Leadership Style in World of Warcraft Raid Guilds

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ABSTRACT

This study shows how guild leaders in World of Warcraft (WOW) and leaders of real life organizations compare in terms of leadership style. This comparison is used to shed some light on leadership in Massively Multiplayer Online Role Playing Games (MMORPGs). 12 interviews were conducted, six with leaders of successful WOW raiding guilds and six with leaders of various real life organizations. The Leadership Grid was used to analyze and compare the different leadership styles. The leadership style of the guild leaders can be described as "Janus-faced". It uses both "County-Club Management" putting human needs first and "Authority-Compliance Management" focusing on efficiency and results depending on the situation. To secure the success of the raid a leadership style with focus on results is used during the actual raid. During the every-day life, outside of the actual raid, a leadership style concerned about human needs is chosen to be able to solve social problems and build strong social relationships using only digital media for communication.

Keywords

Leadership, MMORPG, World of Warcraft, Guild, Virtual Community, Collaboration,

INTRODUCTION

Jane McGonigal, in her "Gaming can make a better world" speech on TED.com, made the point that "the average young person today in a country with a strong gamer culture" has spent as much time in games as in school.[7] She goes on to ask what exactly the gamers are learning in this "secondary line of education" to become good gamers and while she goes on discussing the merits of gaming in general this paper is focusing on one aspect of gaming which is leadership. One type of games, MMORPGs, have given rise to an interesting leadership figure, the guild

leader. In MMORPGs players are required to work in teams and to organize in self-governed groups to be successful [4,5,11]. While most players are simple members of those organizations, there are also leading figures who take the responsibility to organize and govern these groups of players. In this paper the main interest lies in leadership in successful PvE (Player versus Environment, in contrast to Player versus Player, PvP) raiding guilds where leadership is given by the game mechanics to a single guild leader which raises expectations of a more institutionalized leadership here than in other player organizations. This institutional leadership as it appears in MMORPGs is a rather new phenomenon and especially leadership style seems to be a central point for the success and failure or the survival and death of guilds [11]. In their paper Reeves et. al. argue that leadership in real life organizations is changing due to ICT and that it is becoming more like leadership in MMORPGs[9]. They make the point that MMORPGs have sophisticated communication structures enabling the players and leaders and that the future work places could feature similar communication technologies. They go even one step further saying that players of these games will demand the well-designed communication infrastructures they know from their gaming experience in their work life and thus create a need to adapt these structures. This outlook on the relevance of leadership in MMORPGs motivates this investigation of the leadership style in raiding guilds

Aim

The aim of the paper is to characterize the leadership styles of leaders of successful WOW raiding guilds by comparing them with the style of leaders of various real-life organizations in terms of focus on productivity or on the needs of people.

THEORY

The Leadership Grid

The Leadership Grid is a useful model for visualizing and discussing leadership styles [2]. It uses two numeric scales from one to nine, the first one showing the concern about production and the second one showing the concern about

people. A high number represents a significant concern. A leadership style with the values 1,9 would put results and production far in the background, shown by the value one of the first number, while being extremely concerned about people illustrated by the nine as the second digit. See the following figure (Figure 1) for an example of the leadership grid.
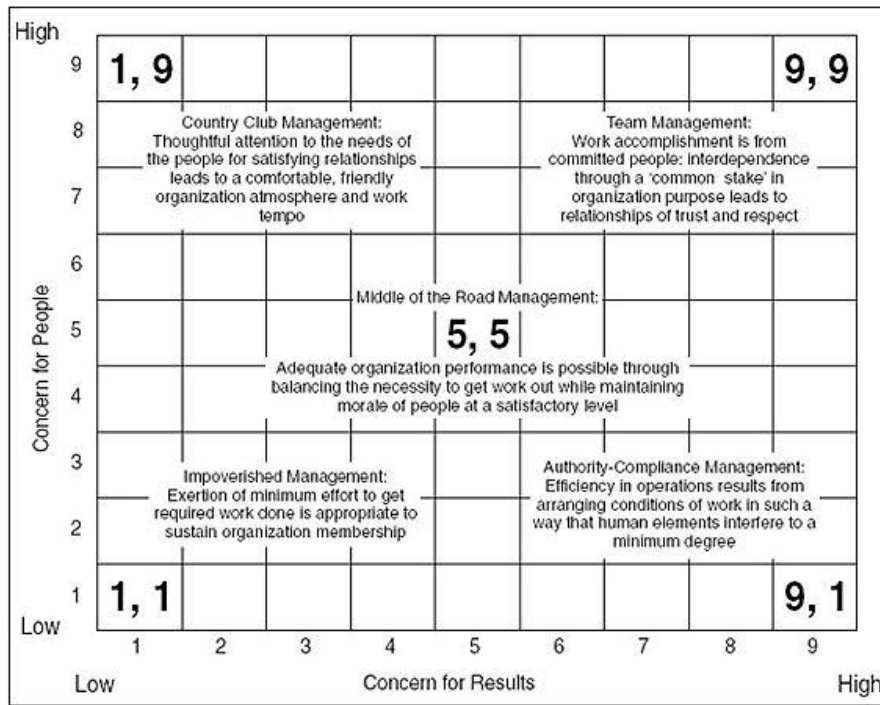

Figure 1: The Leadership Grid
Blake (1985) [3]

The leadership grid is useful for comparing leadership styles online and offline by assigning numerical values to different styles. The weakness of the leadership grid is that it only has two dimensions of leadership, concern for people and for production. It can be argued that leadership styles consist of more than that. However, the leadership grid provides a good starting point for a comparison along these two dimensions which can then become the basis for better and more detailed analysis and explanation.

METHOD
This study used semi-structured interviews for data collection. The interviewees were asked to describe their tasks, duties, responsibilities and experiences the way they perceived them. The leadership style in specific situations was a focus of the interviews. The author is a member of a casual raiding guild. He uses personal experience from that to help the data collection and interviewing.

Choice of Interviewees
As the aim of the paper is to understand how institutional leadership in in-game organizations, guilds, works. A raid is a 10- or 25-member team event "that typically last between 2 and 8 hours and require a heavy dose of management and intricate coordination of player roles. A raid is the most

complex team-based task within MMOs and requires a certain amount of individual discipline and teamwork."[11] Only leaders of guilds ranked among the 100 best raid guilds in Europe (with one exception, the guild council of "Schwingen des Phoenix", more about that below) were interviewed. The guilds were ranked after their success in the PvE content according to how much of the content they played through and how fast they managed to do so[12]. All the guild leaders interviewed are German. The guild leaders interviewed were the leaders of Myth, Harlequins, the guild council of "Schwingen des Phoenix", Affenjungs INC, Nero and Unleash. The guild "Schwingen des Phoenix" is not among the most successful raiding guilds. However, it was included in the interviews because it opened the possibility to talk to a whole guild leadership council of five players at the same time. While not providing information about the top raid guilds it highlighted things about the setup of guild leadership even in the other guilds that were taken for granted there thus deepening the understanding of the leadership styles by providing a contrast picture.

The organizations of the real life leaders ranged from public service agencies and non-profit media organizations over to small creative private businesses and workshops to big industrial companies and the military thus including leaders from many different backgrounds to get as many leadership styles as possible for the comparison.

The informants were one leader of a Swedish municipal organization (Monica Fagerström), a Swedish air force mission leader (Patrik Stensson), a Swedish Media company CEO (Peter Mattsson), a German industrial service company manager (Jürgen Tiekötter), a German workshop owner (Michael Dzygoluk) and the station manager of Uppsala's student radio (Emil Öberg).

RESULTS
Leadership In-Game
Explaining the similarities and differences of leadership styles used by WOW raid guild leaders and real life leaders it is necessary to summarize briefly the different leadership situations of guild leaders. It has shown in all six guilds that the leadership style of guild leaders changes dramatically dependent on the situation they are in. That means that there are two modes of leadership styles, one of them occurring in the actual raid and one outside of it.

Leadership style in Raids
"It is insanely complex. You have to be there all the time and be aware of thousands of things simultaneously and in

addition you gets messages from 24 others…you run on adrenaline." Guild Leader of Harlequins

All guild leaders described the leadership style in raids as oriented toward results. It is a rather clear "Authority-Compliance Model" that has the value 9,1 in the Leadership Grid. Part of the description of the "Authority-Compliance Model" in the Leadership Grid is an organization "in such a way that human elements interfere to a minimum degree." This is also a good description of the leadership style and the aim of leadership in raids. The raid was depicted as oriented towards results and everything that stands in the way of that is eliminated.

The guild leader of a raiding guild is not necessarily also the raid leader. However, all the guild leaders in this study were also the raid leaders.

The decisions taken by the raid leader cannot be questioned. Many guilds have a "raid silence" in their Voice-over-IP medium. That means that only the raid leader and certain key players are allowed to talk and the others have to keep silent to hold the channel free for the important messages. Disturbing human elements are minimized by the leader.

"You know that you hurt the other guy in some way in his self-esteem. Hard to know what others interpret in the game. And you do not like doing that. You don't enjoy that. To hurt them like that feels bad already… and if the other one starts crying or gets angry, that is hard. But you have to go through it." Guild Leader of Unleash

Players are for example told when they can go to the toilet during the play session and when they cannot do so. A player that does not comply with the orders of the leader will in many cases quickly be replaced. All the guilds have some members on reserve for this purpose. Those reserve players have to be able to join the raid on short notice either through a tell in-game or a phone call. Players can be replaced for underperforming on a particular task or day, for not learning a new tactic fast enough, for having a bad internet connection and lags in a given fight or any other reason that has a negative influence on the raid. It does not matter here if the reasons of the player are understandable or if the player is doing the right thing to prioritize something else and for example to go and open the door when the bell rings. If the behavior interferes with the raid there are consequences. In some of the guilds and in some levels players are swapped in and out for certain bosses. If the first boss e.g. needs more healers than the second boss then healers can be swapped out for more damage dealers after the first boss is dead. This is of course not an ideal situation for the players of these swapped avatars but they have to live with it as it helps the raid.

On the other hand there are also elements in the leading style in raids that are paying "attention to the needs of people". The raid leaders all explained that they would motivate their players and try to make them feel that they are moving forward.

"Sometimes it is important to explain to the people that we are not so far away from a kill even though we wiped again at 90%." Guild Leader of Myth

However, also this is done with the outlook of raising peoples' effectiveness. Frustrated players are not as good and the feeling of hitting the head repeatedly against a brick wall and dying to the same boss over and over and over again, as it has been the case at some point in many guilds, is described as a very problematic situation for a raid and its leader. Three of the interviewees used a certain boss, M'uru, as an example. M'uru was extremely hard to beat as even a small mistake by a single player could result in a wipeout of the entire raid. This situation was described as particularly difficult as the key players who had a very difficult task and failed to manage it for some time were blamed by the others who died without being able to do anything about it. In this situation motivation and intimidation were used by the raid leaders to on the one hand remind the raid that they had beaten every boss until here and that with just some more practice also this one would "lie in the dust in front of them" and on the other hand shut up players who were especially frustrated and started fighting, blaming others, flaming in the chat or in other ways de-motivating the group. The leaders stated that they knew many raids and guilds that had broken in these kinds of situations when too many members became too unsatisfied and left or did not show up to the raids any longer.

From the descriptions of the guild leaders it becomes clear that even established guilds can break because of a small conflict that has grown is related to the mechanics of raiding. A raid consists of 25 avatars that fulfill different roles and work together. If a key player is frustrated and does not show up to a raid evening and if she cannot be replaced immediately the raid has to be called off.

"If you have 25 people and one says "Hey, I can't play today, I have a football game." then 24 people have to wait." Guild Leader of Affenjungs INC

"Many people cancel something from their private life for raids. They don't go to parties or don't go out with the girlfriend, don't study… they would have other plans but they raid because they feel that it is their duty to be there, which is important as they are needed. And those people, if they are there and log in at 6pm, want to raid and wait for the invite. Then they hear at half past "Well sorry, we are three people short, we can't raid." Then there is a problem. And if that happens more often those people ask themselves: "Why do I decline real life appointments? Why do I drop other stuff? Why do I get myself into trouble?" If those come less as well you have some kind of "death spiral". Less and less people are there and more and more are not satisfied. Then it goes down. Many raids broke down because first some people were missing and then

more and more. Two guilds on our server broke nearly completely down during the summer over the football World Championship just because there have not been enough people to raid." Guild Leader of Unleash

This situation is seen as very dangerous for by the guild leaders. Their members want to raid and if they cannot play because somebody is missing they might get frustrated as well. Their chances in the race for the fastest kills get smaller with every lost evening. If this situation is not solved quickly they argue it can start a chain reaction that leads to the end of the raid and guild.

"You cannot tell 24 people that there is no raid today because XY is missing!" Guild Leader of Affenjungs INC

This picture of a chain reaction is in line with the description of the demise of the guild CTS, a raiding guild that did not survive the summer break, that is described in detail by Paul and Philpott [8]. Summarizing it can be said that this situation is the reasons why a raid leader is using this result-oriented leadership style during the raid. The success of the raid is a very important factor for the future of the guild. However, this harsh leadership style creates problems as well. The leadership style concerned about people deals with these problems and creates a strong social network that protects the guild in a situation where things are not going to well.

Leadership Style Outside of Raids
The leadership style guild leaders use outside of the raid can be characterized as primarily concerned with the players as people and aims at creating a "comfortable friendly organizational atmosphere." In the Leadership Grid this leadership style is called "Country Club Management" and it hast the values 9,1 as it is focused on the well-being of people and not overly concerned with efficiency. This leadership style manifests itself where the guild leaders is online in the Voice-over-IP program just hanging out to give guild members the possibility to talk to her and to voice criticism, ask for advice with a problem or for help with solving a conflict.

"When I am at home I have TS (TeamSpeak, a Voice-over IP software) running." Guild Leader of Affenjungs INC

"Solving conflicts take about 3 hours a week of conversations." Guild Leader of Affenjungs INC

From the explanations of all the guild leaders it becomes clear that the result-oriented leadership style during the raid can create problems when people are swapped out of a raid for a certain reason or told to keep their critique to themselves by the leader. These conflicts that are created by the rough raid leadership are resolved in a much friendlier manner outside of the raid. Here there is time for talking problems out and settling differences. The leaders explicitly mention that things that are decided in the raid can be explained and a decision taken in the pressured situation of the raid can be reversed and even apologized for. There seems to be an understanding that the raid need the efficient

leadership style and that this will lead to unfair and discriminating decisions. However, the leaders as well as the members have an understanding about that the point of view expressed in the raid is not the final one and can be changed later in a discussion when there is time and when the human in front of the screen is important again. If a player is swapped out for underperforming he can thus talk to the leader after the raid and explain the situation and the leader would have no problem with redeeming her judgment. This mechanism seems to make the rough leadership style in raids possible without destroying the social network of the guild.

"There is nothing worse than a guild leader who doesn't know what's going on." Guild Leader of Harlequins

All of the guild leaders have expressed the need for knowing what is going on in the lives of the members for several reasons. First they state it is important for them to see possible conflicts in the guild or problems like a key-player who cannot play for a reason ahead of time to deal with them in time. If a player for example is planning to move that means that she will not have internet for a number of days and will have to be replaced. The example mentioned most was that some members were not going to play as normal during the Football World Cup in Germany because they wanted to see the games while others wanted to continue playing as usual. A number of guilds dissolved because of this problem.

"It is important to react fast. Sometimes raids have to be cancelled even though they are exactly that what keeps our members playing." Guild Leader of Harlequins

The second reason for the importance of the contact between the guild leader and the member is that guilds compete for good players. It can thus happen that a competing guild poaches one of the key players. The leaders seek to avoid that by having a good relationship to the players and by establishing a stable social network in the guild. The data shows that there are different ways of creating such a tight social network in guilds. The two extremes encountered in this investigation were the guilds "Affenjungs INC" and "Harlequins". The leaders of the guild "Harlequins" explained proudly that his guild had never lost a member to another guild. The only reason why people would leave the guild would be that they stopped hardcore raiding or playing WOW altogether. He reasoned that the members of his guild were satisfied because he attended to their needs whenever possible by simply being online and available for a chat. He also mentioned that their setup was such that they raided with a very small player pool. That means that most of the players got a place in the raid every time. It also means that there were not many reserve players to fall back on in case one of the planned in players could not make it. This created an atmosphere of tight connection and responsibility but also made the guild vulnerable in a way. The guild leader went on explaining that the members would also do a lot of stuff together

outside of the raid and that he would support that seeing it as helpful for the social network and the trust inside the guild and among the members.

The other extreme was found in the guild "Affenjungs INC". Their leader explained that the guilds purpose was the raid and that it was more like an interest group than a network of friends. Many members would come online for the raid and go offline after it not doing anything with the other members to get to know them apart from the raiding. There was a social network in the guild but it contained a small part of the guild that he called the core members. Those would play together also outside of the raid and even other games and see each other as friends while using the rest of the guild that was not inside this core circle as disposable tools for being able to raid on a high level and letting them know their role as tools. This 2-class social structure led to a big turnover in the members as the players that were not part of the inner circle would not have much reason to stay in case something went wrong or they found a better option for themselves. This made it also necessary to have a number of reserve players in stock and to have a good marketing of the name "Affenjungs INC" to make recruitment easier. Interestingly the leadership style outside of the raid was still concerned with people. It just did not care about all of them but only about the core members while basically neglecting the disposable ones. "Affenjungs INC" is a rather high-profile guild that has been performing very well in the past and has even been achieving second kills on the German servers (they were the second fastest German guild to defeat a certain boss). They publish videos and are active in the media to gain a reputation as skilled raiders which helps their recruitment process.

"We have many people that do not share that idea about a community. We have many that are only there for the raid and that are gone after it. For those it is no big step to change the server again. We have many people that came from other guilds when it was not going so well there. They have that kind of background. "If it is not going well I'll simply go to another guild." Because of that I think that if [a problem in the raid] continues for a longer time we would have ten to fifteen people who would say "Alright, we go to another guild." And if that happens, well, that would be the worst case scenario… then we would have to start from the beginning. In such a case you have to recruit a lot of people. With a lot of them you would be insecure if they can play decently or, to put it that way, you would not have a lot of appeal to good players. Right now it is rather simple. We have success. Our name is known and somebody who wants to raid on a high level wants to come to the Affenjungs." Guild Leader of Affenjungs INC

So it can be said that guild leaders promote in one or another way a stable social network in their guild. However, the human-centered leadership style is also aimed at securing the success of the raid and the future of the guild.

"Primary it is the success in the PvE content. Secondary there is the community in addition." Guild Leader of Affenjungs INC

The strength of the social network of the guild is seen as important and supported by the leaders not for its own sake but because they see it as a kind of security web. If there is a problem like a missing key-player or stagnation in the raid progress then it is the social network that keeps the guild together.

"People tend to say that there are some players that keep you in the game. If they are not there anymore you think about quitting as well." Guild Leader of Nero

That also means that a guild like "Affenjungs INC" are forced to be successful as there is nothing preventing the players that are not included in the inner circle from leaving to another guild while guilds like "Harlequins" might have more time to solve problems and get things running again because people will stick around a bit longer spending time with their friends in the guild and in their social network. This approach on the social network in raiding guilds by their leaders might be somewhat disillusioning. However, in an environment where guild death is a common phenomenon it becomes quite clear why guild leaders strive to utilize the social network in their guild in this way.

COMPARISON WITH REAL-LIFE LEADERSHIP

To analyze the leadership style of raid guild leaders further it was compared with the leadership style of leaders of diverse real-life organizations searching for similarities and differences.

Leadership in Real-Life Organizations

The leadership styles in the real life organizations were very different from each other. However, there were some common elements to many of them. These elements were the focus on the responsibility of the leaders towards customer on the one hand and the leaders' boss on the other hand who have conflicting interests to the people under the leader's control. While Monica Fagerström, leader of a Swedish municipal organization, sees the interests of her employees as most important. Peter Mattsson, CEO of a Swedish Media company, would put the interests of the company first. The German industrial service company manager Jürgen Tiekötter sees the interests of the owners of the company as his biggest responsibility while the German workshop owner Michael Dzygoluk has a strong focus on customer satisfaction.

"If we get to that point where we have to cut down on even more then… I would have to take my responsibility for the company. That would probably hurt but… yeah." Peter Mattsson

"It is something you can feel and you have to feel it in the interaction between my employees and me and between guests and customers. It is important." Monica Fagerström

"If I would get under pressure I would first neglect the communication with the employees." Jürgen Tiekötter

"Children's laughter… She could stand for the first time in her life. Before she could only lie or sit in the wheel chair." Michael Dzygoluk

This struggle is an important for this study for two reasons: First it influences the leadership style used that the leader has to answer to another instance than the members of the organization he is leading. The leader is not longer only responsible towards them. Second it is important because this problem does not exist for guild leaders. There is no customer or owner and the guild leader is only responsible towards the guild's members. That means that the leadership style of a guild leader is focused on the responsibility towards them and does not reflect the interplay and conflict of the interests of the stakeholders of a commercial company. The two real-life organizations that were similar to guilds here are the Swedish Air force and Uppsala's student radio. The leadership styles of the leaders of these organizations, Patrik Stemson and Emil Öberg, were thus also must giving for the comparison with the leadership style of the guild leaders.

Real-Life Leadership Style and Raid Lead Style
Starting out with the comparison of real-life leadership to the leadership style observed in raids the most striking similarity has been found, maybe not unexpectedly, in the leadership style of the Swedish Air Force during a mission. First there is the fact that every person is the leader of his or her own vehicle. A pilot is flying a jet. A player is manning an avatar.

"You are both the steering guy and the commander and the decision maker." Patrik Stensson

Both are deciding about what their vehicle is doing and both need to be skilled in controlling it to get it to do what they want. The next thing that is similar between the two fields is that both have a cockpit displaying certain information needed for making decisions. The plane's cockpit might report about weapon and gas status, the player's cockpit reports for example about health and mana (magical energy) of the avatar and the group. The third similarity is that players as well as pilots can see certain data about the other members of their team in order to make it easier to lead. For pilots this system is called a "data link". It shows certain information about the machines of the other pilots in the group. A leader can thus see how much gas each machine has left and if the weapon systems are working and so on. A raid leader can see detailed information about the status of his members in the game as well. The fourth similarity is that the leader of the operations is taking part in it. The mission leader is flying with his pilots while the raid leader is playing with the other players and also needs to perform as well as they do while also managing the leadership task. This is a remarkable difference to the leadership situation in many other real-life leadership contexts where the leader is explicitly not taking part in the same activity as the people she is leading. Fifth, problems evolve in both environments really quickly if they do not get solved which means that there is need for fast and partly unquestioned decision making. The sixth similarity is that both jet pilots and raiders are using some kind of voice chat for communication. On an air mission and especially during a dangerous period the pilots are not talking if they do not really need to. They hold the channel free as only one person can speak at a time without making it hard and even impossible to understand what people are saying. The pilots thus keep the channels free so that the really important messages for example from their leader get through. Raiders also keep the Voice-over-IP channels free for the raid leader or key players for the very same reason. These factors are going quite far and influence the leadership style in both contexts in similar ways.

Both raid leadership and air mission leadership style are focused on results and success while neglecting human needs. However, here is also already the biggest difference between the two of importance as the jet pilots have a vital interest in the most efficient leadership they can get as their life depends on it. If a raid leader fails it can have deadly results for the raid and the guild. When an air mission leader makes a mistake it can result in the death of the pilots. Another similarity in leadership styles seems to origin in just this difference. In the air the person leads the operation who is at the given moment the best guy for the job. This means in the context of the air force that the leader of a certain mission might be lower in the military hierarchy than one of the normal pilots but still gets to lead the mission because he is the better man for the job.

"When you talk about leadership in the air it is always the assessed actual experience that decides who is the one to be the leader" Patrik Stensson

This even means that the leadership can change during a mission. If for example something unexpected happens and alters the nature of the mission another pilot might be the better one and thus take over the leadership. If the leader's instruments are defect and he cannot see well or if another pilot is having a better point of view to command from he takes over the leadership. This "assessed actual experience" is also deciding about who is leading a raid. If the normal raid leader has an especially stressful job as a player at a certain point or simply cannot see what is going on at a certain point of the fight from his or her position than he or she might give responsibility and tasks away to others. If a player is, because of his role in the raid, predestined to do a certain job, maybe because he has a very good overview from his position, he can take that job over. The leadership style in a raid is thus very similar to the leadership style in an air mission. Both styles are focused on results. Conflicts about and questioning of the leadership do have no place in air missions or raids. The focus on results goes so far that leadership can be given to another more suited person than

the formal leader for certain individual encounters. The similarities in the communication media used like the voice chat and the data link as well as the environment of fast evolving problems might be the reason for this result-oriented leadership style.

Real-Life Leadership Style and Out-Of-Raid Lead Style

When comparing the leadership style of guild leaders when they are not raiding with the leadership styles of real-life organizations the most similarities were found with the Uppsala student radio, a non-profit student organization sending radio for students in Uppsala. The leader of the student radio is the station manager. The station manager is elected by the members and is the only paid member of the organization as well as the responsible publisher of the radio. He or she is in office for one year. The leadership style of the station manager was also very much concerned about humans with less attention to efficiency and production. Similar to the very socially concerned leadership style of the guild leaders the station manager was not taking care of the social network of the radio just for its own purpose but he saw taking care of people as his tool for securing the success of the organization. The most important topic of the station manager was motivating the members. He stressed the different nature of a voluntary organization to a commercial company. While employees of commercial companies get paid members of voluntary organizations do not. That means that they have to be rewarded differently.

"You cannot give them a salary but you give them satisfaction." Emil Öberg

"We are a third radio station, a third practice hall and a third… lunch room actually. People are hanging around with their friends. And I think every part is important for people to enjoy this." Emil Öberg

"...they don't have any obligations. That means this is not their work where they go and where they can say 'Yes, ok, I earn money. I have to go through this.' but it is their hobby and you are practically responsible… or Ilet me put it like this: they put their time in your hands and you have to try to plan and execute it in a way that everybody is satisfied." Guild Leader of Nero

The station manager mentioned fun, learning and the feeling of achievement as the most important motivational factors that had to be created by him and his organization in order to have the members coming back and contributing. This means that the members of a voluntary organization do not have a reason to continue their engagement if they do not get these rewards any longer. Here is a striking similarity to the statements of the guild leaders concerning the importance of motivating the members. The guild leaders say that they have to be successful all the time and if something goes wrong point out that there will be a solution for the problems really fast in order to keep the members motivated and satisfied. Also the station manager views the

social network as a safety net that keeps the organization together in the case of a problem.

"You cannot force people to come down here if they are not enjoying themselves. And for that to happen I think you have to be friends with each other and respect each other." Emil Öberg

This view on the motivation of guild members is also the explanation for the importance of conflict solving. In a guild as well as in a voluntary organization people might leave if there are personal conflicts and they do not have the social safety net any longer. Those conflicts have thus to be known to the leaders and solved to ensure the guilds survival. Similar to guild leaders the station manager has to be available to and in personal contact with the members of his or her organization to get to know them and to be informed about what is going on in their lives as it might affect the organization.

"You might call them to say: Come down here. I need to talk to you. And we do this over coffee." Emil Öberg

However, here we also see one of the major differences between the leadership of such a voluntary organization and a raid guild. The members of the organization can meet in person while the members of a guild are scattered out across countries and hardly ever meet in person. The limitation to digital media communication makes the task of the guild leader more difficult as it is more difficult to get all this needed information about the members.

"Email can never ever replace a talk." Jürgen Tiekötter

"On the Internet it is a good deal more difficult to lead people or to hold people together as you do not see the people on the Internet directly." Guild Leader of Nero

A guild leader has to adapt to this environment and learn to understand what is going on with people through the digital media to his disposal. He has to create an environment where everybody feels that it is possible to come to the leader with problems. This the reasons behind the strong focus on people in this aspect of guild leadership style.

CONCLUSION

The leadership style of guild leaders in successful WOW raiding guilds has to encompass two different extremes to work. It uses both "County-Club Management" putting human needs first and "Authority-Compliance Management" focusing on efficiency. The two leading styles are necessary to ensure social success and raid success, Authority-Compliance leadership to yield results during the raids and Country Club leadership concerned about people at all other times to build a social network and to deal with the problems created by the rough raid leadership style. Of the six real life leaders investigated the leadership style is most similar to military leadership style on Air Force missions and the leadership style employed in voluntary organizations. Guild leadership in hard-core raiding guilds is necessarily "Janus-faced". The two

leadership styles used are opposite extremes and both styles need each other to be successful.

Possible uses for these results are for human resource departments in the future. While it is not clear to what extent the leadership skills that guild leaders have to acquire translate into work life it is still useful to have an idea of the skills a guild leader normally has when employing for a leadership position. This paper can help clarifying and describing the leadership qualities of the "video game generation" that for example Beck and Wade have been writing about [1]. Especially with office communication structures evolving to become more like the ones in MMOs this might become an acute question of HR. Even understanding better what leadership style and environment normal raiders are used to can be helpful for these kinds of questions.[6] Another important use of this is that it helps understanding how communication structures of MMOs influence and possibly empower leadership to be able to use these structures in for example office communication. After all if we see gaming like McGonigal as a secondary line of education then this paper helps understanding exactly what kind of leaders this education is producing.

FURTHER RESEARCH

For further research it would be interesting to deepen the understanding of what the actual tasks of a guild leaders in a raiding guild are. A description and explanation of the job of the "guild leader" could be based on this description of the leadership styles.

Another starting point for further research would be the difference between the post of the guild leader and the raid leader. If the raid leader is somebody else than the guild leader than he or she has a powerful and important position in guild. It would be interesting to look at this difference closer to see how it influences the power structure inside the guild.

Finally it would be interesting to see if the use of different leadership styles in raid guild and in the Air Force are similar to each other. The raid lead style is similar to the leadership style on the mission but the soft leadership style used by guild leaders outside of the raid might be quite different to the military leadership style used on the ground. There could thus be a shared pattern of changing leadership style in times of conflict that could be explored here.

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