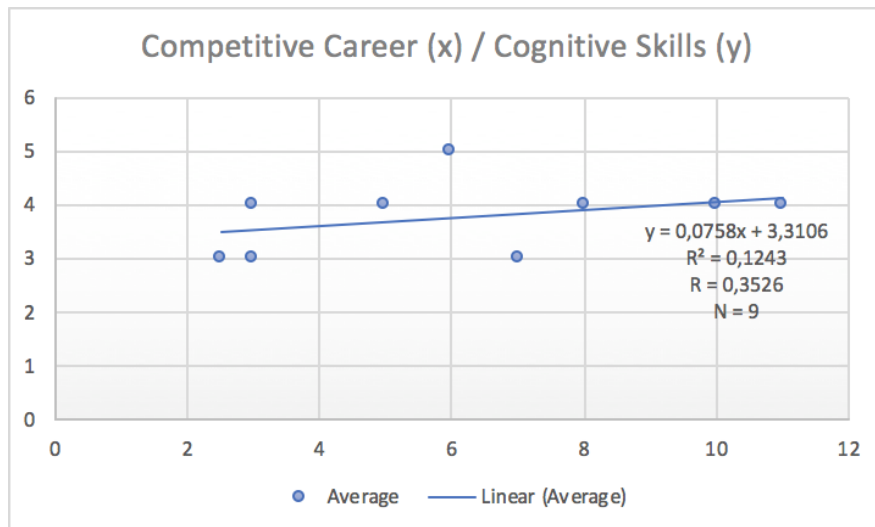


Figure 14 - Correlation Between Competitive Career Length and Cognitive Skills

There is a small increase in cognitive skills per year of competitive career length and with an R-value 0,35, we can see that there is a medium strength correlation. Cognitive abilities are a set of skills which are hard to improve, so it makes sense that the slope of the linear regression equation is rather flat. Every year of competitive career length equals an expected increase in cognitive skill score of just 0,08.

The R-value of 0,35 indicates a medium strength of correlation, but because we're investigating human behavior and our sample size is fairly small, it might make sense to do further in-depth research specifically on the effect that competitive gaming has on cognitive skills. From the overview of leadership skills (fig. 3), we can see that cognitive skills scores are highest in the game genres that require a lot of mechanical skills (FPS/MOBA). So, we believe there might be a stronger correlation between career length and cognitive skills you we had only investigated those two genres.

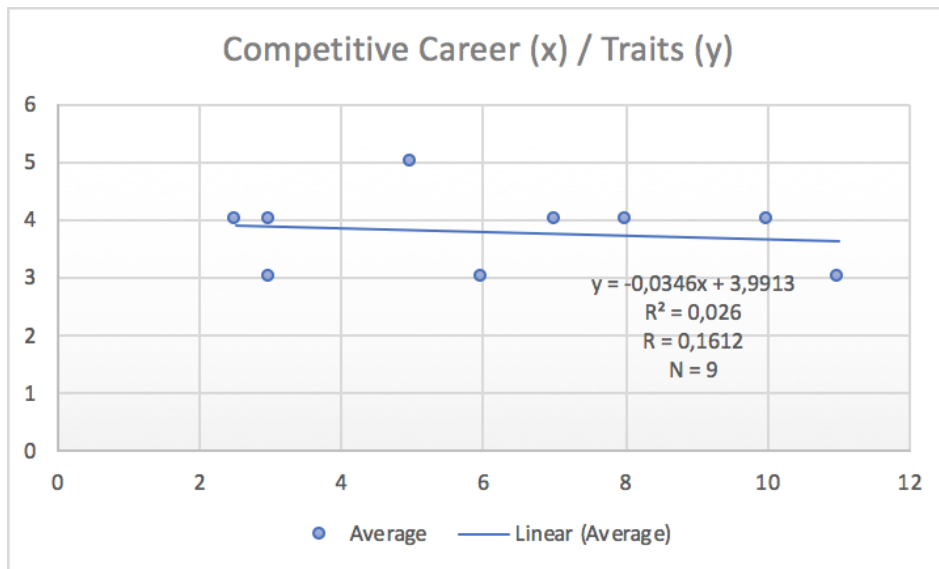


Figure 15 - Correlation Between Competitive Career Length and Traits

There is no significant correlation between competitive career length and traits score, which also can be seen on the R-value of 0,16. This makes sense, because traits are something that people are born with, and playing competitively will not have a positive effect on those abilities. This helps to confirm the theory in the framework, which says that traits are a fundamental skill which is difficult to improve.

## Discussion

In this section we will reflect on the results on our analysis and address questions about which results were the most surprising and if there were results that not fit well with our theoretical framework.

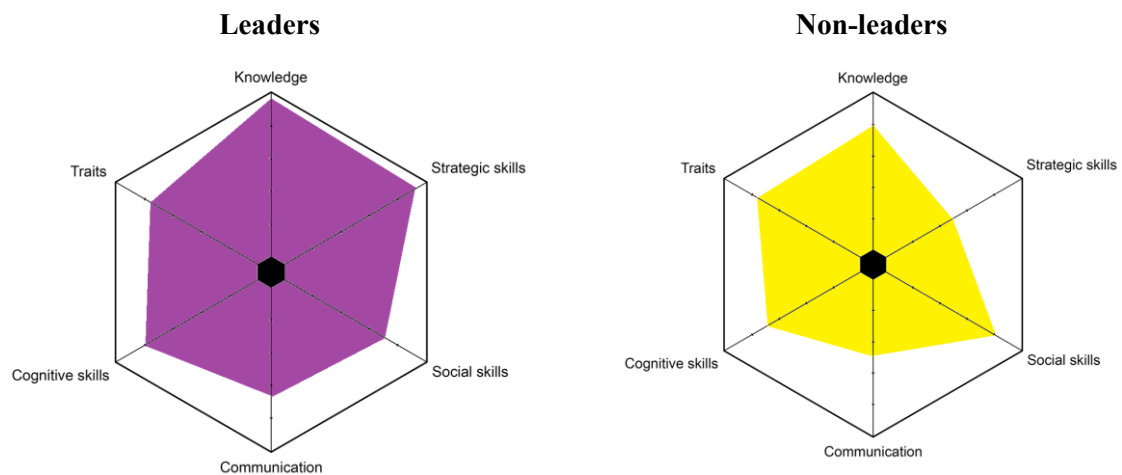
### Leaders versus Non-leaders

Among our nine respondents, we ended up with five people who had a leading role in their specific games and four people who were non-leaders.

The leaders are: Caph, Xirips, Misery, BuLba and Mopsio, while the non-leaders are: Twice, b0RUP, acoR and HarryHook. The reason we ended up speaking with non-leaders, is in part because of our delimitation of only wanting to speak with the best competitive players in the world. This limited us to a very small amount of people, who also has a very busy schedule, especially among the leaders. Additionally, some of the players we talked to were listed as the official leaders on their team pages but turned out to not have an actual leadership role. Finally, we also decided to speak with non-leaders that plays at an equally high competitive level, to have an equal distribution of players in each game genre, as it was very hard to get in touch with high ranking FPS players.

We have created two spider models that shows the average leadership skill scores of leaders and non-

leaders. The leaders average scores are shown in the purple model and the non-leaders average scores are shown in the yellow model.



*Figure 16 - Comparison of Leader vs. Non-leaders*

From the models above, we can see that the leaders are generally scoring higher in the spider model, with an average total point score of 4,03 while the non-leaders have an average total point score of 3,5. The leaders score higher in every category, except social skills, in which they are behind by 10% compared to the non-leaders.

What is especially noticeable is how much better the leaders are in strategic skills with an 84% higher average score compared to the non-leaders. The leaders are also scoring substantially higher in communication (36%) and knowledge (20%).

This makes sense, because our interviews were based on leadership skills, and what we have found is that non-leaders do not have possess as good leadership skills as those who are in leadership roles. As mentioned earlier, the high-performance teams who are playing at the highest competitive level tend to have less attention on social skills, due to the nature of the high performance environment, where it is more important to perform well, than it is to be popular and friendly with everyone. An explanation as to why the social skills score is slightly lower among the leaders, could be because they sometimes have to make decisions where it can actually be an advantage for them, to not have a too close relationship with the players on the team.

The three FPS players we talked to, were also non-leaders which might give skewed results in the FPS genre, compared to if we had spoken with FPS players in leadership roles. The single non-leader in MMO might also slightly skew the results in the MMO genre, however we believe that we still obtained enough appropriate data to interpret the average of each genre.



## Cognitive Skills

According to the theory, cognitive skills are primarily biologically determined and are very difficult to improve on (Northouse, 2010). However, our research shows a small correlation between the respondents' cognitive abilities and the amount of time they have played competitively (fig. 14)

Playing games competitively requires a lot of planning and forecasting to prepare for tournaments and games. The planning part involves scheduling practice sessions in the time leading up to tournaments and the forecasting part involves analyzing what you're likely to face in the tournament. Players are relying on their memory skills to do this forecasting, as they can use their memories of similar situations in the past, to predict what another team or player's next move is likely to be. Additionally, competitive play requires the player to be able to come up with creative solutions to the problems they will undoubtedly face, either inside the game or outside. If the player's initial expectations of what he'll be facing were wrong or the strategy he's prepared is no longer possible to execute, he has to come up with another solution or strategy that can work in this new scenario. This requires the player to think creatively, make sense of the information that is available to him and create a vision of what the new game plan is. These skills are all related to the player's cognitive abilities and therefore it makes sense that we can see some correlation between the length of the players' careers and their cognitive abilities. Our research shows that players can expect to improve around 0.07 rating in their cognitive abilities per year of their competitive career. Because the improvement seems minor and because the correlation is not very strong, it would make sense to further investigate if cognitive abilities can actually be improved through playing games competitively.

## Communication & Strategic Skills

Something that surprised us about our results, was that the communication skills were quite low across the board. According to the theory, communication skills are used by leaders to motivate and provide direction, by using communicating their vision to subordinates (Conger & Benjamin. 1999, Pendleton & Furnham 2017). Therefore, it is surprising to see that the average rating in our respondents' communication skills is just 3 out of 5. Additionally, it doesn't look like the length of the players' competitive careers are related to their communication skills in any way (fig 13). A potential reason for this is that we have included both leaders and non-leaders in our research. The players who has leadership experience has an average rating of 3,4 in communication skills, while those without leadership experience has an average rating of just 2,5 (fig. 16). This is a significant difference, which indicates that having a leadership role is required in order to improve communication skills via competitive gaming.

Another thing which was surprising about our results is the strong correlation between strategic skills and the length of the player's competitive career (fig. 11). This indicates that individuals can improve their strategic skills and thus their leadership skills by playing competitively. Strategic skills are conceptual skills which are required to understand complexity, deal with ambiguity and to effect influence in the organization (Mumford et al., 2017). By analyzing what the opponents are doing during a game, predicting what their actions mean and thinking about ways to counter them improves the players strategic skills. The player has to be able to simulate future events in their mind to not get caught off guard by something that happens in-game. Additionally, the leaders in particular, has to be able to formulate a vision and a plan, in order to get the players on their team to follow him and work with him to achieve their common goals.

All of these strategic skills are important to become a successful competitive player and they are skills that the players will practice either directly or indirectly every time they play the game. Because of this it also makes perfect sense that we can see this strong correlation between how long the respondents have been playing competitively and how good their strategic skills are.

## Environment

One concept that we feel weren't used as much as the others in the analysis is the environment. The environment relates to the circumstances under which the leader has to work. But because the players are all professional, they will always have access to the newest and best equipment (computers, peripherals, etc.). This means they'll almost never face issues such as communication delays or bad performance caused by faulty, slow or old hardware. Therefore, the only environmental influences on the players are from other outside factors such as the crowd and pressure from their competitors. While this did have a minor effect on some of the players, it didn't feel like it had a major impact on any of the players ability to lead.

## Gender Differences

All of our respondents are males, which could influence the ratings of the leadership skills. According to Rosener (1990), female leaders ascribe their power primarily to personal characteristics (traits), such as charisma and interpersonal skills rather than legitimate power due to organizational stature. Female leaders are more likely to encourage participation, share power and knowledge, try to enhance others self-confidence and get others excited about their work. *"In general, these leaders believe that people perform best when they feel good about themselves and their work, and they try to create situations that contribute to that feeling"* (Rosener, 1990). In comparison, male leaders are more likely to describe their leadership style as "transactional" leadership, where the leader exchanges

rewards for good performance and punishment for inadequate performance. Additionally, men are more likely to use their legitimate power to coerce their subordinates (Rosener, 1990).

What this means for our results is that the leadership skills we have found to be most prominent among the competitive gamers better fit the transactional leadership style which is based more on legitimate power. If we had also included female respondents we might have seen higher ratings in areas such as traits, social skills and communication, because of the potential differences in male and female leadership styles.

## Culture Differences

More than half of our respondents (5/9) were Danish. Danish leaders are generally perceived as direct and respectful in their communication. They are good at asking questions and are clear in their expectations, which encourages innovative and creative work communities (Danish Leadership Style In a Global Context, n.d.).

The theories we've used in our research is primarily by American researchers, which means that what the theory describes as the most important leadership skills, might not be the most important leadership skills in a Danish or European environment. As an example, Danish leaders often use equality, democracy and informality as tools to increase effectiveness and reduced conflict (Danish Leadership Style In a Global Context, n.d.). But according to the theory, a dominant and direct communication style is preferred if the primary goal is to ensure performance. This means that what might be an effective leadership tool in Denmark, may not be effective at all or maybe even counterproductive if applied in another culture.

## Transferring Leadership Skills to Real-Life

Another point for discussion is how well the leadership skills that players have obtain from playing competitively can be transferred to leadership situations outside the game. The most prominent leadership skill across all the game genres are knowledge, as seen on figure 10. But this knowledge revolves around the game and therefore it is not useful for leadership situations that are not game-related. However, it is likely that the knowledge about the actual process of acquiring and retaining knowledge can be used in situations that are not related to playing games. As such, the players may have an easier time obtaining and using new knowledge in real-life leadership situations.

Strategic skills proved to be the leadership skill that correlated the most to the length of a player's competitive career and it was also one of the skills which had the highest ratings, especially for the MOBA players. According to Mumford et al., (2017) the importance of acquiring strategic skills increases at higher organizational levels, which means that the more responsibility a leader has, the

most important it is to have great strategic skills. It's unlikely that all of the strategic skills that players learn can be directly transferred to real-life leadership situations. However, it seems reasonable to believe that some of the thought processes that the player's use to read situations, understand complex problems and plan for events inside and outside of the game, can be used in a non-gaming context as well.

## Leadership Structure

In organizations, the leader's power over subordinates comes from a few different bases of power. The leader has legitimate power, as he is employed to make decisions and delegate work (French and Raven's Five Forms of Power, n.d.). This means that the leader has a formal right to make demands and expect others to comply. It also likely that a leader in an organizational setting has both reward and coercive power, which allows the leader to either reward subordinates for compliance and performing well, but also to punish subordinates who do not comply (French and Raven's Five Forms of Power, n.d.). Additionally, organizational leaders can possibly have both expert power, if they possess a lot of knowledge, and referent power, if the subordinates perceive the leader as worthy of their respect, but neither of these bases are required (French and Raven's Five Forms of Power, n.d.). The in-game leaders primary source of power is usually also legitimate power, assuming that they have been employed to lead the rest of the team by the team owners. Additionally, the in-game leader can have both expert and referent power, which comes from the leader's skills in knowledge and traits. However, in contrast to organizational leaders, the in-game leaders rarely have reward or coercive power. If a player is performing well, the in-game leader usually doesn't have an option of rewarding that player and reversely, the in-game leader can't really punish a player who is not playing well. Decisions about removing players are usually team decisions that the team take together, and as such it is not a source of power for the leader.

An exception to this is in MMO games, where the in-game leader can reward players who are performing well by delegating more equipment to them. MMO leaders also have the option of not bringing players who are underperforming to a raid, because the roster is bigger which allows for some rotation of players.

What this means is that in-game leaders are used to lead subordinates with fewer sources of power, compared to organizational leaders. This means that if an in-game leader moves to a leader position in an organization, he or she now has additional tools to use. This could prove to be both an advantage and a disadvantage, based on how well the in-game leader can adapt.

# Conclusion

In this section we will answer the primary research question and the two sub questions that were presented in the introduction, based on the findings in our analysis and discussion sections.

The primary research question in this thesis has been to figure out how participating in the in-game management of a competitive gaming team, can improve an individual's leadership skills.

The report found that the individuals who had leading roles in their competitive teams scored higher ratings in every leadership aspect, except for the social skills category (fig. 16). This shows that the individuals who has leadership roles in a gaming team, has better leadership skills than the individuals who are just playing competitively, without any leadership responsibilities.

Additionally, the report found that the leadership skills were correlated to the length of the individuals' competitive careers. Those individuals who has had the longest competitive careers, were also the individuals who has the best leadership skills (fig. 8). Especially the individuals strategic skills have a strong relation to the length of the competitive career.

Based on the above the report concludes that by being an in-game leader of a competitive gaming team, individuals get to practice at least some of the same skills that are required to become a successful business leader. Because of this practice, those individuals will keep improving their leadership skills over the course of their competitive career.

To reach the conclusion above, the report first had to identify which skills are required to be a successful leader. To do so, a literature review was conducted based on the leadership concepts found the book "Leadership: Theory and Practice" by P. G. Northouse (2010). The literature review identified eight leadership concepts that has an influence on how successful an individual will be as a leader. These concepts are: knowledge, social skills, communication, traits, cognitive skills, strategic skills, environment and contingency. To help with the comparison of these concepts across individuals, a framework consisting of three models was created. The spider model (fig. 5) in particular is used to show differences in individuals leadership abilities, but it only includes six of the concepts instead of all eight. This is because the environment and contingency concepts are not considered actual leadership skills, but instead outside factors that has an impact the success of an individual's leadership. This leaves the remaining six concepts; knowledge, social skills, communication, traits, cognitive skills and strategic skills, as the required skills to be a successful leader.

The final question that the thesis seeks to answer is how the players leadership skills vary based on the game genres. To do so, the average scores of all the players in each game genre were put into a combined spider model, so the differences could be shown visually (fig. 7).

The comparison showed that knowledge was a leadership skill that all of the game genres shared. In the MMO games, the most prominent leadership skills are traits and knowledge, because of the amount of people that the leader has to lead. In the MOBA games, the most prominent leadership skill is strategic skills. Because most of the competitive MOBA players are almost equal in mechanical skill, strategy becomes exceedingly important. In FPS games, the most prominent leadership skill is social skills, because the games are so fast-paced and based on mechanical skills, it is important to be able to trust your teammates and to keep a good mood in order to not lose confidence and momentum.

## Reflection

In this section we will reflect and discuss other options that we could have used for the thesis and how those options would affect the research.

If we had interviewed business leaders to measure their leadership skills, it would be possible for us to directly compare the ratings of the business leaders with the ratings of the players. We would be able to see the specific skills that the business leaders have and identify their strengths and weaknesses. This could then be compared to the skills of the players, to investigate if the players have worse, as good or even better leadership skills than business leaders. We would also be able to identify differences in traits and leadership styles, to determine if the players' leadership styles could be more effective in some scenarios, compared to the leadership styles of business leaders.

Another option we could have pursued is regarding time horizons, in order to observe the development of leadership skills over time. In our research, we have used a cross-sectional time horizon, which means we have only tested the respondents' leadership skills at one point in time. In order to get an idea of the development, we compared the respondents relative to their leadership skills and the length of their competitive career. If we had used a longitudinal time horizon instead, we would have tested the respondents' leadership skills multiple times over a period of time, which would give us a better view of how their leadership skills actually develops over time. Using a longitudinal time horizon would probably be a better option to measure the improvement of an individual's leadership skills over time. However, it would also require us to interview the same respondents more than once with at least a few months in between, in order to evaluate potential improvements.

Alternatively, for our research, we could have adopted a positivistic research philosophy and a quantitative research approach with a bigger sample size. This would give us a more objective ontology, which is independent of social actors, because the results would be easily observable by anyone. The epistemology would rely on observable phenomena to provide data and facts and focus on causality and law-like generalizations (Saunders et al., 2009). The advantage of this approach is that the collected data would be more objective and easier to generalize than an interpretivist approach. The could be collected through various tests and surveys, such as a memory test to measure memory skills and a math or geometry test to measure problem-solving skills. The results from these tests wouldn't need any interpretation from the researchers and would be observable by anyone. Based on the results we would create generalizations on how an individual's leadership skill improves over time by playing video games competitively. The downside of adopting the positivistic approach is that a lot of the factors that have an influence on leadership, relates to human behavior, which is very hard to analyze with a positivistic approach.

## Further Research

Based on our findings we have identified some gaps in the knowledge, which could benefit from further research.

1. First of all, we would seek to further investigate the relationship between in-game leading and cognitive skills. We found a small correlation in the length of the respondents' competitive careers and their cognitive skills, but since the correlation was not very strong, we suggest looking further into the possibility that the two things are related. An investigation focused specifically on cognitive skills in competitive gaming would be optimal to investigate this relation.
2. We also suggest looking into which skills are required to be a successful in-game leader. Our investigation revolved around leadership skills that were identified as being important for business leaders, and it was these skills that we used to assess the competitive players. But we don't really know if these same skills are also the skills that are required to be successful as an in-game leader.
3. It would also be interesting to conduct an experiment where an in-game leader is put into a business leadership situation, to see how well they would lead in a business environment.
4. Finally, in continuation of the section above, we suggest conducting research specifically focused on measuring the improvement of leadership skills over time. This would require a longitudinal time horizon, where the same respondents are studied multiple times over a period of time, in order to quantify the increase in leadership skills.

# Appendix

## Appendix 1: Literature Review

Article	Theme	Keywords	Leadership Framework
1. Conger, J. A. & Benjamin, B. (1999). <i>Building Leaders How Successful Companies Develop The Next Generation</i>	Potential leaders are evaluated under three key dimensions, with a total of nine core leadership behaviors and characteristics, to determine if they're suitable leaders.	Knowledge, Charisma, Flexibility, Social skills, Traits	Charismatic leadership, Individual consideration, Intellectual stimulation, Courage, Dependability, Flexibility, Integrity, Judgment, Respect for others
2. Goffee, R. & Jones, G. (2004). <i>What makes a leader?</i>	Leaders in top management have few traits in common, which is to be explained.	Social skills, Traits	Reveal your weaknesses, ability to read situations, concern for employees, use their differences
3. Goleman, D. (2004). <i>What makes a leader?</i>	There are five skills that enable the best leaders to maximize their own and their follower's performance.	Social skills, Cognitive skills, Emotional intelligence, Traits	Self-awareness, self-regulation, motivation, empathy, social skill
4. Mumford et al. (2000). <i>Leadership skills for a changing world: Solving complex social problems</i>	Describes a capability model for understanding leader performance in organizational settings, considering both skill and knowledge requirements.	Social skills, Cognitive skills, Knowledge, Experience, Environment	Motivation, Problem-solving skills, Social judgment & social skills, Knowledge, Career experiences, Environmental influences
5. Pendleton, D. & Furnham, A. (2017) <i>Ledelse: Alt du behøver at vide</i>	Chapter three in this book introduces three	Social skills, Creative thinking, Strategic skills, Emotional intelligence,	Four skills: Create an opinion, relations work, visionwork, ingenuity



(chapter 3)	domains in the organization where the leader have an influence and four skills that is essential for leadership	Communication,	Three domains: The strategic domain (Works like the head), the operationelle domain (arms and legs), and the interpersonal domain (heart). Essence in leadership is where these domains overlaps.
6. Pendleton, D. & Furnham, A. (2017) <i>Ledelse: Alt du behøver at vide</i> (chapter 4)	Chapter four focus on five prerequisites that leaders must have to effectively lead their subordinates.	Charisma, Traits, Social skills, Focus, Strategic skill, Cognitive skills	The five prerequisites are: Inspiration, focus, release employee potential, contingency, learning.
7. Waters, T. & Cameron, G. (2007). <i>The Balanced Leadership Framework: Connecting vision with action</i> (pp. 1-9)	A meta-analysis to determine the relationship between student achievement and school-level leadership.	Knowledge, Communication, Social skills, Flexibility, Contingency	Culture, Order, Discipline, Resources, Involvement, Focus, Knowledge, Visibility, Contingent rewards, Communication, Outreach, Input, Affirmation, Relationship, Change agent, Optimize, Ideals, Monitor/evaluate, Flexibility, Situational awareness, Intellectual stimulation
8. Mumford et al. (2017). <i>Cognitive skills and leadership performance: The nine critical skills</i>	Examine the nature of the knowledge or expertise that individuals need, in order to perform leadership tasks.	Cognitive skills, Knowledge, Strategic skills	Problem definition, Cause/goal analysis, Constraint analysis, Planning, Forecasting, Creative thinking, Idea evaluation, Wisdom, Sensemaking/vision.
9. Storey, John. (2004). <i>Leadership in Organizations</i>	Understanding the importance of credibility, soul, reflexivity, emotions,	Emotional intelligence, Social skills, Experience, Cognitive skills	Understanding importance of personal transformation, learning and making sense of experience, demonstrate insight, flexibility.

	openness to experience and value.		
<b>10.</b> Northouse, Peter G. (2010). <i>Leadership: Theory and Practice</i> (5th ed., chapter 2)	Provides an overview of the trait approach to leadership and some of the major character traits related to leadership	Social skills, Emotional intelligence, Traits	Intelligence, Self-confidence, Determination, Integrity, Sociability
<b>11.</b> Northouse, Peter G. (2010). <i>Leadership: Theory and Practice</i> (5th ed., chapter 3)	Provides an overview of the skills approach to leadership, and introduces the skills-based capability model to leadership by Mumford et al. Unlike traits, skills can be developed and improved.	Social skills, Knowledge, Cognitive skills, Environment	Problem-solving skills, Social judgment skills, Knowledge, Cognitive abilities, Motivation, Personality, Career experiences, Environmental influences
<b>12.</b> Northouse, Peter G. (2010). <i>Leadership: Theory and Practice</i> (5th ed., chapter 4)	Provides an overview of the style approach to leadership, which emphasizes the behaviour of the leader, instead of characteristics or capabilities.	Social skills, Knowledge, Flexibility, Contingency	Task behaviour, Relationship behaviour
<b>13.</b> Northouse, Peter G. (2010). <i>Leadership: Theory and Practice</i> (5th ed., chapter 5)	Provides an overview of the situational approach to leadership, which states that different situations demand different leaders in order to	Social skills, Knowledge, Motivation, Flexibility, Contingency, Environment	Directive (task) behaviour, supportive (relationship) behaviour

	achieve effective leadership.		
<b>14.</b> Northouse, Peter G. (2010). <i>Leadership: Theory and Practice</i> (5th ed., chapter 6)	Provides an overview of contingency theory in leadership, which states that a leader's effectiveness depends on how well the leader's style fits the context.	Contingency, Knowledge	Leader-member relations, Task structure, Position power, Least preferred coworker
<b>15.</b> Northouse, Peter G. (2010). <i>Leadership: Theory and Practice</i> (5th ed., chapter 9)	Describes the transformational approach to leadership, which can be used in many situations, from specific attempts to influence someone one-to-one or to change an entire organization or culture.	Communication, Charisma, Traits	Dominant, Desire to influence, Self-confident, Strong moral values, Role model, Competence, Articulated goals, Communication, Confidence, Motives
<b>16.</b> Northouse, Peter G. (2010). <i>Leadership: Theory and Practice</i> (5th ed., chapter 11)	Describes team leadership and the team leadership model, which can be used to help leaders diagnose team problems and take appropriate action. It can also help leaders take specific actions to improve team effectiveness.	Social skills, Environment, Communication, Knowledge	<p>Task-related: Goal focusing, structuring, facilitating, training, maintaining standards.</p> <p>Relational-related: Coaching, collaborating, managing conflict, building commitment, satisfying needs, modeling principles.</p> <p>Environmental: Networking, advocating, negotiating, buffering, assessing, sharing information</p>

<p><b>17.</b> Northouse, Peter G. (2010). <i>Leadership: Theory and Practice</i> (5th ed., chapter 14)</p>	<p>Describes the impact that cultures has on leadership due to globalization. Leaders now need to be competent in cross-cultural awareness and practice.</p>	<p>Flexibility, Social skills, Environment, Communication, Knowledge</p>	<p>Understanding business, political and cultural environments worldwide. Learn the perspectives, tastes, trends and technologies of other cultures. Work with people from multiple cultures. Adapt to living and communicating in other cultures. Relate to people from other cultures from a position of equality.</p>
<p><b>18.</b> Mumford et al. (2007). <i>The leadership skills strataplex: Leadership skill requirements across organizational levels</i></p>	<p>Examining the four general leadership categories and its variations in different layers and segments. The skill requirement emerge at different organizational levels and that jobs at higher levels of the organization require higher levels of all leadership skills.</p>	<p>Cognitive skills, Social skills, Business skills, Strategic skills, Knowledge, Communication</p>	<p>For general categories: Cognitive skills: Collecting, processing, dissemination and communication. Interpersonal skills: social judgement, perceptiveness, understanding others, coordination and negotiation. Business skills: Create context, resources, individual and management skills. Strategic skills: Planning, visioning, perception.</p>
<p><b>19.</b> Hunt, J.G. (1967). <i>Fiedler's leadership contingency model: An empirical test in three organizations.</i></p>	<p>Classifying leaders into task-oriented and relationship-oriented styles. There are 21 aspects that the leader will rate a person on, which will determine what style the leader is</p>	<p>Knowledge, Social skills, Contingency</p>	<p>Scaling 1-8 of pleasant/unpleasant and friendly/unfriendly. Least preferred co-worker.</p>
<p><b>20.</b> Behrendt, et. al. (2017). <i>An integrative</i></p>	<p>This article looks at leadership behavior</p>	<p>Knowledge, Social skills</p>	<p>Task-oriented behaviors: Enhancing understanding,</p>

<i>model of leadership behavior.</i>	that is informed by established psychological theories. The article propose three task-oriented behavior and three relation oriented behavior		Strengthening motivation, Facilitating implementation Relationship-oriented behaviors: Fostering coordination, Promoting cooperation, Activating resources
<b>21.</b> Reinout E. de Vries, et. al. (2010). <i>Leadership = Communication? The Relations of Leaders' Communication Styles with Leadership Styles, Knowledge Sharing and Leadership Outcomes</i>	How communication have an influence on leaderships. Using supportive and dominant style of communication and seven main communication style dimensions.	Communication, Knowledge	Supportive communication: Higher satisfaction. Dominant style: Less satisfaction. Seven communication styles: Expressiveness, Preciseness, Niceness, Supportiveness, Verbal Aggressiveness, (Expressed) Emotional Tension (or, reversed, Assuredness), and Argumentativeness.
<b>22.</b> Germain, M. L. (2012). Traits and Skills theories as the Nexus Between Leadership and Expertise: Reality or Fallacy?	Leadership is something people are born with. They posses specific traits. Other theories however, says that leaders can be made. Traits vs. Skills	Traits, Cognitive skills, Knowledge	Traits: drive, the desire to lead, Honesty and integrity, Self-confidence, Cognitive ability, and knowledge of the business. Skill perspective: Intelligence, problem-solving skills, social judgement skills.

## Appendix 2: Interview Guide (English)

<b>Introduction</b>	
Who are we?	Our name is Alan and Anders. We study project management and information systems on CBS and are doing our thesis about leadership in esport.
Purpose of this interview	We want to investigate if you as a professional player have the same attributes as business leaders.
<b>Interview framework</b>	
Time frame	The interview will take around 45 minutes
Interview is recorded	We will inform you that this interview is recorded, so we can analyze the information you give and conclude if you possess the same skills as business leaders.
Anonymization	The interview will not be anonymised, because your position as a high-ranked competitive player makes your answers more credible. - However if you wish to be anonymous, we will make it happen.
Roles	We will have a semi-structured interview, where one of us will ask questions, while the other is in charge of taking notes and asking follow-up questions.
Clarifying questions	If you have any further questions or are in doubt of anything in the interview, you should feel free to stop us and ask. Remember that you are voluntarily helping us with the interview, so if you wish to withdraw your consent, that is possible. You can also choose not to answer specific questions.

<b>Research questions</b>	<b>Interview questions</b>
<b>Opening questions</b>	Tell us about who you are?

	How long have you been playing games?
	How did you begin playing X game?
	How did your professional career start?
<b>Cognitive skills</b>	
1) Problem Definition	<p>When facing problems or obstacles, how do you describe or clarify them so you can discuss them with your teammates?</p> <ul style="list-style-type: none"> <li>- Use data</li> <li>- Drawings</li> <li>- Show replays</li> </ul>
2) “Create sense” in information obtained	<p>How do you use the information you obtain during a game/encounter to make the right calls?</p> <ul style="list-style-type: none"> <li>- Enemies positions</li> <li>- Enemies item purchases/hero picks</li> <li>- Figuring out which abilities need to be called out</li> <li>- When to use raid cooldowns</li> </ul>
3) Idea evaluation	How do you evaluate the ideas the team members come up with during a game/encounter?
4) Problem solving (traits/intelligence/knowledge)	Can you tell us about a time when you were faced with an unexpected problem and how you handled it?
5) Memory skills	<p>How do you use your previous knowledge of maps/setup/heroes/bosses/mechanics to improve your gameplay?</p> <ul style="list-style-type: none"> <li>- Re-peeking (FPS)</li> <li>- Revising item build (MOBA)</li> <li>- Playing “safer”, using personals (MMO)</li> </ul>
<b>Strategic skills</b>	
6) Planning & Cognitive	How do you plan ahead of an upcoming game/tournament/boss/raid?
7) Forecasting & Cognitive	How do you plan ahead for possible future events during a game/encounter?
	<ul style="list-style-type: none"> <li>- MOBA: <ul style="list-style-type: none"> <li>- <b>Picks/bans</b></li> <li>- Item advantages</li> <li>- <b>Countering heroes</b></li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- FPS: <ul style="list-style-type: none"> <li>- When will the opponent team buy?</li> <li>- Practice a specific map that another team is good at</li> <li>- Picks/bans</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>- MMO: <ul style="list-style-type: none"> <li>- Recruit/level/gear to have the right class composition</li> <li>- Saving combat resses</li> </ul> </li> </ul>
8) Divergent thinking & Cognitive	Do you come up with alternative solutions to possible obstacles and in what way?
9) Sensemaking/Visioning & Cognitive	Do you have a vision/goal with what you want to accomplish/achieve in the game?
<b>Traits</b>	
10) Charisma	Do you feel that people are generally comfortable around you? Do they speak their mind?
11) Self-confidence	Do you often want to take more responsibility then your teammates? How?
	Is there any differences in your performance when facing new and unknown situations? <ul style="list-style-type: none"> <li>- "Play it well"</li> </ul>
12) Determination	How did you overcome significant obstacles for which you're proud?
	What do you do to reach the goals you have set for yourself inside the game?
13) Integrity	Describe a time when you spoke up even though it was unpopular
	Discuss a time when your integrity was challenged. How did you handle it? Skippet den her med HarryHook <ul style="list-style-type: none"> <li>- Kicks one from the team, because you have a personal relation with someone else which might not be best for the team.</li> </ul>
<b>Knowledge</b>	



14) Do people follow you regardless of position	Why do you think people ask you for advice? What do they ask you about?
15) Knowledgeable about game to solve complex problems	In which situations do you provide input on tactics during the game or under progress? <i>(Might have been answered earlier, consider skipping)</i>
16) Experience and reflection	When practicing a new map/hero composition/boss, how do you come up with new strategies?
	<ul style="list-style-type: none"> <li>- How do you reflect on previous experiences to come up with new strategies?</li> </ul>
<b>Communication</b>	
17) Establish goals, monitor progress and guide the subordinates	How do you establish goals and monitor your progress as a team?
18) Motivate	What do you do to motivate your teammates?
	Could you tell us about a time when the game held little or no interest for you and what you did to overcome it?
19) Persuasion skills	How do you persuade other players to follow your advice or accept your point of view?
	Do you consider yourself to be an influencer? <ul style="list-style-type: none"> <li>- Join my team</li> <li>- Try my new strategy</li> </ul>
20) Supportive vs dominant communicative style and provide direction	When providing direction, do you use a supportive or a dominant communication style? <ul style="list-style-type: none"> <li>- Supportive: friendly, higher satisfaction, positive relations</li> <li>- Dominant: associated with performance</li> </ul>
<b>Social skills</b>	
21) Sociability	How would you describe yourself as a person?
22) Self-objectivity	How do you evaluate your own performance (after a game)? <ul style="list-style-type: none"> <li>- How do you determine your strengths and weaknesses?</li> </ul>

23) Self-reflection	How do you use self-reflection on previous experiences to improve your weaknesses?
24) Social perceptiveness	How do you engage in your teammates well-being?
	Do you sense how your teammates feel when discussing changes/strategies?
25) Ability to work with others	How much do you rely on your teammates when making decisions?
	Do you make decisions without consulting with teammates? When?
<b>Environment</b>	
26) Environment theory	Does competitors have an effect on your playstyle? - How does it affect you?
	Does playing in front of a crowd effect your playstyle? - How does it affect you?
<b>Final Question (Cognitive)</b>	
27) Creative thinking	If you were a color, which color would it be? - Does this color describe your as a person? Please explain.

## Appendix 3: Interview Guide (Danish)

<b>Introduktion</b>	
Hvem er vi?	Vi hedder Alan og Anders, vi læser erhvervsøkonomi og IT på CBS og er ved at skrive speciale om lederskab i esport.
Formålet med interviewet	Vi vil undersøge om du som professionel spiller har nogle af de samme egenskaber som erhvervsledere.
<b>Interview framework</b>	
Tid	Interviewet tager omkring 1 time
Interview bliver optaget	Vi gør opmærksom på at interviewet bliver optaget, så vi kan analysere de informationer du kommer med, og konkludere om du har nogle af de samme egenskaber som erhvervsledere.
Anonymisering	Interviewet bliver ikke anonymiseret, fordi din position som professionel gamer er med til at gøre dine svar mere troværdige. <ul style="list-style-type: none"> <li>- Hvis du alligevel ønsker at være anonym, så kan vi godt klare det</li> </ul>
Roller	Interviewet er et semi-struktureret interview, hvor den ene af os stiller spørgsmål og den anden står for at tage noter og stille opfølgende spørgsmål.
Afklarende spørgsmål	Hvis du har nogen spørgsmål eller er i tvivl om noget i løbet af interview, så må du meget gerne stoppe os og spørge. Husk at du hjælper os frivilligt med interviewet, og hvis der er noget du ikke har lyst til at svare på, så er det helt i orden.

<b>Research questions</b>	<b>Interview questions</b>
<b>Åbningsspørgsmål</b>	Fortæl lidt om hvem du er
	Hvor lang tid har du spillet computer?

	Hvordan begyndte du at spille X spil?
	Hvordan startede din professionelle karriere?
<b>Cognitive skills</b>	
1) Problem Definition	Når du oplever et problem en udfordring, hvordan beskriver eller uddyber du dem, så du kan diskutere dem med resten af holdet? <ul style="list-style-type: none"> <li>- Brug data</li> <li>- Tegninger</li> <li>- Vise replays</li> </ul>
2) "Create sense" in information obtained	Hvordan bruger du information du opnår i løbet af kampen til at tage de rigtige beslutninger? <ul style="list-style-type: none"> <li>- Mod modstandernes position på mappet</li> <li>- Hvor mange penge modstanderne har</li> </ul>
3) Idea evaluation	Hvordan evaluerer du ideer som andre på holdet kommer med i løbet af en kamp?
4) Problem solving (traits/intelligence/knowledge)	Kan du komme med et eksempel på et tidspunkt hvor du stødte på et uventet problem og hvordan du håndterede det?
5) Memory skills	Hvordan bruger du din viden om maps, mechanics eller modstandere til at spille bedre? <ul style="list-style-type: none"> <li>- Re-peeking</li> <li>- Ved hvor modstandere står eller hvad de gør i forskellige situation</li> </ul>
<b>Strategic skills</b>	
6) Planning & Cognitive	Hvordan forbereder du dig op til en kommende kamp/turnering/boss/raid?
7) Forecasting & Cognitive	Hvordan forbereder du dig på mulige fremtidige scenarier i løbet af en kamp?
	<ul style="list-style-type: none"> <li>- MOBA: <ul style="list-style-type: none"> <li>- Picks/bans</li> <li>- Item advantages</li> <li>- Countering heroes</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>- FPS: <ul style="list-style-type: none"> <li>- Hvornår vil modstanderen købe/ecoe?</li> <li>- Øve et specifikt map som et andet hold er gode/dårlige på</li> </ul> </li> </ul>

	- Picks/bans af maps
	- MMO: - Recruit/level/gear to have the right class composition - Saving combat resses
8) Divergent thinking <b>Cognitive</b>	Kommer du nogle gange med alternative løsninger på problemer eller udfordringer, og hvordan? - Fx. Olof boost eller en uordinær taktik
9) Sensemaking/Visioning & <b>Cognitive</b>	Har du en vision/et mål for hvad du gerne vil opnå i spillet?
<b>Traits</b>	
10) Charisma	Føler du at folk generelt er komfortable omkring dig? Tør de sige hvad de mener?
11) Self-confidence	Vil du ofte gerne tage mere ansvar end dine holdkammerater? Hvordan?
	Er der forskel på din performance når du er i nye og ukendte situationer? - Mod nye modstandere - På et map i ikke spiller så meget
12) Determination	Hvordan er du kommet igennem signifikante problemer som du er stolt af?
	Hvad gør du for at opnå de mål du har givet dig selv i spillet?
13) Integrity	Kan du fortælle om et tidspunkt hvor du sagde din mening selvom den var upopulær.
	Kan du fortælle om et tidspunkt hvor din integritet blev udfordret og hvordan du håndterede det?  - Smider en af holdet, fordi man vil have en med som man har en personlig relation med, men er ikke nødvendigvis det bedste for holdet.
<b>Knowledge</b>	
14) Do people follow you regardless of position	Hvorfor tror du folk spørger dig til råds? Hvad spørger de dig om?

15) Knowledgeable about game to solve complex problems	I hvilke situationer kommer du med input til taktikker under en kamp. <i>(Might have been answered earlier, consider skipping)</i>
16) Experience and reflection	Når i øver jer i et map, hvordan kommer i så op med nye strategier?
	<ul style="list-style-type: none"> <li>- Hvordan reflektere du over tidligere erfaringer til at komme op med nye strategier?</li> </ul>
<b>Communication</b>	
17) Establish goals, monitor progress and guide the subordinates	Hvordan sætter du mål til holdet og følger de fremskridt i laver til at opnå målene?
18) Motivate	Hvad gør du for at motivere dit hold?
	Kan du prøve at fortælle om en periode hvor du ikke var interesseret i at spille spillet, og hvordan du kom over den periode.
19) Persuasion skills	Hvordan overtaler du andre til at følge dine råd eller acceptere din mening?
	Ser du dig selv som en der har indflydelse på andre. <ul style="list-style-type: none"> <li>- Lad os prøve min strategi</li> </ul>
20) Supportive vs dominant communicative style and provide direction	Når du skal kommunikere noget ud til dine holdkammerater, plejer du så at sige det på en dominant eller støttende måde? <ul style="list-style-type: none"> <li>- Supportive: friendly, higher satisfaction, positive relations</li> <li>- Dominant: associated with performance</li> </ul>
<b>Social skills</b>	
21) Sociability	Hvordan vil du beskrive dig selv som person?
22) Self-objectivity	Hvordan evaluere du din egen præstation efter et spil. <ul style="list-style-type: none"> <li>- Og i den sammenhæng, hvordan finder du så ud af hvad du er god til og hvad du er dårlig til</li> </ul>
23) Self-reflection	Hvordan reflektere du over tidligere hændelser for at forbedre dine svagheder (Både i spillet og med andre)

24) Social perceptiveness	How do you engage in your teammates well-being?  hvad gør du for at sikre dig at dine holdkammerater har det godt?
	Kan du fornemme hvordan dine holdkammerater har det når i snakker om ændringer og strategier?
25) Ability to work with others	Hvor meget stoler du på dine holdkammerater kan fuldføre deres opgave når du tager en beslutning?
	Tager du beslutninger uden at snakke med dine holdkammerater? Hvornår?
<b>Environment</b>	
26) Environment theory	Har konkurrenter en effekt på din spillestil? - Hvilken?
	Har det en effekt på dig at spille foran et publikum? - Hvilken?
<b>Final Question (Cognitive)</b>	
27) Creative thinking	Hvis du var en farve, hvilken farve vil du så være? - Hvordan beskriver denne farve dig som person?

## Appendix 4: Vocabulary

MMORPG	Massively Multiplayer Online Role-Playing Game (Game genre)
FPS	First-person Shooter (Game genre)
MOBA	Multiplayer Online Battle Arena (Game genre)
CS:GO/CS	Counter-Strike: Global Offensive / Counter-Strike (Game)
WoW	World of Warcraft (Game)
BDO	Black Desert Online (Game)
HotS	Heroes of the Storm (Game)
Overwatch League (OWL)	Biggest Overwatch competition, hosted by Blizzard
The International (TI)	Biggest Dota 2 competition, hosted yearly by Valve
HotS Global Championships (HGC)	Biggest HotS competition, hosted by Blizzard
CS:GO Major	The biggest CS:GO competitions, hosted every quarter by Valve
Class	In MMORPGs, different classes have different characteristics, such as ranged classes that attack from range and melee classes that has to be close to an enemy to attack.
Specialization (spec)	In MMORPGs, classes can further specialize in specific aspects of the game via their specialization. One class can choose between multiple specializations, such as a healing specialization or a damage specialization.
Tank	Classes, heroes or characters that are good at taking a lot of damage without dying too quickly are called tanks.
Healing (or healer)	Classes, heroes or characters that are specialized in mending allies that have taken damage are referred to as healers.
Streaming	Refers to broadcasting gameplay to an online platform, such as Twitch.tv, where others can then watch and comment in real-time.
PvE	Player vs. Environment. Refers to when human players fight against non-player-character units, such as bosses.
PvP	Player vs. Player. Refers to when human players fight against other human players.
NPC	Non-player-character. Refers to a unit in-game which is controlled by the AI and not by another human.



Items/Gear/Equipment	Are means of improving the overall strength of a character. Can be obtained through defeating bosses (WoW, BDO) or by spending currency (Dota), depending on the game.
Guild	A team of people, usually 20 or more, that work together to defeat bosses or compete in PvP in MMORPGs.
Instance	Refers to a special area in MMORPGs that is unique to each group of players who enter.
Raid	Can refer to a type of instance in MMORPGs, where players have to defeat multiple bosses to clear the raid instance. Can also refer to a raid group, which defines a group of people working together to clear a raid instance.
Boss	An extra strong NPC that typically requires a lot of players, strategy and execution to defeat.
Draft	Refers to the period before a MOBA match begins, where each team takes turns to pick heroes for their own team to play and ban heroes that neither team can play.
Mechanics	Rules or methods that define how the game reacts to player actions. Players can have good mechanical skill if they are good at manipulating their character to their own advantage.
Deathmatch	A fast-paced game mode where defeated players return to the playing field after a short delay.
Minions/Creeps	Weak NPC's that spawn from each team's base in MOBA games. Provides gold and experience when killed.

## Appendix 5: Caph

Rasmus, from Sweden, 23 years old involved in computers and leadership entire life, had leading role, former football player, team captain

Started playing games when he was 2 years old, dad worked in IT, played competitive for 6-8 years give or take, various games. Not competitive anymore, putting effort into work instead of into playing. BDO most recent one, two world records, still unbeaten, rank 1, 2 and 3 in all the pve content in europe and NA. 10 man pve content.

PLayed another game called skyfort for a while, achieved west first for three different pve content, was the guildmaster and strategic guy, with no guides or information available. Game was released earlier in russia and korea, so taught himself korean and russian to understand the guides. Brought the best together and managed them as their leader.

Competitive since he was a kid, wasn't able to play a game without being competitive, same as in football when he was 5 years old. Always want to be the best.

Master of spreadsheets, a lot of preparation and creation of guides for all content. Structures his work still. Hasn't studied leadership, only from gaming and from self-studying.

Differs across of games, checks what has been working best in the past. Studied russian guilds composition and copied what they did and adapted playstyle to that comp. Switched himself out because he didn't play what was best for the encounter.

Leader of 170-180 people in BDO, in elder scrolls it's only 15-20. In smaller games prefer the player, not the class. In bigger groups the class is more important. Set a pool of acceptable classes first. Tries to make other people enjoy themselves first of all, so people don't go elsewhere.

He usually knows things in more detail than other team members, which means that team members don't understand. He uses common things to make it more understandable. Renames them to more relatable things, like the "green arrow". Tries to be clear, annoying to people who already know it. Not too detailed.

Uses mostly spreadsheets. And of course voice communication. Uses spreadsheets to organize himself. Shows pictures from spreadsheets that only focuses on the important parts. He creates google forms and uses the information from there, instead of having people create their own spreadsheets.

Used drawn maps for possible enemy locations in BDO, images of all kinds are used a lot.

A combination of studying other tactics and what works best for our own group. Studied a NA team, to find out what they were doing to make them so good. Had entire group go assassin but with magic gear, which caused them to be healers and dps at the same time. Went 9 dps 1 tank instead of 1 tank 3 healers 6 dps.

Values input from team members extremely highly, note it down and always make sure to get back to them. Doesn't always take up new ideas in an open forum, depends on how the feedback was given. Privacy is also important.

While playing BDO, he had 3 out of 5 regional castles, they encountered something he had never seen before. Twice as many people came to contest, almost 1.000 people against 100 of us. Couldn't defend everything, so had to pick and choose what was best. Had to split up entire group and make a split second decision on what was the best choice. The choice was not what everyone liked, but it turned out to be the best decision in the end. He had to stand up for his own decision even though it was not popular, because he knew it was the right decision. Vast knowledge of everything allowed him to make the best decision for the group even though the

group didn't understand it at the time. It was only achievable because he knew every single member on a personal level, he knew first names of everyone in the guild.

Using previous experience is a very good way of solving problems. People will recognize the solution and will have an easier time learning the new mechanics if they can use the same solution as previously.

In almost every single game he goes in with the attitude that he wants to achieve something which is unique or which hasn't done before. World first, europe firsts, west firsts. Getting recognized is just a bonus, usually never tell people unless they ask. Actions are stronger than words

People are comfortable around him, thinks that part of it is because he spend a lot of time studying leadership and psychology, and helped 10-15 people in BDO with issues that they had on a personal level.

Generally wants to take the responsibility himself, but right now he is actually trying not to. He usually pushes for a leadership position regardless of if he wants or not.

In BDO got sandwiched between two enemy team, we were 100, they were 180. The raid leader couldn't lead at the time (was sick), asked Caph to do it. Hadn't tried pvp raid leading before, so it was a completely new situation for him. He had seen other people raid lead and analyzed what he thought they did good and what they did bad, and applied the ideas that he liked. It turned out very good and they actually won the fight. New issues are always connected to other issues or situations in some ways, nothing is ever completely new. He feels that he performed well. If you want to win we have to work as a team, appeals to their interest. It makes him perform better when he is pressured and he taught the previous raid leaders.

The two previous examples are both examples of things he is proud of.

He reaches goals by spending his time extremely efficiently in the game. Even if you have 10 hours, spending them efficiently changes a lot, like watching a movie on the second screen or watching something useful instead. Studies warcraftlogs for the classes and creates spreadsheets for which bosses to bonus roll. Use knowledge and time effectively. Makes sure to take notes so he doesn't have to study the same thing twice.

Progressing on mythic bosses, usually keeps his mouth shut for a couple failures, because he doesn't want to push for a leadership position. After a couple of wipes, he is almost walsy the guy to point out the issues. Also speaks up when someone is actually incorrect, when you do that in a nice way it's usually appreciated except for the guy who is getting called out.

Proud of the fact that his ignore list is empty, because when stuff like this comes into play it's almost always driven by emotion. You cannot counter those arguments that are driven by emotions. Usually handles it quite well by silencing them through actual fact, he can prove people wrong by fact. Usually never gets in to issues, usually most people like you.

People ask him for advice because of the problem solving and advice, he pushes for improvement and things that are better. If you play with someone for 10 hours or more and you realize that person is always kind to others and never condescending or biased and can solve problems and provide a reasonable solution without pushing emotional opinions. That person becomes highly sought after for advice, thats why people come to me. People tell him they never met someone so efficient adn organized, they want to learn. They know he shows interest also in them and their well-being. Knows people on a personal level. He gets to know people instead of just their online alias, which is appealing to people.

Monitors progress through logging systems, in WoW they are available, but in other games he has created these systems himself. By combining the statistics of different people he can create a continuous line and he can show people the progress over weeks. Also always compares himself to competitors! Always!

Motivates team mates by appealing to their interests. I don't believe in the idea of jst trying for 40 wipes. Always trying to overcome some kind of problem, every boss fight, every pvp fight, theres always a problem. Have to think on how do overcome the problem. Focus on the solution. A lot of people miss that point. "Can't do coven mythic because we have 10 melee" is the wrong way to think.

Started on a new game after clearing all content, to stay motivated to play. Has in-between games that he plays in between so he doesn't get bored. Put a lot of effort into different conent, switched to pvp and applied the skills from that pvp to become better in pve. And gave himself more free time to study the things that interest him both inside and outside the game.

Appealing to their own interest, appealing to something that they can relate to, when playing with all kind of cultures and ages. They need to see you as an authority without you telling them that you are an authority.

Still have a lot of influence in the game's he is playing. He is new in his current guild, but if you continuously provide input, people start listening to you and see that what you say makes sense and they start listening to you even more.

Communication style depends on the situation. In raiding he has a more supportive style, to be successful he should only provide overall advice and people need to react accordingly. If they can't they need to be taught. However in some situations they need to follow direct orders. Especially true in PVP environment. Through communication that he led in BDO, no mandatory voice communication. When you have to write stuff out you have to do it in an effective matter.

Highly organized, highly effective, humble, tries to find actual and real interest in people. Working with a colleague who wanted to switch to a new company, there was a problem and a solution, she could do something about it. You have the opportunity and you sit here and complain about it, she's gonna hate me if I say that, so I tell her the one thing that we have in common; I'm also not fond of selling. "Yeah sales and stuff is not really that fun" Tries to find common ground. Showing genuine interest in other people, when you play so much with other people. Ask what happened when people are late to games etc. and you get to know people more, and keep asking what the problems they have are. People start trusting you.

Everytime I fuck up I start hating myself so much, so when someone else tells me I usually get really angry. I hate screwing up and I will do everything to make sure that doesn't happen again. BOth fucking up mechanics or saying something to someone that hurts them. Don't dwell over my weaknesses, knows that his weaknesses are his problem, and has a list over them. Looks at the list very often so that he doesn't forget about them, so he can turn them around and make them into strengths.

Its very difficult online, but he tries to, especially difficult if people don't talk. Allows people to speak their mind and deal with their questions/opinions. If I can answer it I know that I have fact behind it. They always know that they get the truth right now or I will delay my answer so that it is a correct answer.

The most free guild where you could do anything you wanted and everything you said had importance. From the outside it was seen as heaven. Behind the scenes he usually made every single decision, he made it look like every decision was a democratic decision. They didn't have to know the exact details.

When in a leadership position he has to rely on his team mates in some way, but he still looks and is prepared to help out if they fail. But he needs to believe in them, otherwise they won't feel that i believe in them as a player, and they will start losing trust and think that I believe that I'm a better player than them, which is really bad as a leader.

When switching guilds he actually did it without talking to his teammates, because it was hindering his personal progress. Recently decided to switch class, and he has done a lot of research on what is good and bad. To play fire effectively he needs to have more effective pulls, it would require overall structure of the group. Instead he switched class to boomkin, because they have steady overall DPS and battle res and similar cooldowns. That's a decision he made without consulting the team, because he already knew that it would be better. Last night he actually asked what the team thought about the decision, and they all said that it was the right call.

Usually competitors can put you in another gear, the people I play with want to push that record as well. I can't tell them that I want them to be faster, but I can show them that these other guys are ahead, and that will make them push harder. Still keeping focus if you are ahead, it's the exact same thing but opposite, tell teammates to keep up or we will get surpassed by them.

Primarily blue, calmness and analytics. Don't care about emotions and those kind of things. People view me as a soulless person. Somewhere between a green and a yellow person, calm and neutral and relating to everyone but loud and sharing, keeping everyone happy and nice. Fourth situation is a red person, pushing for something serious and knows that my knowledge is better than others, have very distinct goals that I push for.

Can be creative thinking when trying to overcome problems. But not in a decorative artistic sense.

Working for Capgemini as cyber security consultant, when he had interviews I spent 30-40% of those interviews talking about games. They were sidepoints but what he was talking about the most was how he could take what he has learned from gaming and put into the business world. They showed extreme interest in the leadership point of view of it. At the end the interviewer said "wow, you have more leadership knowledge than a lot of my colleagues".

Not a leader in real life right now, but is responsible for a project and is responsible for one person right now which is under me.

## Appendix 6: Xirips

Nikolaj officer in Method, world first guild. Accountant educated at JWC in Aalborg, now works in a small accounting firm. Always been playing games, started world of warcraft in WOTLK, joined REM in SoO in MoP. And then worked way up to world rank 6 in WoD. Then Method disbanded and I was going to Dubai to talk to sponsors. Sco was also in airport and we talked about merging the guilds, and we talked for an hour. And we got together all the guys

Back in the days at a csgo lan party my friend asked me to come play wow, and I liked it. Never really looked back since then. Only had a small break during the last year of his education.

We do a lot of beta testing where we test the bosses. A lot of the strategy come from the officer team, 4 guys. There was a big boss that was set out to be really hard. We tested the boss on heroic, not on mythic. We told every raider to make a word document, where they should write down how every raider thought the boss was going to be on mythic. This was really useful for us. It's hard to transfer what were saying for the raiders. We delegated some of the work out to the raiders, so they got a grasp of how some of the mechanics were. But in general most of the mechanics that are on the last boss are going to be datamined, so it's hard to prepare with precision. We try as an officer team to sit down a couple of nights and think of what we wanna do and how we wanna do it. You always have a few people doing that. It's hard to take the datamined abilities and put it into writing.

We always look at a specific boss and figure out what we needed. On this tier for instance we definitely needed a blood DK for aggramar. We decided we need 2 blood DKs and one additional tank. That's one of the things we do. You could immune the hard ability, so we saw very quickly that need immunities. We told people to gear classes with immunities so we could stack them.

There is a lot different people in the guild, we try to make sure that there are no cliques in the guild. There's always people that wants to bond together because they have the same personality. We try to break them up so they don't evolve toxic traits. That's especially looking at the old Method. We try to as transparent as possible with what we do and how we do.

On KJ last tier, the boss was fundamentally broken. We killed FA last day of the first reset, as the only guild. And within 4 hours we had 120 wipes, we just wiped within 30 seconds. It was very demotivating for people, and there was a national holiday in the US, so the boss was not going to be fixed. One of the good things in a scenario like that is to take a lot of breaks, to make sure that people get the blood flowing. Also have a fun. Had fun with soundboards and stuff on teamspeak, try and keep the mood up.

The majority of the tactics is Roger, Scribe and me, Roger is really good at coming up with a fun way of dealing with a mechanic. On KJ we all went druids and we just leapt forward with travelform to deal with a knockback. On Argus the officer team were sitting up the entire evening making a spreadsheet to calculate use of immunities.

We don't always make the right calls, its more about just making a call. On Argus, we probably chose a suboptimal place to suicide, when the boss is dead we saw other guilds doing it a bit later, which is probably a better solution.

There was some talk on Argus about letting the bombs stay in, but the tanks they wouldn't really stick to it. It depends on who it comes from. It's basically carried by the officers. The thing is when we get to the boss we usually have an idea of what is going to happen in the officer team. The others are just kind of there. It's necessary for us to know all classes and abilities to do bosses properly.

In ToV on Helya, in the last phase where you had to be at specific spots at specific times. We had a problem with healers, being unable to be at a specific point. We made an addon which would tell them where to go at a specific time. And it would show up for officers as well so they could call it out for others.

Mechanics are usually a different variant of something you have seen before. It's a lot about movement and about when you heal. In general just experience, having seen a similar mechanic before. You learn from your mistakes.

When I first started my goal wasn't to be the world's best. But I am competitive and I just want to get better and better, and it is a really nice experience to achieve the world first.

In general I am a trustworthy person in the WoW community. People just like to talk and they just sometimes talk too much. I get told a lot of shit and that's also part of being an officer.

In real life after HHX I was really tired of school, so I took an education in a retail shop and got done there in two years and was a souschef there for two years. Then I was a manager for two years in Meny, but then I wanted to be an accountant. So I've always wanted to take responsibility, I'm always the one to speak up. We like to take responsibility over the raiders, because they would be a lost cause without us.

Needs to figure out when to use raid cooldowns and set up the addon I talked about previously. The most important for me in a new situation is to tell all the healers what to do, and obviously in the start it fractures my gameplay in the start, I'm not going to be doing the same HPS. It's more important for me to tell them when to use their CDs than focusing on my own healing.

I spent 2 hours after Argus progress checking logs and get 2 less hours of sleep, and then we change strategy the next day, so I have to go through all the logs again.

To play as good as possible, get the proper recruits and make sure they are performing. I don't know about my goals, I just got a world first, the next goal is to get another world first. I go through the logs a lot and talk a lot to the officers. That's a lot of the work that the raiders don't really see. Spent a lot of time on that during progress.

ToV was my first tier as healing officer, we had that addon but it just wasn't working with the cooldowns we had. So I said we needed a half hour break to set up the addon properly, because it just wasn't working as intended.

There's always cliques in the guild, but you try to shut them down. There's always people who think they can do it better. People were not agreeing with my calls. Specific people in the guild don't like it being as fluid as it was there.

I'm considered one of the best resto druids in WoW, so because of that. And why I would run a certain healer comp in a specific fight.

Mainly it's during PTR testing, during progress it's mainly the other officers who polish the strategy. If the tactic needs to be revamped during progress, they sometimes also ask me for advice.

We saw on PTR on Aggramar that there was a lot of adds that could not be CC'ed. So we knew immediately that we needed someone to control the adds.

Pretty easy, try to get world firsts. If we don't we have to change whatever went wrong. On Star Augur we needed a lot of DPS so went with a lot of SPs in order to make the requirement.

There was a lot of memes, I made a wheel where you could spin the wheel and see what was going to happen on the next wipe. Let raid leader talk as much as possible so people don't talk too much and lose concentration. Trying to make as much fun out of it as possible, like on KJ. Let people know that the competitor is catching up, so they stay focused.

Try to play as little as possible, even though you need to play a lot. Especially hurt during heroic splits. Try to get the feeling with the game again. Try to play other games and it usually comes back.

If I said something about healer CDs or tactics, people just usually listen. If it doesn't work out, they usually have ideas on what we can do to change the tactic. I have a lot of healers in the guild who trust me. The majority of the time you can make a not optimal tactic work if people are in on it. Aggramar we killed really fast because our tactic just worked. We knew we were ahead. Back in Nighthold it was the same thing, we just had to fine tune the general tactic we had for the boss.

I used to write guides, but it takes too much time and it's not really worth it. Was first to play with a specific talent on Coven. Started playing other spec in Mythic+ and now everyone is doing it. Usually people just follow our tactic because they think it is the best.

Start by being dominant to get something said, but if they have input to doing the CDs differently, then I obviously look over logs to see if it's possible. Like I listen, but double check it again. Like I start by being dominant and say: we'll do it like this. From the start it's just going to be the way that I wrote it down, and then we can always discuss it later.

Likable, sociable and a leader not a boss. I like to listen to what people have to say instead of just doing it my way.

I obviously compare myself to the other players in the raid team. And a very big thing is to look over videos on a boss you've wiped a lot on. Try to fix some of the mistakes based on those videos.

I don't really care about HPS, especially during progress. It would compromise my way of telling them when to use personals. I care a lot more about us surviving the boss than doing HPS.

I look through logs a lot to identify mistakes. Like if someone died I can go and check if I was doing something weird at the time instead of healing him.

I don't really engage personally in team mates well being. This tier we had someone being benched, while he was doing something important for the team. We don't really want to get into their private lives. Back in the days there were a lot of people who did boosting. They would use the Method name for the boost group, but would only pick people from their clique for the boost group. We had a clique once we had to remove one of the members actually, it was four people and they were just talking behind others back. Eventually the guy who was the leader of the clique, he wasn't performing that great either, so we just decided to remove him.

Initial decision are really the officers' or mine. From then on I rely on them if they have something to say. We in the officer team usually come up with an idea that we believe is the best, based on the information we currently have. If someone doesn't agree with it he can always speak up and we can look into changing it if it makes sense.

I do it healing wise, but not officer wise. We're always at least two guys when making important decisions.

I don't feel like competitors have an effect on how I play personally. But as a raid I feel like sometimes we might rush things if the competitors are behind. Like we might just pick the first tactic that comes to mind instead of thinking thoroughly about it, and coming up with the right tactic. You don't know 100% how far the competitors are, but you'll always have a general idea. It doesn't really affect my personal playstyle that much.



Live raiding in 2015 at Gamescom, but that definitely affected my playstyle a lot compared to sitting at home or even streaming. I didn't play well there. Streaming doesn't really affect me, maybe if I start reading the chat during a pull.

Green I guess. Maybe I guess, I don't know it means. Positive, imødekommende, just well-liked I guess with the people I talk to.

## Appendix 7: Twice

Tobias, playing computer since I was very little guy, always been competitive always wanted to be one of the best. Competition started with his brother, and when he started playing wow it was the only game he has been playing since he was 11 years old. Recently when he had time to play hardcore after quitting army (was sergeant). Went from being no one to joining the best guild in the WoW (Method). Wants to join the police in the near future.

Began playing wow when his big brother bought the game for both of them, when he was 11 years old. Couldn't afford it himself, but his mom and dad financed it for him and he just kept playing it.

Go into PTR boss testing and test new bosses, Blizzard wants bosses to be optimized. Usually you get 1-2 hours and go in as a team and try to build a strategy and figure out how mechanics work so they get a good idea before the raid actually opens. They also record it and the officers who are in charge of finding a strategy. Raiders like me can still come with input on what we think might be smart to do, because we also play our classes very good so we can provide good input on strategies. The other way is homework, for each boss you want to reach through each ability and make WeakAuras for the boss. It is very very important, and because of that you don't only need the best players, you also need someone who knows how to code to make the best WeakAuras. Will give you a much higher chance of killing the boss before others. Spend many hours before going into the raid. When the raid opens you want to be 100% prepared, you need to know everything. A lot of homework for each new raid tier. When I prepare myself I spend a lot of hours on preparing WeakAuras and just sit and go through all my WAs. I have a notepad where I write I write down the name of every boss and every ability that I need to care about, that are important to me. Put more focus into the later bosses and bosses that he thinks will be hard.

An obstacle is very easy to be seen. One example was Aggramar, there is a lot of adds on that boss and we had to find a strategy. Or on Argus where we go with 4 healers, but there is no way we can kill him with that dps, so we have to bring in more DPS. Use Warcraftlogs to see every detail of the fight and how much damage each ability does, how to deal with the mechanics. Share ideas with each other on voice communication. Use data and replays. It just happens while we go.

Everyone can give input on strategies. It's like three people who are in charge and does the strategies. Raiders don't have a big say in the strategies, but they can provide input. In Danish Terrace it was a more a talk between all the raiders, not as centered as it is in Method.

Use Warcraftlogs and timers, Justwait who is a guy in Method is also the guy who is making BigWigs. We know that if a big ability comes and it overlaps with something else, then we know we need to use a cooldown because it hurts a lot. If two abilities hit at the same time we know we need to use some defensive cooldowns. We try to rotate our defensive abilities throughout the fight, we figure it out during the fight. There is a lot of coordination, because you always want to use your defensives, so they don't become unused and therefore wasted. The healers are usually the ones in charge of making these situations.

In Serenity, he would always die when he had to soak orbs on Elisande. He was furthest away and the healers could never reach him. It was a problem and it was annoying because it was during his trial. So I tried rearranging my cooldowns in order to survive the soak and also change his gear in order to survive on that boss. Had to use healing potions and two different abilities in order to survive. He also needed to have turtle ready for another boss ability later in the fight, so timing was important.

It comes from your overall experience from other bosses, you learn how the healers heal you and you know how many mechanics work. You try to find ways to survive this very high damage because you are undergeared. One of your primary responsibilities in these high rank guilds is to survive. I just understand mechanics because I've done them before, and the game is usually similar to something which you have done before. It's important to

learn fast. It's hard for Blizzard to come up with new things, so it's easy to compare it to similar mechanics from previous bosses.

I just for fun applied to Danish Terrace, and he played really well and was accepted. People would notice me and after DT disbanded, and he had a thought of wanting to join either Serenity or Method. Wanted to play hardcore and see how far he could go. Achieved what he wanted to: world first. He also got rank 1 in season 14 in PVP. 4th highest holy priest in the world. Quit now after reaching rank 1 in both PVE and PVP.

I'm a very, very honest person and some people might see that as me being toxic. If I see someone fuckign I will say and I will speak and say what I mean. But I think people are comfortable around me, I am a nice person most of the time. But people might feel that they need to perform well when they are around me. I think random people know that I can be a bit harsh because I want things done easily and without too much problems, which means I will react and tell people to fix what they are doing wrong. The goal for me is not to be nice to everyone. I am a little rough when it comes to that.

Not in Method no, especially because I am trial and want to focus on my own performance. But in DT I did it because I had the overview of everything. And also on Guldun in my old guild I also were the one to take the responsibility to kill the orb at the right time, and to tell people when to stop. I know that I can do it better than others. On KJ I was the one putting the obelisk markers together with NAgura, the problem was that I also had to soak an orb while placing the marker, so he wiped the raid.

It is way harder, but you play worse on new things I think. I come up with ideas of how my class the hunter can h also have to find out how you have to do this mechanic as a team, you have to listen and try to understand how everything works. Use paint or something so you know how to move. You delp the whole raid.

A lot of calculation was required to survive on a boss in Nighthold that was really difficult, that he is really proud of, he looked through the logs and figured out what was required.

Me and another guy was very pissed at one guy who always focused on his DPS instead of focusing on the mechanics. We felt that he was not being kicked because he was a streamer.

The reason people ask me for advice is because of two things, I managed to very high dps of my class in the world on some bosses and because I play really good and play my class really well in most situations and know how to optimize dps very much. I'm good at finding ways to optimize DPS.

When you have been on a boss for two weeks and you know this is gonna take a long journey. And he just tries cheering people by telling them that they can do it and think about how great it will be afterwards.

He only plays games that he likes to play, but when streaming he needed to keep playing. He just tried motivating himself to keep playing. It was very boring in Method also sometimes to just be benched and had to really focus on just watching the stream. But then afterwards he just quit it. If he wants to do it he goes all out, if he doesn't want to do it he just quits.

Showing that I am acknowledged player that plays in this guild, shows logs of good performances. Tell people that if they want to be like this, they can follow this guide. He also used another good player to advocate for his advice. You have to perform good in order to have people follow you. Warcraftlogs, rankings and guild name.

Most definitely an influencer. Didn't see myself as one in the beginning, but then I started reading the hunter discord and many of the hunters there apparently had a lot of issues with me. The reason why they were pissed at me was because they said some other things in their guide than what I said in mine.

Fair but toxic, because I definitely know that many people see me as being toxic, pretty happy about myself, cocky. And also a nice guy who helps a lot. I like to help, but I get easily on my toe and just get pissed. But I'm also fair and acknowledge people who play good.

One weakness is I care a lot about my DPS, so maybe sometimes I make a wrong decision that puts myself or others in a bad position. Always wants to be top DPS. Hates to make mistakes, I really hate make mistakes. Almost crying after making mistakes, gets very tilted and was streaming at the same time. And the next raid he decided not to stream and make sure not to make any mistakes this time around.

To new members and trials I would say hello and stuff and make sure they feel welcome in the guild. But when we are on progression and stuff I'm more of the hard guy that points out people's mistakes. With a harder tone. There has to be consequences when you fuck up, it makes me very mad when there are no consequences. I know that it can make people feel really bad and that it can affect their performance. I usually talk to the guy after raid to sort things out.

Not at all. It did when streaming because I wanted to be the highest DPS. That could mean something in my playstyle. But in Serenity/Method I would never do something I was not supposed to. I am the only hunter on Varimathras to kill the add fast enough.

100% it does. Because I look at my stream and I interact with the stream and I read my chat. On Guarm at 12.500 viewers and I was interacting so much with the stream and I liked it, it was fun. So I could probably have played better, I was one of the later ones to understand the mechanics because I was focusing so much on the stream. But I know that, so.

Red if he doesn't look from world of warcraft, because red for me is fire, furious, temperature is high, we're going. Something with power in it. That's how I feel.

## Appendix 8: Misery

Played the game for 10 years and played with pretty much every pro in the scene, its what I've been doing my whole life.

I began playing dota when I was 9th or 8th grade elementary school, when he discovered the game and it just caught my interest a lot and played non-stop and eventually got into some teams and the game became more and more competitive and tournaments came and I just started making money and became.

Started playing before it became a real esports, it's hard to say when it really started. Got into it via people you just played with.

We have a lot of tournaments all the time. Not very structured as a person, has a lot of ideas that he shares with the coach and players in the team. They try out some ideas in practice games, he explains the team what he wants to do. Has a set of strats based on practice games that they can use in tournaments. In this team it's him who talks a lot on they want to play. A lot of replay sessions before they play and after the games. Working really hard compared to other teams.

When we have a game against a specific team, we look into how that team plays before the game, because every team is very different. They plan ahead looking at previous history because teams usually play the same way. They use that knowledge to make the right strategy against that team. Not necessarily own games against, just look at how the team plays and picks in general. Most teams are not very complicated to prepare against. But the best teams are more structured and you need to be more understanding of what theyre doing. You have to be prepared for their gameplan.

If it's during the game and everyone is stressed out then it's important to stay calm and keep everyone calm and just keep playing. It's also based a lot on how the team is playing. It depends a lot on what happened in the game, the last time we lost I yelled a lot at one specific player. He talked a lot but really wasn't saying anything, it was just useless. And then we went on to win the next game. You shouldn't be afraid to really say what's on your mind as a captain. When you yell at someone he will understand that he has fucked and he will usually do a better job.

We always look at replays, but if it's in a series we don't really have time to look at replays. A mistake a lot of teams make is that they start talking about the draft and they start losing faith in the strategy they came in to the tournament with. We don't talk about heroes but more about the mistakes we made in the game. Every game we have a certain strategy, if we lose we couldn't do what we wanted to do. 9/10 teams fail to see this problem, they don't understand why they're really losing or why they're really winning. Teams use excuses or pride and are not able to take criticism.

You sometimes have to do something you weren't prepared for. There are series where you've prepared for one thing and the other team does something entirely different. Prepared a lot for a specific strategy, but they instead went for something very simple and it was suddenly very hard to change our gameplay. It can be really hard to recover from something like that. The game is more complicated now than it used to be, more heroes are being played now and being played in different roles. People are trying to copy our strategies but they don't understand why they're doing it.

I've played the game for so long and for so many games and I've lost so many games throughout time that I just use my experience and it comes naturally to me. If I see something the enemy is doing I already have a good understanding of what we need to do based on that. Im playing bounty hunter and this hero is good at courier sniping, morph gets a kill on our midlaner, so he got some gold and he probably wants to buy an item. So I sit there and wait for his courier, even if it doesn't go there it's still worth the effort. If I don't see any heroes on the map there's a good chance they're making a play somewhere, and based on where we saw them last we have a

good understanding of where they can be and where they will be hitting. Either we make a play ON them or we just go to the other side to avoid them. All the players in the team has a good understanding of this, you need to have this understanding to play at this level. You need to always keep up or you will lose some of this understanding as the game is shifting. When I played at TI6 I spent all my time focusing on what we needed to do to win.

Depends on the person who says it, as every player has a different personality. A lot of the ideas that they come up with is based a lot on their personality. Some players just have a lot of ideas you just have to filter and just kind of ignore. Some people have a lot of good ideas but don't want to say them because they're shy or whatever. I usually just try to listen and use my understanding of the game to evaluate whether an idea is good or not. Me and the coach has to stay neutral about the reason to why we lost, because it's very easy to get this mentality where you just blame the draft and you're not focused anymore.

We were prepared and we had a really big advantage and we really felt that we were the best team. But suddenly one of our players just didn't know what he was doing, and we couldn't really salvage it. To me it was really unexpected. The way I solved it was just telling him that he fucked and he needs to get his shit together, and I definitely feel that it worked out.

Our goal is obviously to win everything we play in, but our main goal is definitely to win TI in August.

When anybody is saying anything, nobody is holding themselves back, everybody is fine with talking. Everybody feels good, both about me and about other teams. I'd like to think they can approach me with any problem they have, I haven't experienced otherwise.

I want to take more responsibility than the other team members. Some of the other guys play other games and maybe they're not thinking as much about the game as I am. I'm talking a lot with our coach about what other teams are doing. We're also responsible about the draft. And that's fine. Keep working even if we're winning or losing.

There's a psychological effect based on who you're playing, if you're playing and unknown team everyone is a lot more chill. And when you play a well known team people might be more stressed out and feeling more pressured. Sometimes we might perform worse when playing a better team. When playing against these tier 2 teams I don't really care or prepare, because we're just that much better, we always have something in our arsenal of strategies that we can use. The smallest mistake can sometimes turn into a huge lead, which can make you really feel the pressure.

When I played for Team Secret and we won a lot of tournaments and suddenly they just picked up some new players, and I had to build a team for my own completely from scratch and qualify for all tournament. And I managed to get second at the biggest tournament (TI).

We just keep talking and understand that we have to adjust a couple things and keep making ourselves play better. Sometimes the team chats are more serious than others, where we discuss how we really want to do it and lay out the plans for both sides.

The last team I was they would be fucking lazy and not really say anything, they wouldn't communicate well and it didn't really feel like they had what it would take to win. It was unpopular and I felt like an asshole when I had to yell at them all the time because they didn't work hard enough.

There was a time in this team after just a few weeks, people didn't respect my word when I said something, people would argue back and we wouldn't really get anywhere even though I knew I was right in these situations. I talked to Sam about it and explained to him how I felt and he said he felt the same way. We had a team chat and we talked about there was a reason why they chose me as a captain, if you want to improve you

need to listen to me and Sam. I didn't really call people out but people could understand that they were at fault, and after that chat it became better, even the next day you could feel that it was a lot easier to just talk to people.

They don't really ask me for advice because most of them have played the game almost as much as me. Usually when they make a mistake they already know. There's also teams where it's not going so well and people have no idea what they're doing.

The first 10 minutes in every game we're going to be doing the same thing and every time we have an idea it has to fit into this concept, because we feel this is the best play to play the game right now. It's just in my head I guess, it's somehow based off of experience and my own ideas. You could say it's based off of experience or maybe I get an idea by watching someone else do something which is wrong and I get the idea from that and I get inspired. I watch and play a lot of dota, so maybe it's just that. Im actively trying to think about these things, I'm thinking about the game a lot

The goals is always to try to win all the time, if not every game then the entire tournament. You need to address the loss correctly, if you lose focus and talk about the wrong things then you don't learn anything. If you do that everytime you will get a sense of progress, when we lose we know that the next time we're going to do better.

I spend a lot of time playing the game and the fact that I take the game so seriously makes the team motivated. They're just motivated by themselves right now by having a lot of progress. This is not something that I really have to do super much about, since we're doing ok right now. The reason we're still motivated is because we're still losing sometimes, so we still need to win which keeps us motivated.

I joined a team and I knew it wasn't the team for me and it was very demotivating, I still played but the heart wasn't really in it. So I just left the team, which was a really hard decision to make. When I was kicked from Team Secret I was actually thinking about just quitting right there, but there was a short window of just 3 days to register for tournaments and I just wanted to chill. But the people around me motivated me to keep going. He just needed a little kick from someone, like his parents or teammates to keep going.

I tell them how it is with the simplest logic that I can, I'm pretty good at convincing people with this logic. They chose me for a reason and Im here to help them, if they don't want to listen what's the point. Having to explain them that first is a really good step, secondly just talking to them with a bit of humor and logic goes a long way.

Very determined about the game, but very casual about other things. Passionate, wants to all in on something. Very easy going and nice person overall. Friendly.

By travelling and playing so much with people of different nationalities and stuff I have a really good understanding of people and how people think, just by playing a video game. No matter what subject it is and looking at your own mistakes is important, it's something you learn when you lose and it can't always be my teammates.

We're not really that close to discuss these things, usually there's someone else to talk about these things. Usually I don't know them that well to be on that level, or we have managers or someone else that people can talk to.

It's very easy to tell if somebody doesn't agree or is annoyed with what you're saying or having issues with their pride or doesn't enjoy getting called out or whatever. I definitely sense it, but I usually don't say anything. There is some emotion in the room and what not in 30 minutes or so it's usually cleared up.

Some players I have more faith in than others. Players have set roles that doesn't really allow too much flexibility. Fear and Crit usually play heroes that have the same "job" in the game. Sumail is perfect for the kind of x-factor role

I have experienced it myself and with others that they suddenly realize that it's for real when there's a huge crowd in front of them. You can't think rationally, because your mind is full of being scared. It's some kind of anxiety, it's pretty hard to explain. It still happens to pretty much all players. I would have a harder time streaming, I can't really focus on the game because I focus too much about what people say in the chat or what they think.

The crowd thing definitely motivates me and you want them to cheer for you when you win and not the other way around. When we choked against VP recently it might have been a main stage thing, the pressure of the crowd and only having this one chance.



## Appendix 9: BuLba

Sam, bulba ingame, played pro dota 2 since TI2, around 6 years, taking a break and coaching Team EG. Played dota for around 10 years or so. Started playing warcraft 3 and then played casually, and just eventually got hooked on the game.

Pro career started in college, planning to do medical school, but randomly TI2 happened in 2012, the old EG asked him to join and he did. And the prize pool was so big and it seemed the game had a big future. Asked parents to take a year or two off to play. And that's how it started and he never really got back.

Used to just play and then as you play more you become more involved, so in the past years he has been more of a captain or ingame leader.

As a player he just played his heroes a lot in public games, played scrims, watch a lot of replays. It depends on how important the game is. As a coach he watches a lot of replays and watches the teams if they do anything special, prepare a lot of strategies.

We kinda just focus on the present, every game matters. We prepare pick/bans for the team, most teams you can kinda tell what they're gonna do. I act like the other team, so he can predict what they're gonna pick.

In general dota players have a lot of different ideas. Making a successful team requires everyone to be on the same team. Use replays, because people in general are not very acceptable of auditory. so he tries to always have something to show, it keeps concentration higher also. Has a document on a projector or show everyone the replay and all the players gather around and watch. In team meeting he refrains from not having anything to show, because the players just lose track.

Most of the time I'll say this is what we did wrong and I'll show what we should be doing instead. I'll show both the bad and the good, because if i only showed the bad stuff, there's a lot of patterns and stuff. If you say so many things , they might lose the track of the fundamentals, like the things they're always doing and maybe even doing well.

In general in Dota you have to build your team or strategy around the players, because if your players are not comfortable playing that playstyle. That means teams cant really copy each other. Certain players are good at certain things, you have to abuse what your players are good at.

In Dota it's a lot about counterpicks, timings and movement. You need a balance of having your own playstyle and countering theirs. Sometimes teams get lost trying to just counter the other team without playing their own game. If you look at their draft you can kinda understand what they're gonna do. So if you see they have a push strategy, then you'll know you only have to survive just a bit longer and win the long game.

You don't want to tell anyone that their idea is bad, you have to tell them in a way so that they understand. So many people have different ideas, but having too many ideas on a team hurt as well. I have to find the best ideas we have on the team, and then have everyone be on the same page.

I was captaining a team at TI7 and before the tournament started we were doing really well, which happens, you do really well for a time and then suddenly you start losing a few games and everyone gets stressed out and there was a lot of conflict. Normally ive always been a person who just focuses on Dota, I am very analytical as a person, not as much of a social individual. Did a lot of math and science stuff, so this was out of his comfort zone, since he had to fix this as a captain, which he felt was very awkward. The hardest for me is understanding other people and how they think, understanding the personality aspects.

Make the team understand how to use the map, strategy, map, play, those are the three big things. Make sure your players understand how to play the map. If you understand how to play the map and your strategy, you might be behind or ahead, and the only way you can really come back is to understand how to play the map.

Played in 4-5 tournaments so far, lost to the same 3 teams. Beat those teams, get as good as possible for TI is our goal.

Good friends with everyone on this team, known each player for a long while. We a very friendly atmosphere, we're serious in the game, but we talk about a lot of stuff also outside of the game.

When I started out I didn't want to take more responsibility. But the kind of person I am I think it was inevitable. I like being a leader and I like hacving my opinions heard. In general I study the game and teams a lot more then others, so I want to have more of a say.

One of the problems Ive had as a player, if something is unknown, if someone on our team does something weird, some people calls it tilting. I usually tilted a lot, but then I became aware of it, and I think I have become better at it. It usually happens whne things gets emotional, especially with so much money on the line. Getting emotional is bad, it separates the good and the bad, you need to be calm. When I understood what was happening I would just shut down and get frustrated at someone. But in the last year Ive tried if I am aware of it,I will just take a breath and understand that we can still win the game. and if we lose I will tell myself that its not the end of the world. Proud of overcoming this obstacle. Took a long time for him to understand that it doesn't really matter and how bad it is when you're tilted. Made me a better human being as well I think.

Play the hero a lot, watch a lot of replays of players that he thinks are really good. Try and understand what he does that makes him so good, that helped him a lot. As a coach it's quite different, my goal now is to make my players play better and also have good strategy. I work with each player and suggest them things, thats part of the goal and then look at strategies, those are the two things I do. I also have a list of things we also need to get better at, so we work on that each day.

I was playing on a team, i wasn't the captain, we were losing games that we shouldn't lose, and i disagreed a lot with the captain. But i didn't say anything ,because i didn't want to overrule him. But in the end I said something and he got mad, but we did end up playing better, even though we did build up some animosity. That experience also showed me that I wanted to have a more leading role, I wanted my opinions to be heard.

They think im experienced, smart, that I understand the game well. Sometimes it confuses me that people respect me so much, it makes me happy that people respect my opinions. But it also surprises me a bit. I coached EG at TI5 where they won. Both pro players and non-pro players ask me for advice or what my opinion is about different stuff. If I play a random game, like last night I was playing a random game and someone asked hey what do you think I should do here. That makes me respect them , because they admit that there's something they can do better.

Cant talk during the game, but participates in the drafts, picks and bans. Makes a game plan for the team that they can use during the game. The ideal goal is that some day the coach is able to make calls the team in game, but right now I just say some stuff to them before the game.

It's a good balance, say your team is practicing, say they lose or win and if I see something that we could do better in terms strategy, like if we pick this hero we would maybe do better. The team who has a good strategy, its much easier for that team to play the game. Not just in dota, but whatever strategy you have, you wanna make it easier for yourself to do the job better. Thats my goal as a coach.

Mostly just through results, dota is a very results driven game. Maybe we're much better than the team we're practicing against, so it's hard to gauge how well you are doing. There's so many events all the time, so if we're doing poor at these events it's an easy way to monitor your results.

Im not really some football coach or something that goes in and gives a speech before the game or something, I dont really think the team would even appreciate that. I just try to make the atmosphere good and calm the guys down, maybe make a funny joke, maybe about one of the opponent players and make the team loosen up.

Has lost interest in Dota before, had it this last TI. Had focus on Dota since college, has been number one focus since he graduated college, it was all he really cared about. Now im a bit older, and you start caring a lot about other stuff as well, so after TI7 I was kinda like, not bored, but just a bit burned out. I see my friends and a lot of my college friends and some of them are getting married and settling down and I think to myself, when am I going to be able to this. I haven't really been in a stable relationship because I travel so much or stay in a team house with a lot of other guys playing dota. But then again, if I don't do this, I think I am going to be really bored, I am doing something that I really love doing. Grass is greener on the other side. I think about it sometimes, but I'm literally just playing video games for a living and then I feel better.

Some of the players I have a harder time explaining to, the person im the closest to is also the star player, and we argue a lot and when we argue about something, and I say he did something wrong, then he's not just gonna accept that, we're going to talk about it a lot and it will also make him a better player. I showed him the replay and explained a lot and eventually he gave in and agreed. The team is not just me and the captain talking to 4 players, everyone has a say. I try and relate from their perspective, and make it a humanizing experience for them.

Guess I am an influencer. Sometimes I go to events and meet the fans and they tell me that I inspired them and reading all of this is just really weird for me, because Im just playing this game. I guess we all got lucky in a way, I think it's really cool. I started a blog recently talking about this and it was really well received. You meet all these people all over the world that are really inspired by you, so I guess with my position on the Dota scene I can kinda influence people.

When I joined this team, not to say i was shy, 5 players who has had a lot of success, a lot of egos on this team. at the start it was a bit overwhelming, I was more of a supportive. My manager says, hey they really respect you, so I think I have become more dominant these last few weeks than I have been. So as I become more used to this job and more comfortable I will be more dominant.

Started coaching after going out in TI qualifiers. TI is your only goal throughout the year, didn't watch to just sit at home, so he approached EG and asked if he could help them out. Coached a lot of different teams, but only for a few weeks. So this is his first real professional full-time coaching job.

Hard-working, analytical, emotional which both hurts and helps him, learned about this in the lasdt year and its something he's working on. Very motivated to do well, both as player and coach. Dota is all I really have in my life, so he tries not to get distracted too much.

Most of the time I know if I could do better. I immediately load up the replay and see if theres something I could have done better. Something I could have done better in laning, mid-game, late-game.

Everyone gets emotional in a way, this is in general in all team games, even in sports. Everyone has an opinion on why they lost. So my job is to go in and say, this and this is what you could do better in the next game. Thats a way I can help them, maybe relieve them of stress, because losing does sucks. Thats maybe a problem weve a had, were a team that wins 8-9 games in a row and then we lose one game, and everyone gets very emotional. This also goes hand in hand with me not being as dominant as I could. I should be more of a demanding voice, which is kinda outside my comfort zone.

It's very obvious to me, I can tell who is upset and I can tell who really emotional or mad, they're not really good at hiding it. He'll usually come and tell me. I think I'm quite good at understanding them.

Filtering opinions, you need to have a good balance of filtering what people say. Misery and myself are the main voices for the team, that's how it should be, me and him make the final calls for strat and gameplay. But if others have ideas, it's my job to make sure that their voices are also heard.

I can't really make a decision without misery, we talk a lot me and him. We're in charge mostly of the strategy. You can't make everyone happy, that's just life. End of the day it's just me and Misery that are in charge.

A reason we keep losing to VP or Liquid is maybe that we've lost to them before. So I think we're definitely a bit by that. When we hear we have to play VP it definitely does matter. A lot of Dota is about confidence, at this level most players are within each other in skill.

It doesn't really affect us playing in front of a crowd anymore. It used to be very hard. I am not as calm as others, at TI2 I was in front of this crowd, and my fingers were shaking and I was feeling very stressed out. But now its way better, I don't really notice it honestly.

Blue color, the college color was blue and I wear a lot blue colors. I'm light blueish, extroverted, I talk a lot as a person. Misery jokes that I spam, talk alot, outgoing and stuff.

## Appendix 9: Mopsio

Play HotS pro for 2 years, always been a very competitive person, also the captain of the team. Currently 5th in Europe. Played video games for as long as he can remember, started as hobby and when he discovered esports he knew it was the path he wanted to go. Played LoL and was challenger, but his friend introduced him to HotS, and he liked it more, so he started transitioning to that game. Began pro career with his friend, they started playing in Team ? in 2015. Not that big results, but it was a big step towards the pro scene.

We do the research for every team we will play during the tournament, and we play a lot before events. It's pretty natural for us to know what to do in order to win. We try to play our game and just do our job, let everyone do their own game basically. Planning hero counters is definitely a part of it. But the team who picks comfort picks are more likely to win unlike in LoL. But ofc we also include that as well.

### Problem Definition

We have two types of systems. First thing we do is that we record our communication so we can see if that.

### Divergent thinking

We are basically always the team who look to do other things that other teams don't do. We always look for the most effective ways to win the game even if it's like a cheese strategy or not. I see myself as a curious person, curious about stuff and sit down with calc and do the maths for a build. Even if some people disagree, it eventually ends up being the meta sometimes. Sometimes I make a mistake as well, not only math is important also the game environment.

"Create sense" in information obtained mistet den..

We try to go in and play on our strengths basically. I always try to check the minimap for information before I make a call, because it's something you can read when you've played the game for so long. Use instinct and game sense to pick the best solution possible and find the best possible solution.'

### Idea evaluation

I analyze fast if the idea is good, during the idea we don't have that much time. But before the game or during a pause it's very easy to talk about and see what they're gonna do on the map. It's important for us to have the comm and talk. I try to analyze myself before i approve or deny the call.

### Problem solving

When we have unexpected problems we usually, we usually do something crazy and unpredictable, but I think one of the best options is to call the problems within a couple of seconds. When we have more time we are taking our time and talking about it and try to find the best solution possible. When someone makes the same mistake over and over, I try to find the root cause of the issue and eventually change the strat and draft and play more around his lane, so he being a weak point is not holding the team back. Trying to play easier heroes to overcome the issues.

I just watch a lot of replays and play more to improve my gameplay. Experience from LoL definitely helps me with the mechanical skills, because HotS requires less mech skill. Just discover small things.

I definitely have a vision, having a vision is very important part of being shot caller, or you will be play super chaotic. I try to find a vision and win condition and try to follow it when calling the shots. I even have the vision sometimes before the draft. Every team has strengths and weaknesses so we have to respect that, otherwise you will start losing games that you shouldn't technically lose.

Any professional player wants to be the best in the world and win blizzcon, you can compare it to worlds in LoL, you really want to win it. First we need to qualify, and EU is very difficult region, second strongest in the world. If HOTS is going to be bigger game I want to play in NA pro scene, because they have way better fan base, infrastructure is more organized, they get sports visas. NA is much more open to esports right now compared to EU.

I try my best to make sure that people are on the same page and the environment is positive on the team, that's part of esports, to make sure that everybody can speak their mind and everybody feels equal. Inside the game there is a shot caller, but we have to listen to each other every single day.

Take more responsibility than teammates, because he is the shot caller. Responsible for the macro game and makes sure that his team doesn't lose a rotation. When it comes to an engage I'm also the guy mainly responsible for that. It was pretty natural for me, because of my game sense and game understanding. Being shot caller helps you grow a lot as a player I think. Being a leader is natural for me, outside the game I also was a leader for some non profit organizations, but never studied it.

I don't think performance changes much when facing unknown situations. It puts us outside comfort zone and you maybe have to play differently, but we have our draft and we know what to do. We can always turn around a problem and make it our strength.

I used to be a person who would choke at LAN events a lot, despite good performance in online tournaments. I had issues performing on LAN events. Since I started working on that more and more and last event I played I did really well and that made me really proud, it showed results from my hard work.

I just practice a lot, there is nothing more you can do. Practice and watch replays, watch players that are better than you, like the koreans. When the korean league plays you can watch it and it helps a lot to understand what they're doing. Other then that it is only practice.

I try to talk and be the person which brings up the issues on the team and I think what Im doing is basically just playing the game and being the ingame leader, cheer up the team and be the motivational booster as well.

That is something I do a lot. I think speaking up about opinions is very important. Part of pro gaming and shotcalling as well, because even if im sometimes wrong, I think it's a healthy way to approach this, cause imo we can talk about or else people will repeat the same mistakes over and over again.

I don't think so, anytime I do that kind of stuff I always try to be constructive and have good arguments when I talk about it. To make sure nobody feels upset or that it's something personal. I don't think having personal issues with somebody is healthy for the team environment.

I think people ask for advice to the person with the highest game knowledge. Some people just need to be told what they did wrong, maybe sometimes it's because of ego. In general I think a very healthy thing is to always be open minded and be open to criticism. People ask me for criticism all the time, and I also ask others to give me criticism. Because you can't see everything, sometimes you will miss things, it doesn't have to publicly. It's important to every player to keep evolving as a person and as a player. You can always look for something to improve on.

The moments when there is nothing much to do, because maybe you're waiting for an objective. That's a good moment to talk about what's going to happen or something we have to work on for the next teamfight. Maybe like telling someone to play less aggressive the next time.

Strategies come from hero play and we give them a try in a scrim environment, and we see if it can work also in a comp environment. And I think that's something that most teams do, you just pick heroes and try stuff in solo Q and try it out in scrims and see if it works. Because if it doesn't work then it's not too much of an issue.

We definitely look to always reflect on previous experiences to come up with new strategies. All of us have some knowledge and we try to use that knowledge to always think about the strats we are going to use in the

games. If it works on one map we are always willing to give it a try on another map. You give it a couple of tries to make sure that its a valid strat that is working.

Its important being confident in your abilities but also important to just make sure that everybody is on the same page and that everyone is motivated. I can have an individual goal and give my very best to accomplish it, but without everybody in the team putting the same effort as me I dont think that its possible. If we have a goal to win blizzcon we all have to work together to accomplish that. We have team talks where we talk about stuff that we need to work on and when we qualify for an event we set up some goals. Satisfied goal, minimum goal and perfect goal. Once we accomplish top 4 we are pretty happy, so we decide hey lets try and win it all. We take it step-by-step.

I always try to remind people that our goal is to win overall, so what we can do all depends on us. Nobody can do it for us, if we wanna go to blizzcon we have to work our ass off, it only depends on ourselves if we can do it or not.

Normally when I feel burnt out I just try to take a break and get hungry for motivation. Focus more on real life and make sure that I am completely reset. Then after some time I am ready to compete against the best people again.

I always have something as a backup, so if someone disagrees I have an argument that I can use. If I say someone is making a mistake I can show an example in the replays and if somebody disagrees about that, its not my problem because I try to be as constructive as possible when criticising someone or giving my point of view. That's the only positive approach to communication between the people. Use a lot of logic and hard facts.

Not really an influencer. I don't feel like being that kind of person. But I don't know if being an influencer is something I wanted to do. I feel like the influencer is doing that kind of stuff on purpose, I don't do it on purpose, I just look for variations because I enjoy doing it. I don't feel proud or anything if other people do stuff that I invented, I don't do it on purpose.

Communication style depends, dominant when you shot call, because people need to have feeling that I'm confident about what I'm doing, that's very important. To have a leader that is extremely motivated and communicates in a very confident way. It affects any single aspect of what we're doing. It's also way easier to convince people when you sound confident. When I see someone isn't performing I use supportive comm, tell them to relax and take it slow. I used supp when working with people who didn't feel confident with themselves.

Emotional, hot-headed, but also very honest, honorable and confident.

It's difficult to talk about performance after the game, I always look at the replay first and then talk about my performance. One thing is feeling that you played good and then actually playing good. I think that is a very important difference. Look at replays to find out if he did good or bad. Always look at facts. **Maybe emotion is a bad thing, but he learned to counter it?? ikke sig det, bare en note til os**

That's definitely something I'm doing, self reflection comes when I do mistakes that are repeating themselves, I try to find a way to not make those same mistakes again and focus more on those aspects of the game in solo Q.

I encourage people to talk about their feelings, not when it's personal, but in general. ANd that's something, if I know somebody is struggling I always convince people to open about how they feel in their life. I use a supportive style and we are all humans and share the same goal, so we have to support each other to reach our goals, if people don't feel happy.

Can definitely feel how people feel when discussing changes. When you spend 9 hours each day, you can see in his gameplay if something is wrong or in the way he talks, like his tone is very important. And I guess that is it. I think it really depends, just drafting the right composition and just pick comfort picks. When you go through strats it's important that people feel comfortable with playing this strat. I don't mind being the guy which is supportive and behind the team. Eventually people will realize that hey this guy is doing a lot of work.

I usually try to consult teammates, I don't remember anything where we didn't talk about stuff.

I don't think competitors have an influence on how we play, we always try to play our own style and our own game, it makes us unique as a team.

Playing in front of a crowd affects me in a positive way, I see all these people coming to cheer for us. I feel extremely motivated to not make them disappointed.

Blue is the color, I like the color, like the skies.



## Appendix 10: acoR

Frederik, spiller Counter-Strike, lever af det. Bor i Københavnsområdet, 20 år gammel. Har spillet computer hele mit liv, CS startede som hobby og blev senere hen et arbejde. Professionel karriere kom lidt ud af det blå, har spillet en masse med nogle små hold. Blev kontaktet af North på et tidspunkt som gerne ville lave et hold. Vi blev udvalgt forskellige spillere af North, dem som de gerne ville have på holdet. Vi skrev kontrakt i april 2017, så det er godt et år siden.

Plejer at gå ind og spille noget deathmatch og varme lidt op, få gang i kroppen. Mange kan godt lide at man holder sig fysisk i gang, går ned og træner om morgenen, tager en løbetur, så man får et friskt mindset. Mine spisevaner og hvad jeg drikker og sådan hjælper også rigtigt meget. Jeg drikker også sodavand engang imellem, men på det seneste er det mest vand jeg drikker.

På vores niveau og opefter, har de fleste hold en træner, og han kan sidde og lave nogle anti-strats baseret på nogle demoer han har downloadet. Så kan han se hvad deres taktikker er, så kender man som regel det meste. Ift. eco og sådan noget, så har man efterhånden spillet så meget at man bare ved hvornår de eco'er. Vores træner lavede et google dokument som man bare kunne redigere i, så alle kunne se med, både med billeder og videoer som vi kunne sidde og se inden kampen. Det hjælper rimeligt meget, baseret på en enkelt smoke så ved man hvad der kommer til at ske i den runde.

Det er lidt forskelligt, hvis det er noget man kan se ingame, hvis vi lige har spillet så plejer jeg som regel bare at sige det til personen. Vi plejer som regel at snakke efter kampen om der er noget vi kunne have gjort anderledes, eller noget der kunne hjælpe vores hold på nogen måde. Ellers kan man måske gå ind i finde en replay på en kamp og så sige det til personen. Jeg vil bare gerne kunne sige det til personen og sådan er det bare, så får man det sagt. Det er jo sådan man lærer, at andre folk kommer og siger til en hvad man kunne have gjort bedre. Det at andre kommer og siger det til en, der er måske større chance for at man kan lære af det.

Jeg føler at jeg er en af de mere kreative spillere i spillet, jeg kan komme på en masse ting, men jeg er ikke ingame leader som sådan. Der er en masse ting og tanker jeg går med som jeg godt kunne tænke mig at få ind i spillet. Jeg kender til en masse boosts og lidt af hvert som der måske ikke er så mange der kender til. Jeg prøver så vidt som muligt at bruge alt det der kan give mig en fordel mod et andet hold.

Det er sådan noget man skal tage in mente, deres penge og den måde de spiller på, det varierer fra hold til hold. På topniveau der kender alle hinanden og ved hvordan hinanden spiller, så der er det meget mind games og hvordan man vil prøve at udspille hinanden. Gøre ting man måske ikke rigtigt forventer. Bruger helt klart de informationer man opnår i løbet af kampen til at tage beslutninger. Det kan være man får at vide der står en spiller et bestemt sted på mappet, og så ved man ud fra smokes at han nok kommer til at gøre et eller andet, og så kan man jo så skyde ham når han kommer.

For eksempel hvis ens holdkammerat som ikke er ingame leader, som siger noget man synes om, så vil jeg nok bare sige at jeg synes det er en god ide. Så man kan måske sidde 4 mand og tænke det er en god idé, men hvis IGL synes vi skal gøre noget andet, så er det jo i sidste ende IGL der bestemmer.

Vi sidder to mand tilbage på vores hold lige nu, den ene er på førsteholdet og den anden er blevet lånt ud, den sidste har vi smidt ud fordi det bare ikke gik, vi skulle bruge noget nyt. Jeg stod med beslutningen om at skulle spille AWP eller riffel, jeg har spillet lidt begge dele. Så stod jeg her da mertz rykkede op på førsteholdet, så skulle jeg vælge om vi skulle hente en ny AWP spiller ind eller hvad. Jeg valgte at spille AWP, udelukkende fordi jeg godt kan lide den rolle, jeg kan lide den måde man skal spille på, jeg føler min spillestil passer perfekt til den rolle.

Jeg føler selv jeg har rigtigt godt overblik, det er kun blevet bedre efter jeg er begyndt at spille AWP. Det er sjældent man møder ting som man ikke har prøvet før, der er mange gange hvor man møder ting man har prøvet

men der sker ting smatidig som gør at man måske ikke lige kan gøre det man plejer at gøre. Så må man bare tage det som det kommer og så prøve at gøre hvad man tror er bedst i situationen. Jeg plejer bare at tage det som det kommer, hvis man fx. ikke har nok information til at tage en beslutning. Nogle gange har man ikke nok info, så må man bare spille ud fra ens instinkt (knowledge).

Jeg vil rigtigt gerne til major og vil rigtigt gerne spille for et top 5 hold. Venter bare på muligheden på et af de hold der er måske i top 20. Føler selv jeg har niveauet til det.

Ja det føler jeg, hvis man nu får en ny spiller ind, så plejer jeg også at fortælle dem at man godt kan sige sin mening, jeg tager ikke ting personligt.

IGL vil som regel være ham der tager mest ansvar, men vi andre hjælper selvfølgelig også med at tage beslutninger. Jeg føler jeg har det fint med IGL, selv kan man hjælpe, alle vil hjælpe. Ens holdkammerater er nogen man stoler på, så hvis man laver en taktik så over de den situation 100 gange, så man ved de kan den, så der kan jeg sagtens stole på dem.

Altså modstandere ja, alle maps har man selv spillet, nogle mere end andre. Som regel kender man alt til stort set alle maps. Nogle folk er gode til alle roller. Jeg er tilpas god på de fleste roller, man kan sætte mig ind på en hvilken som helst rolle og så kan jeg gøre det tilfredsstillende. Har ikke problemer med at spille uvante roller. Hvis man spiller en ny modstander eller en ny spiller man ikke har spillet mod før, så vil man nok spille en smule mere passivt og lige mærke hvordan de spiller og så tage nogle beslutninger ud fra det. Måske kan man finde nogle åbninger i den måde de spiller på.

Da gade røg til optic, eller fik muligheden, der ville jeg jo gerne have haft den chance han fik, men den periode de sidste 2 måneder, der har man været lidt halv nede. Det er jo en drøm at komme til USA og spille CS for et godt hold. Men jeg prøvede så meget som muligt bare at glemme det og ikke tænke så meget over det. Jeg er måske stadig lidt jaloux over at han fik chance.

Prøver bare at opretholde mit eget niveau indtil vi får fundet nogle spillere og spille med. Jeg prøver at holde niveauet. Spiller meget og vil gerne igang med noget fysisk træning, bedre døgnrytme og alle sådan nogle ting som kan hjælpe mig til at blive bedre. Alle de ting der vil kunne hjælpe på mit spil. Stå op kl 10 og køre afsted til Parken hvor vi så træner i et par timer.

Jeg tænker meget over de ting jeg siger inden jeg siger dem. Især hvis man snakker om ting som måske er offentlige eller et eller andet. Interviews efter en kamp der er meget af det jo bare improviseret, så der kan man godt få sagt nogle ting. Når man tager sådan nogle holdbeslutninger, som fx. at en spiller ikke er god nok, så siger man det jo ikke bare til spilleren med det samme. Man kan måske sige til ham at hans niveau måske ikke er helt godt lige nu, og at han måske skal investere noget mere tid i at forbedre hans spil.

Man har en professionel kontrakt og det er der mange der gerne vil have, så der er mange der ser op til en, tit vil folk gerne lære en smoke eller vide hvordan man bliver bedre, hvordan man træner eller hvordan man varmer op. Der er mange ting.

Kommer med input til taktikker under kamp, det burde alle gøre. Det er sådan en hold ting, en enkelt taktik kan måske vinde en hel kamp. Jeg prøver at komme med alle de informationer jeg får under en kamp, fordi måske kan lige pludselig se at en taktik passer rigtigt godt på den måde de andre spiller på.

Når man ikke spiller CS, så ryger mine tanker tit bare over på CS. Og så lige pludselig ud af det blå kommer jeg måske til at tænke på et eller andet der kunne være fedt at bruge. Det kunne være alt fra et boost, eller en ny position eller vinkler inde i spillet.

Sætter mål sammen med holdkammerater, et fælles mål og så skriver man ting ned man skal have gjort indenfor den næste uge, at så skal vi være blevet bedre til det. Så kan man på den liste se de fremskridt man ligesom har lavet i løbet af den sidste. Det er både coachen og alle os spillere der kommer med input til den liste, jeg bidrager også med inputs.

Jeg gør lidt for at motivere holdet, jeg sidder ikke og råber og sådan noget, de fleste kender mig lidt som en stille person. Stemningen holder jeg altid fint, jeg sidder ikke og hyper holdet ligesom andre spillere måske gør.

Faktisk for nyligt har jeg faktisk ikke følt så meget for CS, mest fordi der er gået en længere periode nu hvor vi ikke har spillet, der er gået 2 måneder nu hvor vi ikke har spillet holdmæssigt CS. Så jeg savner lidt det holdmæssige i CS, har ikke lyst til at spille så meget når det ikke er på hold. Lige nu prøver jeg bare at se frem til det tidspunkt hvor vi får nogle nye spillere og coach, sidder bare og hygger mig med det.

Det handler om at kunne uddybe og have nogle gode argumenter, hvis man har en taktik bliver man nødt til at have nogle argumenter for hvorfor den taktik er god. Det kunne være alt fra facts til info man har fået i løbet af kampen, eller det kunne være baseret bare på ens erfaring.

Håber jeg har indflydelse på andre. Føler tit at mine forslag bliver taget godt imod, og at mine forslag bliver prøvet af. Jeg føler altid der bliver lyttet efter når der bliver snakket, jeg føler altid det går på en måde. Der kunne måske være et eller andet inde i en kamp, hvis en spiller måske er utilfreds med en taktik som måske ikke skulle være kaldt, så er det bedre at tage sådan noget efter kampen og snakke om hvad man skulle gøre i stedet næste gang.

Jeg føler ikke at jeg plejer at være ham der siger det på en dominant måde. Jeg vil gerne være ham der siger det på en måde så de andre forstår hvad jeg siger, men på en mere støttende måde. Jeg kunne ikke rigtigt finde på at være den dominante type, jeg kunne aldrig finde på at sige at vi SKAL køre den her strat og sådan noget. Det er bare ikke mig. Selv hvis jeg var IGL ville jeg nok stadig gøre det på en støttende måde. Nogle gange skal man selvfølgelig være lidt dominant, men jeg vil altid prøve at være ham der siger det på en støttende måde, det er bare sådan jeg er.

Meget stille, nede på jorden, folk kan sige til mig hvad de har lyst til, jeg tager ikke ting så personligt.

Man ved som regel efter en kamp om man har gjort det godt eller dårligt. Hvert hold har som regel en stjernespiller som er rigtigt god under sådan en kamp, og så har man de andre spillere som ligesom hjælper stjernespilleren. Jeg har tit været ham som bare ligger bagved og udfører min rolle, men ikke være ham som sådan rigtigt shiner. Vil helt klart kigge på replays, det er der man finder ud af det meste. Bare se på en selv og hvordan man spiller. Man ser de fejl man laver med det samme, så det er en kæmpe ting. Også at se hvordan andre spiller for den sags skyld. Gå ind og kigge på hvordan de rigtigt gode spillere spiller og så prøve at implementere nogle af de ting i ens eget spil.

Jeg er måske ikke så god til at huske smokes og huske ting generelt. Lad os sige vi laver en ny strat, så er jeg måske en af de spillere der lige skal køre den igennem et par gange før at jeg ligesom kan huske den. Så vil jeg måske gå en på en server og øve det et par gange for ligesom at være helt sikker på at jeg har mit helt på det rene. Hvis jeg skal kunne huske det meste af vores taktikker, så skal jeg ind og øve det på en server bagefter, nogle gange kan man have så mange strategier at man bliver nødt til at skrive det ned for at kunne huske, enten personligt eller som hold.

Uden for spillet der har jeg aldrig rigtigt problemer med holdkammerater. Man kan måske synes et en team mate er en idiot inde i spillet, men så er man bedste venner uden for spillet. Jeg er ret god til at adskille de to ting synes jeg.

Som regel så siger folk det bare hvis de synes det er en dårlig ide, sådan synes jeg også det bør være. Ellers så ender det måske bare med at taber en kamp fordi man ikke fik ændret den strategi.

Jeg føler fuldt ud at man skal stole fuldt på ens holdkammerater. Man kan ikke sidde 5 mennesker og spille spillet uden at stole fuldt ud på hinanden. Personligt vil jeg ikke have noget imod at tage rollen, det kommer lidt an på hvor den er henne på banen. Som regel vil man lade ham der spiller det sted på banen tage den ting. Og det har jeg det helt fint, og hvis det så er mig der har den plads på mappet, så har jeg heller ikke noget problem med at have den bærende rolle. Nu med AWP'en der vil jeg tage meget mere styring over team mates, så de står et bedre sted når jeg kommer med AWP'en.

Føler ikke at jeg tager beslutninger uden holdkammerater, som regel vil man altid høre dem ad om de synes det er en god ide. Det gælder faktisk både indenfor og udenfor spillet.

Konkurrenter har nok en effekt på min spillestil, hvis nu modstanderholdet har en rigtigt god AWP også, så vil jeg selvfølgelig gøre mit allerbedste fuldt ud for at måske få en chance på et bedre hold. Det kan både være en god og en dårlig ting, det kan måske få en til at tage et dårligt valg fordi man gerne vil være lidt show off. Spiller måske lidt mere risikabelt, kan både gå godt eller skidt.

Har ingen effekt at spille foran et publikum, der er mange der har det der med at man bliver nervøs ved at sidde foran mange mennesker. Der lukker jeg bare helt af og tænker ikke på andet end spillet, for ligesom at udelukke det stress der er i det. Det håber jeg også at jeg kan når jeg kommer til at spille på en endnu større scene. Føler ikke at jeg har det der sceneskræk. Var ikke god til at fremlægge og kunne lide at fremlægge i folkeskolen, prøvede at være så ligeglad som muligt når jeg skulle fremlægge eller ud at spille. Det har lidt hjulpet mig, bare at være ligeglad med alt andet end det man rent faktisk skal op og lave.

Blå, en af de farver jeg bedst kan lide.

## Appendix 11: b0RUP

Johannes, spiller for North i et halvt år, spillet siden 2013 spillede med venner og har spillet rigtigt meget med Nico fra Heroic, blev opdaget i 2015 og har siden da spillet for nogle mindre hold siden da. Spillet med HUNDEN i 2017. Droppede ud fra uddannelse for et år siden da han så noget fremtid i det. Startede i 2013 med nogle venner hjemme hos en ven på hans computer.

Står op til normal tid spille lidt morgenmad, varmer lidt op ved bare at spille lidt. Hvis det er til LAN står han tidligt op på hotellet og få noget morgenmad, mindst en lille time hvor han bare er sig selv og kan sidde foran computeren og spille. Hvis holdet har en coach kan de godt lide at lave en lidt noget på det hold vi skal møde. Det plejer at være svært at gøre sig klar på de forskellige ting, det er bare noget man sådan helt generelt er klar på fordi man har spillet så meget.

Jeg er blevet god til at tage kritik og give kritik. Kan godt lide at påpege hvis der er noget jeg synes der er forkert. Ikke så godt at tage det midt i gamet. Det er jo ikke mit ansvar at stå for den slags, men jeg kan godt lide at stille spørgsmål hvis folk kunne have gjort noget på en anderledes. Kigger på replays sammen og få snakket om det fælles, hvis alle ser det samme på samme tidspunkt. Det er jeg kæmpe fan af.

Alle plejer at være at gode til taktik. Men vi laver ikke rigtigt nogle super uordinære taktikker.

Jeg er rigtigt god synes jeg selv til, i en 3v3 situation, så kan jeg godt lide at kalde folk rundt til et sted på banen hvor jeg ved der ikke er nogen, så kan vi lidt overraske dem. Kan godt lide at spille aggressivt hvis jeg har en ide om hvordan de vil gøre de forskellige ting.

Tænker ikke så meget over den slags, i starten af hver runde caller. Hvis jeg arbejder et sted på banen og de andre arbejder et andet sted. Hvis jeg så får noget vigtig information, om at der er 3 et sted på banen, så kan jeg måske komme med noget vigtig information som vi kan bruge.

Har spillet på to hold der har været rigtigt gode, og jeg har altid været den der, på det niveau der rykker folk sådan hele tiden op og ned, så alle de gode spillere rykker op. Vi tre passive support spillere er bare blevet tilbage og skal så bygge noget op igen. På halvandet års tid er det to gange hvor jeg bare er blevet left behind. Jeg har været lidt nede i perioder, men så har fået et nyt hold da har man så gjort alt for at ramme niveau. Bare kæmpe videre og på et eller andet tidspunkt så skal der nok ske noget. Jeg lever jo stadig af at spille.

I forskellige scenarier så er der mange der gør det samme i mange clutches, så generelt er det meget nemt at læse folk. Hvis vi siger jeg er i en 1v1 situation, og vi ved hvor hinanden er, men hvor vi ikke kan få kontakt, så er der mange der flasher et sted hvor de ikke vil gå hen for at snyde mig, men det er ret nemt at læse. Det er blevet en ret populær ting at lave.

Vil gerne være den bedste og prøve at opnå så meget som jeg nu kan nå indenfor den karriere jeg nu har skabt mig. Få rejst meget rundt i verden og vil bare gerne være på det bedste hold.

Føler ikke at folk holder sig tilbage når jeg snakker til folk eller når de skal snakke til mig. Folk tør godt at konfrontere ham med ting.

Jeg kan godt lide at skære igennem når jeg har en ide midt i runden som jeg bare ved vil virke. Så kan jeg godt lide at tage ansvar og sige at det er det vi skal gøre. Kan godt lide at tage ansvar midt i spillet. Kan godt lide at hjælpe med at tage beslutninger på holdet omkring fx. taktikker.

Man er lidt mere confident hvis man er 100% på hvad der skal ske. Hvor hvis man ikke er sikker på hvad de laver, så er det sådan lidt i hovedet. Hvis man ved hvad de laver, så kan man fokusere meget mere på aim, hvis man fokuserer på alt muligt andet så er man ikke lige så klar på at skyde.

Spiller generelt meget mere end de fleste, og træner meget mere end de fleste. Omkring 100 timer pr. 2 uger, meget mere end de fleste andre pros. De andre rejser måske lidt mere, så jeg har mere tid til bare at øve mig. Spiller rigtigt rigtigt meget.

Jeg har prøvet at føre holdet i forkerte situationer. Men det kan du ikke gøre så meget ved, fordi du er bare den type du er. Hvis det kun er calleren der snakker ud af 5 personer, så er det meget svært for den person af vide hvad der sker de andre steder på mappet. Det sker at man tager fejl, så må man tage den på sin kappe. Har fx. for nyligt været med til at kicke en.

Folk spørger mig om råd, fordi jeg har spillet sammen med mange kloge spillere på den danske scene og fordi jeg er over average i spillet. Spørger om hvordan jeg varmer op, hvordan de kan forbedre deres individuelle niveau. I sidste ende handler det bare om at spille meget jo. Jeg spiller jo bare hvad jeg lige føler for. Du kan selv blive klogere på spillet, hvis du spiller mange træningskampe mod andre hold, men hvis man ikke har den mulighed endnu, så gælder det om at spille generelt. Folk tror der er et svar på hvordan man bliver god til spillet, men det er der jo faktisk ikke, man skal bare spille meget.

Hvis vi synes der er nogen der har kørt en fed taktik mod os, så går vi ind og ser deres kampe og prøver måske at køre den samme taktik. Vi er ikke så execute baseret, vi tager mest bare taktikker fra andre hold, vi er ikke så nytænkende. Jeg har oplevet at der er andre der er kommet med gode ideer, og tilbage i Tricked tiden, der var vi lidt mere nytænkende.

Vil gerne ligge top 30 i verden, lige nu er det bare mit, vi har ikke noget hold lige nu som sådan. Men vi har ikke tænkt os at lede efter spillere som ikke vil kunne opnå det mål. Gøre alt for at vi kan opnå det. Vi har alt hvad der skal til for at vi kan, vi har generelt gode faciliteter.

Generelt ikke, er ikke så god til at motivere folk. Er meget stille uden for spillet, snakker bare lidt mellem runderne. Men er ikke så god til at hype folk.

Da jeg startede i tricked den gang jeg stadig gik på uddannelse 40 minutter væk. Jeg stod op kl 6 spiste morgenmad tog til togstation, var hjemme igen kl 17-18 skulle lave mad, 18-23 med holdet. Blev næsten lidt deprimeret, man lavede ikke andet end at gå i skole og så bare hjem og spille, spille, spille. Ingen tid til bare at være sig selv. Snakkede med min mor om det og min papfar og blev bare enige om at det enten var uddannelse eller at jeg skulle spille. Og så blev vi enige om at jeg skulle prøve bare at spille, da det var en stor chance og man jo altid kan tage en uddannelse. I den periode var jeg lidt nede, men siden da har jeg brændt for at spille. Der er forskel på at spille med venner og så på at arbejde og prøve på at blive bedre med et hold. Spiller mest med venner, her i North ACD practer vi 4-5 timer max om dagen, men fri i weekenderne, men kan sagtens spille 6-7 timer med venner også ved siden af.

Da jeg joined North ACD fik jeg at vide at jeg har en stor indflydelse på hvordan en af de andre spillere spillede. Jeg var meget positiv og det var givende for en af de andre spillere på holdet. Han blev meget mere glad og åben efter han begyndte at spille med mig. Var med til at tage beslutningen om at smide en tidligere spiller ud, ledelsen lyttede på deres input.

Mest dominant kommunikation, kan godt lide at skære igennem. Få direkte kontakt med calleren, Dennis. Og så sige Dennis, der er sket det her og det her, jeg synes vi skal gøre det her NU.

Rigtigt positiv og glad person med gode venner og positive rammer, men med nye mennesker kan jeg godt være lidt stille og virke lidt deprimeret.

Der er mange der sætter sig ned og kigger på stats på hjemmesider, hvor jeg bedre kan lide at sidde med holdet og give konstruktiv kritik. Så regner jeg med at de giver ris og ros og siger hvis de synes man gjorde noget

rigtigt eller forkert. Synes ikke statistikkerne betyder så meget. Det gør lidt mere hvis du har ført holdet i de rigtige positioner, det er vigtigere end at have skudt et vist antal.

Har det bedst ved at lade andre være stjernen, og så bare være en slags support spiller i stedet, selvom jeg har færdighederne til at være stjernespiller. Ville være en dårlig fast ledertype, jeg ville være for hård og tilte, hvis tingene ikke gik i min retning, og man kan jo ikke styre alt inde i spillet

Svært at stille det samme scenarie op igen, det handler om bare at spille meget. Jeg plejer ikke at være så sur igen hvis vi taber eller noget, men jeg kan gå helt ned hvis det ikke gik som jeg ville have det til at gå.

Jeg prøver altid at være positiv og glad, jeg får ikke nogen til at være utilpas. Gør ikke noget specielt for at få dem til at føle sig tilpas, jeg er bare mig selv.

Kan sagtens høre på andres toneleje, ham sycrone var lidt dårlig til at tage kritik og tage imod ideer, man kunne godt høre på hans toneleje når han ikke var tilfreds. Det samme gælder acor, man kan sagtens høre når han virkelig bare er uenig. Det hele kommer an på den tone de snakker i. Det giver ikke mening at sidde og diskutere noget, hvis begge har forskellig mening og aldrig kommer til at rykke sig.

Alle dem jeg har spillet med har gjort det godt synes jeg. På de lidt lavere hold ville jeg nok føle at det var mig der skulle lave alt. På de hold jeg har været på på det seneste har jeg ikke haft noget problem med at stole på.

Tager aldrig beslutninger uden holdet, dog nogle gange inde i spillet skal man bare gøre hvad man føler, fordi man kan simpelthen ikke nå at spørge resten af holdet.

Det har vel en effekt på en måde, vi har ikke nogle rivaler som sådan. Men dengang jeg spillede i tricked havde vi lidt nogle rivaler i singularity. Der lå vi altid over dem, der har jeg altid følt at man er lidt mere sulten hvis man ligger under dem, og vil gerne opnå det samme som dem. Hvis man ligger over dem er man ikke lige så sulten for at blive bedre.

Man er meget mere koncentreret når man spiller foran et publikum. Bliver ikke nervøs, er altid 100% fokuseret. Streamer ikke så tit, men kan godt blive lidt distraheret hvis man fx. streamer.

Gul eller grøn tror jeg, meget positiv og glad, men meget konstruktiv indenfor arbejde. Kan også være seriøs, hvor alt bare er sjov, så kan jeg have det virkeligt sjov. Kan sagtens være super seriøs men også have det alt for sjovt i en time.

## Appendix 12: HarryHook

Pro OW player, played esports for 1 year professionally. From Spain, 26 years old.

Playing games since he was 12, started playing Ultima Online (mmorpg), then moved to WoW, then onto shooters. Long history with games, Was playing TF2 similar game, and realized that OW is like the game he like, its cartoony and a bit more easy to play compared to MOBAs. He gave it a try and liked it a lot. Pro career started when he played with a Spanish team, but it didn't work. Contacted an old friend and he gave him a try in his team, because he liked him. So they started a new team and they tried out a lot of people. That team won 40+ games in tournaments, and then he was signed by EnVyUs, been there for 1 year, maybe a bit more. He is captain officially, but there's not really a captain, we try to listen to each other, we give opinions to the coach and the coach makes the last decision.

OW is really simple, it's 1 game per week. But irhgt now you have to play 2 games every week, which is really stressful. They always play the same maps, because its easier. Last game yesterday they had a comp specifically. So they ran a specific comp against their opponents, to counter their playstyle. We knew what they were going to do before they actually did it. Think about what the opponent is going to do before they do it. Think about the perfect strat or combination of heroes to counter them.

Right now it's really simple to plan ahead, because everyone plays the same. Everyone plays the same comps and only switch out 1 or 2 heroes. It's pretty much mirror comp. Sometimes you can be 1 ahead and think about what they gonna do before they do it.

We dont have any data or stats to use. We watch the replay or the entire game, the part where we fail. See where we fail and why we fail. Maybe there's something we missed that we have to correct. Thats how we see the game and how to fix the team. Mainly uses replays.

You need to come up with alternative solutions. Back in the day we didnt have a Genji player, so we had to think about our strengths and what we are good at anD WHAT WE CAN DO. We had to think about a win condition and just play better in order to win. You cannot always have the best hero pool, so you need to think more ahead. Someone went back to Korea so they don't have Tracer player and they need to find another way or another comp of heroes to make it work, or find another Tracer player. Have tried making a hero comp that is not meta, a YOLO comp to surprise opponents. Thinking about the meta and how to counter the meta is nice, but you can not afford to spend too much time on it because you have to practice what you have.

It's pretty much about mistakes. When monkey cannot run away, you call it out and you can kill it and you can prepare for the fight. You have to think ahead, if they have 6 ultis you have to just go eco fight and force as much ultimates as you can, and then you can try to win the next fight. Force the cooldowns and then you move in.

In my opinion you have a specific strategy and you try it. The players don't make the call, the coach does it. Right now we're pretty much coaching ourselves, you kinda need to step up as a player to make it work. I will think about their comp and our comp, what they can counter, if we have a Tracer and they have McCree, Widow, Mercy something like that, maybe we don't need to rush in, maybe we just need to play slow. So you need to think about the combinations and positions, ultimate usages.

When a team changes their comp to something way different, like breaking the meta. And then you don't react fast enough, even though it may be easy. You're kinda blocked. You need to think about it fast. So when you realize how to counter it, it's super late. That's mostly what happens in every team. Take a break, maybe just wait some time in the spawn and think about how you should win. We didn't have a Genji player, so what we did was that we played our strengths instead and just try the best we can, anyway we lost, but I think if we just practice Genji in scrims, it wouldn't be enough, the other players have way too much practice, so there's no way



you can mirror their comp, they will always be ahead. So we leave Genji and play McCree instead and try to play the meta, even though it doesn't work everytime.

To improve his gameplay he tries to practice on other roles, he focuses on his weak points and play as much as he can. The better hero pool you have, the better you are.

For me at first, I wanted to win everything. But right now I kinda want the same, but now the money comes in, which is also a huge factor. I can have this thing as a job, this is my job now, this is what I wanna do. You need to change your mindset kinda, to be more professional. That doesn't mean to just play more, but also to take the game more seriously as people watch you and you have fans. You need to think about everything, and you can not fuck it up.

We tried once to have a conversation on the team, because the morale was really low. We need to get all the things out or otherwise it's gonna be there forever. It was the best decision ever I think to be honest. You can not have issues with another player I think, personal issues affects the game. Everything even outside of the game has an effect on the game. I think overall people generally like me, people don't hate me. There's always going to be people who troll because they like another team or they are just stupid and want to make drama. You can not listen to that, you just have to ignore it.

Doesn't really to take more responsibility than his teammates. Currently lacking energy and can not focus in anything. His job right now is thinking about the ultimates and make a plan, and try to combine ultis. He can not also have the job of shotcalling, it's too much work for him.

Difference in performance when facing new situations, doesn't know what to do, so has to think about what to do. He believes the team should take a timeout and wait for a few seconds and consider what to do in order to get in control.

To be honest I don't do anything, I just want to win. I don't want to get down everytime we lose. The morale can not be down everytime we lose. We pretty much get destroyed because of that. We can not have a weak mindset. He practices his weaknesses and he plays DPS, so that he can fulfill multiple roles, also he finds it fun.

I have a situation in one map, you pretty much have to do one of two things on this map. I saw every team was doing better defending lower then top. But the team was like "no that doesn't work". And then we give up. And that is the wrong mindset. Then we did try it one day randomly in scrims and it worked. Maybe if we had done that before, maybe we would be able to win more games. A player sometimes says no just because he doesn't want to try it. You need to get the ideas together and make the right plan.

They ask me for advice because I'm professional player and I know more about the game than themselves. Forcing myself to track the target, so I can actually have a good tracking on it. I think these kinda tips helps the people, but it's not just that. They need to try harder and stuff like that, you cannot just give up the first you try it.

I don't usually call the engages, I have a say on it, but I usually don't say too much because my focus on the team is calling ultimates. I said I think Sombra could be better for this attack, and he agrees and it actually worked better before. You have to think maybe this hero can work better against this.

If they play second point widow, there is no way they can reach you before they die. I think people always play a basic comp, like just dive. Maybe on some maps you wanna play a more slow comp. He can feel which heroes would be better specific positions on maps, based on his experience and knowledge about the game.

As a team we started from 0 again, so our goal right now is basics. We think about basics, which means countering the Tracer, and make space. Find a way to be able to dive the opponent. We try to focus on one thing which is easy and then improving it slowly.

Usually try and cheer his team mates up by making fun of himself and saying no worries, I also play bad. And calms down teammates and tell them it's going to be fine and we can still win. So when his team mates are down he tells them to cheer up and relax, you can't be down just because you play bad. It's not just getting mad a teammates, also getting mad at yourself is bad, because then you cannot think and you cannot listen, which is the worst in game, because communication is important.

I always have fun in OW, but after Stage 2 I felt like a hate life and I don't wanna play anymore. But I think to myself I have to do it, it's my job. So for me what I do is try not to focus too much and just enjoy things, do more things I actually enjoy so I can have a proper mindset. For example going to the beach, something simple, a distraction. If you have the strength to play more, you can play more, but sometimes you also just need a break.

I usually try to explain the situation, for example if we play slow comp and they're doing it to, you can think I play junkrat so they cannot come into us. I explain what makes sense, and what they're gonna do. So what I tell them is that I think I can counter this, and maybe ask the coach and tell him that I think my idea is better and maybe the other player will also agree.

I don't think I'm an influencer, I give my opinion like everyone else, but I don't want to have the last word. Maybe in some ways people listen to me more than others sometimes. Sometimes when people are too focused they don't listen and then I say you guys have to listen, when I say fallback you have to fallback or we lose. I think people listen to me the most.

I think I'm dominant communication, I repeat myself a lot so I'm sure people hear what I say. I get mad when people don't listen to calls, and I tell them they have to listen. If I say fall back please do it. I don't think you can be like, "just listen to my calls next time guys", maybe it depends on the player but I don't think it works.

I'm a funny guy, humble.

I don't need to watch the VOD, I just think about the mistakes I make. For example after one game I made so many mistakes, and I think to myself I am playing so bad. And then I think about it, because I know what happened and what I did wrong. I don't need anyone else to say anything, because I know. I think it's good if people tell me what mistakes I made, but if it's super obvious they don't need to.

Uses experience to improve gameplay. Got a lot of help when trying to learn Mercy, he agreed with some of the things he was told and what his teammates say, but not all of it. Since Envy his hero pool is pretty small, but he tries to make it better. Trying to be a helpful guy to everyone on the team.

Usually when they do a good thing like a super crazy thing, you try to cheer them up by praising them. The most important factor on the game is the outside of the game. Which means the relationship on the team. You have to listen to each other. Sometimes I say I don't wanna do that because I think it's stupid, but that's where I think having a good relationship outside the game is really important.

I think everyone on the team has a proper mindset, we talk about what would be the best in which scenario. We always listen to each other, when we have a conversation about the map, we talk to each other and say what's going on and who is doing what.

**INTEGRITY HER**, I think it has happened to other players, but not to me, I would always prefer the best player, no matter the situation.

Relies a lot on teammates when making decisions, because he is support player. He can not do anything without his teammates. It's pretty much about the situation on the team.

I do make decisions without consulting teammates, when he thinks it's easier to do it. Maybe people disagree with it, because it's a call and you have to do it. There has to be some guy who calls what to use and why. Basic stuff in the game, you kinda have to know and just do.

Competitors have no effect on his playstyle at all.

Playing in front of a crowd used to have an effect on him, but not anymore. He played in Korea for 6 months, and now he never thinks about all the people watching him. When you're playing the game, you just have to think inside the game. But at first when you are inexperienced that will happen.

He is the color grey. Kinda like a simple color, I'm a simple guy.

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