Twitter Thread by Jason Schreier

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What went wrong with Cyberpunk 2077? Interviews with more than 20 current and former CD Projekt staff paint a complex picture. Unchecked ambition, technical woes, unrealistic deadlines, and above all, one belief: "We made The Witcher 3 -- it'll work out."

Devs at CD Projekt said despite promises that crunch would not be mandatory, they felt pressured to work overtime on and off for years. I can't share all the stories, but here's one on the record that may help explain why it's been infuriating to see people downplay CDPR's crunch

> Employees were working long hours, even though Iwiński told staff that overtime wouldn't be mandatory on Cyberpunk 2077. More than a dozen workers said they felt pressured to put in extra hours by their managers or coworkers anyway.
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> "There were times when I would crunch up to 13 hours a day – a little bit over that was my record probably – and I would do five days a week working like that," said Jakubiak, the former audio programmer, adding that he quit the company after getting married. "I have some friends who lost their families because of these sort of shenanigans."

Anthem's developers talked about "BioWare magic" -- an unwavering belief that with enough hard work and crunch, their games would come together. CD Projekt was similar. When asked about unrealistic deadlines, directors would say they'd be fine. They made The Witcher 3, after all

Some tidbits that were cut from the piece:
- Veteran devs from other companies were shocked at CDPR's free-for-all production. One example: if someone needed a shader, they'd make it, with no pipeline in place to determine whether someone had already made one w/ the same function

- One CDPR developer told their manager that they didn't want to work overtime, as their CEO had said would be OK. Fine, their manager said, but one of their other coworkers would just have to work extra hours to make up for them. Several other developers shared similar stories