

# TeamOps :•


Presented by  GitLab

Empowering Teams

Driving Efficiency

# TeamOps :••

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In 2020-21, GitLab became a global icon of remote work. The world looked to us as a model of successful WFA.

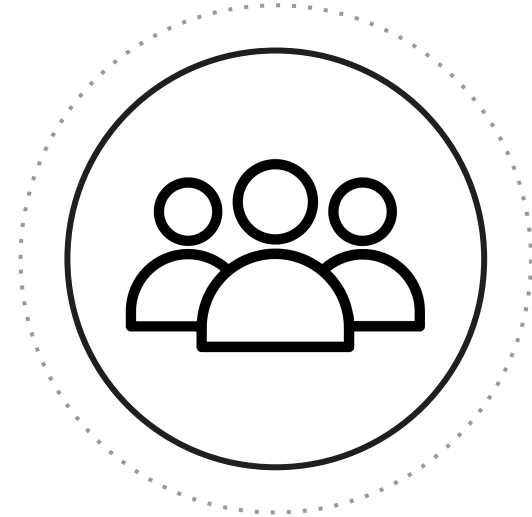
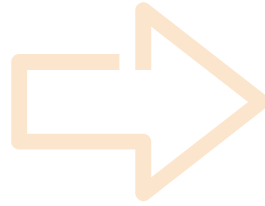


But our success as a distributed team isn't based on our workplace model; it's from our operational model.



TeamOps will help the world shift focus from **where** people work to **how** people work.





## Workplace Focus

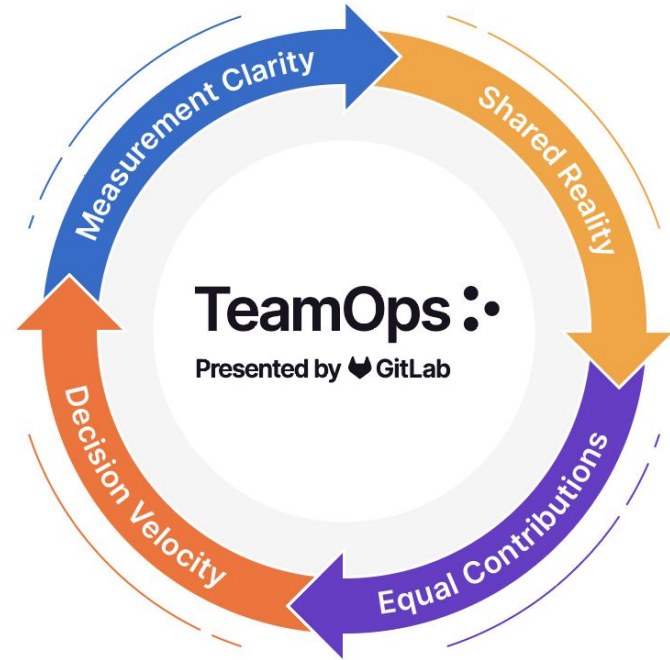
Work is produced by equipment.  
Productivity is highest when  
teams are in proximity.

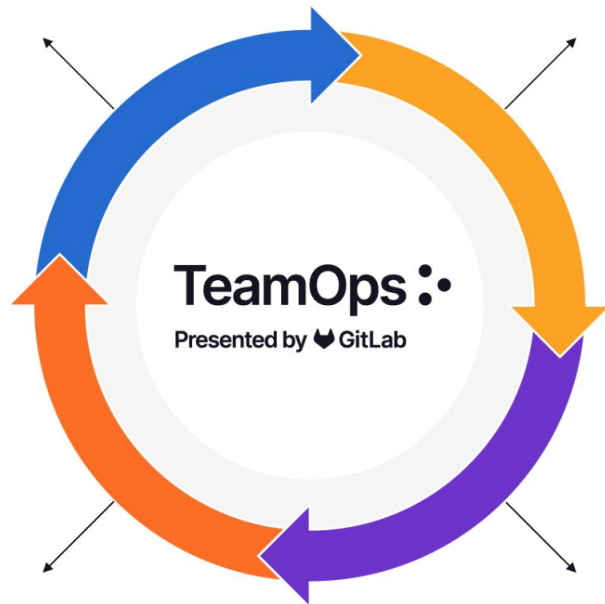
## Workforce Focus

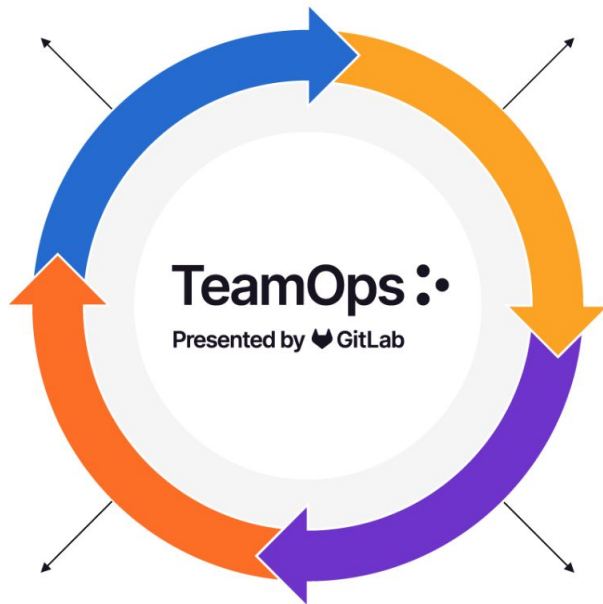
Work is produced by **people**.  
Productivity is highest when teams  
are empowered and equipped.

# Operating in modern workplaces

Optimizing productivity, flexibility, and autonomy in team dynamics with virtual-first ways of working.





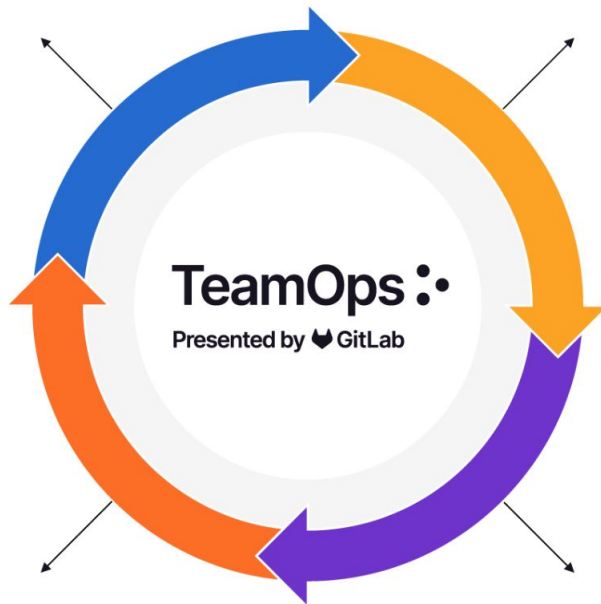


## Shared Reality

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Teams are universally informed by an objective, shared reality.

Is your team using a Single Source of Truth to share information and answer questions?



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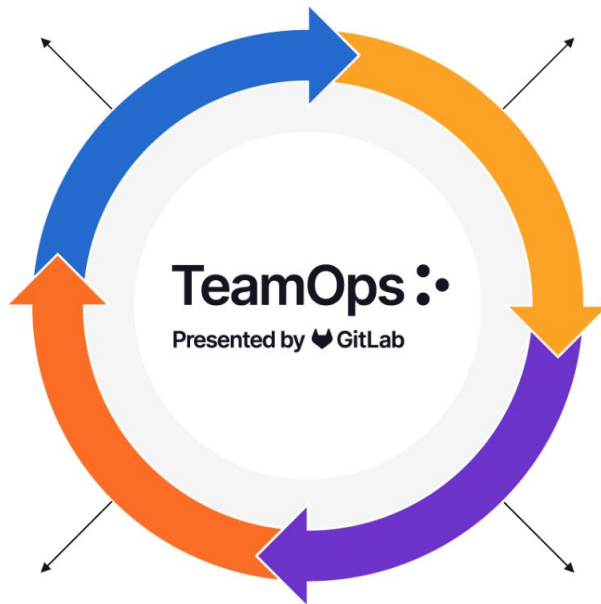
Is your team using a Single Source of Truth to share information and answer questions?

## Equal Contributions

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Everyone can contribute regardless of level or availability.

Is your team communicating through transparent, asynchronous collaboration tools?



## Shared Reality

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## Equal Contributions

Everyone can contribute regardless of level or availability.

Is your team communicating through transparent, asynchronous collaboration tools?

## Decision Velocity

Collaboration practices follow cultural rules about behaviors and logistics.

Are your team members trusted and equipped to work autonomously?



## Measurement Clarity

Productivity is defined by outputs, contributions, and iterative results.

Is your team's productivity and success measured by output and results?

## Decision Velocity

Collaboration practices follow cultural rules about behaviors and logistics.

Are your team members trusted and equipped to work autonomously?

## Shared Reality

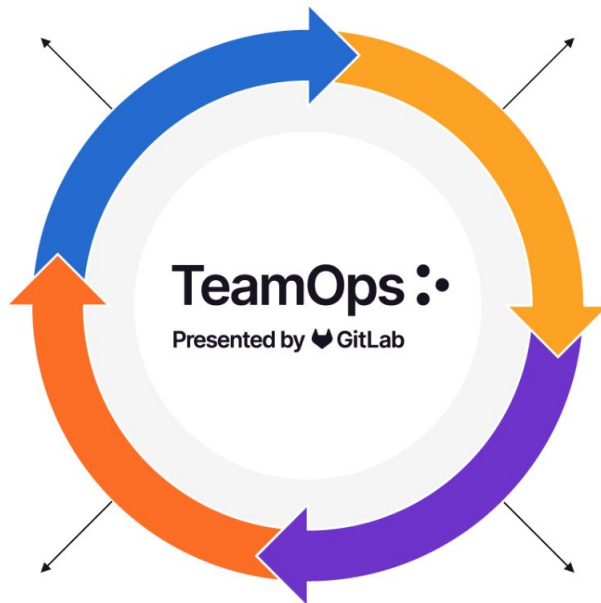
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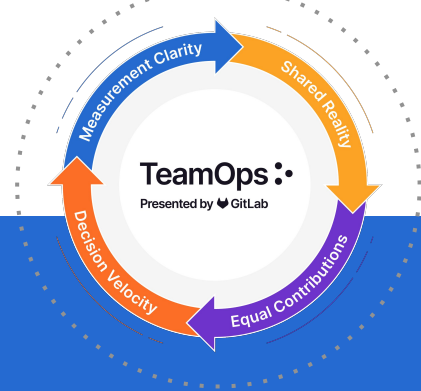
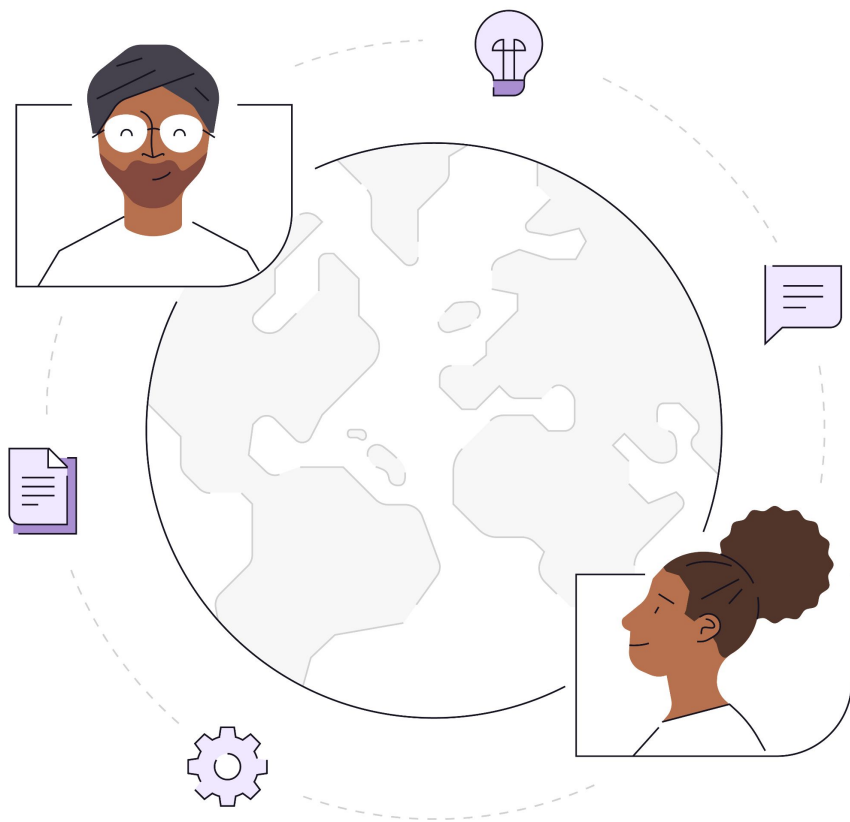
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Is your team communicating through transparent, asynchronous collaboration tools?



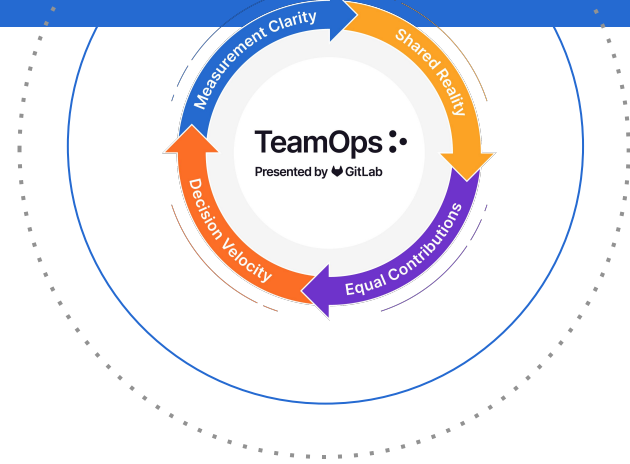
- Build a Single Source of Truth to host a **shared reality**
- Facilitate **equal contributions** via open access to contribute
- Maximize **decision velocity** by empowering contributors
- Monitor your project by starting with **measurement clarity**

TeamOps: Made for Open Source? 



# Shared Reality

While other management philosophies prioritize the speed of knowledge *transfer*, TeamOps optimizes for the speed of knowledge *retrieval* in company-wide documentation.



## Operating Handbook-First

Delivering through documentation  
creates collective intelligence.

# Handbook-First

THE INFORMATION YOUR TEAM NEEDS TO STAY INFORMED, ALIGNED, AND PRODUCTIVE

- A maintained SSoT aligns processes and results
- Shared values standardize organizational behavior
- Inclusion is facilitated by information accessibility
- Shared tools and files create digital transparency
- Informal interactions build trust and camaraderie

The screenshot shows a GitHub repository page for 'Handbook-First'. At the top, there are navigation links: 'Why GitLab', 'Platform', 'Solutions', 'Pricing', 'Resources', 'Company', and 'Contact us'. The main content area features a 'Week' section with links to 'Cadence with reports' and 'Cadence Weekly'. Below this is a 'Gantt Chart' section with a description: 'Below is a visual example of our cadence and is subject to change based on company and team schedules. Dates are approximate.' The Gantt chart itself is a 'Year Overview' showing a timeline from 'Fiscal Year at a Glance' to 'Long Range Outlook planning exercise'. It includes markers for 'Start of Q1', 'End of Q1', 'Start of Q2', 'End of Q2', 'Start of Q3', and 'End of Q3', along with 'Quarterly Riskoff' and 'Cadence Assembly' events. On the right side, there is a 'Maintained by' section with profile pictures and a 'Contributors to this page' section with a link to 'View source · Open in Web IDE'. Below that is an 'On this page' section with a list of links: Overview, Cadence Examples, Cadence Flow, 20 years, 10 years, 5 years, Year, Quarter, Month, Wiki, and Gantt Chart.

The screenshot shows the 'GitLab Values' page from the GitLab Handbook. The page title is 'The GitLab Handbook' and the sub-page title is 'GitLab Values'. The main heading is 'GitLab Values' with a sub-heading 'Learn more about how we live our values at GitLab'. Below this is the 'CREDIT' section, which lists the six core values: Collaboration, Results, Efficiency, Diversity, Inclusion & Belonging, and Iteration. Each value is represented by a unique emoji. The text explains that these values are used to guide behavior and that they are made actionable below. There are also icons for each value. At the bottom, there is a paragraph about inspiration from other companies and a link to a document about the origin of the values. On the right side, there is a 'Maintainers' section with profile pictures and a 'Contributors to this page' section with a link to 'View source · Open in Web IDE'. Below that is an 'On This Page' section with a list of links: CREDIT, Collaboration, Results, Efficiency, Diversity, Inclusion & Belonging, Iteration, Transparency, Why have values, Five dysfunctions, and Operational restrictions.

The screenshot shows the 'Laurel Farrer's README' page from the GitLab Handbook. The page title is 'Laurel Farrer's README'. The main heading is 'About Me' with a sub-heading 'Hi there! I'm Laurel Farrer, an Organizational Development geek and a Principal of Strategy and Operations in the Workplace team here at GitLab. Currently, 100% of my time and headspace is focused on the growth of TeamOps'. The text describes her location in rural Connecticut, her family (husband, 2 kids, 1 dog, and 1 cat), and her hobbies (home renovations, painting, and reading). Below this is the 'Perplexing Personality' section, which explains that she is an 'INTJ', which is the most rare and, admittedly, the most complex personality. It mentions that she is often a 'living paradox' - a detail-oriented big thinker, a socially motivated introvert, and an easily overwhelmed workaholic. The text concludes by saying that her personality often includes unexpected surprises, which can confuse or frustrate some people, but she is patient as she gets to know the real her. On the right side, there is a 'Maintained by' section with profile pictures and a 'Contributors to this page' section with a link to 'View source · Open in Web IDE'. Below that is an 'On this page' section with a list of links: About Me, Perplexing Personality, Humanitarian Ability, Love Letters, Motto and Mantra, What I Do, My Working Style, Virtual Communication, Favorite Tools, Visual Results, and Asynchronous First.

# GitLab Handbook - the stats

Everyone contributes all the time

GitLab.com > Content Sites > handbook > Repository Analytics

## Commit statistics for main May 18 - Oct 19

Excluding merge commits. Limited to 2,000 commits.

- Total: **2000 commits**
- Average per day: **12.9 commits**
- Authors: **374**

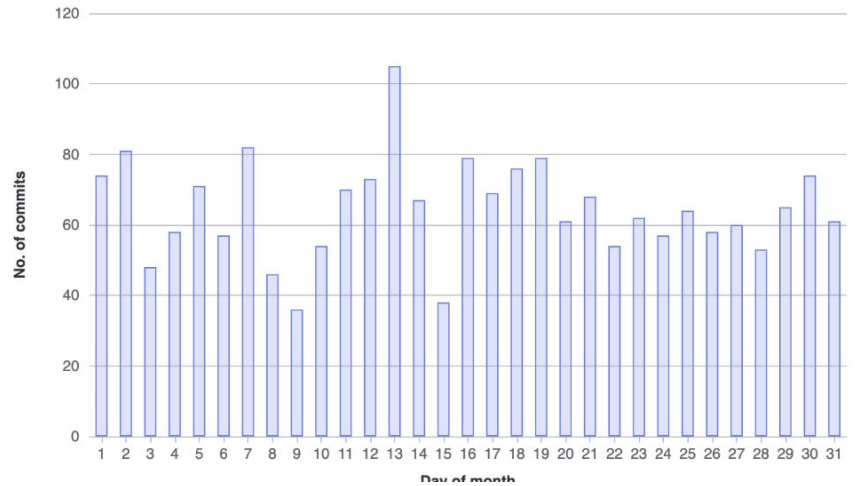
The screenshot shows the GitLab merge requests interface for the 'handbook' repository. At the top, there are navigation links for 'Open' (136), 'Merged' (796), 'Closed' (82), and 'All' (934). Below this is a search bar and a 'Created date' dropdown. The main content area displays a list of merge requests, each with a title, author, creation time, and completion status. The merge requests listed are:

- Update the handbook section for how-to-get-help-and-to include the information which was detailed in the readme** (1935) - created 42 minutes ago by John Lytle. 3 of 7 checklist items completed.
- Mention potential issue creation for Jihu impacted breakage** (1933) - created 3 hours ago by Peter Letzan. 16.6. 3 of 7 checklist items completed.
- WhatsApp and Signal related note added in "CEO & Executive" Fraud section** (1932) - created 8 hours ago by Neil Veysel. 3 of 7 checklist items completed.
- [GitLab Support] Add notes on using mkcert for self-signed certificates** (1931) - created 9 hours ago by Brice Carranza. 2 of 7 checklist items completed.
- Add steps to Support's Change Management Process for managing individual-based local changes** (1930) - created 15 hours ago by Mike Dunninger. 3 of 7 checklist items completed.
- Updates to Sales EBA Supports re: Sales Org Changes** (1929) - created 16 hours ago by Ania Schwan. 3 of 7 checklist items completed.
- Add listing of aligned managers per region per SGG** (1927) - created 20 hours ago by Mike Dunninger. 3 of 7 checklist items completed.
- Update broken Red Team link** (1926) - created 21 hours ago by Josh Feins. 5 of 7 checklist items completed.
- Update Chief of Staff to CRO Job Family** (1923) - created 22 hours ago by Carolyn Bodnar. 5 of 7 checklist items completed.

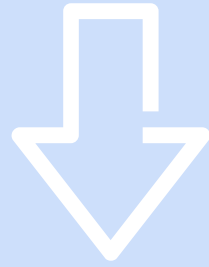
main

handbook

Commits per day of month



Traditional teams share **time** and **location** to stay aligned.



TeamOps teams share **information** to stay aligned.

- Build a Single Source of Truth (Handbook, Wiki, etc.)
  - Add a section about shared values and behaviors
  - Add a section for the team directory and profiles
  - Design a SSoT scaling and maintenance plan
- Make all communication and file sharing public by default
- Design informal communication rituals with ROI goals
- Measure feelings of belonging, inclusion, and alignment

## But... HOW?

*In a **shared reality**, teams are universally informed by objective, accessible information.*



# Shared Reality Adoption Status Indicators

*How can I tell how well my team has (or has not) adopted the TeamOps way of working?*



## Green Flags

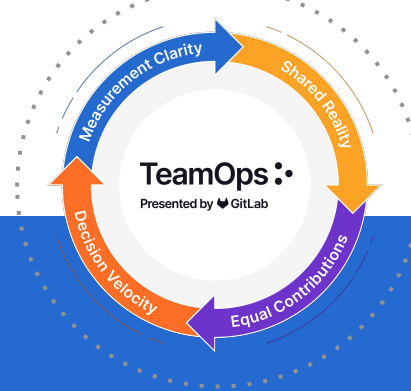
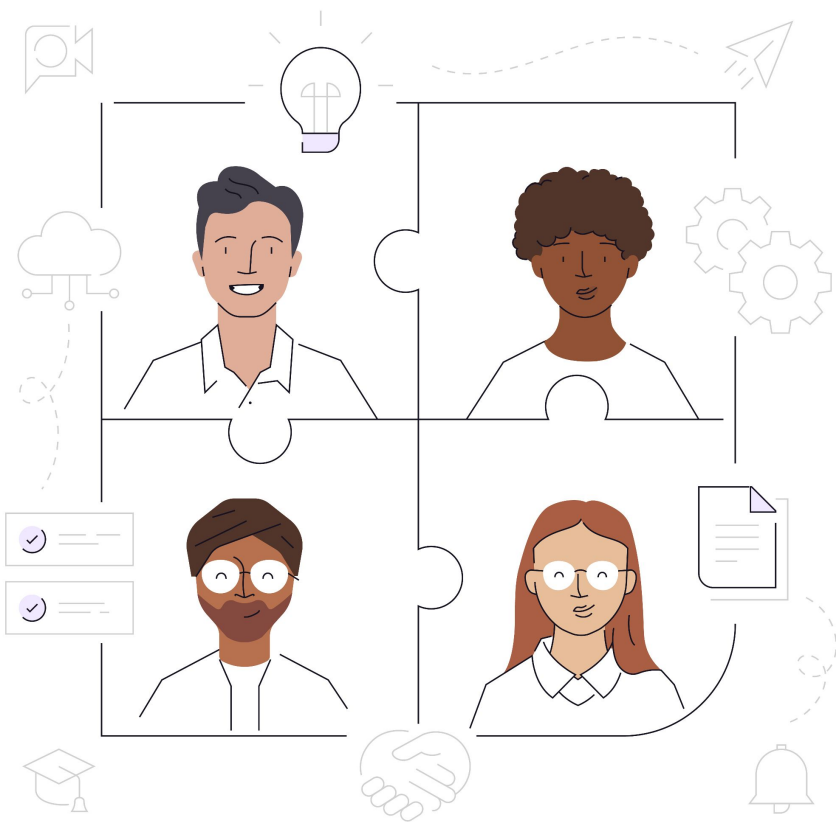
- Your Single Source of Truth (SSoT) is used daily and updated at least monthly
- Communication styles are consistent throughout all team members
- Synchronous calls with your team include laughter, empathy, sincere questions, and casual updates
- Your team or company values can be recited from memory by all group members
- Team members report feeling a sense of inclusion, belonging, and camaraderie



## Red Flags

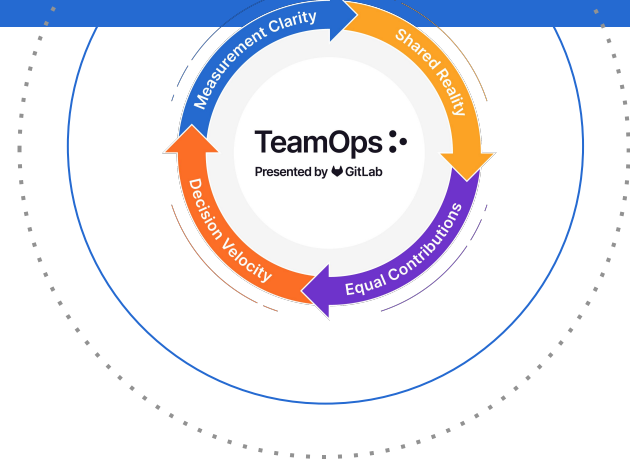
- Team members ask common or recurring questions
- Group dynamics involve silence, secrets, offense, drama, unhealthy competition, and/or withholding information
- Colleagues share invisible “hallway” conversations or inside jokes
- Reviews and retrospectives cite frequent miscommunications and misunderstandings
- Team members report feeling socially or informationally isolated





# Equal Contributions

Instead of relying on hierarchical management, organizations must create systems and channels where **everyone** can equally consume and contribute information, regardless of level, function, or location.



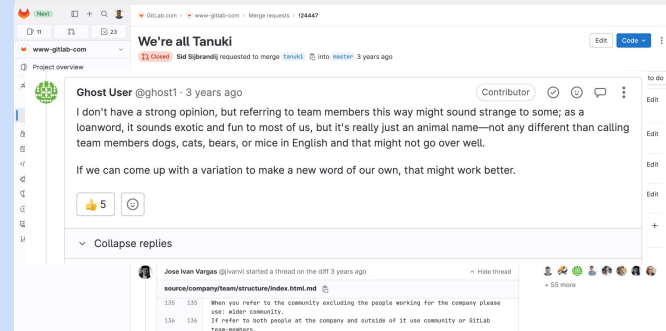
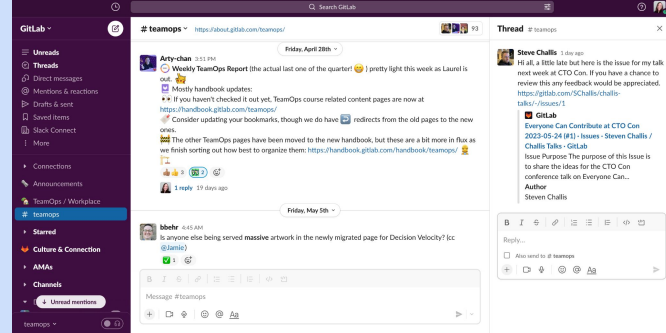
## Operating Async-First

If time is money, you need a budget. Prioritize your expenses.

# Async-First

COLLABORATION THROUGH DIGITAL TOOLS AND  
WRITTEN COMMUNICATION SUPPORTS DIVERSITY

- Public channels make business activity transparent
- Ongoing progress documentation creates cross-functional visibility without meetings
- Meetings have active participation from all attendees
- Written communication and multimedia features support neurodiversity, geographic disbursement and various working styles



Traditional teams facilitate **hierarchical** dynamics, or “contribute when *called*.”

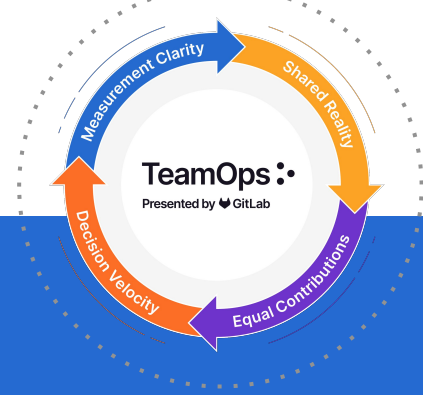
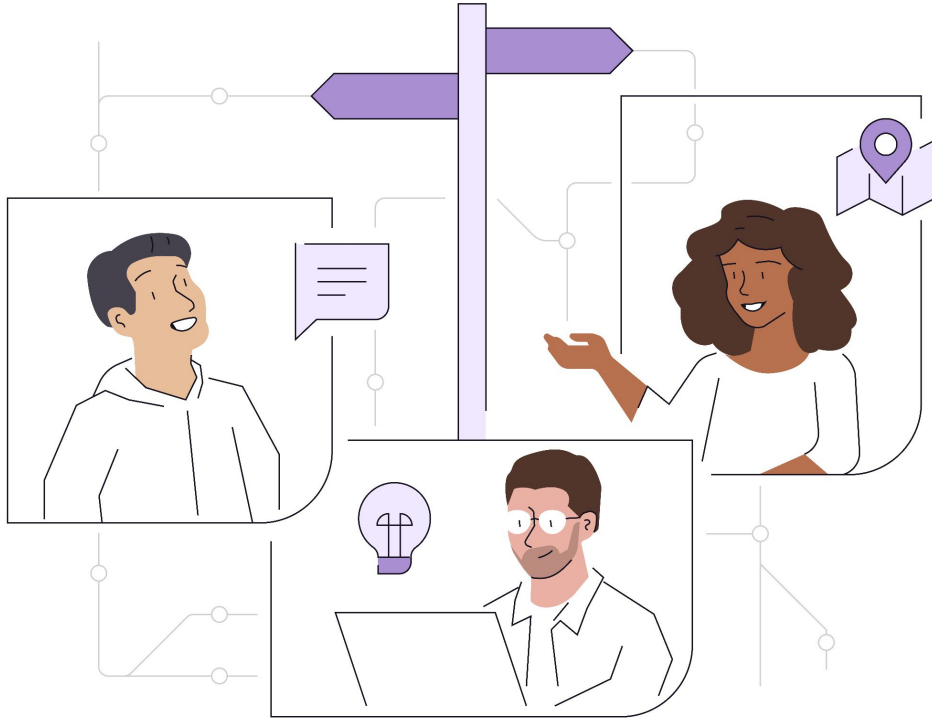


TeamOps teams facilitate **democratic** dynamics, or “contribute when *conducive*.”

- Build a team-wide asynchronous communication platform
  - Move conversations out of email and DMs
- Document the hierarchy of your team's tool stack
- Document virtual communication standards
- Audit meeting value and enforce efficiency protocols
- Assign each project and task a single owner
- Measure feelings of psychological safety and enablement

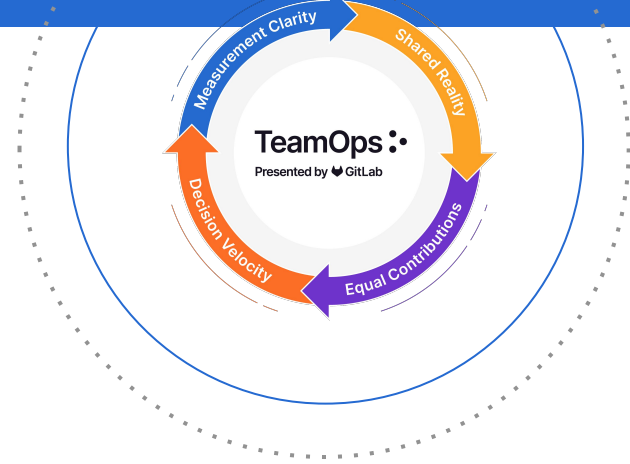
## But... HOW?

*Based on **equal contributions**, team members are valued regardless of level or availability*



# Decision Velocity

Achieving faster, better results depends on decision-making velocity – a team's ability to increase the **quality and quantity of decisions** made in a particular stretch of time through behavioral and logistical agreements.



## Operating Autonomous-First

Replace your instinct to supervise with a habit to support.



# Autonomy-First

DOCUMENTED BEHAVIOR EXPECTATIONS AND  
PROCESSES STREAMLINE EFFICIENCY

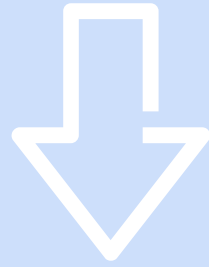
- Documented workflows and communication standards outline expectations and reduce FAQs
- Self-management eliminates decision delays
- Low-context, asynchronous communication reduces meetings and back-and-forth threads
- Ongoing documentation tracks accountability without synchronous reporting rituals

The screenshot shows the 'Boring solutions' page in the GitLab Handbook. The page title is 'Boring solutions'. The content discusses solving problems by seeking out the most cutting-edge, complex, or interesting solutions, but also encourages selecting 'boring' or simple solutions to problems and challenges. It states that for instance, consider one boring solution you may often see: researching what other successful organizations are doing and adopting their methods, rather than reinventing a process. It also notes that also take into account the situational need: a simple solution in one situation may be complex in another. The page includes a section for 'Disagree, commit, and disagree' which states that TeamOps treats decisions as two-way doors, meaning they're easy to reverse. That's why a DRI should go ahead and make a decision without universal approval or consensus. Only decisions that can't be reversed or broken down into smaller, reversible components should require more thorough discussion. The page also features a search bar, a 'TeamOps' sidebar, and a 'Maintainers' list.

The screenshot shows the 'GitLab Communication' page in the GitLab Handbook. The page title is 'GitLab Communication'. The content discusses the importance of communication in a distributed team. It states that GitLab is an all-remote company that allows people to work from almost anywhere in the world. It hires great people regardless of where they live, but with GitLab team members across time zones, it's important for us to practice clear communication in ways that help us stay connected and work more efficiently. To accomplish this, we use asynchronous communication as a starting point and stay as open and transparent as we can by communicating through public issues, merge requests, and Slack channels. We also place an emphasis on ensuring that conclusions of offline conversations are written down. When we go back and forth three times, we jump on a synchronous video call. We communicate respectfully and professionally at all times. The page includes a search bar, a 'Why GitLab' sidebar, and a 'Maintained by' list.

The screenshot shows the GitLab.com website. The page title is 'GitLab.com'. The content includes a navigation menu with links to 'Platform', 'Solutions', 'Pricing', 'Resources', 'Company', and 'Contact us'. The main content area is divided into several sections: 'Uncategorized' (with links to 'DevOps Commands for GitLab.com', 'Enable Business Dev for enterprise users on GitLab.com', 'GitLab.com Overview', 'GitLab.com custom limits', 'How-to Import and Export for Customers', 'Real Time Stocked Orders', 'Resolving Deleted Data Requests', 'Sending Notices', and 'Service Internal Requests'), 'Accounts' (with links to 'Account Ownership Verification', 'Confirmation Email', 'Welcome Notices and Taking Actions on an Account', and 'Main Security Policy'), 'Legal' (with links to 'Account Deletion & Data Access Requests - Introduction', 'Account Deletion & Data Access Requests - Workflows', 'GDPR Request Requests', 'Lost and Stolen Accounts', 'Personal Data Removal Requests', 'Processing Shared Data Processor Addendums (WPA)', and 'Subpoena: Court Orders and other requests for user information'), 'AI' (with link to 'AI Workflow'), 'Security' (with links to 'Abuse Report Review Request', 'Investigate Blocked Profiles', 'Incidents/Complaints', 'Locked/Blocked Accounts', 'Password Resets', 'Recovery with Security', and 'Security with Security'), and 'Triaging' (with link to 'Backend Incidents'). The page also features a search bar, a 'Why GitLab' sidebar, and a 'Maintained by' list.

Traditional teams give **assignments**  
to fuel motivation and output.



TeamOps teams give **autonomy**  
to fuel motivation and output.

- Build and enforce self-management performance standard
- Document all workflows, process, and instructions
- Document expectations about self-management
  - Success criteria and measurement systems
  - Availability and responsiveness requirements
  - Project management and reporting expectations
- Measure feelings of trust, autonomy, and self-motivation

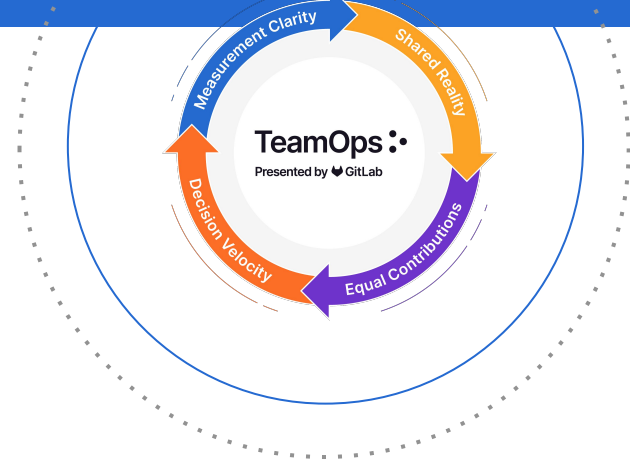
## But... HOW?

To optimize **decision velocity**, collaboration practices should follow operational and behavioral guidelines

- Build a Single Source of Truth to host a **shared reality**
- Facilitate **equal contributions** via asynchronous communication
- Maximize **decision velocity** by enforcing worker autonomy
- Monitor productivity by starting with **measurement clarity**

# SUMMARY





Continue learning at

<https://go.gitlab.com/WFKesd>

Access a **free course**... plus  
workshops, consulting, and more.

TeamOps :•

Presented by 🐱 GitLab

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# Questions?

Raimund Hook, Sr Contributor Success Engineer

:• <https://go.gitlab.com/WFKesd>

🐱 @stingrayza

in @raimundhook

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