GitLab

Remote Right
How to thrive in a post-office world

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1,300+
Team members in
65+ countries

100,000+
Organizations
co-create with us

3,000+
Code contributors
to GitLab

Top 100

Medium-sized
companies to work for
(Forbes)

#10

Companies tech
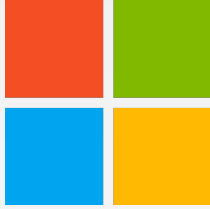employees want to
work for (CNBC)

7 awards

in 2020

(Comparably)

The All-Remote team

- Understanding and predicting the future of work

- Documenting learnings and best practices

- Distributing information to organizations and institutions

- Contributing to coursework at Harvard and INSEAD

Transitioning to permanent or long-term remote-friendly operation

Pre-pandemic

77%

Of remote workers
were more productive

(ConnectSolutions, 2015)

86%

Said remote is the
future of work

(GitLab Remote Work Report, 2020)

62%

Would change jobs for
an all-remote role

(LiveCareer, 2020)

The COVID-19 effect

70%
Now work regularly on weekends

(Robert Half, 2020)

69%
Are experiencing burnout

(Monster, 2020)

63%
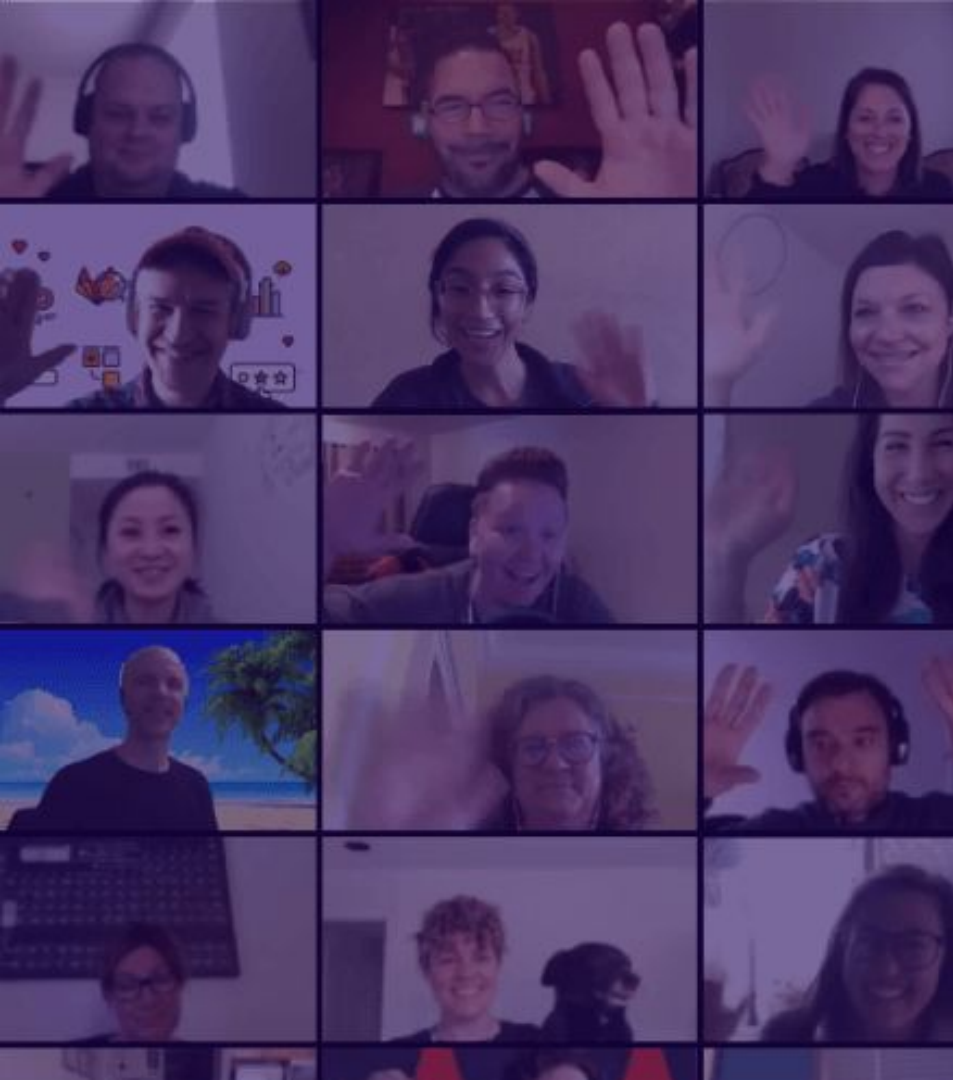Are discouraged from taking time off

(OnePoll, 2020)

This is not true "remote work"...

...it's crisis-induced working from home.

...from @ChloeCondon on Twitter

A day in the life..

Monday, April 12
- 9am-5pm
- 37 Slack messages
- 4 meetings
  - Weekly manager 1-1
  - External partner meeting
  - Coffee chat
  - Weekly team sync
- 12 open issues
- 5 shared documents
- 3 emails
- 1 lunchtime walk w/3 year old
- No office!

Remote team structures

No-remote — Remote allowed — Hybrid remote — Remote first — All-remote

A typical organization will fall into one of these three central categories.

Hybrid-remote is the most challenging to do well.

Remote is always in transition.

Meetings, meetings, meetings (meetings!)

- Remote can lead to more meetings
- Don't copy and paste old habits!
- Do we **need** to talk synchronously?
- Every meeting needs an agenda
- It's OK to look away (or say no!)

**Create and maintain a living document:
your single source of truth**

Don't do work in your chat tool

- No!
- Stop doing it!
- Post a photo of your dog instead!
- Or: automatically delete messages after 90 days

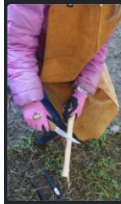@gitlab | #allremote

#dog

Loving the new roof terrace
Image from iOS

#i-made-this

We spent the weekend at a local "living wood fair" with green woodworking, bush wood and only a few with power - basically traditional tools and skills. There were knives, axes and fire. Best vibe. Kids and I got up to:
- making spoons with sharp implements
- cooking bannock bread
- Sitting in the giant nest watching chainsaw carving and mobile milling
- workshop area for kids to make whatever they want with wood, beads, paint, etc, helped by woodworkers
- lots of decor
- Admiring medieval furniture including a Saxon table by a medieval woodworker couple
- Using a drawknife on a shaving horse
- Watching folks use a pole lathe to turn chair legs and bowls
- ti kōuka (nz native plant leaves) basket weaving

9 files

♥ 7   😄 4

I think we have spent too much time watching Octonauts this year as I'm starting to find this song genuinely inspirational
/watch?v=VuogTRtyyGc

YouTube · Betty Boop
A Thousand Pies - Octonauts And The Great Barrier Reef
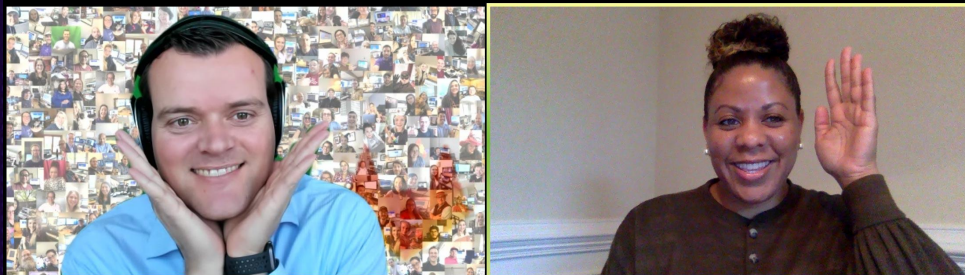
👍 2   +1 1

#in-the-parenthood

Build trust and community

- Results, not attendance
- Be intentional about informal communication
- Encourage personal expression
- Be open about your process

Staying connected and building rapport

- Coffee chats
- Talent shows
- Show & Tell sessions
- Team DJ Zoom rooms
- AMAs (Ask Me Anything)
- Global pizza parties
- Virtual trivia
- Kid-friendly chats
- Scavenger hunts

Meet in person too!

- Regularly scheduled retreats (GitLab meets every 9 months)

- Events and conferences

- Visiting grants to support team members meeting for meals

Establish a Remote Leadership Team

- Executive sponsorship is essential, but all levels of the team should be consulted

- Who is passionate about making remote work better?

- Create a "strike team" to document challenges, prioritize them, and suggest solutions.

Roll with the changes

- This is a process that will take time and require flexibility

- Be open about challenges and what you're learning

- Work transparently to build trust and understanding

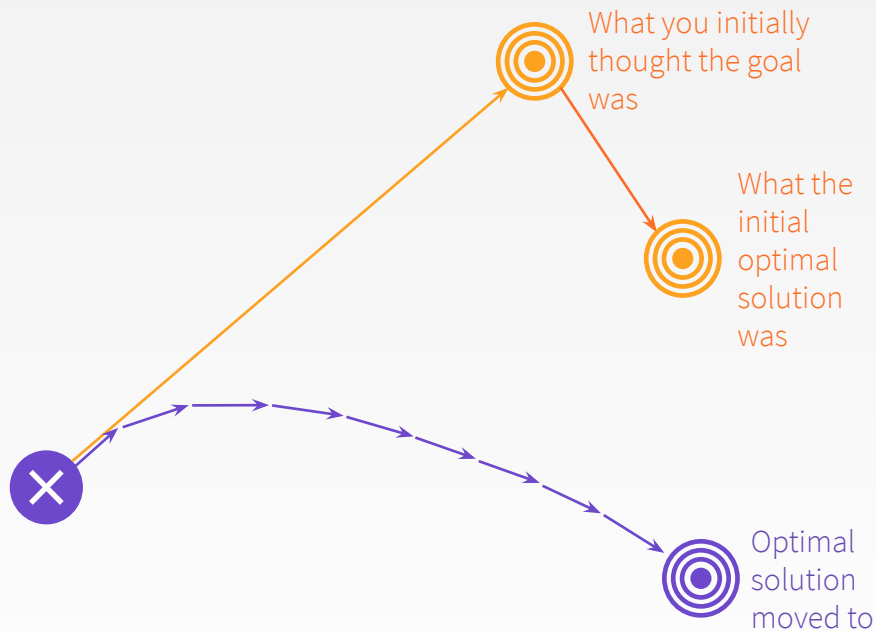- Understand that this is experimental work!

How we iterate

MVC (Minimum Viable Change): Enables fast iteration

DRI (Directly Responsible Individual): enables decision velocity

Open merge requests: For async collaboration

In-quarter editable OKRs: for Customer focus

What you initially thought the goal was

What the initial optimal solution was

Optimal solution moved to

Everyone can contribute

Define Your Values

 COLLABORATION

 DIVERSITY

 RESULTS

 ITERATION

 EFFICIENCY

 TRANSPARENCY

How to Manage a Remote Team

Let's connect!
@olearycrew
Twitter / LinkedIn

Thank you!