

Introduction

This document is a direct response to [Regarding Mismanagement in JToH](#), by taking accountability myself, and also addressing misconceptions made within the document that I felt I needed to address as well.

Originally I was hoping to get this done within a day or two, but certain political events that left me worried about my safety in addition to other personal factors had distracted me entirely from addressing it for a good while, so I ended up spending a lot of time de-stressing and figuring out plans for the future, as well on top of that, with how this document isn't purely about me addressing everything, and expressing willingness to take accountability with including a section on addressing parts of the document that weren't fully accurate, I was pretty hesitant for a while as I didn't want to come across as deflecting or dodging the blame.

I've also presented this privately to the former staff first and made revisions as necessary. I've crossed out or removed some parts as after clarification from them I don't believe it is the case anymore, and have also added extra details to the document.

Some parts were crossed out rather than deleted as I wanted to be more transparent about the creation process and the revisions made after consulting with them.

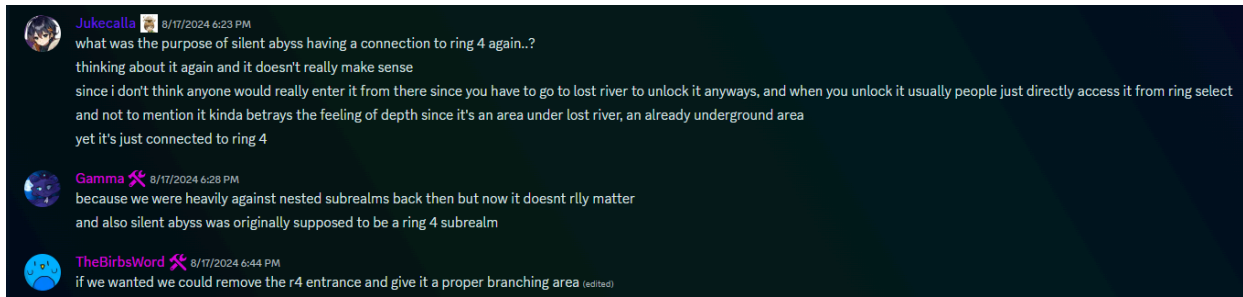
Like what the previous document had mentioned, please take both documents here into consideration.

While I am putting the document into scrutiny, I am not intending to deflect any blame to the other side, and I hope it isn't coming across that way.

Addressing Misconceptions (& a bit of explanation)

While the former staff's document has a lot of valid points criticizing me, it also has some misconceptions as well. Some are small, others maybe large, but I felt they needed to be addressed regardless. If something in the document isn't mentioned here, then it'd be safe to assume I agree with it.

Removal of the Ring 4 > Silent Abyss Connection



Ring 4's connection to silent abyss was a compromise that I reluctantly agreed to, as I believed it would be best fit as, at the time, a nested subrealm. The reason I saw no issue in the idea of them is, I guess, because I wanted to do something like the ring select restructure that I ended up doing later.

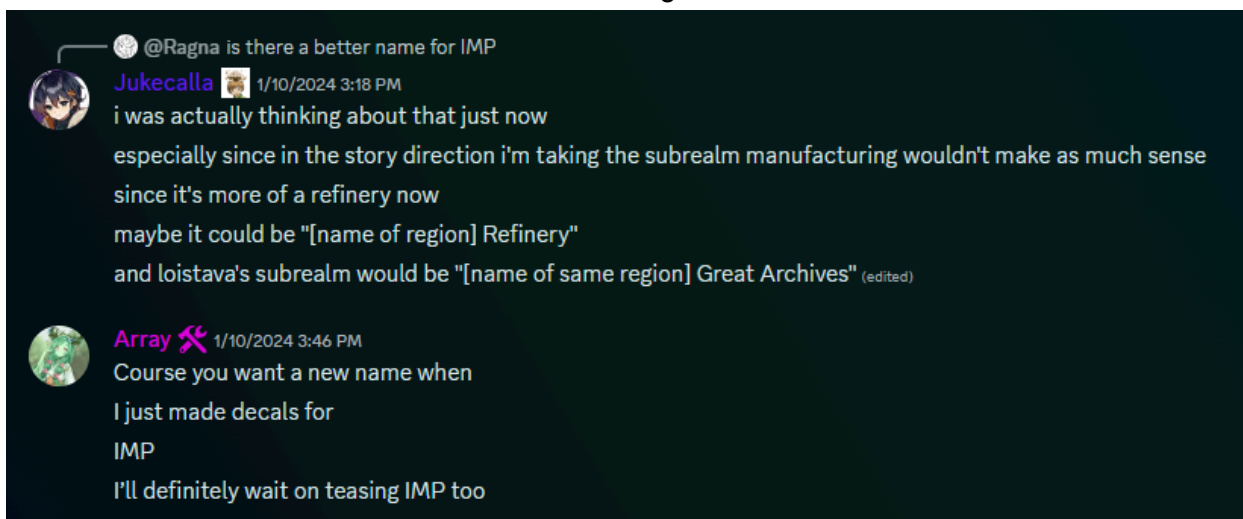
Which, I did end up doing. After the change was done, I later remembered the entrance to Silent Abyss in Ring 4, and realized it no longer served any purpose, and it only really served to take away from its feeling of depth. On top of that, the entrance was pretty redundant as you needed to go to Lost River to unlock the area anyways, so it didn't serve much use past that.

After the restructuring of the rings and subrealms into areas, nobody opposed the idea of cutting off the connection, so I went and removed it. I was more hasty to make a final decision for this than usual, as at the time I was trying to distance myself from seeking approval from everyone in the dev team for every single decision.

Ashen Towerworks' Name

The name "Infernal Manufacturing Plant" was **not** a name I agreed with as the final name for the area.

The first mention of the name was by Urchin on August 6, 2023, and from there everyone took the name as the name of the area for the time being.

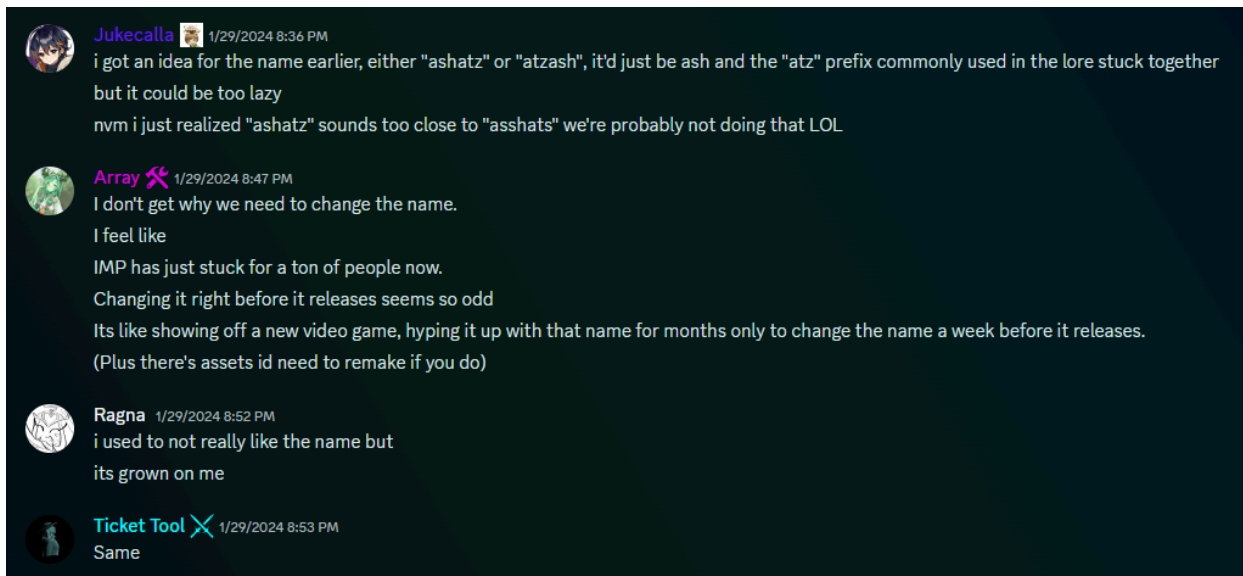



A few months later when ideas for the area further developed, the purpose of the area shifted towards tower component production, and I hadn't really formed an opinion on the name either



until then and decided I wanted to go with another name instead, so I expressed my intent to come up with a proper name later.






Later that day, Array asked me for approval for a teaser for the area, and on top of Gamma saying it wasn't a big deal if it was renamed I decided it was fine, not thinking further about the possible implications. However, at that point everyone began to assume that I was fine with the name and possibly to an extent even thinking I agreed with it, and so I was later confused when everyone said that IMP was its final name, or that it was too late to change it.





 **Jukecalla** as for the new name i'm thinking "Ashen" would be a better fit than infernal or maybe a word related to volcanoes



 **Jukecalla**  2/08/2024 6:38 PM
actually i think it'd be cooler if the surface of the area had some ash covering
since it is a volcanic area after all
would make the "ashen" name fit better too and we haven't really had ash before


 **TheBirbsWord**  2/08/2024 6:42 PM
i mean we can change to ashen refinery if no one else objects



 **Ragna** 2/08/2024 6:43 PM
i will not lie
IMP feels more iconic to me



 **@TheBirbsWord** i mean we can change to ashen refinery if no one else objects

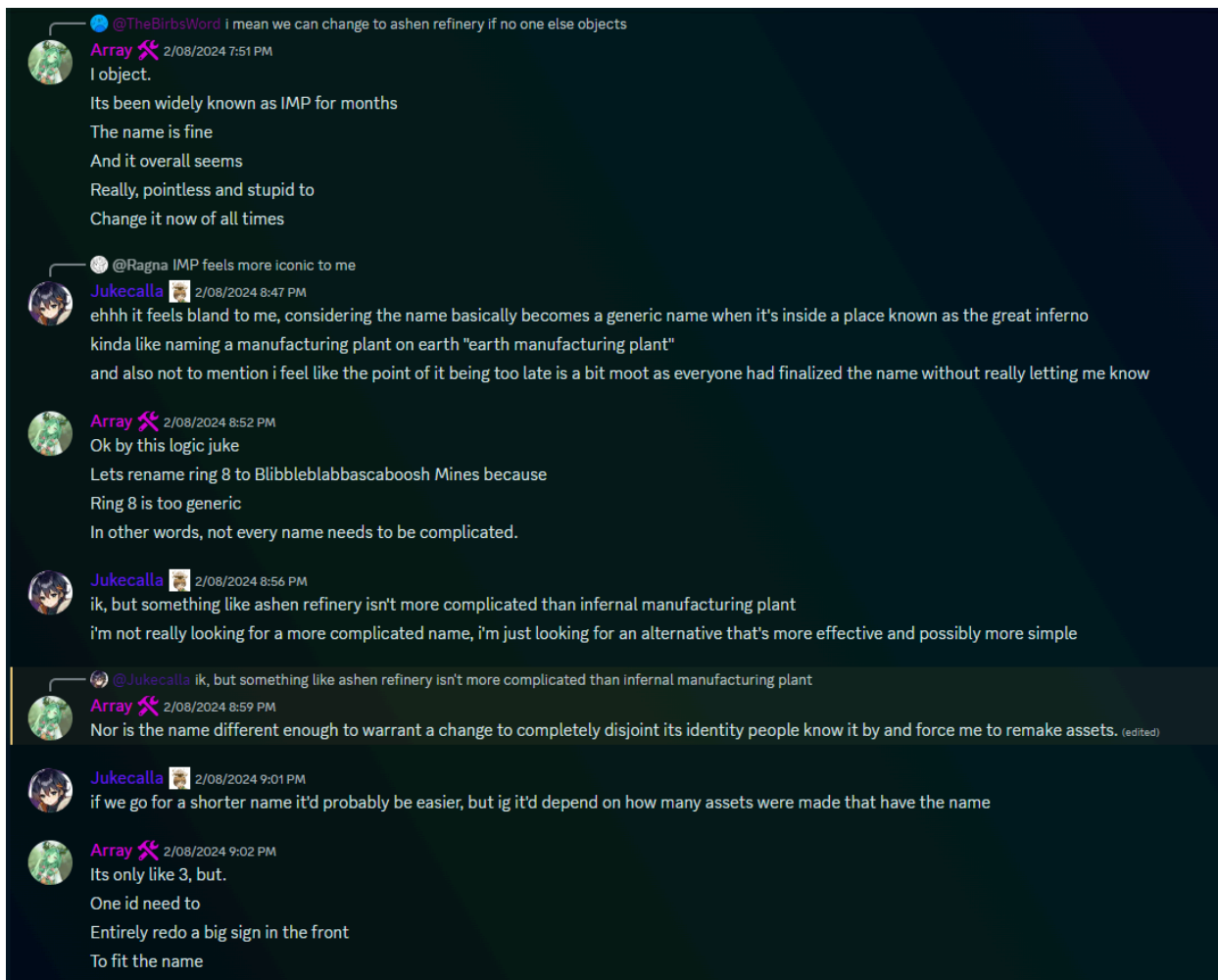
 **1st** 2/08/2024 6:45 PM
not refinery
i feel like everyone else
likes IMP as a name more

 **Vincentl9**  2/08/2024 6:50 PM
anything i can help out on

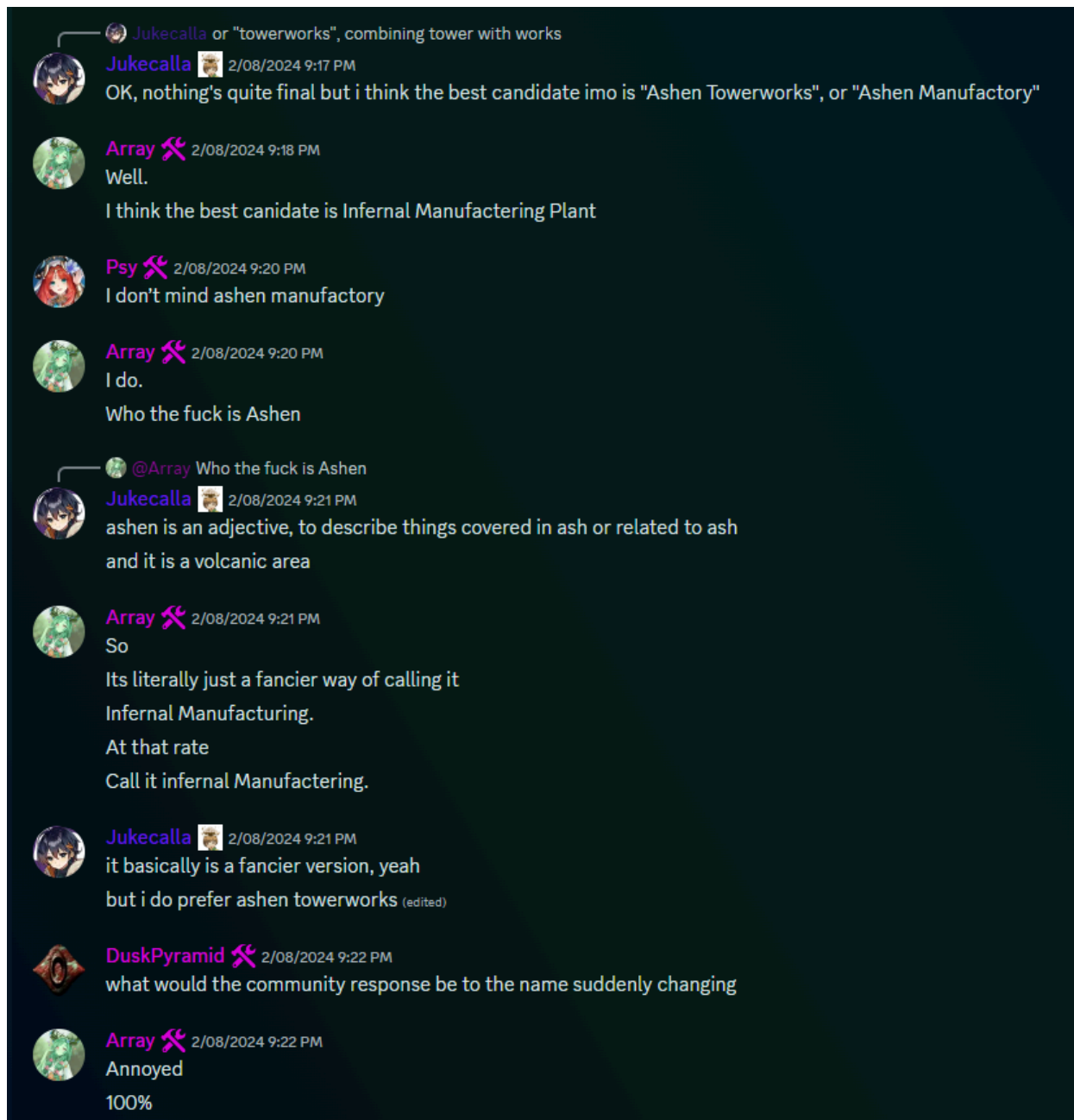
 **@TheBirbsWord** i mean we can change to ashen refinery if no one else objects

 **vendetta06**  2/08/2024 6:59 PM
i feel like everyone
objects
cause we introduced this area as IMP
and the name is way better tbh

 **Gamma**  2/08/2024 7:01 PM
idrc but theres like props that call it IMP and that could be a problem
if its changed



As I continued thinking of a final name, everyone stated that it was then too late to change the name, even though I never agreed to IMP being its name.



Eventually I finally came up with the final name, Ashen Towerworks, though at that point the opinion was mixed as a good amount of the dev team believed IMP should be the final name. In the end, partially out of frustration, I went through with declaring Ashen Towerworks as its final name, and executing the renaming of everything within the area myself as a bit of a compromise.

Purgatorio

While it is true that I was really concerned about the story and environmental storytelling when it comes to this area leading to some difficulty, I was mainly concerned as nobody had really worked with me on applying it.

I also feel like the claim of me ordering the area to be redone 4 times is a bit exaggerated, as technically the only time the lobby was redone from scratch was from when the original version of the lobby was made as a prototype by TheBirbsWord, which I disagreed with most of it as it was a floating island and that was something I didn't want to do with Purgatorio, later on there was a second time where a significant portion of the terrain had to be redone as the lobby was made as a floating island again after having disagreed with it previously, and a larger portion was redone after I finally got the idea to create a model of my vision for the overall area, though I had no ideas for the lobby itself so I let the developers fill in there.

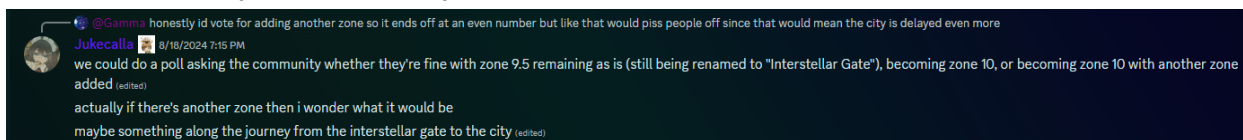
That being said though, there were still some issues on my part with overseeing Purgatorio, with the process of figuring out exactly what I wanted being pretty unorganized. I did try to show my vision with a few instances here, one with attempting to create a description of the area listed in 7 points (those 7 being **Landscape**, **Atmosphere**, **Region**, **Distance**, **Atrium (lobby)**, **Scenery**, and **Steeple** (+ towers)), and another one as a low detailed model of the area. In spite of that though, there were still issues in actually figuring out what to do. From now on, I should create the idea and vision of upcoming areas as a more organized effort, likely through meetings as we get together and properly exchange ideas before acting on them.

(Addendum) I wanted to mention on top of the above sentence that it seems that having a meeting to decide upon what to make has worked well, at least with Zone 9b so far.

Zone 9b

I insisted on the idea for this zone as it would have been the second zone in a row I was pressured to drop my idea as a result of the dev team not wanting to go through with my idea, and also that Aeternalis, the lead developer behind Zone 9, agreed to it as a compromise to keep both of our visions in the game which I felt others in the dev team ignored.

(Addendum) Something I didn't pick up on was that the staff disagreed with the idea as I didn't clarify about it as much, with some thinking it was replacing Gamma's idea of a split Zone 10, and a lack of clarity on the difficulty selections.



The poll on making Zone 9b into Zone 10 was done as the general consensus on what to do was pretty mixed and I felt like in the end I wanted to get input from the community, and so I went through with it as nobody disagreed with the idea; and I was still conflicted on the idea myself.

The poll ended up in favor of it remaining as Zone 9b, so I chose to not change anything.

Some small stuff

Regarding Silent Abyss

This one is pretty small but I was pretty hesitant to add the designs of the characters due to not being sure myself on what their design even would be, as to this day I don't have finalized designs for any of them except Eeshöl, however I don't think I communicated this properly.

Regarding the Consideration to Hire Snicksnack (and by extension also the separate situation with me hiring zquidy) Directly

~~Something I wanted to point out here is that while the circumstances are considerably different between the hiring of TheBirbsWord and snicksnack, I feel like my decision was scrutinized more than it should have been, as I believe that Snicksnack already had sufficient merit, with his contributions to Biotech Genesis being impressive, and the majority of the dev team had overlooked that. On top of that, his writing in the story worked excellently with my own ideas, and I feel like these two cases were things that were entirely neglected by the rest of the team without having trust in me.~~

I wanted to directly hire Snicksnack without applications as I believed the contributions to Biotech Genesis were great enough (I can't exactly explain in detail as I don't really want to spoil the palace, but it has to do with one part in particular), most notably with his writing complementing my writing exceptionally, which I felt added up to a near guaranteed position as developer, although I feel like a lot of other developers didn't consider this as much. In the end though, he was hired either way, with the majority of the team agreeing.

The case with me hiring Zquidy directly was a similar situation, where I had more than enough reason to justify it and I *did* discuss it with the staff first, and while the staff did respond, some of my points, mainly the one regarding my own belief that Zquidy would make for a good staff member, wasn't addressed much at all. It felt like a situation was emerging where no side was being swayed regardless of any talking points made, so after a bit of frustration I decided to make the final decision myself, while understanding everyone's concerns to the best of my ability. With the section stating the staff had no chance to examine how capable Zquidy would have been, I believe that was already done in the discussion.

Regarding the ToZA Poll

This part isn't as much addressing a misconception but rather just a separate small statement about this, as the way I handled this wasn't mature at the time and I do want to apologize for that once again (that is assuming I did so at the time it happened but I'm not sure if I did).

I have heavily disagreed with selecting it since I did not enjoy playing through the tower at all compared to the other Remorseless towers in the competition, and in the end I was upset that the majority decided in favor of the tower. However, the way I presented it through a “joke” in the list of issues wasn’t mature and wasn’t even that obvious that I intended it to be a joke.

There is a point that was somewhat false though; my skill level is good enough to be able to gauge how fun Remorseless towers are. While ToZA was above my skill level (low remorseless), I feel it was still within a good enough range. The argument about me just nocliping around is also mostly false, as while I did likely noclip back up whenever I fell, I fully played through each tower, attempting every jump.

“The VRChat “Staff Meeting”” and its original intention

The initial intention with the talk was to talk with Gamma when it came to the demotions I was considering, as I knew he was against the idea and wanted to better hear out his point, and decided that I would be able to most comfortably do it through VRchat as Gamma also had it and was relatively used to the game. As for everyone else, I had reasons for them:

VincentI9 - admin, had a generally neutral opinion.

Zquidy - staff, but was also closely involved with me, Aetrnalis, and snick snack and extensively was aware of the situation.

Aetrnalis & snick snack - both considerably affected by the work environment at the time.

FakeRiser - not really involved with the community, but everyone involved knew her to an extent and she also had some awareness of the situation as well, and I have spoken with her a few times in the past about managing the game and I highly appreciated her insight, though I should also clarify this didn’t mean she told me what to do.

Occala - friend of me & Riser, while it probably would have been for the better that she wouldn’t have been there as she wasn’t there to interact in the discussion, she did not speak at all so it didn’t matter as much.

However in general, the main purpose was for it to be a private discussion with Gamma, rather than a staff meeting. If it was gonna be a staff meeting then it would have been done in the server (preferably with an initial voice discussion then text discussion with others), I would have involved specifically only staff and/or devs, I would have let everyone in the staff team (or just admins) know for them to participate, and a final decision would have been made at the end of it. though, neither was the case here.

Ultimately though a lot of it was still not presented as how it should’ve been in the end, and I agree with the former staff that it should have been done as a staff meeting instead.

I’d also like to state some other things too:

- If there would have been a final decision from the conversation, Riser wouldn’t have been involved with it. In general, she didn’t have much of a say in the matter beyond explaining her point of view and possibly indirectly affecting things that way, like when

she reiterated that communication is the most important factor in all of this and that we should have talked to the people in question more first.

- We were fully aware that the rumors of Thai leaking private information to Rex:R were only rumors, but in the end the way it was presented was in a way that felt like it was being used against Thai. My intention with bringing it up was so that we could investigate if it was true, rather than just completely discarding it or using it against him anyways, but the latter ended up happening to some degree.

The reason behind the discussions about the demotions and the restructuring initially not involving the staff team had to do with the decaying trust between me and the majority of the team, as Aetrnalis felt like their complaints about the work environment were repeatedly being ignored by the higher ups and they would only continue to be ignored and it also felt like to me that there was bias in favor of the developers and curators that were being considered for demotion. I had been hesitant to demote anyone for a long time, but with it seeming that some of the team had continued their behavior after being warned about it (most notably with Array being brought back or kept on terms that she had to improve her behavior before being kicked off the team for good, twice), it felt like there would have been nothing to prevent them from pushing Aetrnalis and Snicksnack, the two who appeared to have worked with me the best out of anyone on the dev team, into stepping down.

Addendum: The reason I chose to exclude the people we considered demoting from the discussion itself was that I felt it wouldn't be right to include them in a discussion about their own demotion, and in the end we agreed to talk to the people we considered demoting first, though Array's case was different, as a consensus on her demotion wasn't properly made.

As well, I agreed that the discussion should have been done as a proper staff meeting, which would have allowed for us to more easily evaluate the evidence regarding the people on the team contributing negatively towards the work environment. I think at the time my reasoning that pushed me more in favor of doing it through VRChat was that I viewed it as a small discussion specifically listening to Gamma, but the scale of the conversation had grown past that and we continued in spite of that.

I think I might have said this at one point during the discussion, but my intention throughout it was to find a favorable outcome for everyone involved. I had only considered the demotions as I felt that without the demotions, nothing would have stopped Snicksnack and Aetrnalis, two developers that I saw as understanding me the best, from being pushed into stepping down entirely.

(Response) Conclusion/Summary

While pretty much every point in the conclusion section is at least to some extent true, there are a few points in the list that aren't fully true or even mostly false.

- The point about my priorities towards the story being wrong isn't as strong. A lot of the time it felt like most of the dev team was uncooperative or even uncaring of the story

aspect I am making for the game; so usually I end up being the only one focusing on the story.

The reason that I tend to focus on the story of the game instead of platforming stems from my desire to create platforming diminishing compared to my growing desire to write a story and develop combat mechanics. Though, I haven't had a 100% organized document on the story, even with a channel dedicated to writing.

- ~~The point about dysfunction in the development of areas past Silent Abyss isn't completely true. Zone 9 had little issue aside from the bug fixing process stalling for a lengthy period of time. The only areas with significant issues with development were Purgatorio and Ishmael Gaslighting Platform (not its final name).~~
- I feel that the point about me favoring friends and acquaintances is somewhat a stretch, as the reasons I had for listening to and favoring Snicksnack, Aetrnalis, and Zquidy more was that they understood me the best. While that partly came from being a close friend with Zquidy, I hadn't really gotten to know the others personally as friends yet at the time.
- The reason for Psy stepping down was only partially because of the work environment, nor was it the direct reason for anyone else outside of the wave of staff and devs stepping down during the 4th of November, possibly aside from Temmeh stepping down from developer. I don't remember Ragna's reason for stepping down, but it may be possible it might have been at least part of the reason for her.
- The authority of lower staff has not necessarily been void during the ordeal; I have not overridden the opinions of the staff team in every single instance, although as I mentioned there were still a few times where I should have listened to the staff better.
- The point about an executive decision to restart Purgatorio's lobby being made during the discussion is mostly false. I considered it at some points as I have been conflicted on how I feel about the lobby, but I *did not* make a final decision.

Explaining My Choices & Mistakes

The majority of my decisions being made opposing the dev team's decisions, and relying more upon people I'm closer with for opinion before the rest of the team both stemmed from lack of trust, as I felt like the majority of the team never listened to my ideas and instead wanted to go with their ideas instead, regardless of my reasoning.

Management Decisions

There has been a significant disconnect with what constitutes as the final say and who has it between me and the dev team.

I've felt like the dev team and the staff team have always wanted to have the final say lie with the group, while I believe I should have it as I am the owner of the game. While I still very much want to listen to the team and hear out their arguments like nearly any other team, I feel like my role has not been respected, and have been treated as only a figurehead. In the past I have been frustrated with the team being able to effectively veto all of my ideas with a poll or otherwise disagreement and hadn't listened to my arguments much. Comparatively, I feel like

Gamma's decisions were more easily respected, which I imagine may have had to do with Gamma and the majority of the team understanding each other, while the majority of the team hadn't understood me, which appeared most apparent with a separate case where I wanted to start work on Hezdon's palace alongside Eeshöl's palace to experiment with ways to accelerate palace development up to the obelisk, but the staff disagreed with the decision and started a poll about it which ended in favor of only one palace being worked on at a time. In the end, it felt more like the discussions weren't made specifically in regards to how well specifically I would manage 2 palaces, only going off of their assumptions of how I would do with it rather than trusting my decision.

Why I Chose To Decline (on the evening of november 3rd)

Going to the incident that started all of this in the first place leading up to the creation of the other document, my decision to decline the demand from Gamma's side of the team was done as a mixture of paranoia from hearing things about what they may have been planning, to thinking that the demands were to simply go back to how I was a year ago, where my power in the dev team was equivalent to a developer that is maybe listened to a bit more often. The owner of a game having the same authority as all of the other developers is an idea that can work out in some teams particularly if everyone including the owner has the same vision, but here it's different, and I feel like the team has wanted to put their vision out too which has conflicted with my own, most notably with Zone 8.

Addendum: The underlined part is what I felt at the time due to a lack of trust, but now know isn't the case.

Some flaws I have that have contributed towards mismanagement are:

- Lack of attention - as I can focus too hard on some things, usually things that I probably shouldn't, like playing games or talking with friends too much. In the past this has led me to get out of the mindset to work on the game, leading to inactivity. This is probably the hardest thing to improve as it ties in directly with my problems with ADHD, but I have always been trying to improve it, with things like getting a VC together to work on a project, and ensuring I have a "streak" of working on the game to keep that going, which was considerably successful with my work on Biotech Genesis as there was around 14 days I spent consecutively working on the palace, only broken by burnout from working on a particularly tedious part of the enemy AI system.
- Tendency to forget to respond or taking too long to respond - as at times I see someone ping me or DM me while I'm busy, briefly check it and go back to what I was doing before I could think of a response, so usually I may require multiple pings to properly get my attention. I have been trying to improve this though, by saying something like "will respond later" in response to reassure that I am not ghosting, as I never intend to ghost/ignore anyone.
- Indecisiveness - as I can be too careful with making decisions, and this can lead to no decisions being made or taking longer. If I am pressured to make a decision early, I

usually fall back to deciding after the opinion of the majority of the team, which is what led to the decision to hire scripters being fast and being done at a time where I didn't want to focus on the game, so I just decided blindly with what the team thought, rather than considering if it is a good idea myself. It's also part of why this document took a while to come out.

(Addendum) My Continued Inactivity past November

I've decided to add an extra section at pretty much the last minute as I felt the need to explain a bit more about my continued inactivity. I'm not fully sure what the specifics are, but overall I seem to have completely lost the drive to work on the game for the time being. At the moment, I'm more satisfied engaging in social interactions, playing games, etc, than working on the game. At first I thought it had to do with things related to politics stressing me out, and it is likely it was the initial catalyst, but now that I've become less stressed something else seems to be the cause. This appears to be a temporary thing, as I have no intent to step down and despite everything I have a will to find a way back to working on the game again, but the solution isn't as easy as just working on the game more. I can open a place in Studio, but whenever I get to where I want to work, I end up not having it in me to actually do anything and usually end up looking at the screen for a bit before doing other things.

Plans to Improve

While I cannot make any promises for quick improvement as a lot of these problems stem from deeply rooted problems and bad habits, I am still hoping to get better over time, properly learn from these mistakes and finally get back to working as a proper owner for the game.

One thing is simple though for me, as I said earlier, **it isn't as easy as just working on the game**. I have made multiple attempts to work on the game or work on projects, and multiple promises to do either, and a lot of them so far have ended in me just opening up Roblox Studio and looking around the place for a minute without being able to focus on anything before getting completely distracted and going to do something else. The thing I need to do to be able to work on the game is to find a way to make it more enjoyable again, as right now I have felt happier doing other things.

A part of the process that I want to attempt to get my motivation back is to engage with the community some more, with things such as interacting in the server's stage channel more often or playing the game myself, along with other things. Along with engaging with the community more I want to try and engage with the team more too, organizing private development voice chats to get together and work on a project, possibly even multiple projects in one channel. My preference of speaking with voice over text has been a detriment at some points, but so far when I have been able to communicate by voice it has worked very well, which was most evident with the recent meeting I hosted over a voice chat to

discuss ideas for Zone 9B ending in one of the most successful meetings we've had, and the idea of the area just about being fully understood.

As well, I think that my motivation to work on the game has been negatively affected by feeling the looming obligation to finish this document which I have struggled with finding the time for it for far too long, so it is very possible that the release of this document will be a good step when it comes to coming back to working on the game.

And even if none of those methods work, I want to keep on trying different things until something works out.

As much as I want to ask for everyone to just bear with me as I try to make these improvements, I'm afraid that has already somewhat happened. Either way, I want to return to working on the game again, and even if I struggle to do so, I want to keep on trying rather than giving up on it.

Conclusion

In spite of the shortcomings I've stated here, the document from the former staff still has its merits, as I said earlier. There have been a lot of shortcomings on my own end within managing the game, especially with my numerous problems with focus and motivation. I have improved in some aspects over time, in fact I feel like I have gotten better than I was prior to 2024, outside of my recent inactivity. Within the past it really did feel like nobody in the dev team cared about my vision, most notably with Zone 8, and almost with Zone 9 prior to the compromise I made, and it felt like nobody had faith in me. Once again, this document was not meant to clash with the other document. I wrote out the section addressing misconceptions as I felt I needed to point out the parts that weren't accurate compared to the more proper criticisms within.

On both ends, I wish that communication was better than it was. Both from my end, with discussing more about my own problems, and from the other end, as communication about everyone's problems with me was significantly withheld until the last moment, and even then not all of the problems were brought up.

Though, I do realize most of the fault lies with me, and I have and will continue to take accountability for my mistakes. I wish to learn from this and become a better owner and leader. Overall I'd like to apologize to the former staff for these shortcomings that have complicated communication between us. I wish it hadn't come to this point, but regardless, I'll promise to improve myself over time. It won't be instant, particularly as I am still getting out of a really bad state of burnout from working on the game, but I hope I can start taking the game in a better direction from now on.

Regardless of the conflicts I've had with most of the former staff, I will always be thankful for everyone's contributions, as everyone has still done great contributions to the game in the past. I hope for those who stepped down that any future projects that they may work on in the future goes well, and if they ever want to keep contributing to the game then that's fine too.

