2021

The Remote Playbook

from one of the world's largest all-remote companies

- Tips for making remote work
- Tactics for remote transition and fluency
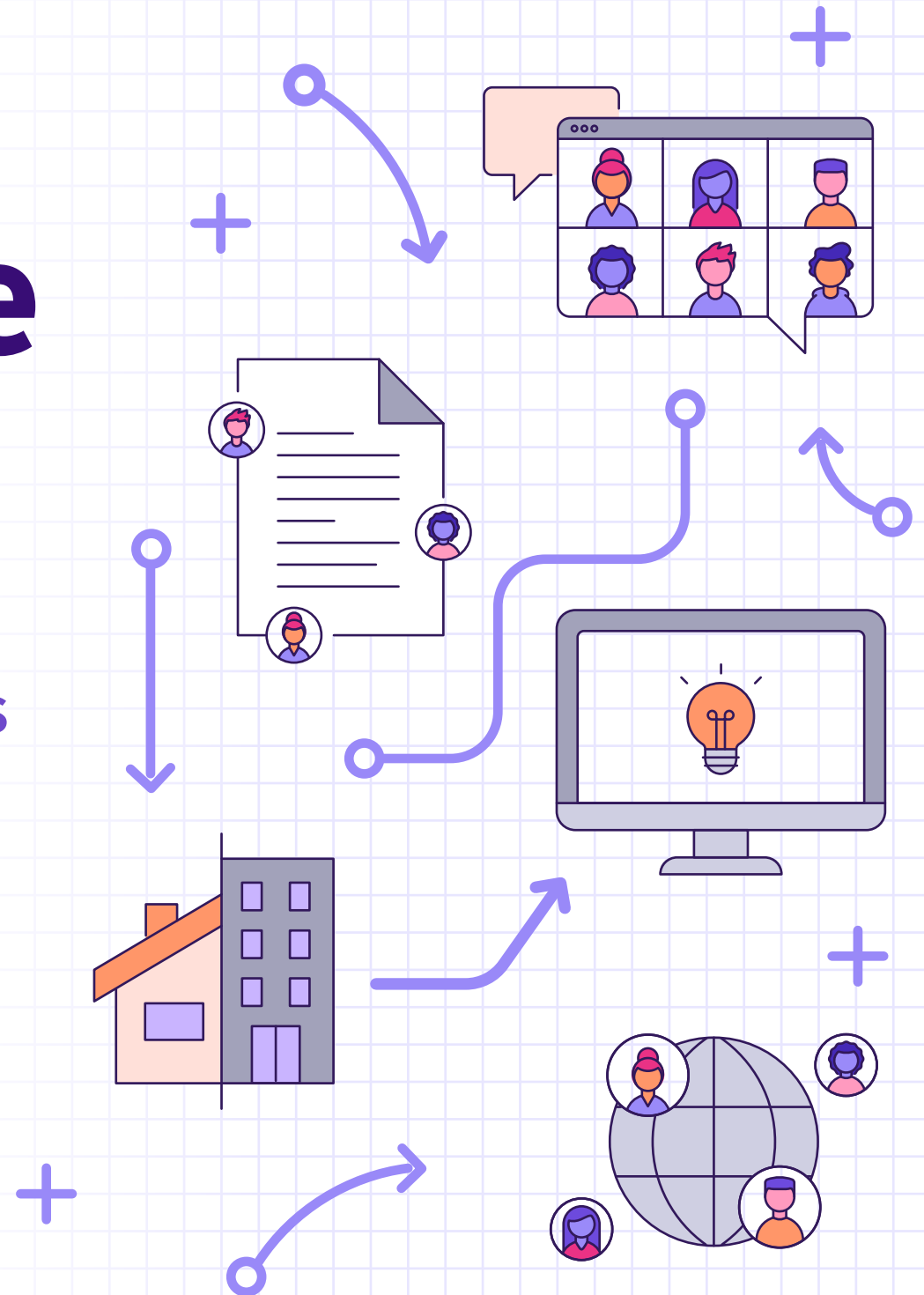- The most comprehensive remote work guide

**GitLab**

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Introduction

The Remote Playbook aims to answer one simple question: "How do we transition to remote work?"
Whether it's unwinding from offices completely and going all-remote, or attempting to level the playing field for in-office and remote workers in a hybrid setting, the question of "How do we do this?" is a massive one. GitLab has been working on the answer since 2014, and we now have more than 50 guides in our public handbook to document and share our learnings.

As tens of millions of people realized they could accomplish their work from anywhere with an internet connection, a sea change was triggered. In GitLab's 2021 Remote Work Report, **82%** of respondents agreed that remote work is the future of work, and nearly as many (**80%**) would recommend working remotely to a friend. Companies that recognize this demand for flexibility and put intentional effort into infusing their organization with remote-first practices will thrive.

As a complete DevOps platform, GitLab fundamentally changes how teams work by bringing cross-team collaboration and communication into a single platform. Today, we stand as one of the world's largest all-remote companies with **1,300+** employees across **65+** countries. This comprehensive guide contains our lessons learned and proven methods on how to stabilize a remote workforce, diving into topics including asynchronous workflows, meetings, communication, culture, and management.

As the world emerges from the Covid-19 pandemic, now is the moment to fortify your remote infrastructure and build a more inclusive, dynamic workplace. This playbook is a comprehensive blueprint to help your organization and your people embrace remote work and the future of living.
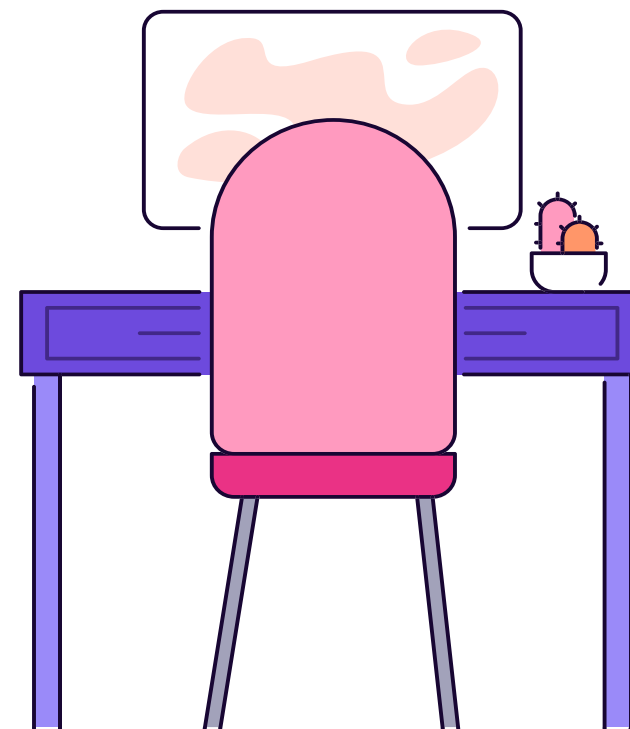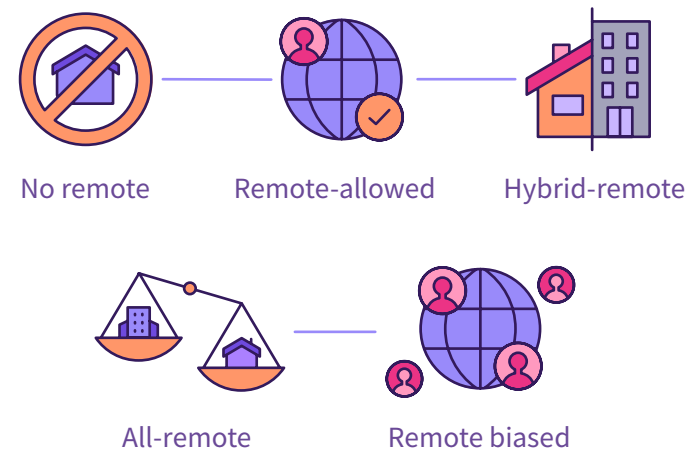
Stages of remote

10 stages of remote work

We've defined these 10 stages of remote work to help organizations visualize where they stand in their remote transformation.

Think of these stages as a sliding scale:

No remote   Remote-allowed   Hybrid-remote

All-remote   Remote biased

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

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

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

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

05   **Hybrid-remote:** 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.

06   **Remote days:** The entire company (executives included) works remotely at the same time.

07   **Remote-first:** The company is optimized for remote with documentation, policies, and workflows that assume 100% of the organization is distributed, even if some occasionally visit the office.

08   **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."

09   **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.

10   **Strictly remote:** A strictly remote company would never meet in person and never permit synchronous meetings.

Additional considerations for hybrid-remote

Let's talk more about hybrid-remote, which is a popular option among many leaders as the world emerges from a year of forced work-from-home. In fact, our latest Remote Work Report shows that **42%** of companies that allow remote work plan to take a hybrid approach. While it may seem like a simple solution, hybrid-remote generally requires more effort and intentionality to execute well, given the inequality and two-tier work environment it creates.

For those not in the office regularly, hybrid-remote often means less access to information, fewer career and development opportunities, demands for overperformance, and the feeling of being excluded from what is likely a primarily in-office, synchronous culture. On the other hand, those working in the office each day may have resentment for their remote coworkers who don't have a regular commute and are able to have more flexibility in their lives. For leaders, hybrid creates two fundamentally different employee experiences to manage.

These disadvantages can be overcome with an intentional approach. If hybrid-remote is the most plausible option for your team, here are a few specific ways to ensure things go smoothly:

RECORD IMPORTANT CONVERSATIONS

Hallway, watercooler, and ad-hoc conversations can seem harmless in an office, but leaders in hybrid-remote settings should reinforce the importance of recording or documenting work-related conversations to increase transparency and minimize misinterpretations.

COFFEE CHATS INDISCRIMINATE OF LOCATION

Hybrid organizations should take care to not enable exclusive coffee chat pairing based on who is onsite and who is remote, as it signals a two-tier work environment.

REDESIGN MEETING SPACES

Hybrid calls are suboptimal for remote attendees. Leaders transitioning to hybrid-remote should consider redesigning existing office space to optimize for individual meeting rooms and workspaces. Eliminating conference rooms will ensure collaboration is accessible to all and that the office is simply another remote work venue.

SHARE AGENDAS UP FRONT

A key part of reinforcing a remote-first mindset is a mandate that all work meetings have an upfront agenda. This ensures that business continues even if **100%** of the workforce opts to work remotely, outside of the office, on any given day.

LEADERSHIP'S PLACE (IS NOT) IN THE OFFICE

In a hybrid-remote environment, the best place for leaders and executives to be is outside of the office. This prevents remote team members from a perceived lack of "face time" with executives, forces senior leadership to lean on remote-first practices and tools, and reinforces that the office is no longer the epicenter of power or decision making.

RECONSIDER REQUIRED DAYS IN THE OFFICE

Companies that mandate or encourage one or more days per week in-office should be mindful of how this impacts the team. It inhibits team members from relocating for better quality of life, prevents a company's talent acquisition team from reaching a broader talent pool, and makes the process of shifting to remote-first workflows more difficult, as the office will serve as a crutch to collaboration.

EQUITABLE BENEFITS AND PERKS

Leaders should carefully evaluate spoken and unspoken perks of the office, and seek to extend equal benefits to those outside of the office. For example, access to an onsite daycare and fitness center would demand a childcare and fitness credit for those who are remote by default.

Making the transition to remote

Whether you're transitioning to fully remote or reopening your physical office space for some employees, your team will benefit from adopting remote-first principles. This requires leaving old habits behind and being intentional about practices like documentation, informal communication, and working asynchronously.

If your leadership team is not equipped to lead this transformation, consider hiring a Head of Remote with deep experience working in remote settings and leading globally distributed teams.

The ideal approach will vary from company to company, but here's our guidance to make the transition successful:

01 **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.

02 **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.

03 **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.

04 **Close the office.**
If at all possible, close the office. This is the clearest signal that you're all-in with remote, and leaders are serious about ensuring that no one is treated—consciously or otherwise— as an outsider.

05 **Equip, educate, and empower the team.**
While remote work is liberating and empowering, it can be jarring and isolating for those who are not equipped to manage the change. Clear and proactive internal communication is essential to removing fear and instilling excitement about the increased autonomy.

06 **Embrace iteration and transparency in transition.**
Expect bumps along the road. 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.

07 **Hire a Head of Remote.**
Consider hiring a Head of Remote Work. We'll talk more about this on the next page.

08 **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 5) are not tolerated.

Hire a Head of Remote

For any organization undergoing a remote work transformation, it's crucial to have guidance and leadership from someone experienced in converting remote work from a challenge to a strategic advantage. The global pandemic has made clear that 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.

Finding a leader with extensive remote experience and a history of successful business or culture transformations will be difficult. Consider hiring a Chief Documentarian to establish a regimented documentation strategy, and broaden the role over time. You could also consider working with a specialty consulting firm until you're able to hire a full-time Head of Remote.

Just as GitLab pioneered the Head of Remote role, we're sharing our learnings to inspire a new generation of remote work leaders to pursue this career path. We'll talk more about this on page 22.

What not to do

As you're making the shift to remote, there are a few common pitfalls you'll want to avoid:

1. **Do not assume that there are no resources available yet**

2. **Do not replicate the in-office/colocated experience, remotely**

3. **Do not transfer all in-person meetings to virtual**

4. **Do not assume that everyone has access to an optimal workspace**

5. **Do not assume that remote happens overnight**

6. **Do not assume that remote management is drastically different**

7. **Do not assume your existing values can remain static**

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Workspace

A crucial part of the transition to a remote environment is enabling your team to set up an ergonomic, productive, and fulfilling home office or remote workplace. In the same way that you would invest in your employees' workspace in the office, consider repurposing this budget for them to expense the equipment they need to be successful remotely.

These are some of the elements of an optimal home office:
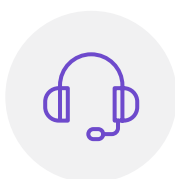
CHAIR

DESK/STANDING DESK

MONITOR

KEYBOARD

**WEBCAM**

HEADPHONES

MICROPHONE

LIGHTING

Managing a distributed team

How do you manage a team when everyone is remote?

In truth, managing an all-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 the things you should be doing way earlier and better. It forces discipline that sustains culture and efficiency at scale, particularly in areas that are easily deprioritized in small colocated companies.

It's important to not assume that your team understands good remote work practices. At GitLab, managers are expected to coach their teams to utilize asynchronous communication, work handbook-first, design an optimal workspace, and understand the importance of self-learning/self-service.
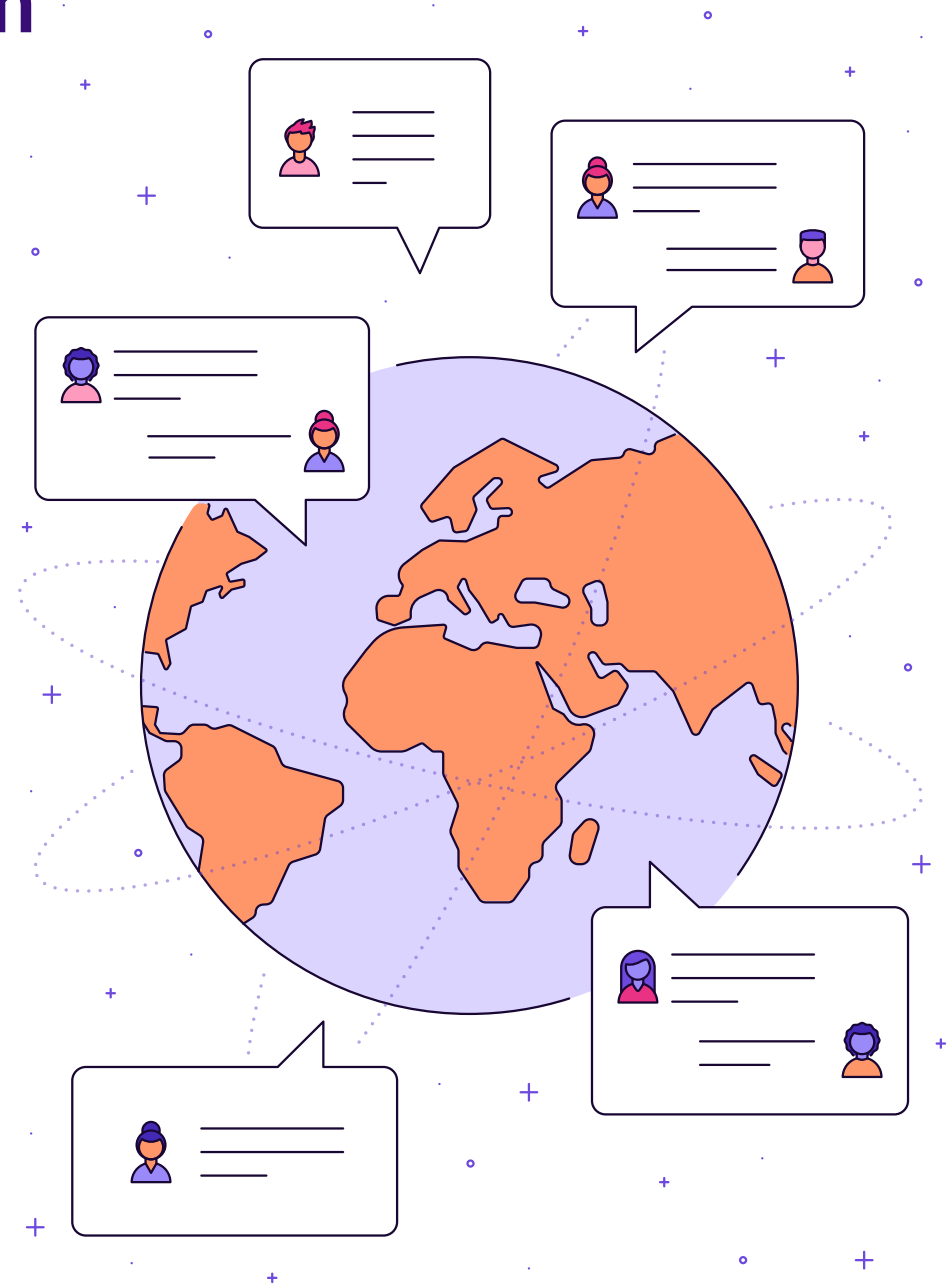
EMBRACE TOTAL TRANSPARENCY

Transparency is a term that is often tossed around as a value within most companies. In all-remote environments, it is vital that transparency be more than a buzzword, but something that is embraced and allowed to 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 sneakily vital to a well-run business. While it feels skippable — inefficient, even — 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. It's important that each department's quarterly goals are also clearly documented for visibility across the company. At GitLab, we have monthly check ins on these goals, or "objectives and key results" (OKRs), so there's as much transparency as possible around what each team is accomplishing.

SCALE BY DOCUMENTING

To empower your people to make decisions and create a more productive future for your team, it's vital to prioritize documentation. It can be easy to procrastinate documenting something when urgent tasks are competing for your attention, but the more this becomes second nature to your team, the more productive and efficient you'll be.

This is something all companies should be doing, though it is even more crucial in an all-remote organization where there are fewer opportunities for information to be shared in person.

OPERATE ASYNCHRONOUSLY

The ability to hand projects off across time zones is a competitive advantage for distributed teams, but 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 the various 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.

Traits of a great remote manager

Many traits found in superb remote managers are also found in managers of colocated teams, though there are nuances to serving, leading, and guiding when managing teams that you do not see in-person each day.

Self awareness

Empathy

Servant-leader qualities

Bias for documentation

Ability to build trust

Growing your remote team

Remote work is the last great competitive advantage for employers. By opening the talent acquisition funnel to as broad a swath of the world as possible, you're able to create a more inclusive hiring environment, lean on tight collaboration to drive progress across time zones, and focus hiring decisions on results rather than location. You can source talent from places that most companies overlook, and in turn, create a more authentically diverse team.

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

01 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.

02 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, and it's 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.

03 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.

**04 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, to give them time to prepare and ensure a stable internet connection.

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Remote onboarding

Traditional organizations may have a new-hire orientation, which is typically a singular event. Onboarding is a continuous process that extends through a team member's first year. This is an investment in the long-term success of new hires and in the company as well.

Onboarding in a remote setting should focus on three key dimensions: organizational, technical, and social. By using this integrated approach, you will enable new team members to thrive in their roles.
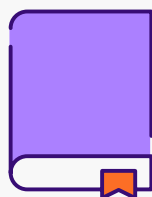
ORGANIZATIONAL

A large part of onboarding is providing answers to logistical questions. All-remote companies have to be more efficient and make information easily accessible, so documentation or a handbook will be essential for a smooth onboarding process.

TECHNICAL

Give new hires access to the tools they'll be using in their roles, and most importantly, encourage them to use the tools as early as possible. Using tools, even for very small tasks, builds confidence and helps new employees to feel productive and empowered.

SOCIAL

Starting a new job can be overwhelming. If a new hire is used to working in a traditional office, adjusting to the remote work lifestyle might be a challenge. Having socialization as part of the onboarding process can help team members feel more connected to their new team and culture.

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Remote communication strategies

Implementing effective communication strategies is an integral component in developing a strong remote 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, making it possible to get work done on a flexible schedule.

In a remote setting, mastering asynchronous workflows is vital—even more so than in a co-located environment. 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. At its core, 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 if, for example, a colleague or even your boss emails you on the weekend. Just reply on Monday. If something is urgent, team members can ping someone on chat whenever—that's how people can filter through information to know whether something is urgent.
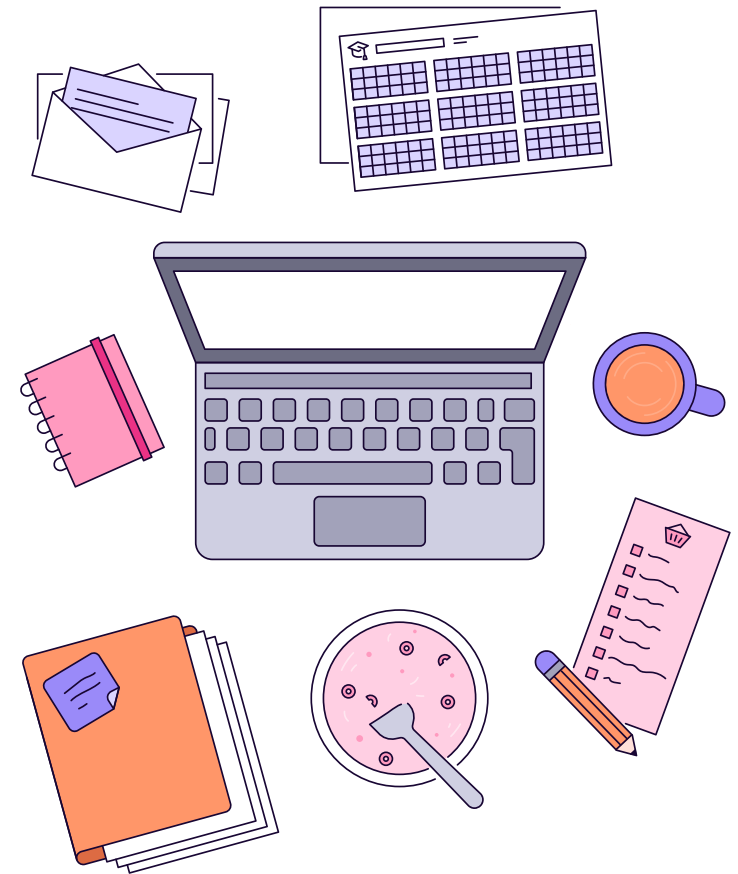
Meetings (or lack thereof)

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. This is important, since most people need head space to focus on what they do.

The first step in creating an atmosphere where colleagues are comfortable working asynchronously is to avoid the mentality that meetings are necessary. By making meetings optional, recording and documenting everything, diligently following agendas, and leveraging the right tools, your team is less reliant on being online at the same time.

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. By placing this burden on the meeting organizer, it acts as a filter for whether a meeting is truly necessary. That's a big responsibility, which keeps the quantity of meetings in check.

DECLINING MEETINGS

It's a shared responsibility to think twice before scheduling a meeting, as well as politely questioning meeting invitations.

Suggesting that you work async instead of a meeting can feel uncomfortable, but it's a sincere attempt to work in a more inclusive way. If you're invited to a meeting that may not need to exist, it's okay to respectfully decline. Here's how.

Informal communication

In colocated environments, informal communication is naturally occuring. When individuals are physically located in the same space, there are ample opportunities to chit chat and carry on conversations outside of formal business settings. Making social connections with coworkers is important to build trust within your organization.

Informal communication also enables friendships to form at work related to matters other than work. Those who feel they have 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. You must be intentional about designing informal communication when it cannot happen more organically in an office.

In a remote environment, leaders should formally organize informal communication, and to whatever degree possible, design an atmosphere where team members all over the globe feel comfortable reaching out to anyone to talk about topics unrelated to work.
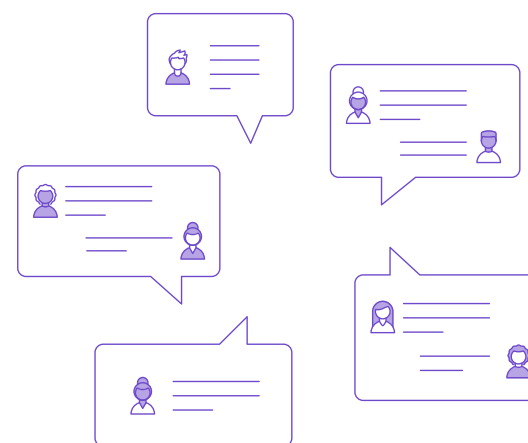
Here are a few examples of informal communication at GitLab:

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 with a coworker, or simply hang out while working on separate tasks.

CHAT CHANNELS FOR SHARED INTERESTS

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

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 between colleagues, and they're relatively easy to organize.

THANKS CHANNEL

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

Get creative to foster relationships

If you've spent any length of time in a corporate setting, you've probably seen a company institute a regular "happy hour" to gather employees to converse about topics unrelated to work. In remote environments, there should be a greater emphasis on dedicating time to building connections.

Many teams suddenly forced to work from home during the pandemic experienced fatigue from these "happy hour" calls becoming increasingly less engaging during a time when fewer in-person interactions (see page 19) were possible.

To keep your team engaged, get creative with your social calls and team bonding. Consider 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. This creates 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.
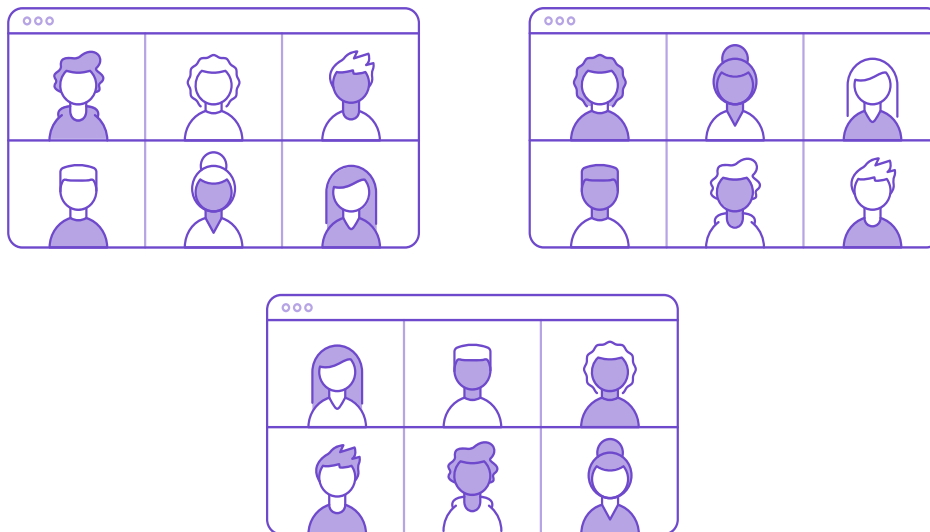
Collaboration

In a colocated setting, collaboration often happens face-to-face with a whiteboard on hand in a conference room. When you're working remotely, it can sometimes feel like working on your own, with your own calendar and your own schedule. However, working in a distributed environment can be even more productive than working in an office if you have a common goal, strategic planning, and the right collaboration tools.

Learn more about how to collaborate and whiteboard with a distributed team.
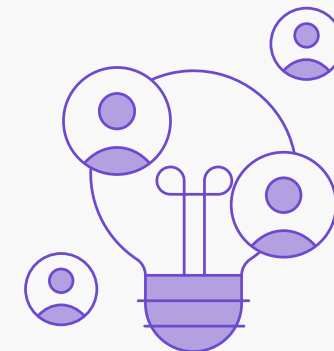
Building culture

Building a 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 culture first, then use tools to support.

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

For a remote team, 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 in remote culture.
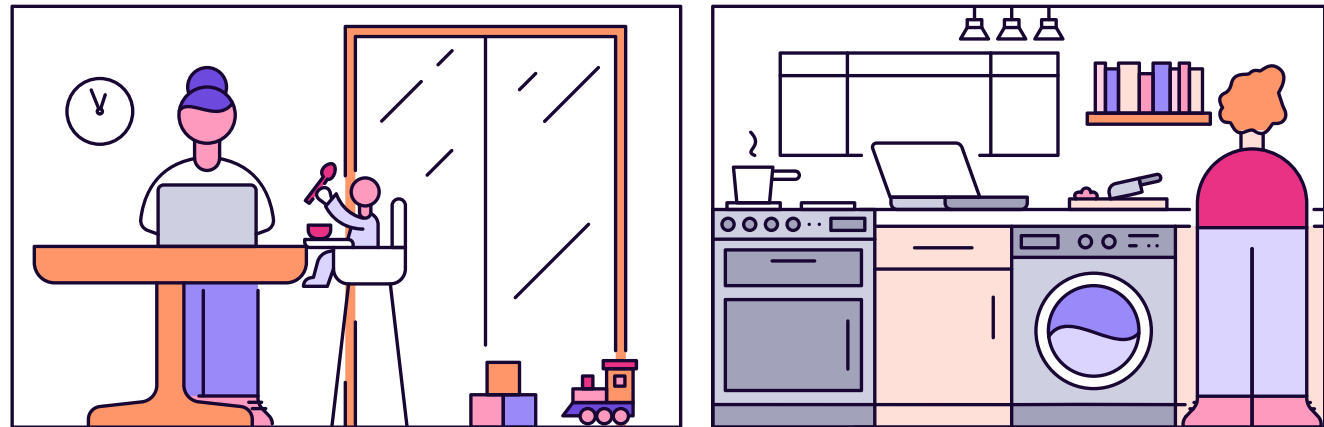
Gathering in person

Even in a 100% remote company, leaders should be intentional about planning in-person elements as a way to build relationships and bolster culture. This is especially important in the post-pandemic world, when **1 in 3** workers say they feel disconnected from their peers.

Whether it's at an annual company summit or local coworking days, there are many ways your team can connect in person to build relationships that will help you operate even more effectively when you're not physically together.

Here are a few ideas for in-person gatherings:

1. **Meetups**

2. **Conferences**

3. **Annual or regular summits**

4. **Holidays and celebrations**

5. **Local coworking days**

6. **Travel budget for team members to visit one another**

7. **Coworking excursions**

The importance of living your values

To build a sustainable company culture, you must have values that are more than words on a page. Values 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, which can impact overall morale. Respected values also serve as a universal north star for your team.
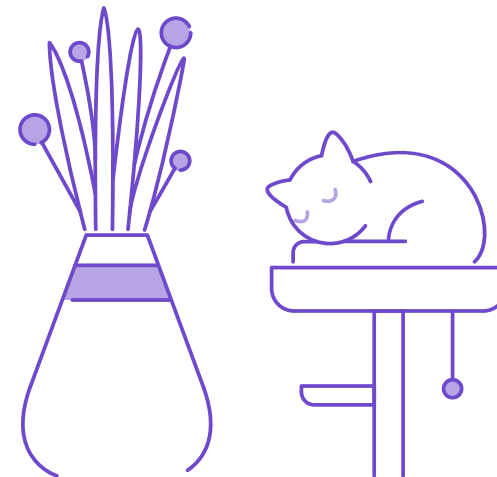
Mental health & time away from work

Burnout, isolation, and anxiety are issues that impact team members across all companies, regardless of whether they're distributed. 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, and team members must feel comfortable surfacing issues while they are still manageable.

DOCUMENT PROCESSES AROUND MENTAL HEALTH

In a remote setting, where in-person interactions are less common, it's easier to feel isolated. This is particularly true for those who are new to remote work. 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 this in ongoing learning and development sessions.

CREATE A NON-JUDGMENTAL CULTURE

To destigmatize the conversation around mental health and wellbeing, leaders should strive to build and sustain a non-judgemental culture. This starts by celebrating a diverse team, and creating an inclusive work 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. While working one additional hour to move a project forward is likely not a recipe for disaster on its own, it can trigger a new baseline where you feel like you have to continue to overwork to maintain the new status quo. When thanking someone publicly for going above and beyond, be careful not to send a message that work should always take priority.

REST AND TIME OFF ARE PRODUCTIVE

Though it sounds counterintuitive, clarity comes through time away from work. Rest isn't at the expense of work; it's a core function of doing excellent work. Traditionally, we've 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.

ENCOURAGE A HEALTHY REMOTE LIFESTYLE

Working remotely presents a number of lifestyle benefits that can bolster mental health. By ditching the requirement to be seen in the office, team members can structure their work around their life as opposed to their work dictating everything about their life.

This is a profound shift, and leaders should encourage their people to experiment and embrace whatever approach brings them the most balance. For some, finding and maintaining a routine is best. Others may find that working during their peak productivity hours is ideal, or working a non-linear workday to make time for family or a hobby they love.

# Remote at scale

Given the relative newness of all-remote companies, some wonder if a 100% remote company works well at scale. At GitLab, we believe that remote not only works well at scale, but works better at scale than a colocated model.

There are fewer examples of large remote teams working successfully, though that is changing as many companies were forced to rethink how and where work gets done during the pandemic.

With no company offices to maintain, fully distributed organizations are able to recognize outsized agility and efficiency at scale. Here's why:

01 **Team growth:** A rapidly growing company is able to grow even more quickly as an all-remote team, because 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.

02 **Hiring:** By opening your hiring pipeline to the world, you're able to reach a more diverse set of applicants. See more about hiring on page 12.

03 **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. At scale, this level of documentation has a tremendous impact on the organization's ability to reduce confusion and ambiguity.

04 **Knowledge dissemination:** As your team grows, you gain more organizational knowledge. Each new hire brings added expertise and experience. This happens in a colocated setting, but the knowledge only benefits those physically close to that person. In an all-remote setting, everyone can equally benefit. This has a profound impact at scale, and contributes to a more transparent environment.
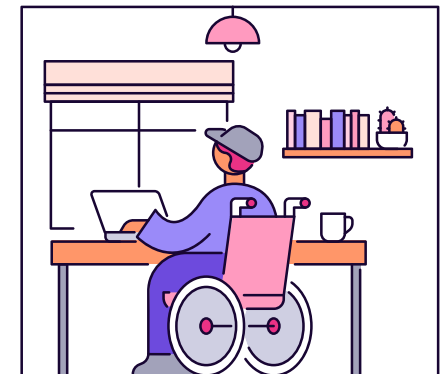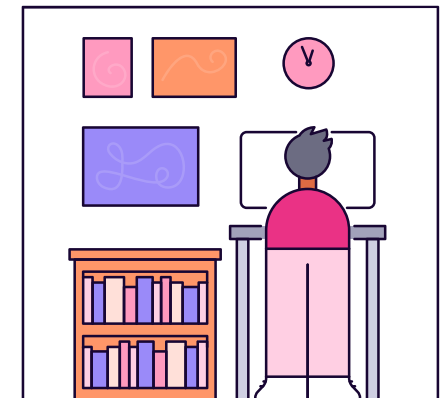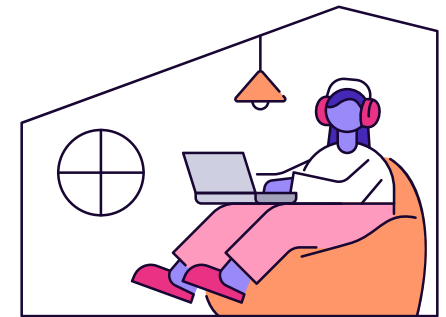
Become a remote work expert

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. Ready to read more? Here's GitLab's full Guide to Remote Work.

Get certified

01 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.

02 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.
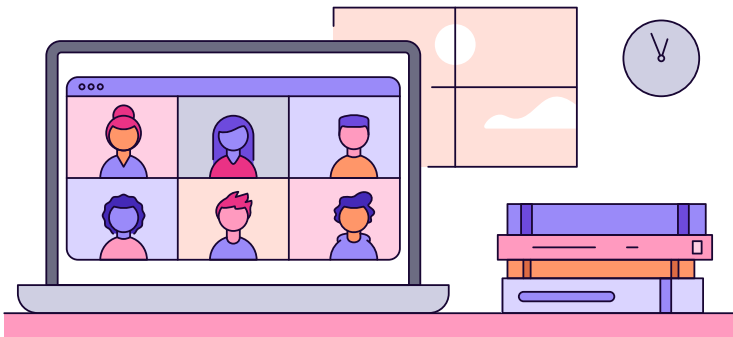
Become a Head of Remote

On page 8, we talked about the importance of hiring a Head of Remote. At GitLab, we're open sourcing our mastery 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 those aspiring to fill remote work leadership roles to complete GitLab's courses and certification and implement our proven practices into your current organization. In interviews, these courses and examples of implementing GitLab principles can be used to substantiate your remote work mastery. You will effectively speak a new and evolving business language which is critical for a company's success.

The world's organizations are making decisions about the future of their teams and remote work. Companies that do not adapt will lose their best talent to organizations that are actively empowering people to embrace this flexibility. As this happens, there will be a spike in demand for senior leadership who understand the mind of a remote worker and the organizational design principles to transform remote work from a challenge to a strategic advantage.
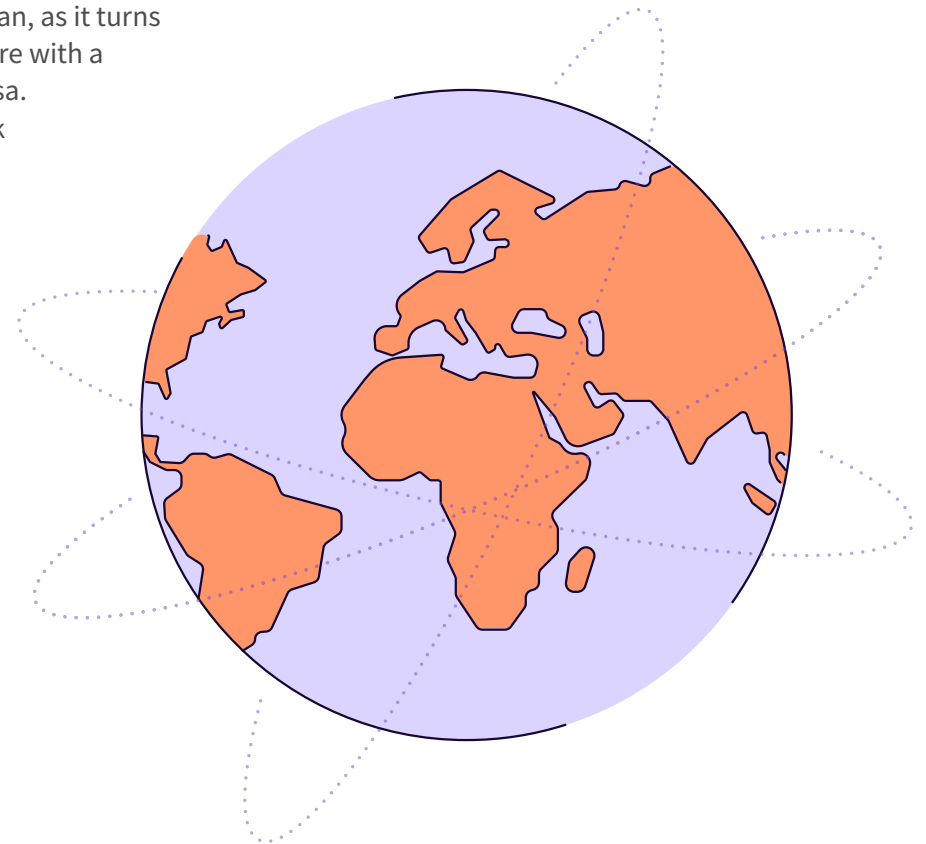
The future of living

While much of the world focuses on the short-term response to a world gone remote, we believe there's even greater potential in the long-term. Generations to come will benefit from this forced transition. As tens of millions of the world's brightest minds began to question conventional notions of work, they were able to make better choices about their future—choices that will benefit small towns, big cities, the underrepresented, and the underserved.
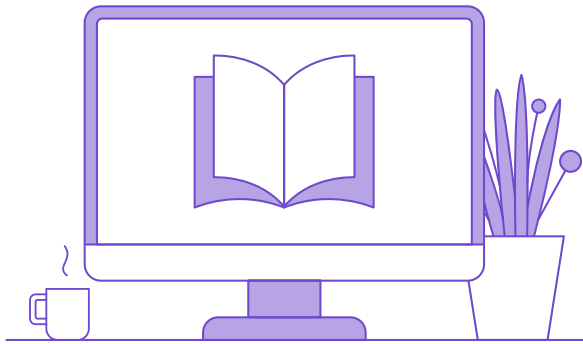
People are opening their eyes to a refreshing reality and unlocking new potential. They can, as it turns out, accomplish their work from anywhere. When you have the freedom to work anywhere with a stable internet connection, you're able to build your career around your life, not vice versa. You can chase superior air quality and schools, move to a smaller community, move back home, relocate to be a caregiver, or travel full time.

The long-term effects of this global transformation are just barely within view:

01   **Talented people** who have struggled to find a well-paying job without relocating will now have a range of career opportunities.

02   **Cities** will see a resurgence of investment from people previously displaced who want to create a better place to live.

03   **Businesses** will be more agile and better equipped to handle future crises by empowering results over geography. They'll find it easier to hire diverse teams and elevate voices that have not historically been heard.

At GitLab, we're honored to play a part in this transformation as organizations and people around the world embrace remote work and the future of living.

Get GitLab's remote work newsletter

About GitLab

GitLab is a DevOps platform built from the ground up as a single application for all stages of the DevOps lifecycle enabling Product, Development, QA, Security, and Operations teams to work concurrently on the same project. GitLab provides a single data store, one user interface, and one permission model across the DevOps lifecycle. This allows teams to significantly reduce cycle times through more efficient collaboration and enhanced focus.

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. More than 100,000 organizations 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 2014, GitLab has more than 1,300 team members in 68 countries.

Try GitLab free for 30 days

Get the 2021 Remote Work Report

We surveyed more than 3,900 remote professionals on six continents for one of the most comprehensive reports ever created on remote work. We are no longer asking "if" remote can scale — now, we are seeking to understand how, what the challenges are, and what's next.
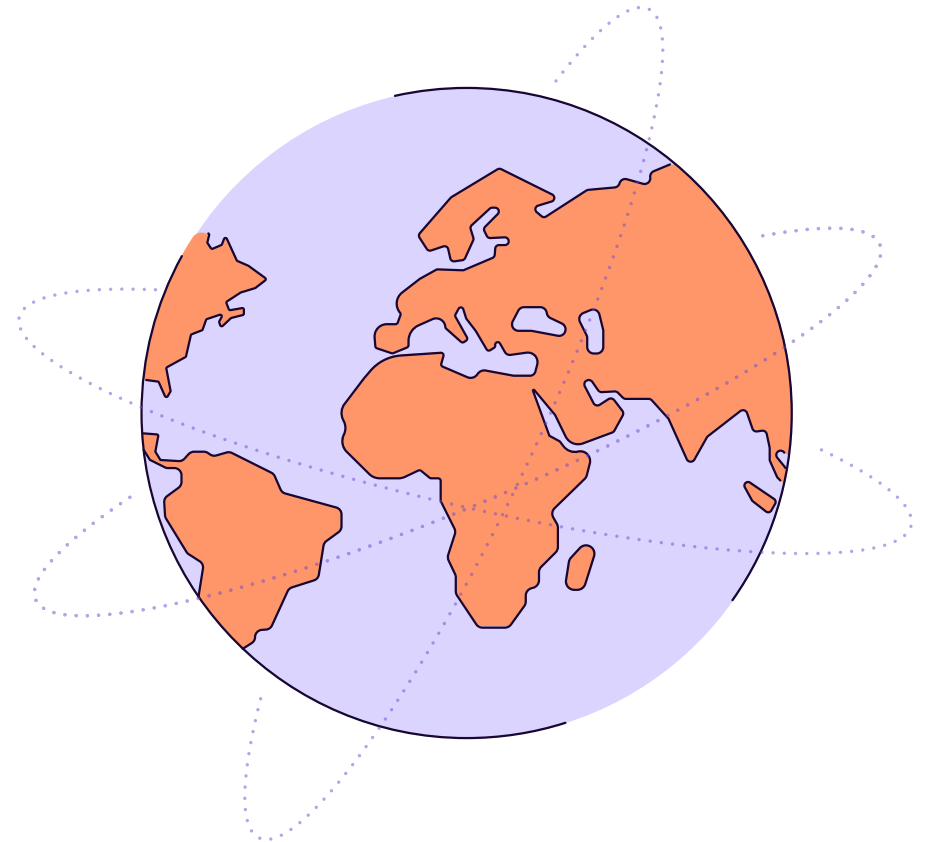
Download the Remote Work Report now

GitLab

Credits

This guide was built by remote work experts with dozens of combined years of experience across the spectrum of remote. Though GitLab is all-remote, the guiding vision of this work is to educate and equip everyone — regardless of work environment — with best practices. We want you to thrive as a remote worker. Connect with us, contribute your own learnings, and keep being awesome.

GitLab encourages enterprises and individuals to share this resource with others, and use these helpful materials in whatever way helps them the most.

Made with ❤️ across six continents.

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