2023

The Remote Playbook

from a global leader in distributed work

- Shift to how your team works
- Evolve your organizational design
- Master future of work skills
- Mitigate burnout and elevate wellbeing





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The future of living is now

As the world moves beyond the short-term response to crisis-induced remote work, we'll see even greater potential that will benefit generations to come. The past two years enabled tens of millions of people to question conventional notions of work and life. They're now free to make better choices about their lives – choices that will benefit small towns, big cities, the underrepresented, and the underserved.

In the coming year and beyond:

- Talented people who once had to relocate for a well-paying job will now have a range of opportunities.
- Cities will see a resurgence of investment from people who return to create a better place to live.
- Businesses will be more agile and better equipped to handle future crises.
- Leaders will be able to hire more diverse teams and elevate voices not historically heard.
- People will achieve a healthier relationship between work and life.
- Work will become increasingly asynchronous, enabling more innovation in mediums.
- Culture will be increasingly built outside of work. Top organizations will allow their team to engage with communities they chose, not their HR department.
- Broadband will become a human right and a vital link to economic achievement.
- Venture capital will flow into more regions than ever as cradles of innovation emerge far from Silicon Valley.
- Remote-first practices will permeate industries beyond tech like manufacturing and medicine. Organizations will seek remote work leaders to steward this evolution.

At GitLab, we're honored to play a part in this transformation as organizations and people globally embrace remote work and this new way of living.











Introduction

Over half of all professional jobs in the United States now work remotely, at least part time¹. The Remote Playbook ensures you're ready to thrive in this new workplace model in 2023 and beyond.

The market has spoken: you aren't going back to the way you operated in 2019. The path forward requires you to rethink your processes, norms, and culture in a way that will serve a diverse and dynamic workforce, no matter where they choose to open their laptop.

The companies that approach this evolution with intentionality will thrive. They'll attract and retain the most talented teams and reach new levels of productivity and operational agility. Organizations that continue to dwell on the "where" of work, or use remote work as an empty bargaining chip, will continue to see resignations and risk being outpaced by their competitors.

As the DevOps platform, GitLab fundamentally changes how teams work by bringing crossteam collaboration and communication into a single platform. We're one of the world's largest all-remote companies with team members in over 65 countries. GitLab has been allremote since inception, and this guide contains our lessons learned and proven methods for sustaining and scaling a remote workforce. We'll cover everything you need to know including asynchronous workflows, meetings, communication, culture, and management.

¹ via McKinsey.com, June 2022









Primary remote models

Let's start by identifying where your team falls now. We've defined the primary remote work models to help organizations visualize the remote transformation. Think of these models as a sliding scale.

All-remote: In an all-remote company like GitLab, there is no office, and no preferred time zone. A bias towards asynchronous communication encourages documentation, discourages synchronous meetings, and provides greater flexibility.

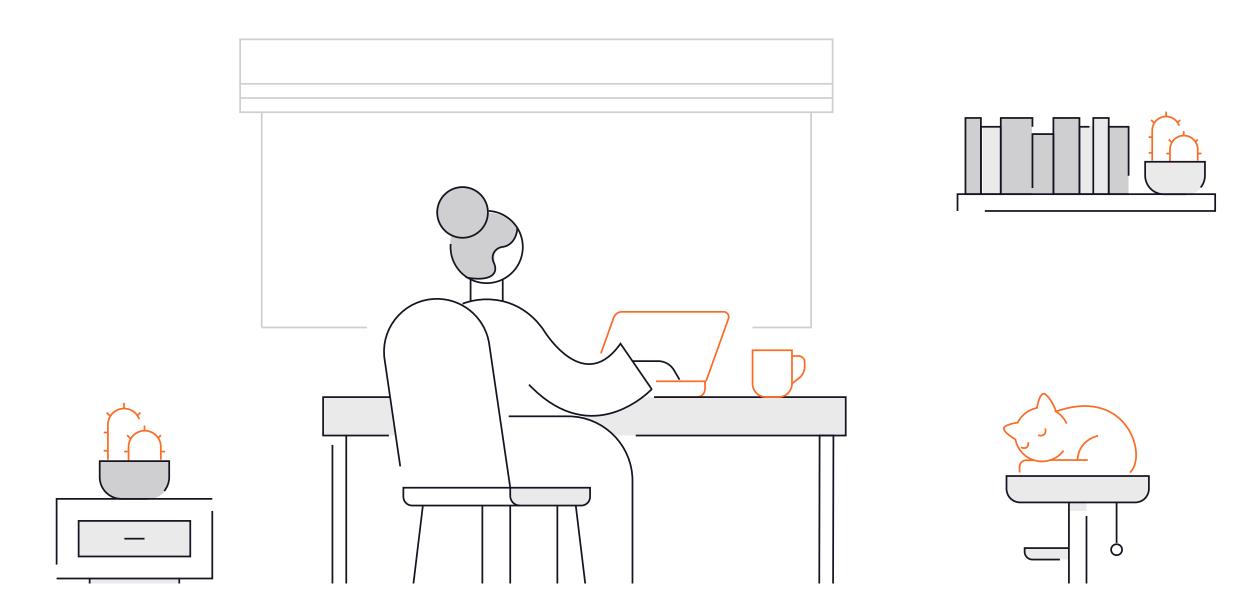
Remote allowed: Anyone at the company can work remotely some of the time, with very few exceptions for roles that are location-dependent.

Remote-only: There is no co-located work in a common office. However, the work is still biased towards one time zone. Some companies maintain "core team hours."

Remote-first: The company is optimized for remote with documentation, policies, and workflows that assume everyone is distributed, even if some occasionally visit the office.

Hybrid-remote: There are varying submodels here (see page 4), but typically, some employees—but not all—are allowed to work remotely 100% of the time. The rest work onsite in at least one physical office. This can be a tempting compromise, but has many downsides, which we'll talk more about in the next section.

Remote days: The entire company (executives included) works remotely on the same days.



Remote exceptions: Some employees can work remotely indefinitely, while most are required to work from a company office.

No remote: Remote work is not allowed, often due to a leadership mandate or the nature of the business.

Remote time: Also known as "remote tolerated", this stage allows employees to work some days outside the office. This is commonly seen in organizations where "remote days" are offered as a hiring perk.









Feeling of being a satellite office



Less access to information



Feeling of being a satellite office



Managing guilt with coworkers



A culture built around the in-office experience



Lack of access to in-office perks and benefits



Lack of consistent support for remote work



Hybrid-remote isn't a bandaid

Let's talk more about hybrid-remote, which many organizations have embraced as their next step. This may seem like a simple, "best of both worlds" solution to meeting the varying needs of a diverse team. Many leaders underestimate the chaos and dysfunction that comes with a

two-tier work environment. In a job market where job seekers have more choices than ever, the onus is on business leaders to ensure remote work is not offered as a short-term recruitment or retention tool.

It takes a tremendous amount of effort, intentionality, and reconfiguration to execute a sustainable hybrid model well. We'll help you navigate those challenges on page 5. First, here are the pitfalls that you'll want to consider before making a hasty move to hybrid.

Pitfalls of a **Hybrid model**

You run the risk of a diminished employee experience when you have a set of people working remotely in a hybrid organization.

Not all hybrid models are **Created equal**

Which hybrid variation best matches your team?

- Office-centric hybrid approach
- Flexible hybrid approach
- Remote-friendly hybrid approach
- Virtual-first approach

Hybrid-remote is not the Best of both worlds

A hybrid model can seem like an efficient solution to balance in-office and remote work. In practice, the employee experience varies dramatically when remote practices are not truly infused in everything you do.



Put yourself in the shoes of a job seeker as you take a look at our full checklist comparing







The good news? These disadvantages can be overcome with an intentional approach. Here are a few specific ways to ensure things go smoothly in a hybrid model:

Reconsider required days in the office

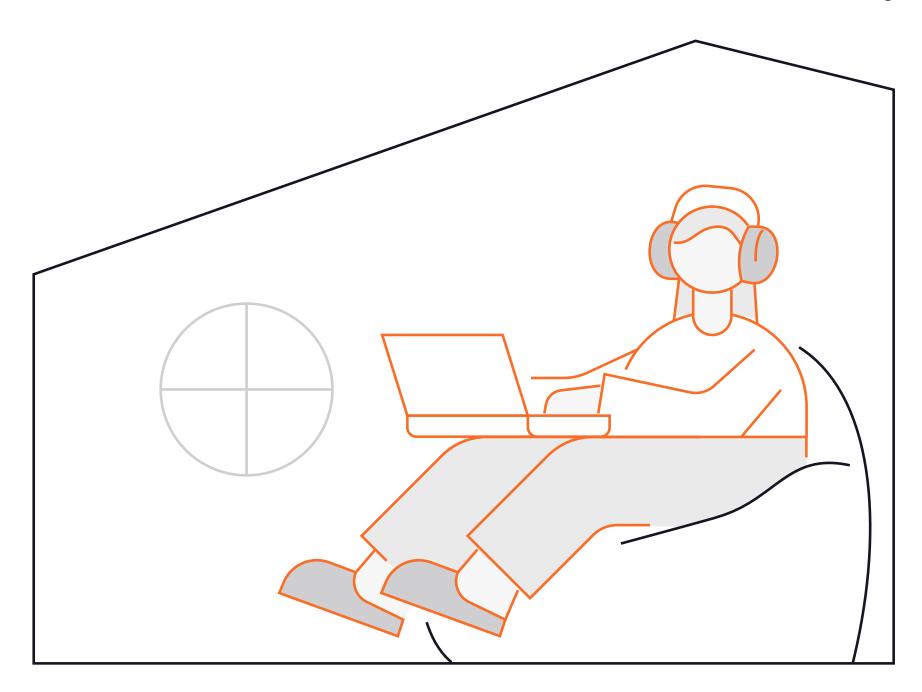
Mandating one or more days per week in-office inhibits team members from relocating, prevents borderless recruiting, and stifles remote-first workflows.

Leadership's place (is not) in the office

This provides more equitable "face time" with executives, forces leaders to lean on remote-first practices and tools, and reinforces that the office is not a power epicenter.

Redesign meeting spaces

Hybrid calls are suboptimal for remote attendees. Optimize for individual meeting spaces to ensure collaboration is accessible to all. Treat the office as simply another remote work venue.



Coffee chats indiscriminate of location

Don't enable exclusive coffee chat pairing based on who is onsite and who is remote, as it signals a two-tier work environment.

Record important conversations

Ad hoc hallway and watercooler conversations can seem harmless. Leaders should reinforce the importance of recording or documenting work conversations to increase transparency.

Equitable benefits and perks

What are the spoken and unspoken perks of your office? Try to extend equal benefits to remote team members. Ex: Have an onsite fitness center? Provide a fitness credit for those who are remote.

Share agendas up front

An upfront agenda for all work meetings ensures business continues even if 100% of the workforce opts to work remotely.









Transition to remote

No matter what model of remote work your team has embraced, everyone will benefit from adopting remote-first principles. This transition requires you to leave old, office-first habits behind and implement the bedrocks of distributed work: documentation, informal communication, and working asynchronously.

If this feels overwhelming, or you're concerned your leadership team doesn't have the tools, experience, or bandwidth to steward complex behavioral change, you're not alone. That's why it's time to hire a Head of Remote.



You need a Head of Remote

It's crucial to have guidance and leadership from someone experienced in converting remote work from a challenge to a strategic advantage. The ability for an organization to thrive remotely is too important to leave to chance. Charting a path forward must be someone's whole job.

Look for a leader with extensive remote experience and a history of successful business or culture transformations. Consider hiring a Chief Documentarian to establish a regimented documentation strategy, and broaden the role over time. Not able to hire someone full-time right now? Start by working with a specialty consulting firm in the meantime.

GitLab pioneered the Head of Remote role, and we're sharing our learnings to help other companies and inspire a new generation of remote work leaders. Visit our guide for more insights on how the role operates, what qualities to look for, and suggested job descriptions.



Check out the growing list of organizations that have added a Head of Remote to their teams.









The recipe for a smooth transition

The ideal approach will vary from company to company. Here's how to make the transition successful:



Make the executive team remote

Starting at the top of the organizational chart is the quickest way to send the clearest signal that remote is the future. It will also help leadership understand the remote experience, ensuring that remote-first practices are taken seriously.



Establish a remote infrastructure

Ask yourself if your company could function if every team member chose to work from their home tomorrow. What gaps would you notice? What areas of communication could fail? This will help you identify the tools and practices you'll need.



Document the culture

If you do not have a living, evolving company handbook, start one now. Consider each aspect of your company culture that is unwritten or implied, and document them. In a fully remote setting, there are no daily in-person interactions where cues are absorbed. It's vital to over-communicate in detailing values that company culture is built upon.



Close the office

This is the clearest signal that you're all-in on remote, and leaders are serious about ensuring that no one is treated as an outsider.



Equip, educate, and empower the team

Remote work is liberating and empowering when done intentionally. But it can also be jarring and isolating for those who are not equipped to manage the change, or whose only "remote" experience has been during a global pandemic. Clear and proactive internal communication is essential to removing fear and instilling excitement about the increased autonomy.



Embrace iteration and transparency in transition

Expect bumps along the way. Communicate this proactively to team members, customers, and investors, and be completely transparent with your team throughout the transition. Implement the smallest viable change, solicit feedback, and tweak or revert if needed.



Structure the company as if every team member is remote

If you intend to hire remotely but still maintain any physical office space, you must take added care to ensure that the usual downsides of hybrid-remote (see page 4) are not tolerated.

What not to do

Here are a **few common pitfalls** you'll want to avoid as you're incorporating remote work to your organization and culture:

- Do not assume that there are no resources available yet
- Do not replicate the in-office/ colocated experience, remotely
- Do not transfer all in-person meetings to virtual
- Do not assume that everyone has access to an optimal workspace

- Do not assume that remote happens overnight
- Do not assume that remote management is drastically different
- Do not assume your existing values can remain static









Enabling healthy workspaces

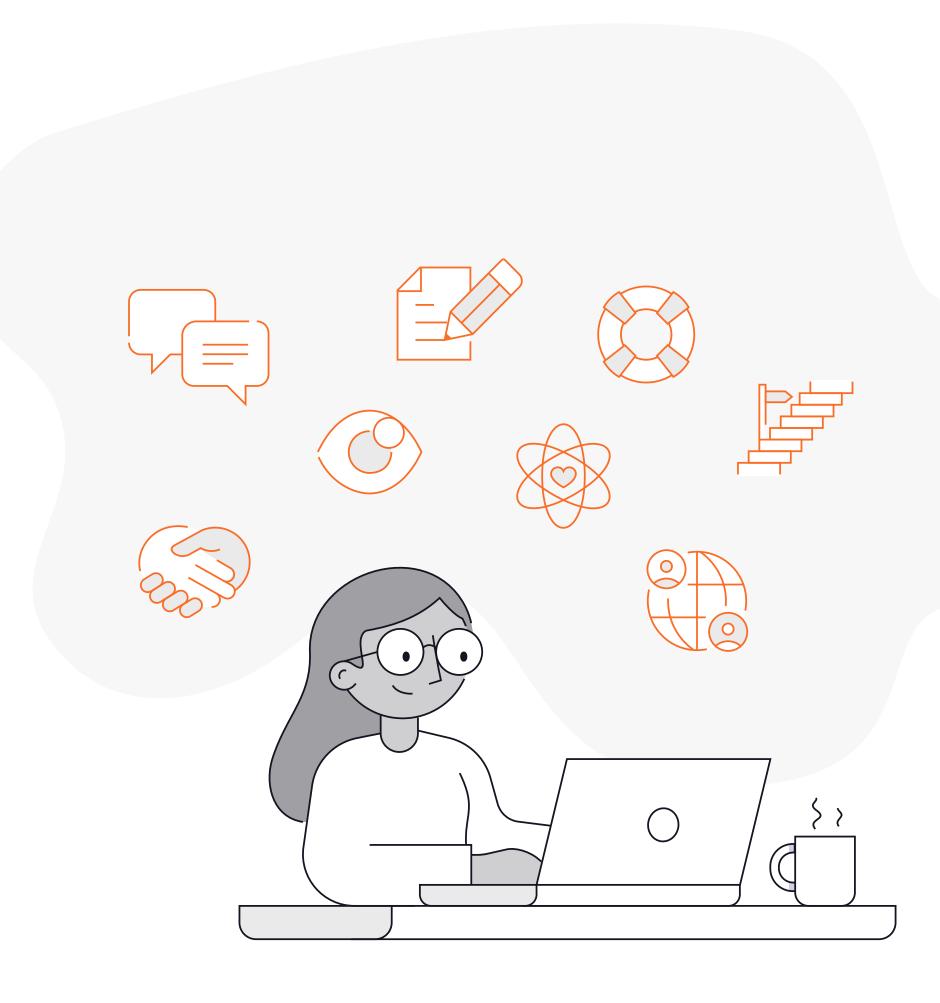
It's up to company leaders to support all aspects of the employee experience, no matter where work gets done. Enabling your team to create healthy, productive spaces outside the office is a core part of building your remote work infrastructure. Embracing a remote workspace strategy can be a differentiator for your team when done intentionally.

Leaders who want to attract and retain a talented, diverse team will need to cultivate a work environment that is inclusive of all needs and preferences. Each of your team members will have different equipment needs, space limitations, and location preferences for getting work done. The key is providing them the autonomy and agency to make these decisions for themselves, being open to feedback, and creating a culture of iteration.

- Provide budget for each team member to choose their equipment
- Understand there's no "one size fits all" for a productive workspace
- Encourage your team to experiment with various spaces (home, coworking space, etc.)



Want more guidance to help your team create a healthy workspace? Check out the Work-From-Home Field Guide we co-created with Herman Miller.









Managing a remote team

Managing a remote company is much like managing any other company. It comes down to trust, communication, and company-wide support of shared goals, all of which help you avoid dysfunction.

Remote forces you to do things you should already be doing, but earlier and with greater intention. It forces discipline that sustains culture and efficiency at scale, particularly in areas that are easily deprioritized in small, colocated companies.

Don't assume that your team understands good remote work practices. Managers should be expected to coach their teams to use asynchronous communication, work handbook- first, design an optimal workspace, and understand the importance of self-learning and self-service.





Embrace total transparency

Transparency is a term that is often tossed around as a value within most companies. It's vital in all-remote environments. Transparency should guide every decision. This will often feel unnatural and uncomfortable — a sign that your organization truly is living out the value of transparency.



Create a handbook, goals, and documentation

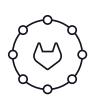
A handbook-first approach to documentation is foundational to any well-run business at scale. It may initially feel skippable or time-consuming. The outsized benefits of intentionally writing down and organizing process, culture, and solutions are staggering. There's more on handbook-first documentation on page 14.

Each department's quarterly goals should be clearly documented for visibility across the company. At GitLab, we have monthly check-ins on these goals, or "objectives and key results" (OKRs). This builds transparency around what each team is accomplishing.



Operate asynchronously

The ability to hand off projects across time zones is a competitive advantage for distributed teams. Minimizing disconnects, frustrations, and awkwardly timed meetings requires an intentional approach. We'll talk more about asynchronous work on page 14.



Break down silos

Look for ways to build connections between departments within your organization. One way we do this at GitLab is through our recurring **Group Conversations**. These are 25-minute meetings when each GitLab team provides updates about their work. They're open to the whole company, and operate on a rotating schedule.













How to be a great remote manager

Many traits found in the best remote managers are also found in managers of colocated teams. However, there are nuances to serving, leading, and guiding when managing teams remotely.



Self awareness



Bias for documentation



Empathy



Ability to build trust



Servant-leader qualities

Up-level your remote leadership skills

Be visible and approachable



○ **Promote inclusion**



Challenge thinking, not schedules



Make it fun



Focus on results



Prioritize onboarding



Delegate



Don't track your team, track their results. Monitoring working hours or laptop activity does nothing but break trust and hinder productivity. <u>Focus on output</u>, not hours spent



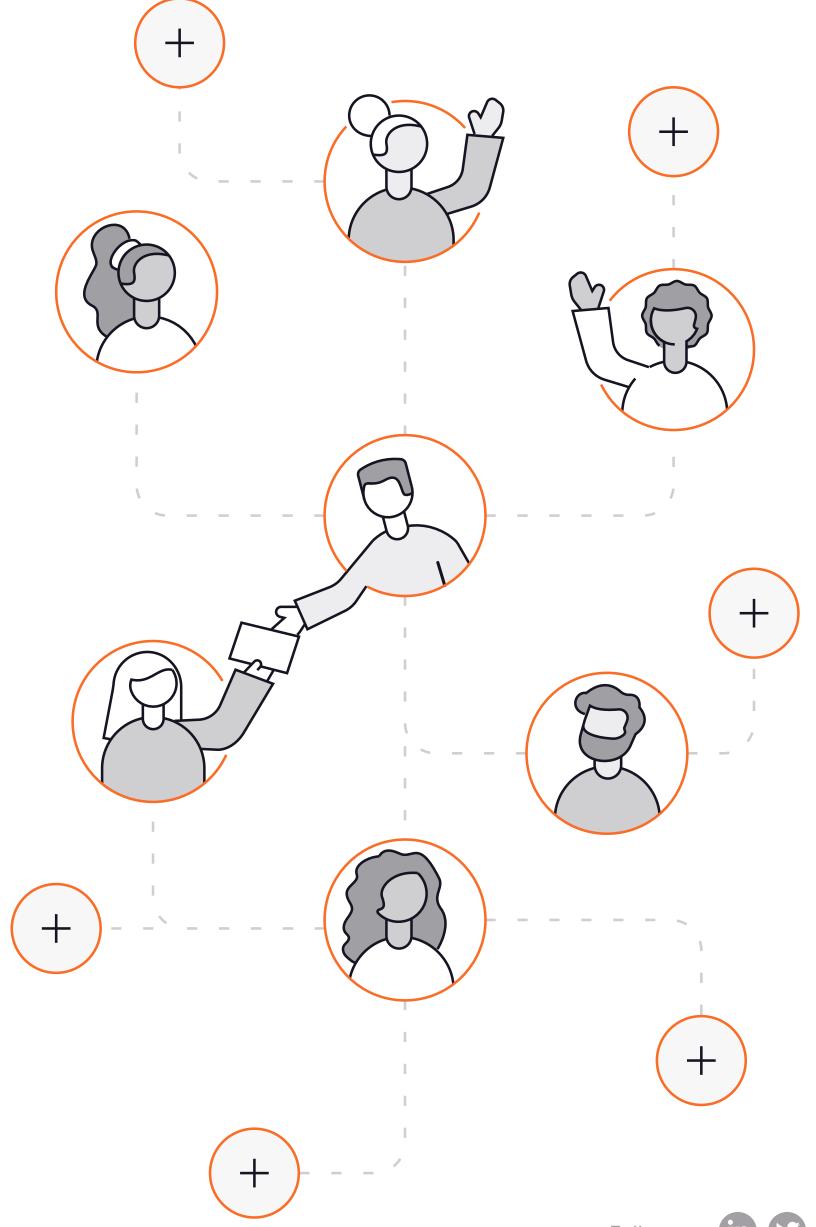


Growing your remote team

Remote work has become more than just a competitive advantage for employers. An increasing number of job seekers view it as a prerequisite when considering a new role. Opening the talent acquisition funnel to as much of the world as possible allows you to create an inclusive hiring environment that focuses on skills and results, not location. You can source talent from places that most companies overlook, and create a more authentically diverse team.

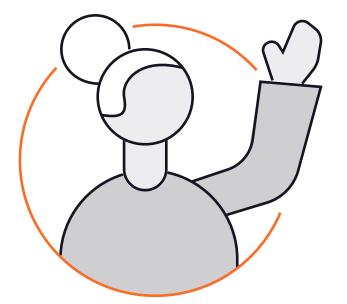
As you're growing your remote team, consider these tips:

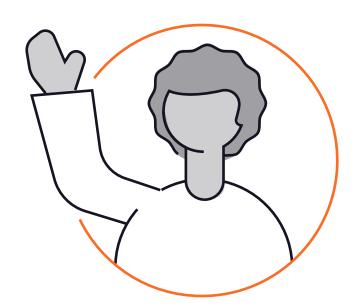
- Communicate transparently to candidates. The hiring process shouldn't be a mystery. Set expectations for both yourself and the candidate at the beginning of the process to allow them to focus on whether the role and the company are right for them, while you evaluate that too.
- Hire for "values fit" instead of "culture fit." Look for candidates who buy into and align with your company values. This allows people to truly opt into your culture. It's also more inclusive than culture fit. You're evaluating candidates on the same set of behaviors associated with values, not something arbitrary like whether they "fit in" with the team.
- Look for qualities that make a strong remote employee. Those include timeliness, dependability, respect, collaboration, perseverance, empathy, kindness, and ambition. Look for candidates with excellent communication skills and an appreciation for self-learning, self-service, and autonomy.
- Use video calls to engage with candidates. Knock down some barriers to communication with video conferencing. Inform candidates ahead of time that the call will be through video. Give them time to prepare and ensure a stable internet connection.











An efficient onboarding process catalyzes long-term benefits:



Higher team member retention



Lowers anxiety



More productive, more quickly



Sets expectations

Onboarding new team members

Remote work has become more than just a competitive advantage for employers. An increasing number of job seekers view it as a prerequisite when considering a new role. Opening the talent acquisition funnel to as much of the world as possible allows you to create an inclusive hiring environment that focuses on skills and results, not location. You can source talent from places that most companies overlook, and create a more authentically diverse team.

As you're growing your remote team, consider these tips:

- Outline work logistics and expectations. Be sure you're documenting processes, guides, solutions, how-tos, and policies in a central place, like a handbook. Then you can empower new team members to adopt a self-learning and self-service mindset.
- (2)**Identify concerns and answer questions.** Managers should be committed to a high level of transparency so that team members have visibility to what is going on throughout the organization. However, it does not negate the need to invite team members, especially new ones, to ask questions.
- (3)Add some excitement. Getting to know your coworkers is part of what makes work enjoyable, especially in an all-remote setting. Invest time in socialization so that new team members feel connected with their team.
- Schedule check-ins with new employees. Managers should schedule weekly 1-1 meetings to answer questions, identify challenges, and build trust. You can also supplement work-focused meetings with coffee chats where the goal is to simply listen, share, and get to know each other.







Communication strategies for remote teams

Implementing effective communication strategies is an integral component in developing a strong remote or hybrid work environment. Good communication habits enable team members to feel connected to others and aware of business decisions and operations. Communication is the solution to ensuring that teams don't feel isolated and lost.

Asynchronous work and documentation

In a world dictated by calendars and schedules, people are used to working synchronously—meaning that they need to be in the same place (either physically or virtually) at the same time. Another word for synchronous work: "meetings." Asynchronous communication is the art of eliminating meetings and synchronous work. This makes it possible to get work done on a flexible schedule.

Mastering asynchronous workflows is vital, especially in a remote or hybrid setting. Make it a priority to implement "async" work in order to increase efficiency and avoid creating dysfunction.

The prerequisite to async is creating strong documentation. Async communication is documentation. It's delivering a message in a way that doesn't require the recipient(s) to be available—or even awake—at the same time. If your organization has no standardized method of documentation, establish that first.

Async also means you're not expected to immediately respond. For example: if a colleague or even your boss emails you on the weekend, just reply on Monday. Team members can ping each other on chat if something needs is urgent.





Try implementing "async weeks"—where you set aside a whole week on a regular cadence to decline unnecessary meetings and refocus on asynchronous workflows instead.









Meetings (or lack thereof)

How do you approach meetings if you default to asynchronous work? Asynchronous communication means receiving information when we can handle it—usually not "live" in a meeting. Most people need time and head space to focus and process information.

The first step in creating an atmosphere where colleagues are comfortable working asynchronously is to avoid the mentality that meetings are necessary. Your team will be less reliant on being online at the same time if you make meetings optional, record and document everything, diligently follow agendas, and use the right tools.

Meetings are more easily made optional when each one (even social calls) has an agenda and a Google Doc attached to the invite. This allows people to contribute questions or input asynchronously in advance, and catch up on documented outcomes at a later time.

The person who called the meeting is responsible for contextualizing the outcomes. Placing this burden on the meeting organizer acts as a filter for whether a meeting is truly necessary. That's a big responsibility, and keeps the quantity of meetings in check.

Say "no" to unnecessary meetings

It's a shared responsibility to think twice before scheduling a meeting, and politely question meeting invitations.

Suggesting that you work async instead of a meeting can feel uncomfortable. It's actually a sincere attempt to work in a more inclusive way. It's okay to respectfully decline a meeting that may not need to exist—here's how.

Formalize informal communication

Informal communication happens naturally in an office. There are ample opportunities to chit chat and carry on conversations outside of formal business.

Making social connections with coworkers is important to build trust within your organization. Informal communication also enables friendships to form. People with genuine friends at work are more likely to enjoy their job, perform at a high level, feel invested in the company, and serve others within the organization.

For remote companies, there are no hallways for team members to cross paths in, no carpools to the office, etc. Leaders must formally organize informal communication, and design an atmosphere where all team members are encouraged to get to know each other as fellow humans.



Managers: Ensuring your team feels comfortable embracing these async work and meeting best practices requires you to practice what you preach. Model this behavior for your team by managing your own time and calendar the same way.









Try out these examples from GitLab:



Social calls

Optional calls with no set agenda, just time to openly talk.



Coffee chats

One-on-one video chats with a coworker to get to know each other outside of work.



Coworking calls

Scheduled working sessions where team members can work through challenging tasks or simply hang out with each other.



Ask Me Anything (AMAs)

A call with an open agenda for team members to ask the host any question they'd like.



Talent shows & tournaments

Great for building meaningful connections, and they're relatively easy to organize.



Thanks channel

A dedicated, public chat channel where team members share gratitude for others.



Chat channels for shared interests

Open channels in Slack (or any chat tool) for every interest or hobby you can think of.

No more Zoom happy hours

Many teams that were suddenly forced to work from home during the pandemic quickly experienced fatigue from an endless stream of Zoom "happy hour" calls as leaders and managers tried to keep everyone connected virtually. Cancel those happy hours—there are many other ways to keep your team engaged if you get creative with your social calls and team bonding.

Try hosting a "show and tell", a virtual talent show, or a scavenger hunt. At GitLab, a group of parents even organized regular "juice box chats" for their children to get to know each other. These options create a more casual atmosphere where team members can connect with colleagues on a more personal level, without work at the center of the video call.

Here's another idea: community impact outings. Instead of allocating a shared hour to chat in a video call with teammates, organize a formal outing where each team member redirects that hour to their local community. This approach is not only more inclusive of time zones and family commitments (as the hour can be spent at any point in a given week versus a set time on a calendar), but it empowers people to fill their social quota outside of work, in local neighborhoods and communities. When they bring that culture back to work, it creates a refreshing medium for fostering informal communication.







Building culture

Building culture across a company where there are no offices requires intentionality. Technology and tools enable distributed teams to operate efficiently, but it's important to document your culture first, then use tools to support it.

It's easy to let culture be shaped by office decor, free snacks, or the loudest voice in the room when you're in an office. This is a risky approach for any company because the culture can shift easily. It's simply not a usable strategy in a remote environment.

Now is the time to rethink what makes your team unique when the office is stripped away. Your culture is the values you write down, and what you do as a leadership team to reinforce those values. There should be no unwritten rules.

Values must be lived

Values need to be more than words on a page to build a sustainable company culture. They must be lived and infused into everything you do as a team, including how you promote and recognize people.

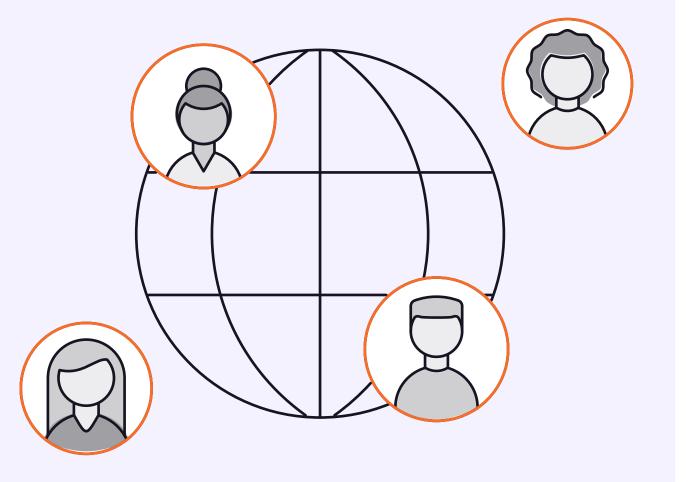
Values will only shape an organization if they're respected and lived by each team member. This is particularly meaningful in an all-remote setting. With less physical interaction, there's less to compensate for behavior that goes against your values. This can impact overall morale. Respected values also serve as a universal north star for your team.

Gathering in person

Leaders should be intentional about planning in-person elements as a way to build relationships and bolster culture (yes, even in a 100% remote environment). This is especially important as the world navigates an ongoing pandemic, when 1 in 3 workers say they feel disconnected from their peers.

There are many ways your team can connect in person to build relationships. This will help you operate even more effectively when you're not physically together.

- Meetups
- Conferences
- Annual or regular summits
- Holidays and celebrations
- Local coworking days
- Travel budget for team members to visit one another
- Coworking excursions











Mental health & time away from work

Burnout, isolation, and anxiety are issues that impact team members across all companies. Establishing a culture that recognizes and addresses this is critical to removing the stigma and prioritizing mental health and wellbeing.

This is a team sport. Leaders must work to establish a workplace culture that empowers their team. Managers must be proactive in sensing the signs of mental strain. Team members must feel comfortable surfacing issues while they are still manageable.



Document processes around mental health

It's easier to feel isolated in a remote setting, where in-person interactions are less common. This is particularly true for those who are new to remote work, or began to work remotely during the pandemic. It's vital to ensure that resources can be easily found in a central company handbook. Be sure to highlight these resources up front during onboarding, and reinforce it in ongoing learning and development sessions.



Encourage a healthy remote lifestyle

Working remotely presents a number of lifestyle benefits that can bolster mental health. Gone are the days of commuting to an office simply to be seen. Team members can structure their work around their life as opposed to their work dictating everything about their life.

This is a profound shift. Leaders should encourage their people to experiment and embrace whatever approach brings them the **most balance**. Finding and maintaining a routine is best for some. Others may prefer to work during their peak productivity hours, or work a non-<u>linear workday</u> to make more time for family or a hobby they love. Remember: don't track your team.



Create a non-judgmental culture

It's time to destigmatize the conversation around mental health and wellbeing at work. Leaders should strive to build and sustain a non-judgemental culture. This starts by celebrating a diverse team, and creating an environment where team members can be themselves.



Do not celebrate long working hours

Burnout rarely happens all at once. It typically takes you by surprise after days, weeks, or months of increasing overwork. Working one additional hour to move a project forward is likely not a recipe for disaster on its own, until you have to continue to overwork to maintain the new status quo. Remember this when thanking someone publicly for going above and beyond. Be careful not to insinuate that work should always take priority.



Rest and time off are productive

Clarity comes from time away from work. Rest isn't at the expense of work; it's a core function of doing excellent work. We've traditionally emphasized the importance of having a strong work ethic. Finding a balance with your work ethic and your rest ethic is essential for avoiding burnout.



Tip: Be proactive about scheduling PTO and encouraging your team to do the same. Try blocking "potential" PTO on your calendar in advance to remind yourself to take time away—even if it's simply a day to spend outdoors.









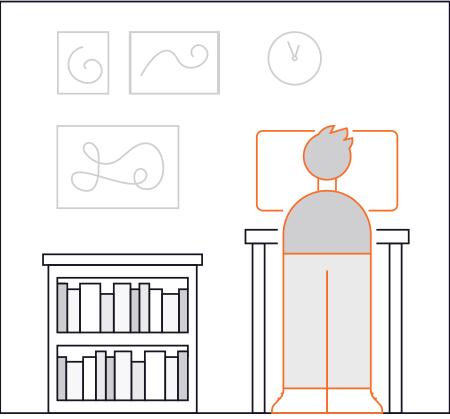
Remote at scale

Many companies have concerns about how to scale as they embrace remote and hybrid organizational models. Remote work not only works well at scale, it works better at scale than a colocated model.

Fully distributed organizations with no offices to maintain are able to recognize outsized agility and efficiency at scale. Here's why:

- Team growth: A rapidly growing company is able to grow even more quickly as an all-remote team. Leadership can focus solely on attracting the right talent and onboarding them. There's no need for office expansions, no requests for new-hire relocations, and no budget for real estate.
- Hiring: You'll reach a more diverse set of applicants if you open your hiring pipeline to the world. More about hiring on page 12.
- Reduced ambiguity: All-remote teams have to be diligent about documenting culture and process from the start. This allows everyone, regardless of location or time zone, to have access to the most critical information. This level of documentation at scale has a tremendous impact on the organization's ability to reduce confusion and ambiguity.
- Knowledge dissemination: You gain more organizational knowledge as your team grows. Each new hire brings added expertise and experience. This happens in a colocated setting too, but the knowledge only benefits those close to that person. Everyone can equally benefit in an all-remote setting. This contributes to a more transparent environment at scale.













Become a remote work expert

GitLab's guide to remote

This playbook distills and directs you to content from more than 50 guides GitLab has published about how to thrive as a remote organization, team, leader, and individual.

Become a Head of Remote

We talked about the importance of hiring a **Head of Remote** on page 6. We're open sourcing GitLab's extensive knowledge of remote work to define a new career path and equip and empower the next generation of remote work leaders.

Remote work expertise is becoming a highly marketable skill. We encourage anyone aspiring to fill remote work leadership roles to complete GitLab's courses and certification and implement our proven practices into your organization. These courses and examples of implementing GitLab principles can be used to substantiate your remote work mastery in interviews. You will effectively speak a new and evolving business language that is now critical for any company's success.



Ready for more? Here's GitLab's full Guide to Remote Work. We encourage you to contribute to it!



Get certified

- Remote Work Foundations: Get certified by GitLab for remote work. This certification is ideal for aspiring or new managers, individual contributors, or anyone who is looking to rapidly increase their remote foundational skills.
- How to Manage a Remote Team: This course is ideal for current managers, executives, and HR professionals who want to learn how to lead and support a high-functioning, scalable remote team.











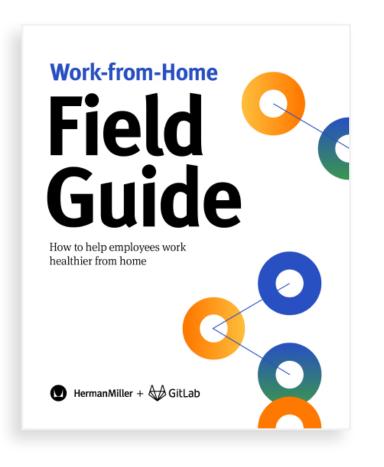
The One DevOps Platform

About GitLab

GitLab is The DevOps platform that empowers organizations to maximize the overall return on software development by delivering software faster and efficiently, while strengthening security and compliance. GitLab's single application is easier to use, leads to faster cycle time and allows visibility throughout and control over all stages of the DevOps lifecycle. With GitLab, every team in your organization can collaboratively plan, build, secure, and deploy software to drive business outcomes faster with complete transparency, consistency and traceability.

Built on Open Source, GitLab works alongside its growing community, which is composed of thousands of developers and millions of users, to continuously deliver new DevOps innovations. GitLab has an estimated 30 million+ registered users (both Paid and Free) from startups to global enterprises, including Ticketmaster, Jaguar Land Rover, Nasdaq, Dish Network, and Comcast trust GitLab to deliver great software faster. All-remote since inception, GitLab has more than 1,700 team members in over 60 countries.

Try GitLab free for 30 days



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