

1. Players

a. Find the best possible players and assign the necessary roles

i. **IGL (In-game Leader)**

- The “loudest” voice on the team. All team members need to be actively listening for the IGL's instruction/guidance which means the IGL needs to be stern and constructive, but fair and supportive at all times. Majority of an IGL's role is done through communication during matches and outside the server during practices.
 - needs to be a decisive leader. Have to give clear and concise instructions in-game that shouldn't ever be misinterpreted. The team should never be confused about what the goal in the round is.
 - needs to be able to give and take criticism constructively. The end goal of any discussion must be the improvement of the team.
 - needs to actively guide practices and team progression while giving others freedom to challenge ideas and discuss alternatives.
 - needs to develop gameplans specific to certain teams/play-styles with the help of teammates/coach
 - needs to be mature and have a good attitude. This includes a strong work ethic and being emotionally supportive and uplifting especially when losing.

ii. **AWPer**

- Arguably as valuable to the team as an IGL. The AWPer is generally the star player that can completely take over a round and dictate the progression. Their playstyle (where they go for picks or the part of the map they hold passively) usually sets the pace for the T side of the game. Having solid protocols around your AWPer and working to constantly involve him across the map will allow them to easily carry games without much stress on the rest of the team.
 - needs to be fluid. Shouldn't ever think of themselves as an anchor or attached to one particular part of the map. A static AWPer will get easily countered by any decent team and their discomfort will be felt by the entire team.
 - needs to be processing information as often as the IGL not to formulate plans, but instead to understand where they can have impact.
 - needs to study opponents to understand how they react and how they can most effectively have impact.
 - needs to be the 2nd most vocal member of the team behind the IGL. The team should always be aware where the AWP is moving and what their goal is in the round. To accomplish this they need to be

able to give instructions to their teammates around them to properly set them up for picks and to effectively challenge map control.

iii. Entry (rifler)

- The dedicated space maker for the team. Being an entry is more than a role, it's a mindset. Having 1 player always ready to be the sacrificial lamb creating the opening and making the space for the rest of the team to capitalize can be extremely valuable. While it's true that any player on the team should be able to become the entry if the round requires, having 1 player assigned the role relieves a lot of stress from the rest of the team.

- needs to be selfless and their mental maturity is as important to the team as the IGLs. Being able to throw their life away to create openings into rounds and instantly give clear and concise information and direction to the rest of the team is the most important skill a dedicated entry can have.

- needs to study opponents to understand how they position themselves. Having reads on the enemies defence and knowing individual tendencies will allow them to more effectively find gaps and successfully create openings that lead to round wins.

- needs to be able to take over calling if necessary. If they are going to consistently place themselves or get put into aggressive, info gathering positions, then taking the reins and calling round finishes from those positions is an extremely valuable skill.

iv. Support (rifler)

- A support rifler isn't a necessary dedicated role, but having one makes creating a structure (i.e strats, setups, and set plays) smoother. It's much easier to consistently accomplish goals when players can be assigned consistent roles across all variations of those goals. A common misconception is that the support rifler doesn't need to be as mechanically gifted as other roles on the team but I'd argue that they should be equally or even more mechanically talented than the others. More often than not the support rifler is going to be where you get your trades from. Having a talented support rifler means more consistently securing frags that lead to map control and site clears.

- needs to be mechanically on par with the rest of the team.

- needs to be a great listener so they are always aware of how their teammates need their assistance making plays, getting map control, or executing round finishes.

- needs good situational awareness. Knowing what's going on around them at all times and knowing exactly how their teammates are progressing the rounds means they can always be properly positioned to secure trades or use effective utility.

v. Lurk (rifler)

- The lurker is probably the most disconnected player from the rest of the team. They're almost always on an island with only their own utility and

individual skill to make plays. A good lurker can bail a team out of seemingly unwinnable rounds. Whether your round progression intentionally involves the activation of your lurk on the opposite side or the map or not, the lurk role is equally as instinctual as the AWP. A great lurk is a player who understands rotations and timings and can consistently abuse them. Having a talented lurker can also be one of the most effective conditioning methods in a team's toolbelt.

- needs to study opponents to understand how they react off of specific stimuli. Having reads on enemy rotations before matches can help immediately establish the lurk as a constant threat which leads to more effective conditioning and baiting.
- needs to be vocal in the same way as the entry. If the lurk is successfully activated as part of the progression or if they chose to activate themselves off instinct (i.e taking a timing, having a read the setup) they should be able to completely take over calling from their forward position and direct a successful round finish.

2. Creating a Structure

a. Build the team's structure the way you'd build a house.

i. **Lay the Foundation**

- A misconception about a team's foundation that it's the way they default. What I've learned over the years is that there is a layer beneath defaulting that I will call "reactionary CS" for the sake of giving it a name.
 - Reactionary CS is simply where and how your players are most comfortable playing with no direct instruction and being able to adjust their progression in the round on the fly based on how the other team is playing. Some have called this "scrimming" or "FPL mode".
 - A team needs to be able to play out rounds with no immediate goal or from disadvantages comfortably before any set defaults or strats are implemented.
 - Immediately implementing strats and defaults will remove all autonomy from your players and will restrict them individually long term.
 - One way to think about it is what do you do when the default gets picked apart or the strat gets denied/countered? Your team needs to be able to rely on the individual skill of its players to adjust and find solutions AKA react. Otherwise what ends up happening is your team either gives up on the round and saves, or rolls over and the

other team takes advantage and builds their economy and momentum.

ii. Framework

- The Framework of your team's structure is what people usually believe to be the foundation. This would be the defaulting and basic round finishes.
 - A default is essentially the reactionary CS I mentioned previously but with a simple goal and basic direction added on top. Ideally the default is progressed with the intention of using as little utility as possible to acquire the most information possible.
 - The 2 main types are passive defaults and active defaults. The 2 types then get expanded upon to include specific map control.
 - A passive default is usually used against aggressive or extremely loose teams as a way to punish pushes and then quickly finish rounds after gaining the advantage.
 - An active default is the more commonly used default. The IGL will make an informed call (either through previous rounds played or prep work done before the match) to actively work a specific part of the map they believe to be weak or abusable.
 - Poking at specific gaps in the defense can have multiple purposes. Usually it's used to set the team up for site executes, but an active default can be used to condition CTs, bait rotations, and facilitate fakes.

iii. Walls and Rooms

- The walls and rooms of the teams structure are all the set plays, strats, and protocols. A new team generally shouldn't put too much emphasis on implementing strats and set plays until after they are comfortable with defaulting and playing reactionary. Any round called with assigned roles from start to finish removes the majority of individual decision making from the players on the team so shouldn't be added until you're confident your players know how to think for themselves in most scenarios.
 - Strats should be reserved only for when you know it will win you the round based on information you've gathered from the team you're playing.
 - Running set pieces with no purpose is easily countered and becomes predictable quickly. Teams will easily adjust into playing for sites and holding nades to disrupt and delay for rotates.
 - Constantly running strats also numbs the minds of the players. When running set pieces back to back, players are only thinking I will do X, Y, and Z instead of thinking about what utility the other team is using, how they're rotating around the map, the setups they're favoring, etc. You put yourself at a severe disadvantage if you don't have all 5 of your players actively attempting to read the other team.

3. Team Development

- a. Practicing efficiently is tough and I'd wager no team practices perfectly. Regardless, the goal for practice should be to make it as useful as possible every time.

i. Scheduling

- Server time
 - Server time is where you will do the majority of team development.
 - Use time in a practice server to discuss new ideas, and adjust/polish old ones. During server time everyone should be attentive and giving input. Bouncing ideas off your teammates and working together to implement things the team needs to improve is very important.
 - Dry running is an often overlooked aspect of server work. Implementing strategies and set plays is good, but if you don't take the time to practice the timings and spacing, you will never be able to run them consistently in matches.
- Scrimms
 - Scrimms can serve multiple purposes. The 3 main purposes that I believe scrimms have is strat repetitions, map repetitions, and weakness identification.
 - Sometimes teams don't play a lot of matches, or if you are playing the same teams often you may only be playing a few select maps. If this is the case, then scrimms can be a place where your team refreshes all the things you've implemented on maps you haven't played in a while. This will help with server time as well since you'll see where you're rusty and what you need to dry run.
 - On days where your team uses server time to add a new strat/set play, having scrimms on that map will allow you to immediately test it. This will help your team know if it's useful and can stay in the playbook, needs to be adjusted and worked on before being added in, or should be scrapped entirely.
 - There will be blocks of time (weeks) where your team doesn't play many matches and you don't have anything to analyse to see where you need to improve. This is when you can use a scrim for weakness identification. Ideally you won't need to do this often, but if you have no specific goal for practice that day, your team can play the scrim as you would a match. Most people will call this "scrimming" because it will seem like you are playing the scrim to

win. Ignore those people and do what you need to do to improve your team.

- Breaks
 - Breaks are crucial. Burnout is very real and players can get exhausted quickly. Make sure to take at least 1 day off a week and for every 3 hours of practice (server time/scrims) I would recommend 30-60 minutes to mentally reset and decompress.
 - 30-60 minute breaks can be useful for information processing as well. If there is something happening constantly for the entire practice day, it's likely that players will forget some of it or not learn from all of it. Giving them time to reflect and properly process information on their own can help improve your team's consistency.
- Demo Review
 - Most demo reviews should be done on the player's own time. Team demo review can be useful but demos are long and often can be boring.
 - Team demo review should only be used for very specific matches, usually big losses where you know there is something to discuss for the majority of the review. Otherwise demos are better watched alone and any information gathered should be brought to practice the next day (ideally with a solution to go with it).
 - One way to make demo reviewing very effective is to watch them on the players' own time and write down the rounds they'd like to discuss. Then during practice the team only shows the specific rounds they have written down.
 - NEVER use team demo review to address individual mistakes whether they be poor decision making or misplays. Shifting the focus from things that can improve the team to pointing out the mistakes of an individual will often lead to arguments and unproductive practice.

ii. Individual Work

- Player POV
 - Aside from team demo review, every player on the team should also be watching their own POVs often. Going through past matches and understanding the mistakes you make and understanding what could've been done better can greatly help with player development.
 - Doing this with a coach/IGL or even another teammate can be even more beneficial as they can potentially offer up more solutions and help you recognize mistakes you didn't even realize you made.
- Aim Training
 - Everyone knows about aim training. Spend a reasonable amount of time deathmatching, using workshop maps, playing aimlabs, in retake servers, or KZing to maintain your ability and improve the weaker aspects of your mechanics.

- Don't overdo it. An hour or so a day is really all you need to aim train. After a certain point, your time is better used improving your game knowledge through demo review, server time, and scrims.
- PUGs/FPL
 - You shouldn't completely avoid PUGs and FPL, but you should go into them with reasonable expectations. Understand you're not going to get the same level of coordination as you would in scrims, so shift your focus from playing "proper" CS, and try to use your time there as an alternative to aim training, or to work on communication.