Skills Matrix: Identify your leadership and mentor skill levels

Interreg
Baltic Sea Region

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RESILIENT ECONOMIES AND COMMUNITIES
BSG-Go

Project Information

"BSG Go! Scaling-up Baltic Sea Game Support"
Interreg BSR Project # C002

BSG GO! explores and pilots promising solutions to shape a resilient support environment for the young and growing game developer studios and as a result minimise the threat they face in times of crisis.
https://interreg-baltic.eu/projects/bsg-go

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CONTENT

Context

The game industry continues to experience rapid growth, increasing the demand for effective mentorship to guide emerging developers and entrepreneurs. While mentorship programs often focus on supporting mentees, the needs of mentors—particularly those already established in the industry—are less frequently addressed. Being an experienced developer or entrepreneur does not automatically equip someone with the skills or frameworks needed to mentor efficiently. Recognizing this gap, our work has evolved from inspiring new mentors to actively supporting experienced mentors with practical tools and resources.

In the BSG Go! project this work has centered on developing a tool and workshop format called the **Skills Matrix**, a comprehensive tool designed to assist existing mentors and senior professionals in the game industry. This tool provides a structured approach for the target groups to identify, assess and peer-review their skills, and through that to better understand and navigate common challenges in mentorship or leadership situations.

The work to develop the Skills Matrix system started in 2023, where the initial task was to compile a list of meaningful skills and competences. We conducted a series of interviews to ensure the Skills Matrix is informed by the real-world experiences of game industry mentors and senior professionals. Based on this we designed the first version and ran initial workshops (prototype pilots) in early 2024, with subsequent full pilot workshops conducted in the second half-year of 2024.

What started out as a “rough map” of skills that would inform the design of a training course program for mentors in a peer2peer approach, has become so much more and we have come to understand that the benefits of the matrix as a knowledge base provides users with an open range of opportunities, of which we have piloted a valiant range described below but which will allow future users as an inspiring source to discover new exploitation opportunities designed for their specific needs.

Objectives and Purpose of the Skills Matrix

The **Skills Matrix** was developed as a tool to provide structured support to those who guide, mentor, and lead others in the games industry. This includes mentors, team leads, senior professionals, and entrepreneurs. The overarching goal is to strengthen the resilience and competencies of these individuals, enabling them to offer more effective support in their capacities as mentors, team-leads or entrepreneurs running startup teams.

The Skills Matrix has been designed and developed with the following key objectives in mind:

- **Identify and define skills and competencies**: The tool aims to identify the diverse skills and competencies required in mentorship, leadership, and other supporting roles within the game industry. It creates a shared vocabulary and map of these skills, offering clarity in what is often a complex and dynamic environment.
- **Provide a competence mapping tool**: The Skills Matrix allows users to map their competence level across various skills. This mapping process helps individuals visualize both their strengths and areas for improvement.
- **Facilitate self-awareness and growth**: By encouraging self-reflection, the tool promotes self-awareness of skill levels. This understanding is crucial, as it enables users to take deliberate steps toward self-improvement. For mentors and leaders this improved insight can also strengthen their ability to act and react more meaningfully in mentor/leader situations.
- **Highlight strengths and competence gaps**: Through the mapping process, the Skills Matrix assists users in identifying their strongest areas while also uncovering gaps in their competencies.
- **Support recruitment and HR processes**: In recruitment, the tool can help structure competency-based interviews, enabling recruiters to assess candidates' skills and applicants to better understand role-requirements. For HR, it facilitates internal competence mapping, providing insights into workforce strengths and areas for development. Additionally, it supports employee development workshops, helping individuals reflect on their skills, identify growth opportunities, and align with organizational goals.

The Skills Matrix ultimately helps mentors and industry veterans to understand their roles more deeply, build confidence, and enhance their ability to support others effectively.

Data collection and analysis for the skills list

The development of the Skills Matrix was grounded in data collection and analysis, combining insights from prior projects, industry expertise, and structured interviews. The process was designed to ensure that the Skills Matrix reflects the real-world competencies and work situations faced by mentors and leaders in the games industry.

Our work began by analyzing and gathering data from outputs of the former BSGI[1] project. This provided a strong foundation of knowledge, rooted in previous research and initiatives aimed at understanding the needs and dynamics of the games industry. To build on this foundation, we leveraged the expertise of experienced game industry professionals from the consortium. These individuals brought firsthand insights from the industry, contributing valuable perspectives to the process.

To deepen our understanding, we conducted detailed, structured interviews with nine game industry experts, mentors, and leaders. During these interviews, participants were asked to identify, list, and describe their daily work situations and processes. They elaborated on the specific skills and competencies they applied in these scenarios, providing a rich dataset that captured the nuanced demands of their roles.

By combining the data from the BSGI project, the knowledge shared by industry experts, and the findings from the nine interviews, we compiled over 400 datapoints. These encompassed a broad range of work situations, tasks, skills, and competencies relevant to the game industry.

The next step involved deconstructing, analyzing, and condensing this extensive dataset into a coherent framework. Through a rigorous sorting process, we identified 78 meaningful competencies. These competencies were organized into 14 distinct groups, which were further categorized into four overarching categories.

Above: graphics showing the four categories, 14 sub-groups, and (#) of skills in each.

[1] See the Incubation Roadmap: https://balticseagames.eu/, BGI & BSGI projects: https://baltic-games.eu/

This structured approach ensured that the list of competences and skills is both comprehensive and recognizable by industry people, capturing the complexity of skills required in mentorship, leadership, and other supportive roles within the game industry.

Design process for the Skills Matrix tool

The design of the Skills Matrix tool evolved through an iterative process, informed by pilot tests and user feedback. Early on, we recognized the importance of creating an engaging and user-friendly format that would make it easy for participants to work with the comprehensive skills list.

Insights from initial tests

Initial tests conducted in early 2024 of the first iterations of the tool revealed that the most effective and impactful way for users to engage with the Skills Matrix was through small-group, peer-to-peer workshop sessions. In these sessions, participants discussed the skills one by one, sharing their perspectives and reflecting on their own competencies. However, we realized that simply providing the skills list in a static format, such as a Word document, limited the experience. Users needed a more interactive and dynamic tool to fully explore and assess their skills.

Designing an Interactive Format

To enhance the experience, we identified several key requirements for the tool:

- **Easy access to the skills list**: Users needed a simple way to navigate the full list of skills and read detailed descriptions of each, including their use-case scenarios.
- **Skill rating system**: The tool needed a structured process for users to evaluate their own skill levels, based on clear instructions.
- **Competence overview**: After rating all skills, users needed an easily understandable summary of their competencies to identify strengths and areas for improvement.

We decided to develop an interactive Excel-based system. This format provided the flexibility required for ongoing development while being intuitive and accessible for users. Additionally, Excel offered practical advantages: it was easy to distribute to workshop participants, and users trusted the format despite the complexity of the data.

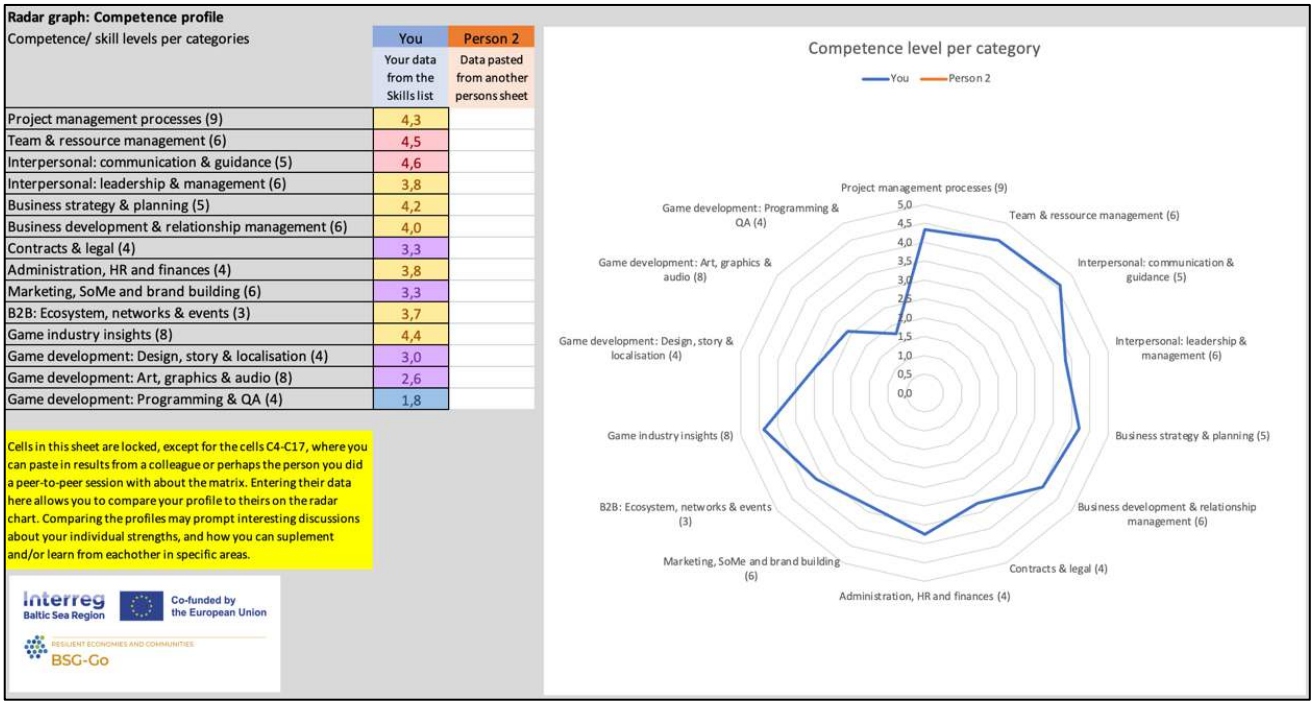
Development of the Skills Matrix Tool

The resulting Skills Matrix Excel Tool[2] was designed with the following features:

- **Comprehensive skills list**: The tool includes the full set of 78 skills, each accompanied by detailed descriptions and practical use-case examples.
- **Interactive rating system**: Users can record their skill levels using a straightforward drop-down menu system, ensuring consistency and ease of use.
- **Autogenerated competence graphs**: The tool generates graphs and visual summaries of users' skill ratings, providing an at-a-glance overview of their competencies.

By combining easy access via the excel file format with an interactive user interface, the Skills Matrix tool enables users to engage with the content, reflect on their abilities, and gain actionable insights. This format is also flexible and easy to access for workshops and can be used for the peer-to-peer knowledge sharing sessions, whether they are conducted online or offline.

[2] See end of the document for the link to the tool.



Radar graph: Competence profile

Competence/ skill levels per categories	You Your data from the Skills list	Person 2 Data pasted from another persons sheet
Project management processes (9)	4,3	
Team & ressource management (6)	4,5	
Interpersonal: communication & guidance (5)	4,6	
Interpersonal: leadership & management (6)	3,8	
Business strategy & planning (5)	4,2	
Business development & relationship management (6)	4,0	
Contracts & legal (4)	3,3	
Administration, HR and finances (4)	3,8	
Marketing, SoMe and brand building (6)	3,3	
B2B: Ecosystem, networks & events (3)	3,7	
Game industry insights (8)	4,4	
Game development: Design, story & localisation (4)	3,0	
Game development: Art, graphics & audio (8)	2,6	
Game development: Programming & QA (4)	1,8	

Cells in this sheet are locked, except for the cells C4-C17, where you can paste in results from a colleague or perhaps the person you did a peer-to-peer session with about the matrix. Entering their data here allows you to compare your profile to theirs on the radar chart. Comparing the profiles may prompt interesting discussions about your individual strengths, and how you can suplement and/or learn from eachother in specific areas.

Above: image of the competence profile radar chart that is generated in the skills matrix excel tool once a user has filled completed all skill ratings.

Pilot Workshops: Applying the Skills Matrix in Practice

In 2024, we conducted a series of seven workshops to pilot the Skills Matrix tool with games industry professionals from various target groups. The primary objective of these workshops was to expose the tool to diverse use-case scenarios, gather feedback, and use the insights gained to iteratively improve the tool, its structure, contents, and the workshop format. Adjustments were made after each event and tested in subsequent workshops, creating a development process of gradual test-driven improvements.

Workshop Format

Each workshop followed a structured three-stage format:

1. **Introduction**: Participants were introduced to the project, the Interreg Baltic Sea Region funding system, and the vision and purpose behind the Skills Matrix tool.
2. **Tutorial and demo**: A guided tutorial on how to use the Skills Matrix was provided, including a short demonstration session conducted in plenum. This part was also designed to provide participants with the familiarity and confidence to jump into the subsequent self-driven peer-to-peer sessions.
3. **Interactive workshop**: Participants were divided into small groups of 2-4 people. Each group discussed the individual skills in turn, shared experiences of applying the skills, exchanged insights, and rated their own skill levels using the Skills Matrix. Participants entered their ratings into their personal copies of the tool.

Workshops typically concluded with a feedback session and guidelines for continued use of the tool, either individually or in their professional capacities as mentors or leaders.

Workshops Conducted in 2024

XR Jam mentor training workshop

Held as a hybrid/online session during the XR Game Jam at Metropolia University of Applied Sciences' XR Center in Helsinki on May 30th, this workshop was one of the earliest uses of the Skills Matrix tool (outside of prototype tests). Participants had mixed backgrounds, but we received significant feedback to help improve the tool, Excel and workshop format.

Danish Game Producers Network workshop

Conducted online on June 27th, this session targeted mid-level leaders and game producers from the Danish games industry, focusing on guiding teams in their day-to-day work.

Game Habitat workshops (Malmö, Sweden)

A series of three in-person workshops were held at Game Habitat on October 10th-11th, targeting different peer groups to ensure meaningful discussions:

- **Game Producers**: Focused on leaders managing production teams.
- **Female Mentors**: Dedicated to female mentors in the industry.
- **HR Professionals**: Attendees included HR specialists from Malmö-based companies, and during this session the tool and format was discussed for its potential to support both recruiting and inhouse training purposes.

Left: photo from the "tutorial and demo" part of a workshop in Malmø.

These were the first full-scale offline workshops, allowing us to evaluate the tool and format in a physical setting.

"Identify your leadership skills" workshop

Conducted at the Game Industry Conference in Poznan, Poland, on October 26th, this workshop drew a large audience of 35 attendees during the initial introduction and instructional stages. However, participation dropped to 14 during the peer-to-peer working session, as the shift to individual application and open group sharing required a deeper level of engagement.

Right: photo from the peer-to-peer part of the workshop during GIC. The participants discuss the skills in groups and rate their skill level in their own copies of the Skills Matrix excel sheet.

Tartu Science Park Mentoring Camp

Held at the Mentoring Camp in Kääriku, Estonia, from October 28th to November 1st, this session featured a diverse group of mentors, educators, senior industry professionals, incubator staff, and entrepreneurs. The mixed group dynamic allowed for rich peer-to-peer knowledge exchange and highlighted the tool's versatility across different roles and perspectives.

These pilot workshops provided valuable insights into the tool's functionality and usability, as well as the workshop format.

Takeaways and feedback from workshops

The series of pilot workshops provided a wealth of feedback on the Skills Matrix tool and its workshop format, highlighting both strengths and areas for improvement. Below, we summarize the key insights gathered from participants, examples of specific feedback, and potential adjustments to further refine the tool and its application.

Strengths of the Skills Matrix and workshop format:

- **Highly interactive and engaging**: One of the greatest strengths of the Skills Matrix workshops was their highly interactive nature, particularly the peer-to-peer sessions. These sessions, where participants worked in small groups to discuss each skill, share their personal experiences, and exchange insights, were frequently highlighted as the most rewarding aspect of the workshops. Participants noted that these discussions provided an opportunity to gain new perspectives, learn from others' approaches, and reflect on how specific skills were applied in real-world scenarios.

  The peer-to-peer format was seen as filling a gap in the games industry, where structured opportunities for knowledge exchange are often lacking. Many attendees commented on how refreshing and useful it was to engage in focused conversations with peers about professional practices and challenges. This format not only reinforced the value of the Skills Matrix but also fostered a sense of community and collaboration among professionals.
- **Comprehensive and detailed tool**: The Skills Matrix provides a robust framework for assessing and mapping competencies, offering an extensive list of skills with detailed descriptions and use-case scenarios. This level of detail was praised by participants as a highly valuable resource, especially for mentors, team leads, and HR professionals seeking to understand and develop their own skill sets.
- **Ease of use**: The Excel-based format was widely regarded as accessible and practical, especially for those with technical familiarity. Participants felt comfortable using excel as a platform, both during and after the workshops.
- **Versatility Across Contexts**: The Skills Matrix demonstrated its versatility by being applicable to various professional contexts, including self-assessment, team development, and recruitment. Participants appreciated how the tool could be used both individually and collaboratively, and its ability to adapt to the specific needs of different groups, such as mentors, HR professionals, and team leaders.

Weaknesses and challenges identified

- **Overwhelming scope**: The Skills Matrix includes 78 individual skills, which some participants found overwhelming, particularly during their first exposure to the tool. While the comprehensive nature of the tool was appreciated, new users suggested a clearer entry point, such as focusing on a smaller subset of essential or role-specific skills during initial workshops.
- **Complexity and extensiveness of the skill List**: The comprehensive skill list within the Skills Matrix represents the broad spectrum of competencies across the games industry. However, feedback revealed that only the most experienced professionals recognized or understood the full list. Many attendees noted that individuals earlier in their careers might not have the context or insight to fully grasp the extensiveness of the list. This challenge highlights the need to provide more targeted introductions or scaffolding for less experienced participants.

- **Time and focus demands:** Participants noted that working through the entire Skills Matrix requires a significant amount of time and focus, which can be daunting for new users. The workshop format, particularly when paired with detailed discussions for each skill, may feel overwhelming for participants who are unfamiliar with the process or who have limited prior experience. This feedback underlines the importance of streamlining the process for first-time users, perhaps by initially focusing on smaller subsets of skills or providing condensed workshop formats.
- **Lack of unified industry terminology**: A significant challenge for the Skills Matrix is the lack of homogenized terminology within the games industry. Participants noted that terms, labels, and descriptions of skills often differ across educational backgrounds, countries, and companies. This inconsistency can cause confusion or misinterpretation. For the Skills Matrix to be effective, it must include detailed, context-specific descriptions that clarify each skill and ensure they are recognizable across diverse audiences. Additionally, incorporating multiple labels or synonyms for skills might improve accessibility and understanding for users with varying terminologies.
- **Feedback collection limitations** Some participants found it difficult to provide structured feedback immediately following the workshops, and we only received limited feedback after the events. While informal comments were valuable, a more systematic feedback collection process, such as an integrated tool feature, could capture richer insights and actionable suggestions.

Examples of Participant Feedback

- From a participant in the GIC workshop:
  "… [Workshop] turned out to be extremely interesting! Although the introduced tool is still in the prototype stage, it already showed great promise. As we dived into 20+ (out of 78) skills and tried to evaluate our level in each, it became clear it could already be used to help identify competence gaps and enhance development within production teams. I can't wait to see future iterations of this concept and truly hope to soon test it more extensively."
- Another participant from the GIC workshop:
  It took me a while, but I have finally completed the full skills matrix for myself, which I'm attaching to this email. Thank you, a lot, for this tool, it brought me some ideas about what to focus on next. I think the work you're doing on this is amazing and meaningful, and I am grateful for having the chance to use it in its early stage."

Possible adjustments and improvements

Based on participant feedback and observations, the following improvements could enhance the Skills Matrix tool and workshop format:

- **Simplify initial engagement**: To address concerns about the overwhelming nature of the full skill list, the Skills Matrix could be introduced in a more simplified way. For example, workshops could start with a smaller subset of key skills tailored to the specific needs of the participants. This approach would provide a more accessible entry point for new users, helping them to familiarize themselves with the tool before exploring its full scope.

During the course of the year, we actually managed to iterate on this, and by the GIC and Bootcamp workshops, we tested a variant of the skill list limited to a subset of 20 skills, and this seemed more appropriate for introduction workshops.

- **Provide flexible workshop formats**: While the peer-to-peer sessions were highly valued, some participants felt that the time required for the full workshop was challenging. Offering shorter, modular versions of the workshop could make it easier for professionals with limited availability to engage with the tool. Alternatively, creating an asynchronous and/or segmented version of the workshop, where participants could work through the Skills Matrix independently and in smaller increments but with structured guidance, could broaden its usability.
- **Enhance terminology accessibility**: To account for the diversity of terminology within the games industry, the Skills Matrix should include multiple labels or synonyms for each skill to make them recognizable to a broader audience. Additionally, further refining the skill descriptions to ensure clarity and accessibility across cultural and educational backgrounds will help bridge the gap caused by inconsistent industry terminology.
- **Expand feedback collection mechanisms**: A more robust feedback collection system could be implemented to gather insights from participants. For example, integrating a digital survey directly into the tool or providing structured post-workshop feedback forms could capture actionable data. This approach would help identify specific areas for further refinement and provide ongoing validation of the tool's effectiveness.
- **Develop advanced peer-to-peer support features**: Given the success of the peer-to-peer format, the Skills Matrix could be enhanced to support this type of interaction outside the workshop setting. For instance, creating a digital platform or forum where users can discuss specific skills, share experiences, and exchange knowledge would allow for continued learning and collaboration.
- **Address the complexity and extensiveness of the skill list:** Recognizing that only highly experienced professionals may fully grasp the complete skill list, the tool could offer customized pathways based on the user's role or level of experience. Tailored pathways could guide users to focus on skills most relevant to their context, while still providing access to the full list for advanced exploration.

Outlook and future perspectives

The development of the Skill Matrix and the results from our pilots have shown that this tool and the workshop structure has great potential to support mid-tier leaders, mentors, and entrepreneurs in the games industry. By providing a structured, interactive tool to assess and develop professional competencies, it addresses key gaps in mentorship, leadership, and knowledge sharing within the sector. The potential for future development, broader applications, and enhanced impact is substantial.

Scaling and expanding the skills matrix

A possible evolution could involve scaling its use across more diverse segments of the games industry. Tailored versions of the tool could be developed for specific roles, such as producers, creative leads, and technical managers. Additionally, adaptations for different regional and cultural contexts could help the tool resonate with an even wider audience. Incorporating feedback loops and continuous updates to the tool's content will ensure its relevance as industry practices evolve.

Digital transformation and accessibility

To enhance accessibility and ease of use, the Skills Matrix could evolve into a fully digital platform. This transformation would allow for seamless updates, integration with other professional development tools, and broader reach. Features like skill-based learning recommendations, interactive dashboards, and forums for peer-to-peer engagement could further enrich the user experience. A digital platform could also facilitate asynchronous workshops and self-guided learning, increasing the tool's flexibility and usability.

Building a knowledge-sharing culture

The success of the peer-to-peer sessions highlights a broader need within the games industry for structured opportunities to exchange knowledge. Future workshops could build on this format, expanding to include larger networks and integrating with industry events. Programs that foster regular mentorship, cross-company knowledge sharing, and skill development can cultivate a more resilient, interconnected community of professionals.

Supporting career progression and retention

By focusing on mid-tier leaders, mentors, and entrepreneurs, tools like the Skills Matrix can play a vital role in career progression and talent retention. These individuals are often the backbone of studios and teams, bridging the gap between creative and operational goals. Investing in their development not only strengthens individual careers but also contributes to healthier, more sustainable teams and organizations.

The Skills Matrix

Downloads

The skills Matrix with its full list of skills ready to use can be downloaded here:

https://interreg-baltic.eu/wp-content/uploads/2025/02/BSG-Go-skills-matrix-list-v070-full-list.xlsx

How the matrix can be used for mentors by selecting the salient skills for a specific target group has been demonstrated here:

For mentors:

https://interreg-baltic.eu/wp-content/uploads/2025/02/Skills-matrix-demo-mentor-skills.xlsx

For producers or teams leads:

https://interreg-baltic.eu/wp-content/uploads/2025/02/Skills-matrix-demo-producer_leader-skills.xlsx

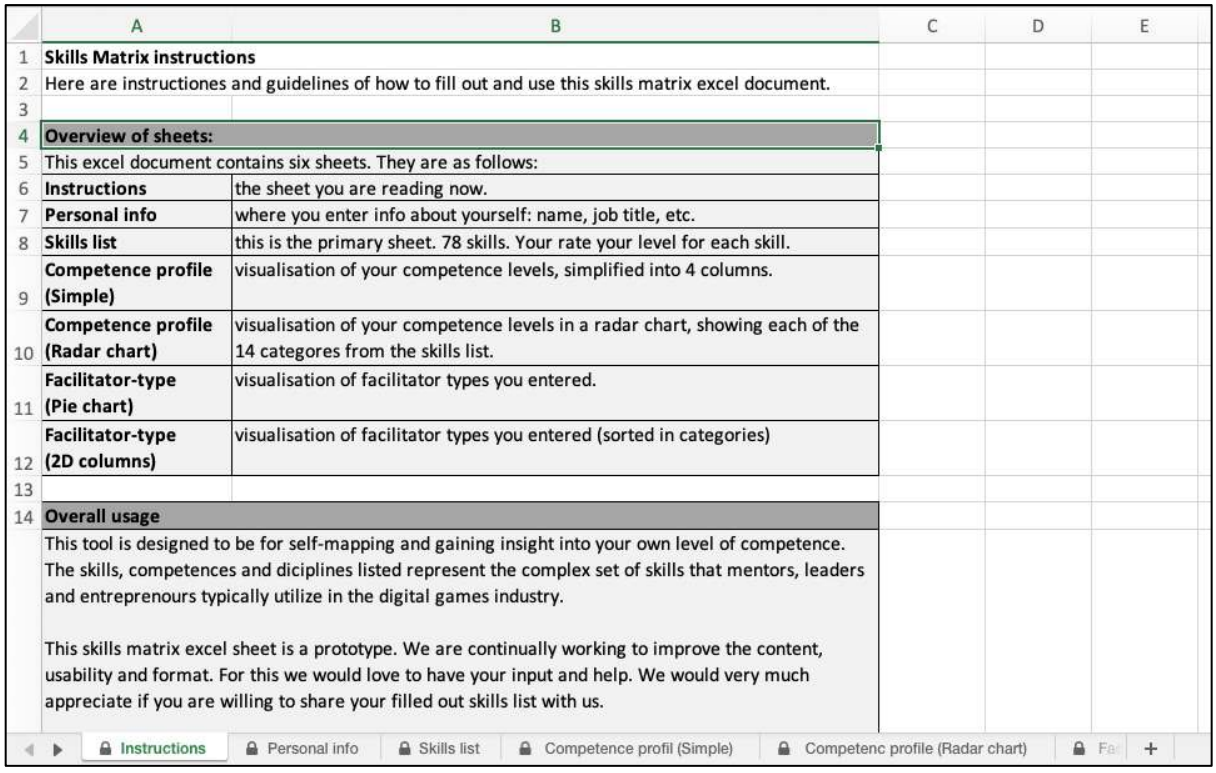
However, it remains in the eye of the user to select the skills they think pertinent for an assessment (e.g. as basis for a training workshop or recruitment test).

You can also download the slides used to introduce the skills matrix in a workshop:

https://interreg-baltic.eu/wp-content/uploads/2025/02/Skills-Matrix-Introduction.pdf

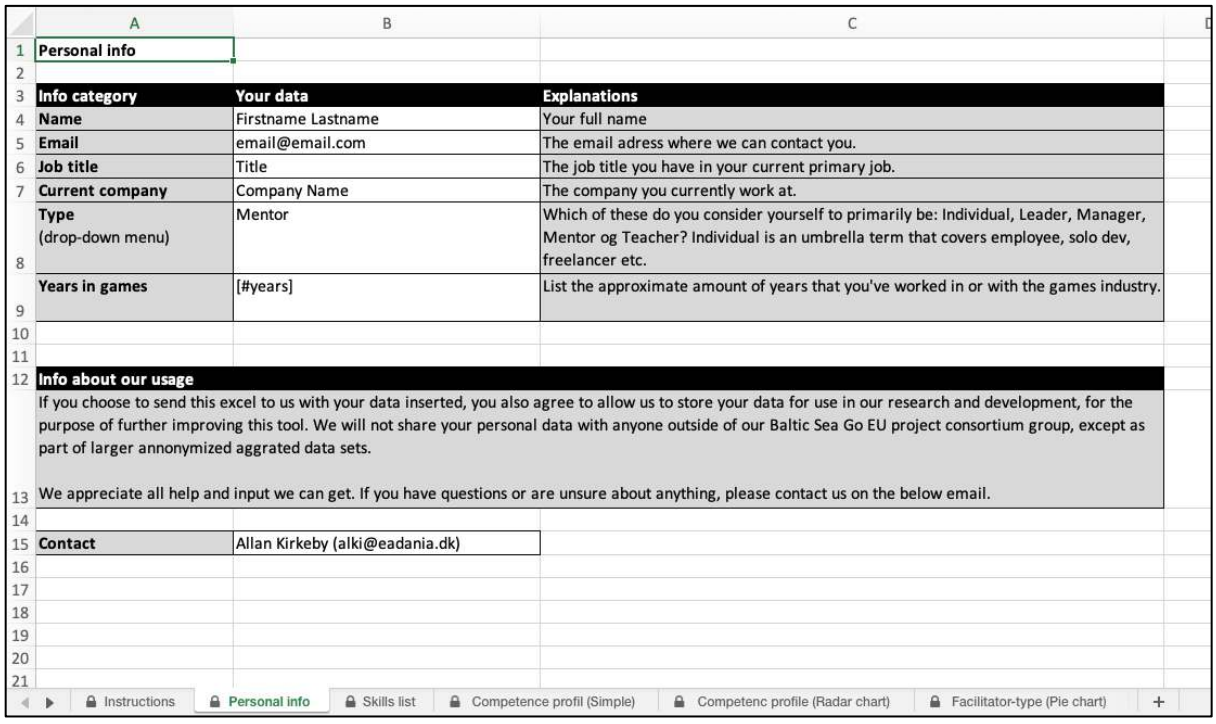
Screenshots of the Skills Matrix tool

The following screenshots show the 7 different tabs/pages of the Excel tool:



	A	B	C	D	E
1	**Skills Matrix instructions**				
2	Here are instructiones and guidelines of how to fill out and use this skills matrix excel document.				
3					
4	**Overview of sheets:**				
5	This excel document contains six sheets. They are as follows:				
6	**Instructions**	the sheet you are reading now.			
7	**Personal info**	where you enter info about yourself: name, job title, etc.			
8	**Skills list**	this is the primary sheet. 78 skills. Your rate your level for each skill.			
9	**Competence profile (Simple)**	visualisation of your competence levels, simplified into 4 columns.			
10	**Competence profile (Radar chart)**	visualisation of your competence levels in a radar chart, showing each of the 14 categores from the skills list.			
11	**Facilitator-type (Pie chart)**	visualisation of facilitator types you entered.			
12	**Facilitator-type (2D columns)**	visualisation of facilitator types you entered (sorted in categories)			
13					
14	**Overall usage**				
	This tool is designed to be for self-mapping and gaining insight into your own level of competence. The skills, competences and diciplines listed represent the complex set of skills that mentors, leaders and entreprenours typically utilize in the digital games industry. This skills matrix excel sheet is a prototype. We are continually working to improve the content, usability and format. For this we would love to have your input and help. We would very much appreciate if you are willing to share your filled out skills list with us.				

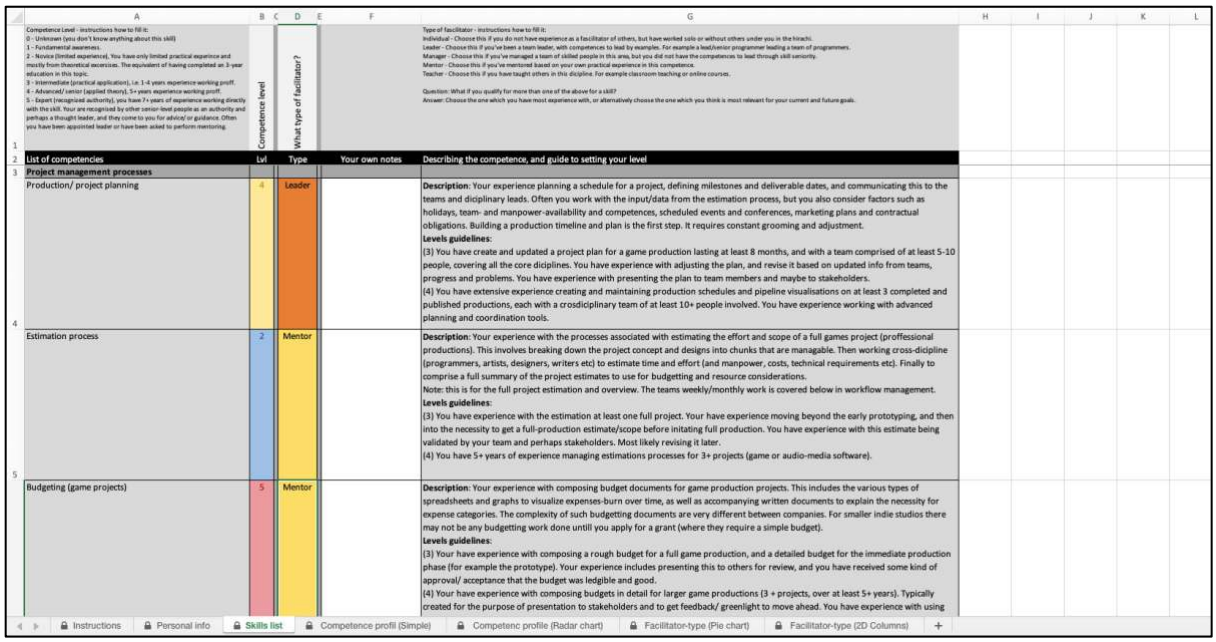
Above: screenshot shows the top part of the instructions tab.



	A	B	C
1	**Personal info**		
2			
3	**Info category**	**Your data**	**Explanations**
4	**Name**	Firstname Lastname	Your full name
5	**Email**	email@email.com	The email adress where we can contact you.
6	**Job title**	Title	The job title you have in your current primary job.
7	**Current company**	Company Name	The company you currently work at.
8	**Type** (drop-down menu)	Mentor	Which of these do you consider yourself to primarily be: Individual, Leader, Manager, Mentor og Teacher? Individual is an umbrella term that covers employee, solo dev, freelancer etc.
9	**Years in games**	[#years]	List the approximate amount of years that you've worked in or with the games industry.
10			
11			
12	**Info about our usage**		
13	If you choose to send this excel to us with your data inserted, you also agree to allow us to store your data for use in our research and development, for the purpose of further improving this tool. We will not share your personal data with anyone outside of our Baltic Sea Go EU project consortium group, except as part of larger annonymized aggrated data sets. We appreciate all help and input we can get. If you have questions or are unsure about anything, please contact us on the below email.		
14			
15	**Contact**	Allan Kirkeby (alki@eadania.dk)	
16			
17			
18			
19			
20			
21			

Instructions | Personal info | Skills list | Competence profil (Simple) | Competenc profile (Radar chart) | Facilitator-type (Pie chart)

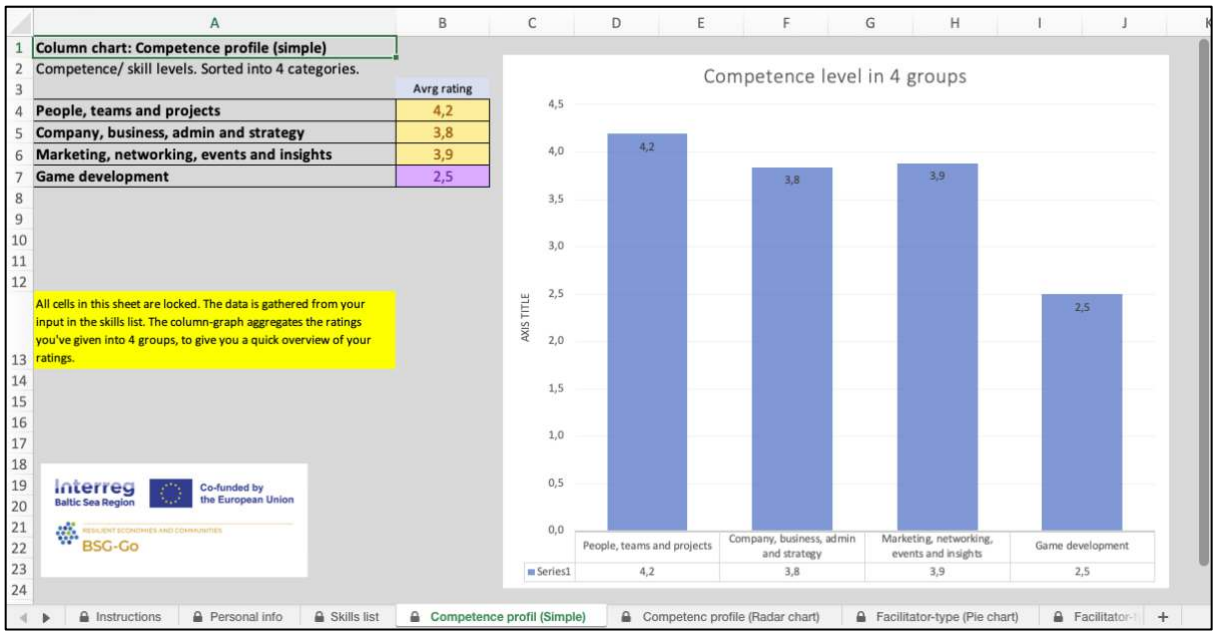
Above: screenshot shows the personal info for your Skills Matrix profile.



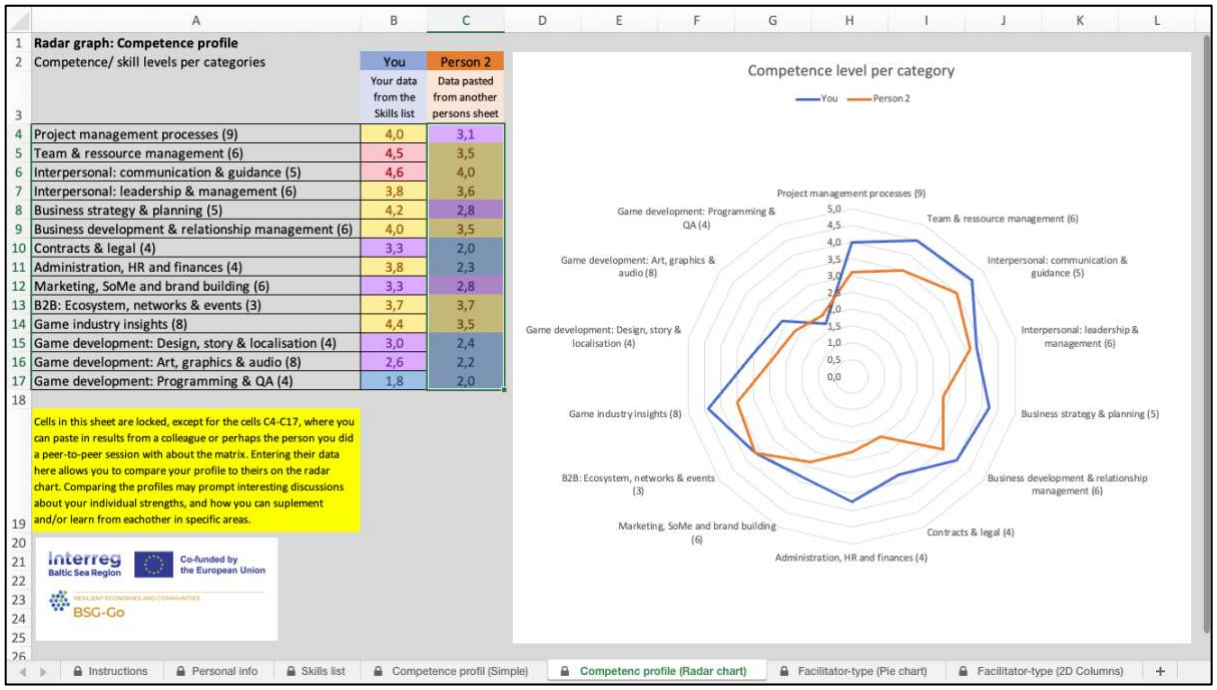
	List of competencies	Lvl	Type	Your own notes	Describing the competence, and guide to setting your level
3	**Project management processes**				
4	Production/ project planning	4	Leader		**Description**: Your experience planning a schedule for a project, defining milestones and deliverable dates, and communicating this to the teams and diciplinary leads. Often you work with the input/data from the estimation process, but you also consider factors such as holidays, team- and manpower-availability and competences, scheduled events and conferences, marketing plans and contractual obligations. Building a production timeline and plan is the first step. It requires constant grooming and adjustment. **Levels guidelines**: (3) You have create and updated a project plan for a game production lasting at least 8 months, and with a team comprised of at least 5-10 people, covering all the core diciplines. You have experience with adjusting the plan, and revise it based on updated info from teams, progress and problems. You have experience with presenting the plan to team members and maybe to stakeholders. (4) You have extensive experience creating and maintaining production schedules and pipeline visualisations on at least 3 completed and published productions, each with a crosdiciplinary team of at least 10+ people involved. You have experience working with advanced planning and coordination tools.
5	Estimation process	2	Mentor		**Description**: Your experience with the processes associated with estimating the effort and scope of a full games project (proffessional productions). This involves breaking down the project concept and designs into chunks that are managable. Then working cross-dicipline (programmers, artists, designers, writers etc) to estimate time and effort (and manpower, costs, technical requirements etc). Finally to comprise a full summary of the project estimates to use for budgetting and resource considerations. Note: this is for the full project estimation and overview. The teams weekly/monthly work is covered below in workflow management. **Levels guidelines**: (3) You have experience with the estimation at least one full project. Your have experience moving beyond the early prototyping, and then into the necessity to get a full-production estimate/scope before initating full production. You have experience with this estimate being validated by your team and perhaps stakeholders. Most likely revising it later. (4) You have 5+ years of experience managing estimations processes for 3+ projects (game or audio-media software).
	Budgeting (game projects)	5	Mentor		**Description**: Your experience with composing budget documents for game production projects. This includes the various types of spreadsheets and graphs to visualize expenses-burn over time, as well as accompanying written documents to explain the necessity for expense categories. The complexity of such budgetting documents are very different between companies. For smaller indie studios there may not be any budgetting work done untill you apply for a grant (where they require a simple budget). **Levels guidelines**: (3) Your have experience with composing a rough budget for a full game production, and a detailed budget for the immediate production phase (for example the prototype). Your experience includes presenting this to others for review, and you have received some kind of approval/ acceptance that the budget was ledgible and good. (4) Your have experience with composing budgets in detail for larger game productions (3 + projects, over at least 5+ years). Typically created for the purpose of presentation to stakeholders and to get feedback/ greenlight to move ahead. You have experience with using

Instructions | Personal info | Skills list | Competence profil (Simple) | Competenc profile (Radar chart) | Facilitator-type (Pie chart) | Facilitator-type (2D Columns)

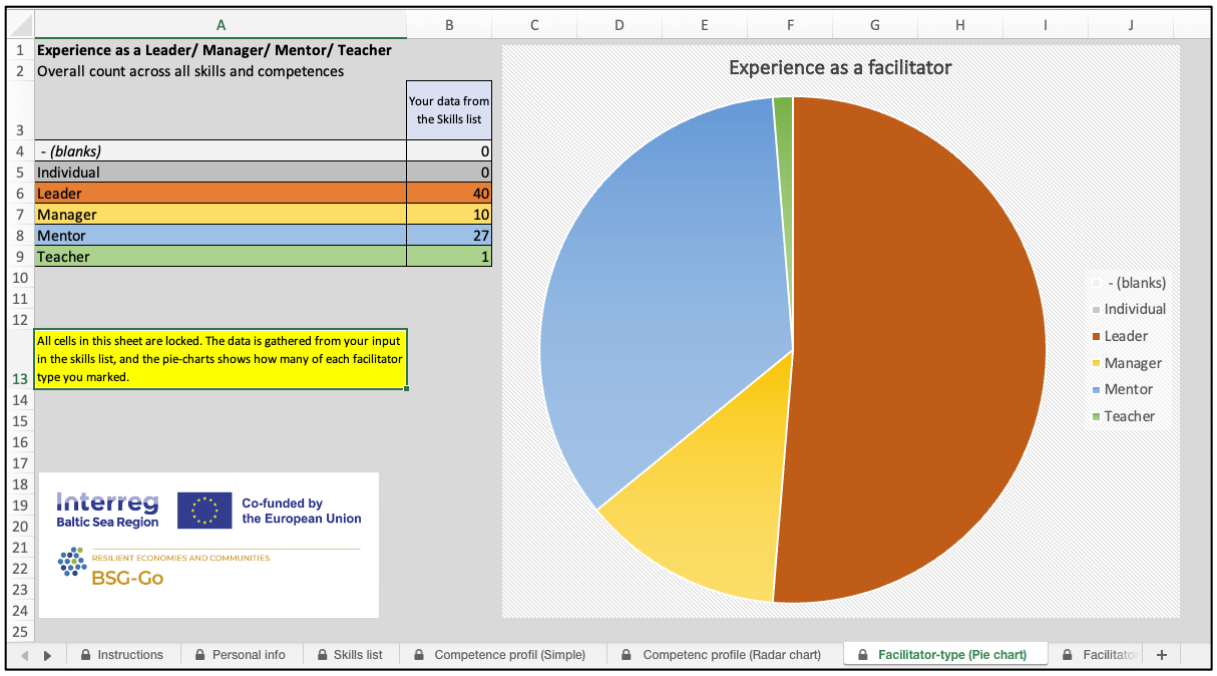
Above: screenshot shows the Skills list tab. This is the core of the Skills Matrix, and includes skills, rating, type and a full description and guide for each skill.



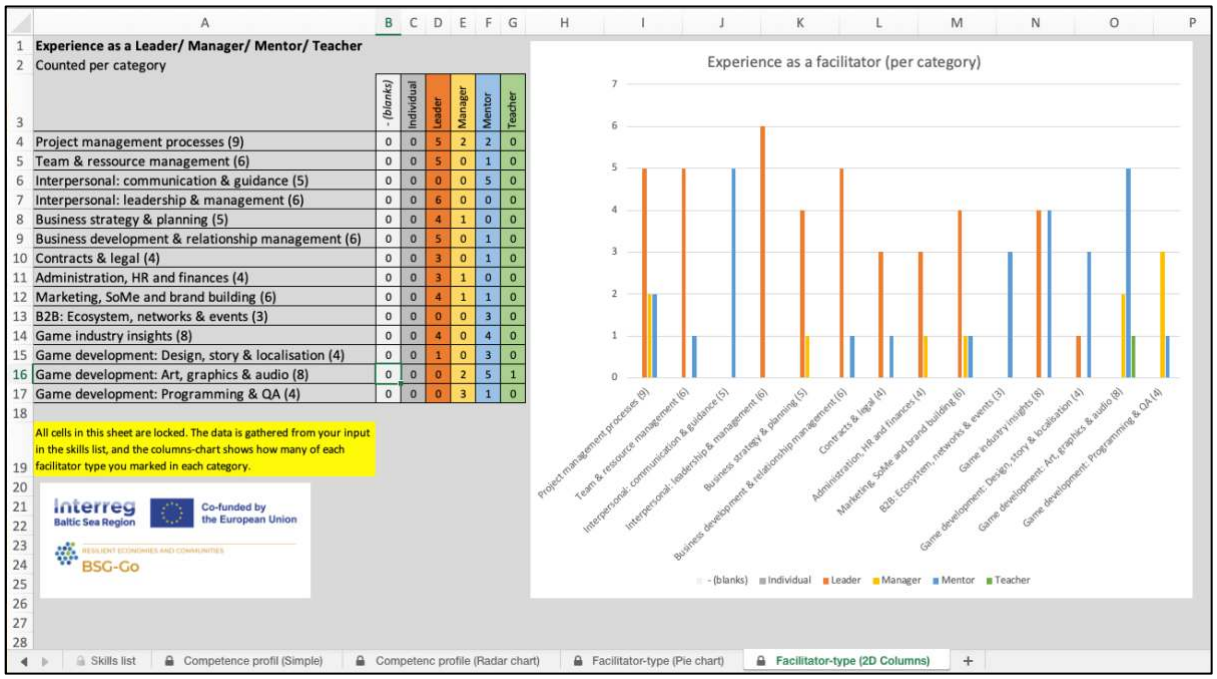
Above: screenshot shows the column visualization of the competence profile based on the skills ratings.



Above: screenshot shows the Radar Chart visualization of the competence profile based on the skills ratings.



Above: screenshot shows the Pie Chart visualization of the type-of-facilitator indicated for skills.



Above: screenshot shows the Column visualization of the type-of-facilitator indicated for skills.