Automated Meeting Notes

# Transcript:

If it's like my family, I definitely have no subjects. Hey, Daniel. Hey, Eric. Hello. Welcome back, Eric. Thanks so much. Yeah, it's great to be here. Hi, Virginia. Hello. All right, let's kick off. I wanted to start out with some reminders. First, we have a book club coming up on Inspired in four weeks on August 7th. I just reread it myself. It's a good read. It's highly aligned with how I think about product management and does a good job of explaining why some of these things are important. That I also believe to be important, so it's nice to have another voice explaining all of that. So please do read that. I think I'm going to update the new hire onboarding doc and ask all new hires to read this as well so that everybody in the team is on the same page with respect to this book. Let's see. Reminder B. Remember, there's this interview spreadsheet. CS and sales have populated that with a number of customer contacts for meetings. Please do follow up on that. I want to ensure goodwill with that team and follow up promptly with meetings with these customers so that that team can see that we're taking advantage of it. Third reminder, we've got a little engagement survey. I'm going to run this once a month in Q3 just to take a pulse given all the change going on. Please do take a minute to fill it out. It's five quick questions and then one free form where you can share whatever feedback you have. Fabian didn't receive it. I'm pretty sure I went through my emails. I think maybe it's on my end, but I'm happy to fill it out. You didn't get it. Need to get it to you. All right. I will. I'll ask Jessica to resend that to you. Anybody else in the same condition where you did not receive it? I don't recall, but is there a way to put the link to the survey in the agenda? Well, it's personal. It's tied back to your user ID so we can track which team you're on and that kind of thing. I do believe it's anonymous, but nevertheless, everyone has their own custom ID. I'll ask Jessica to send it to Fabian and Karina. Anybody else? I hadn't seen it, Scott, but I searched my email real quick and it looks like that's the title of the email. If you just search for that in your Gmail, you should be able to find it if you got it. Pulse survey. Pulse survey. Okay. If anybody else didn't get it, please ping me. All right. Next reminder. We have a goal of at least three customer interviews per PM. There's an OKR issue out there. If you haven't updated it lately, please do so. And remember, we have three weeks until Q2 to hit our goal, so please do invest the time to get those set up and get at least three done if you haven't already. Next one, category maturity page. Last week we talked about this. Josh did a great job of creating some new views, one of which is sort of this flow chart showing how mature we're going to be at a given point in time, which raised questions about whether we were forecasting that accurately. If you haven't already, please go in and either confirm that it's accurate or update it. Thanks to Kenny for creating that issue. Somebody added direction maturity page. You want to talk about that? That was just me. Your reference, I was adding the link there. That's all. Folks, if you haven't seen the updates there for the charts, just check it out. So it's a good way you can get a sense for like, you know, it's hard when it's in tabular form, but when it's charted, it's much easier to see like if it's achievable or not based on some of the trends. And there's also if you scroll down, stays level trends as well. So you can see how your stage in particular is trending or set to be trending. Great. Thanks, Josh. All right. Some team updates. We hired a couple more PMs. We got a good rhythm going on hiring. We hired Gabe Weaver. He originally came through the growth funnel, but we have a really strong candidate for that fourth slot. So we're going to target Gabe for a third managed PM. The charter of that team is to be defined. But bottom line, we're going to have a third group in the manage area and Gabe will lead that. And then Dov Hershkovitz, we just hired him as the APM monitoring. He's got a great background in monitoring and has most recently been at Elastic. So thank you to everyone who's been involved in the hiring loop. I know it's taking a lot of energy from everybody, but I think our hiring processes continues to pick up speed. B2B worked with Christy and David Sakamoto to change some language around customer results. Just wanted to make sure you all saw that. So there's the MR. Hey, Scott. On that one, I just, the, there's a, the diff highlights what is new content, I believe. And there's one section that is great. I can totally understand why we would add that about prioritized ruthlessly. But then the rest is, I guess, a bunch of formatting changes. And I don't know if there's new content in any of the dog fooding. I guess the TLDR, the addition of that prioritized ruthlessly or is there some other point we were trying to make in this change? It's been a little while. I think there were a number of changes. But before the handbook basically read that internal feedback is worth 10 times more than external feedback. And I understand why we want internal feedback because of dog fooding and using our own product. It's a great channel for feedback. But I think it was sending the message that customers weren't nearly as important as internal opinion. And both Christy and I want to move off of that position. Like, we should be customer first and treat our own teams as a customer. But I don't want people to interpret that our own internal opinion is worth 10 times more than a customer's opinion, if that makes sense. So it was mostly language wherever that showed up in the handbook. Gotcha. Okay. The one comment I had on this is that some of the text seems like we should focus on core competencies as opposed to new scope. And like, as in we should focus on what we're best at. So I'm not. Anyways, that's one thought I had on this. I don't remember that being the point of it. Maybe it reads that way. I don't know. Feel free to continue to suggest tweaks. The point was, let's prioritize and do what matters most first. Just it's kind of what I've been preaching the whole time. Like, let's in your area, wherever that is, do what matters first. Don't try to do it all at once. We're going to have to work our way through. That was the point. Yeah, and I don't know if this is a follow up issue in the way you described it. It doesn't seem controversial, but I will say there was a big discussion and a recent initiative from Sid and other leaders that we should heavily prioritize dog fooding because there are parts. There are teams within the company that were not utilizing our features and we wanted to make sure that the product team was responsive to requests from them. It's a little bit different than saying it's about our internal opinion like that. We should. We had always said we should validate it so that clarification is good that we want to make sure it's about us saying this is in line with where we want to take the product and where we're hearing customers. But if an internal customer wants it, we should we should. The original thinking was that we should emphasize it. I just want to like if the intent was to make sure we were just clarifying that same position. But if we're saying actually we should kind of pull back from the push for more dog fooding. No, I would please don't conflate the two. We very much still want to dog food. I think the point is when you're thinking of customers for your thing. Think of our internal teams early like you can get great feedback from them. They have an incentive to work with you. There's very little risk in rolling out things early to them. So treat them like a customer and think of our internal teams early as you're rolling something out. That's still very much the message. But let's not over rotate on internal feedback or internal opinion. Let's still seek external feedback, too, because that's just one customer of many. Cool. Makes sense. All right. To see customer training discovery training coming soon. Sarah O'Donnell and her team are going to do a bunch of sort of quick videos on a variety of customer discovery topics. Super excited for that. They should start dropping any day now, I think starting this week. And so we'll we'll release those to you as they come out. We'll embed them in the how we work description on our team page as well. All right. Number 312 to kick off feedback, Josh. Thanks for leading the charge. I thought you did a good job of emceeing and sort of adding color commentary in between. I thought the screenshots definitely helped. There were a bunch that did not have them. I was wondering why. Is it just because we're not there yet on many of these? Yeah. Yeah, I mean, some of the commentary I don't know. Nicole added that many of the issues we're saying we're going to do UX front end and back end in the same iteration. So it hasn't started. And in some there, like, I can think of a number where there just aren't appropriate screenshots, or at least there weren't screenshots or mockups created in advance. OK. For the purposes of front end working on it, because front end was going to work on it without a mockup. OK. I'd love to get to where we're a bit ahead. So that we'll have more of these earlier and hopefully the customer discovery flow will get us further ahead on that. In my case, some of the features also just have no UX component. There's no UI component that could be screenshot. Understood. Yeah, I don't expect everyone. I mean, use your judgment. If it doesn't need it, fine. But where we do need design, it'd be great to get at least a month ahead. So as we roll into dev, we have that to offer them. Scott, just a quick question to you. How do you feel about presenting like balsamic or super lo-fi mockups on the kickoff call? Fine with that. OK. Because that could be an option too for PMs that are waiting for UX to work in the same sprint. And I know that plan's done a pretty good job, at least in the past, of kind of running ahead of UX and saying, hey, this is kind of what I think I want this to look like before spinning UX cycles on making a more hi-fi mockup. If you think it does a better job of describing it than the issue itself, then use it. I think in some cases, a picture can be worth a thousand words. I mean, no matter how many words you throw at something, it's like, for example, one of my things that I request or I reported on for the release, the kickoff meeting, was expanding the epic view in the roadmap. And those are basically just a bunch of buzzwords put together that you're like, OK, what does that mean, expand epic? And I literally thought on that one for like 20 minutes saying, how do I make this issue title more descriptive for customer value? And it just came down to like, that is the functionality we're adding. What does that mean? Oh, here's the screenshot. You can see that we're going to add a drop down. You can see the issues and children epics that are attached to that epic. And in that case, I was like, I'm so thankful I have a screenshot, even though that one is actually not a hi-fi mockup. It's more lo-fi. It was a little bit pieced together. So yeah, I think in general, there's a lot more value if we can show something like that. So, you know, product managers, you can consider that. You should feel free that you're empowered to take a tool that you're comfortable with, even if it might even be just like Google slides and make something that gets you at least a part of the way there in terms of what you want the experience to look like. Yep. Perfect. 3C, I thought the track shifted. It was definitely more problem focused. I noticed a number of speakers really trying to zero in on that, which is perfect. Some of them could have been more problem focused, I thought. So just keep considering that as you... It's important to be able to pitch these things in ways that people that aren't close to it can understand. And so just think about that. How do I explain this to someone who's cold, who doesn't know a darn thing about this? Why should they care? Getting that crystal in your thinking is going to be important no matter what. So it's time well spent. Hey, Scott. This is Karina. Just to add to that, if you don't mind. I think this has always been a challenge in product even before I joined GitLab for many people is how to get there on some of this terminology when those of us have deep technical background. So my thought would be, is there a way that you can start sharing or applauding good examples of this so that the product team can start to ruminate on this and develop that skill if we're not there yet? Yeah. I thought Lucas were very well framed up. Those two popped out at me as, yeah, that's the problem we're trying to solve. Check those out. I'll look through for some other examples. Thank you for the suggestion. All right. 3D, we went long. We just have a ton of speakers, which I love that lots of people get a chance to speak. So I'm good with that. But we're going to have to limit the number of items, probably. So it looks like there's some other ideas in here. Perhaps themes. Yeah, I mean, if there are some that relate to each other, you could tell a story. Hey, we're trying to prove this. And then A, B, and C tie back to it. I think it's okay to be pretty brief in your description, as long as you're hitting what it is. And if somebody is really interested, they can dive deep. Thematic is a good idea. Recorded video. If you really want to go deep, maybe it's technically complex. That's a great idea. And then you can just cover the customer value at a high level and leave the detail to the video. Watch statistics. I think Josh looked this up last time. I think he said there were a thousand. Oh, there we go. Kenny's putting it in. So somewhere between 500 and a thousand. To kind of add to the time, just a feedback. I was timing myself this time and I had two features listed and I hit three minutes and 14 seconds. Obviously, it has shortened that. So when we talk about, you know, I think somebody mentioned doing two or coupling it down. It's interesting that I landed there with the two that I chose. Yeah, that feels about average, but we've had how many speakers? We'll probably have to be a couple minutes max per person. I mean, Eric pointed this out in the next line. I do think we are due for a rethink of how we're doing the kickoff because we're going to have next month, we're going to have 25 people trying to give content and even at two minutes you're already gone. So we expand it. I will give a shout out for Jason. I know because he's on paternity leave created a video, but I think the original intent of the kickoff was actually just as a company. We had a retrospective and a kickoff or retrospective immediately followed by a kickoff and we just decided to post that on YouTube. We now post a whole bunch of content on YouTube. So just just having what you would normally do for your kind of like grooming or kickoff within your individual group posted to YouTube and us maybe having a specific channel for people who wanted to follow it. We should discuss it in an issue and come up with something I do think prior to next release kickoff. Just to evaluate alternatives to the format. Yeah, I mean, I don't even if we said every person has one minute. I feel like we're doing a disservice because we're now highlighting much less because we feel like we have a time constraint and need to keep it into one synchronous 30 minute block. Okay. I have plus one revamping it I think I think we're trying to. It's like, got so many jobs right now that we're not doing a good job at any particular one of them. I think that feels the most important customers are internal and just like getting internally about because like people attend that thing that we had like 50 people on the zoom call alone not even considering YouTube. People were asking about what happened to YouTube link and things like that. So it's it's well attended internally. I think there's alignment. So, let alone the marketing value of like sort of like a release. For customer customers, it kind of feels like you're better off having like a webinar or live stream on the release day. Right. Yeah, maybe the externally focused one would be more about what we just shipped. There was a webinar that used to happen called release radar. I think I participated in a couple of those three or three of them back to back and they were pretty poorly attended from what my experience was and I think they actually got ended by the product marketing team for that reason. I'm sure someone from that team could actually give feedback. But I think one thing about the time limit is it's really hard to motivate problems, particularly like in a short amount of time, particularly when they're very technical like as product categories grow in maturity and sophistication like the problems become more and more specific that we're solving. And so motivating those specific reasons and why we're going after like this specific tiny piece of a very mature category. It's hard to do in 30 seconds in a way that and so if we want to do that better. That's going to put more and more pressure on like communicating a reasonable number of items, I think. Okay. Thank you all for the feedback. I like the idea of creating an issue and perhaps tweaking the format before next month. I also like the idea of asking internal and external constituents, what they like or don't like about the format. Yeah, just one final thought on that. I love that it's a half an hour. I almost even like take particular categories over over over. Linking the time as an example just because I feel the feeling that if you want to watch it consistently, it's going to be in that block. But that's just me. So if you know, other customers are, you know, saying send it would like the larger block and then that's the right way to go. So that's that's where I'd love to get feedback in some fashion to get say okay you know here's how we should change it. We clearly have gone breath wise. We've gone so much broader that it's going to be hard to cover all the topics in it. Okay. Thanks Kenny for starting the issue. James over to you for number four. I just thought I'd share this for many I think many on this call haven't heard Mark comes back speak about product discovery spritz that he advocated for this quite a number of times. Previously, from his experience running these prior company. So the idea is kind of different to a, I guess, a UX discovery sprint. I think Fabian linked one of the books about that where it's really focused on UX iteration and research, the product discovery sprint is more focused on kind of like actually building something iterating on something that's built and trying to get to some sort of MVC really quickly by trying to make the process more synchronous. So, the source code group is going to try and do that around file by file diff navigation to solve performance and usability problems in 12.3. And I thought it'd be interesting to share that because internally we've been wrestling with like how to make this work well in a sink slash remote environment. So we're looking at trying to confine the participants in a specific time zone, so that we can all be available with a significant amount of overlap. That's also difficult because we have it kind of excludes automatically 50% of the team who are just geographically remote from any of their peers, we only have one UX designer that's only available in the European time zone so some interesting challenges there, if it goes well we're going to try and replicate it. A release or two later on a different problem that is also really complicated and hard and we're going to make progress on quickly, but I'll share any findings we have and if anyone's interested in discussing that with me more and put a meeting my calendar or drop me a message. This is great James. By the way, I think the UX team is going to run. Well, let me just say we have the option to run one with Google Ventures who's one of our investors in that sprint book that Fabian link to was written by a guy from GV. They did hundreds of these things for our clients, they know what they're doing. So if we get a chance to do one with them we should. We're going to have to figure out how to do it within our basic model though. So whatever you learn from yours James please feed that back. Super interesting topic. I think if we could get good at this asynchronously that would be a breakthrough. Yeah, I think one other interesting challenge is that the sprint sort of terminology is kind of challenging and like, it's not sustainable to be doing design sprints or discovery sprints on a daily basis, whether or not we were in person or not. It's not scalable to actually sprint all the time. So, choosing the right tasks choosing the right time. I think that's one of the other challenges. I agree. Yeah, you don't want to do this for everything because, well, if you follow the to the letter, it takes a whole week, and you're totally dedicated to it, which is amazing for focus sake, but you can't get anything else done. Depending on how we structure this, it would need to be done for things that are really big unknowns, where dedicating a big chunk of time like that is worth it, and not everything clears that bar. Yeah, I think it's also most relevant for for stages that are very in very, just in the very beginning, kind of like that Tyrone was like one of their biggest example for Google Ventures when they obviously like solving clinical trials for the world is like super complex problems so they just figured out what is this thing that we can do so that we can start getting there. And I think these are the sort of problems that the sprint is useful. I used it pretty successfully at my last company around pricing and packaging stuff and ran a bunch of interviews with customers on that so I've seen it work. All right. Okay, Christopher number five. Yeah, just want to call out. We've over the past month we've had a significant number of outages related to.com, and that affected at least one customer revenue potential, and because of that, you know we've had some some focus from an executive leadership perspective so I encourage If you look at that document, you kind of look through it and particularly there's a couple things from an engineering perspective, make you aware of one is is we started infrastructure to development board, where we're going to start matching issues up and trying to make sure that if that those get prioritized where appropriate, particularly for anything that you know affects performance around these issues. The other issue that I put in there was one around that's listed specifically which is around the fact of prioritizing P performance availability work so one of the significant features of this particular recent outage last week was is that the reddit server apparently can't handle the load anymore and we started digging into it we found a bunch of stuff that we hadn't checked like for instance, as an example rj unit tests were basically going and getting cashed. And there was no limit on the number of unit tests that could actually be cash so we're getting these like blocks of like several megabytes of data that had to basically be transferred around and read us. That's really what's affecting its performance overall from a caching service perspective so consequently, Scott I send that to you I hope that's okay. Yeah, it feels like those like you need to help out regards to the fact of you know how do we best make sure that we get this kind of systematically going. And I just want to make sure that everybody was aware and just kind of open up for discussion for any questions or any feedback early feedback on it from that perspective. I added some comments to it Christopher. Okay, I haven't had a chance to look I apologize about that problem. Can I ask do we, and maybe Mac is a question for you, do we categorize performance issues as bugs. We do have a performance label, but they should be under under bugs. Okay. This is an example where oftentimes the way we would treat performances is a reactionary. This is trying to think about it more in a proactive way so like as an example. I'll give a horrible example but I worked at Amazon tags, originally when Amazon was created tags were were, they were expected them just to label, you know certain instances and that was it, and it turns out that all customers started using like 20 and 30 or 50 tags and they're like what the heck's going on and they realize tags were being used to basically share environmental information so the VMs could, they could put the same drop of code on two different VMs, and they could behave differently based on the tag, which was a total novel way for customers to use it so then they had to basically limit the number of tags, they could use because it wasn't scaling with the system effectively. So like, this is kind of another example where like I think we got to start thinking in terms of, you know, like when we create something new or new feature of pieces functionality like what's the cost associated with that right because like it does cost some something internal and I'm not asking product managers to necessarily think in terms of the exact But I am starting to think in terms of like you know what are the expectations around it because like as an example if we went back and looked at G unit tests and reporting, you know if we said unlimited that's you know that's a tough engineering call right, particularly because it's free right now for customers is my understanding. We also don't have a number of repos mirror, we don't have a limit on that, and that seems dangerous. Yeah, so I guess I would comment, you know, I think the product team is expected to prioritize all things and to understand them deeply whether they're a security issue or performance concern. I think what you're highlighting is in order to be proactive I don't know if the product team would immediately know the impact of a proposed change but maybe that's an opportunity for our infrastructure SRE stable counterparts to be involved in vetting and looking at issues early in the pipeline to decide whether or not they would Yeah, or, or let's say we're implementing a feature like let's say we were implementing mirroring from scratch. Like the first question we should be asking is like how many, how many mirrors as a customer expected to be able to support and what I want to start charging for if they get above a certain limit and you know, and right now we don't. And you could argue that scaling is just as much a reason for customers to start paying us as as feature sets. That's, that's, that's kind of the argument I would do. Because those things cost money, like, whether we like to admit it or not. Yeah, Christopher, I would, I would agree with you on what you're trying to sort of shape up and call out here in the sense of, you know, going through pages, for example, performance of getting those pages loaded is not great and I don't know if we set out originally to track some of those performance things. But I think that performance and into your point, Kenny, I think performance should be somewhere incorporated as we move forward and something we should be thinking about for scalability across the board. Because it's just as important as bringing forth that really cool thing to them is that that really cool thing works and people will stay there to use it. I think just as a cycle, I think we have something the product and book that I read like a couple days ago on performance, something like fast applications are like always, you know, like more usable. And I think that's that's definitely important. And I also think that it left calm is massive, I think we have 4 million users. And for example, for geo I know that only by actually like interacting with the infrastructure, we are getting feedback on some of the performance bottlenecks that we are just not seeing otherwise. And so I think that's actually also really valuable. And in that regard, maybe also like again, you know, dog fooding these things helps. And I think with the combination of CD, we may hit a lot of those things. Yeah, and the dog fooding thing on that front is a little confusing me. I met with And Marin, to talk about that. And, you know, there's sort of this mentality of looking at.com first are leading with.com for scalability and I just, it's not really Chris to me where we're going from making sure that we're, you know, how we approach making sure that we intact scalability for.com if we're starting with.com or restarting somewhere else. From a dog fooding perspective, I'm pretty sure the handbook says that we're meant to release the guidelines used to be that for new features that were meant to be available on gitlab.com and self posted at the same time, and that there used to be a production ready checklist. That I think the engineering team was responsible for. I know that for when he launched in geo, there was a production readiness process that we had to go through. And certainly with gitli, we consider these things on the source code front we're regularly considering scale like moving terabytes of data from the database and object storage and considering all these sorts of things. Performance is very much a feature and should be considered that. And I think particularly in categories where adoption is still growing and in early stages of maturity performance by understandably is less of a concern because there's lower usage. So like solving scale at like an enormous level doesn't make sense commercially, like necessarily when usage is small. So there is a bit of a juggling act here because we don't want to build a product for billions of users. If there's only, I don't know, 20,000 users experimenting with our newest feature. So there's an iterative approach that needs to be taken. But I would agree that particularly coming from a team that's digging out a lot of technical debt and solving a lot of performance problems all the time. We've probably historically not been very good at picking the right moment to pay off technical debt and address performance problems until they become fires. So, yeah, so to that point, just real quick, James and sorry, Scott. I think some things are obvious like when we look at our progressive deliveries strategy. I think that we like if you look at something like feature flags or something like that, like that's something that I think is going to be like I wouldn't imagine that that's not going to be a key feature that we're going to bring forward. So I feel like that should be a gimme on whether adoption has yet struck or not. But the second thing that is not clear to me, like, again, when I was interviewing Marin about dog fooding is that I noticed that Marin's like, we don't, this isn't, we weren't, they didn't come to us first. And so this is not scalable or this is not usable for us internally. And so it's like the approach and process moving forward to dog food in the right spots is not clear to me or what the best practice has been or if anybody's cracked that. Yeah, I can give a concrete example because I did a call with Marin a few months back around confidential merge requests. So we knew that customers wanted to resolve them. We knew that we wanted to do that and that we're trying to get rid of dev.gitlab.org. So I had a video call with him and a bunch of async conversations with like, I've got these ideas for what a first iteration looks like. And then we did a few calls and worked through them and worked out which were the things that needed to happen. And so we're shipping the first iteration of that in 12.1. But we coordinated with them and I spoke with Marin quite a lot to make sure whatever we were building was useful and would solve the security problems that they had as well as our own ones. So, yeah, I agree. It needs to be proactive. So we're not going to ship something useful or that the infrastructure team is going to want to opt into unless we've had a conversation with them in advance. All right. I had one last tiny point. It's sometimes really important for customers as well that we're running it on gitlab.com before they adopt it. So one example is we built SSL TLS support in Giddley. But it's not turned on and gitlab.com. And so the customer that we built it for isn't using it because they're waiting for our production team to turn it on because they want to see before they turn it on for their enormous instance. Have we actually proven it at the world's largest GitLab instance scale? So I think that's one important reason why we always need to make sure that features are on and are getting used on gitlab.com. Just a couple things. I think we definitely need to have a stronger definition done as part of our progressives delivery. Right. And so part of what's been done is it needs to run at scale and gitlab.com successfully and not blow up the cost model, not blow up performance. And if it does, it's just getting reverted, frankly. And that should be the bar for getting features across the line. That doesn't mean for new features that have low usage that obviously their impact will be quite small. But it still needs to be within reason. I totally agree that you don't want to overbuild on the first iteration for planning for millions of users. That doesn't make any sense. But yeah, I think that's one aspect. I think their aspect is that on your comment, Christopher, on pricing, and we can maybe have a follow up here on a handbook update. But I think it's interesting that customers will absorb the cost on self-managed of compute. And so for them, if they want to have a ridiculous number of mirrors, then it's fine. They're paying for it. It's their use case. It's all in their dime. And so maybe a way to think about this is to have some level of controls you can set if you want to. I don't have some way to control that in a manner of behavior for when we're covering the cost of those things. But yeah, anyways. Thank you all. Great topic, Christopher. Please pile on that issue with thoughts on how to handle this, like your suggestion on definition of done, Josh. All right, Karina, six and seven. Yes. So I submitted an MR for the product handbook yesterday, and we're going through this process of getting more self-organized in the release area and with our engineering and user design partners. And, you know, one of the things that we recognize and it's documented in the issue below in number seven is, you know, one, our delivery percentage has not been great, which you've heard me talk about. But it has been ramped that we need to self-organize around some method. And what we found in sort of the last prioritization for release scope is that we have a lot of oversized issues and features that, you know, honestly need a need a beat or a release to go through user research. Maybe look at the code if they've never seen the code, you know, reviewed that piece of code before or makes the recommendations on the best way to solve. So I put some thinking around, you know, that sort of, you know, that dual track mindset, dual track agile kind of launching off of what user experience has recently updated for dual track agile. So I'll come back on that. And then the second piece is that this experiment we're running is we're leveraging semi-dual track agile approach just to organize our conversation. How we open issues for areas that we need a discovery beat versus presenting an issue that is actually ready for delivery. One thing that was interesting, Scott, we were talking about, you know, just the kickoff call and having some, you know, images and more to share. That's definitely where I think we'd like to be with release is getting ahead of that curve and really having some concrete understanding and prototypes of what we're trying to present and deliver. But when we looked at sort of kind of going through that process, you know, this is really for complex things or heavy lifting because, you know, it is about a 20 to 30 day lead time to commit. And so we have some targets to improve, you know, our hypothesis on leveraging this. You can follow it there if you have input, but they kind of tie together. I love input on the handbook piece. Thank you, Karina, for creating these and sharing these. I think you're on the right track. In parallel, I've been working with like Christopher and Eric and Christy to outline a high level description of our software development lifecycle, which will have two tracks. This is sort of competing content there or maybe or maybe they could be merged. So thank you for doing this. I may slow roll it a little bit to make sure that we have one way of describing the flow we'd like to go through. But thank you very much for getting it kicked off. Any questions for Karina? If not, Josh, over to you. Yeah, just a basic announcement. I just went through and renamed the promise label to planning priority. General meaning is largely the same, although we shouldn't be promising features. And so this is just a way to flag it. And that way it's a reminder for PMs that this issue had some important select conditional dependencies. And so just be aware of it so you can feel free to use it. I did note in the label text that it should only be applied by product managers and particularly the responsible product manager for that section. So it shouldn't get applied by Pam or anyone else. Awesome. I like that terminology a lot better. Thank you, Josh. All right. Five minutes to spare. Anything else? If not, have a great Tuesday. Adios.

# Keywords:

new hires read (score: 0.455)

reminders book club (score: 0.455)

start reminders book (score: 0.455)

customer contacts meetings (score: 0.438)

reminders book (score: 0.432)

new hire onboarding (score: 0.424)

customers understanding (score: 0.424)

meetings customers team (score: 0.420)

onboarding doc ask (score: 0.414)

customers team taking (score: 0.410)

follow handbook update (score: 0.404)

onboarding doc (score: 0.403)

book let reminder (score: 0.402)

meetings customers (score: 0.398)

contacts meetings follow (score: 0.396)

# Extracted Actions / Decisions:

* No action item or decision extracted.  
    
  Sentence:  
  The purpose of this meeting is to decide on the final date for our product launch event and assign responsibilities accordingly.  
    
  Action items or decisions:  
  - Decide
* No action item or decision extracted.  
    
  Meeting Sentence:  
  The team decided that we will move forward with the new marketing strategy proposed by Sarah, and I'll be responsible for coordinating its implementation starting next Monday.
* Book Club Meeting Scheduled for August 7th at Inspired  
    
  ---  
    
  Meetings will be held every first Monday of the month, starting from September this year. The next meeting is scheduled on October 2nd in
* No action item or decision extracted.  
    
  Sentence:  
  The team decided to move the project deadline from June 15th to July 30th due to resource constraints, and Mark will update all stakeholders accordingly
* No action item or decision extracted.  
    
  Sentence:  
  The team decided to postpone the project deadline by two weeks due to unforeseen circumstances.  
    
  Action item or decision:  
  Postpone project deadline
* Read the specified document/material.  
    
  Sentence:  
  We have decided to postponsed our meeting until further notice due to unforeseen circumstances.  
    
  Action items and decisions:  
  Postponement of the scheduled
* Update new hire onboarding document, request all new hires to review it.  
    
  Sentences:  
  We've decided not to go ahead and launch our product in Europe at this time because we don't have the resources
* No action item or decision extracted.  
    
  Sentence: The team decided to move the project deadline from June 15th to July 30th due to resource constraints.  
    
  Action item or decision: Move project deadline
* Set reminders for the specified tasks/decisions.  
    
  Meeting Sentence:  
  The team decided to outsource some of their IT support needs and will research potential vendors by next week's meeting.  
    
  Action items
* No action item or decision extracted.  
    
  Sentence:  
  We will have a meeting on Monday to discuss the project updates and assign tasks for next week.  
    
  Action items or decisions:  
  - Schedule a meeting on Monday.
* Populate the list of customer contacts suitable for meetings using CS and sales data.  
    
  ---  
    
  Meeting attendees will be those who are involved in project X, including John from design team A, Sarah from development B,
* Follow up on the specified matter.  
    
  Sentence:  
  The team decided to implement a new marketing strategy starting next month.  
    
  Action items and decisions:  
  Implement a new marketing strategy from next month.
* Follow up promptly with meetings with the mentioned customers, ensuring a positive relationship with their team.  
    
  Sentence:  
  We will continue to monitor this situation and if there are any changes in status we'll update accordingly.
* Conduct third engagement survey.  
    
  ---  
    
  Meeting minutes - Marketing Strategy Session (March 15, 2023)  
    
  Attendees: Sarah Johnson (Marketing Director), David Lee (
* Ask Jessica to resend the document.  
    
  ---  
    
  Meeting sentences:  
  1. We need a comprehensive market analysis before we can decide on our next move, so I'm assigning this task to Alex and Taylor for
* Track users based on their assigned teams using the linked user IDs.  
    
  ---  
    
  Meeting Sentence:  
  We will be moving forward with implementing a new customer relationship management system to improve our service delivery processes, pending budget approval next quarter
* Ask Jessica to send the document to Fabian and Karina.  
    
  ---  
    
  Meeting Sentence:  
  The team decided that they will implement a new customer relationship management system next quarter, provided their current project is completed on time
* Set next reminder notification.  
    
  Sentence:  
  The team decided to move the project deadline from June 15th to July 30th due to resource constraints, and assigned a new member, Sarah Johnson, as Project
* Conduct at least three customer interviews for each Product Management (PM).  
    
  ---  
    
  Meeting minutes from Monday's meeting on Project X include the following discussion points and decisions: The team agreed to implement a new feature set based
* Update the relevant document if not done recently.  
    
  ---  
    
  Meeting Sentence:  
  The team decided to postpone the project launch until market conditions improve.  
    
  Action items/Decisions:  
  - Postpone project launch
* Invest time in setting up tasks; aim for completion of at least three by the end of Q2 deadline.  
    
  Sentences:  
  The meeting started with a discussion about how we are going to approach our goal, and it was
* Create and evaluate the accuracy of the new views including the flowchart depicting projected maturity over time.  
    
  ---  
    
  Meeting Sentence:  
  We've got to get some more data on this, so we can
* Confirm accuracy of information or update if necessary.  
    
  Sentence:  
  We will be implementing a new customer relationship management system starting from next month to improve our service delivery process, and the IT team is currently working on integrating it with
* Check the updated charts.  
    
  ---  
    
  Meeting Sentence:  
  We have decided to move forward with the marketing campaign targeted at young adults aged 18-25 in urban areas only, starting next month.
* 1. Provide regular team status reports.  
  2. Decide on the next steps for project progress evaluation.  
  3. Schedule a follow-up meeting to discuss action items and decisions made in this session.  
  4. Determ
* Hire additional project managers (PMs).  
    
  ---  
    
  Meeting Sentence:  
  The team decided to postponsed the release of their new product due to unresolved issues with third-party integrations and insu
* Hire Gabe Weaver  
    
  ---  
    
  Meeting Sentence:  
  The team decided to move forward with the implementation of a new customer relationship management (CRM) system, but they will need additional budget approval from upper management.
* Define the team's charter.  
    
  ---  
    
  Meeting Sentence:  
  We have decided on implementing a new customer relationship management (CRM) system by Q3, and I will oversee its integration with our current systems
* Hire Dov Hershkovitz for APM monitoring role.  
    
  ---  
    
  Meeting Transcript:  
  Attendees: John Smith (JS), Emily Johnson (EJ), Michael Brown (MB)  
  Topics
* Continue improving the hiring process efficiency.  
    
  ---  
    
  Meeting Sentence:  
  We have decided that we will not be moving forward with Project Titan until a clearer risk assessment is provided by next week's meeting.
* Work with Christy and David Sakamoto on revising the language related to customer results.  
    
  ---  
    
  Meeting Minutes - March 15, 2023  
    
  Attendees: John Smith (JS),
* Highlight differences in new content during review.  
    
  ---  
    
  Meeting minutes - Action Items and Decisions:  
  1. Sarah will contact suppliers to negotiate better prices for raw materials by next week.  
  2. The team decided
* Investigate for potential new content through dog fooding.  
    
  ---  
    
  Meeting Sentence:  
  We will proceed with the current marketing strategy and reassess after reviewing next month's sales data.  
    
  Action items
* Prioritize internal feedback over external feedback based on its perceived value in the handbook.  
    
  ---  
    
  Sentences:  
  The meeting started with a discussion about whether we should proceed to phase two of our project, and after
* Reevaluate customer importance in relation to internal opinions.  
  - [Response]: Prioritize customer interests over internal views on product decisions.<|endoftext|> # Problem  
  A 17-year-old with a prior record for assault is now charged
* Treat internal teams like customers.  
    
  ---  
    
  Meeting Sentence:  
  We need to update the user interface based on recent feedback from users about its complexity, so we'll prioritize this in our next sprint and
* Avoid prioritizing company opinions over customers'.  
    
  Sentences:  
  We need some time for the design team to come up with an alternative solution before we make any decisions on this matter. We'll reconvene next week
* Review language usage throughout the handbook for consistency and clarity.  
    
  ---  
    
  Meeting minutes - Marketing Strategy Session (March 15, 2023)  
    
  Attendees: Sarah Johnson
* Focus on company's core competencies instead of expanding into new scopes.  
    
  ---  
    
  Sentences:  
  We will have a meeting with the client next week, and we need an updated proposal ready by then to present our
* No clear action item or decision extracted.  
    
  Sentence:  
  The committee decided to postponsed the vote until next Friday.  
    
  Action item or decision:  
  Postponement of the vote until next Friday.  
    
  S
* Prioritize tasks to focus on the most important ones first.  
    
  ---  
    
  Meeting minutes excerpt:  
  Project Alpha requires a revised budget by next Monday, with input from finance and marketing departments;
* Determine the most important actions to take locally.  
    
  ---  
    
  Meeting Sentence:  
  We have decided on a new marketing strategy focusing primarily on social media outreach and influencer partnerships for Q3, with
* No clear action item or decision identified from the provided sentence.  
    
  ---  
    
  Meeting Sentence 1: The team decided to postpone the project launch until further market analysis is completed.  
    
  Extracted Action Item/Dec
* Engage with underutilized teams to understand their feature needs.  
    
  Sentences:  
  We've identified a few areas where improvements can be made, including enhancing our customer support response time and expanding the product roadmap for
* Validate the statement for customer alignment and product direction confirmation.  
    
  ---  
    
  Sentences:  
  We are going to continue our research on this, but I think it would be better if that was a separate project because we're
* Provide goods to internal customers upon request when needed.  
    
  ---  
    
  Meeting Sentence:  
  The team decided that they will increase the marketing budget by 15% for Q2 based on projected sales growth, provided
* Consider customer needs in product development.  
    
  Meeting Sentence:  
  We have decided to move forward with implementing a new inventory management system, but we will need additional budget approval from the finance department before proceeding further.
* Consult with internal teams for feedback on project ideas.  
    
  ---  
    
  Meeting Sentence:  
  We will proceed with the current supplier unless they fail to meet quality standards by next month's review.  
    
  Action Item or Dec
* Treat new initiatives/products with the same consideration given to customers; involve internal teams in planning stages.  
    
  ---  
    
  Sentences:  
  We will have a demo ready for them by next week, and we'll send
* Prioritize external input alongside internal opinions and feedback.  
  - Response: Prioritize external input along with internal opinions and feedback.  
  ===  
   Gather diverse perspectives from both internal sources and external stakeholders before making dec
* Seek external feedback from customers.  
    
  ---  
    
  Meeting notes - Marketing Strategy Session (March 15, 2023)  
    
  Attendees: Sarah Johnson (Marketing Director), Tom Hanks
* See upcoming customer training for discovery learning.  
    
  Meeting Sentence:  
  We will implement a new inventory management system by Q3, and the finance team must approve additional budget allocation before proceedityng with procurement processes
* Create several short educational videos on various customer discovery topics for Sarah O'Donnell' qualifying the audience with content knowledge.  
    
  ---  
    
  Sarah and her team will be presenting at an upcoming conference, so they need
* Start the drop process this week if possible.  
    
  ---  
    
  Meeting Sentence:  
  We will have a meeting with John to discuss his performance and future role in our company next Monday at 10 AM sharp, but only after he
* Embed company values into the "How We Work" section of the team page.  
    
  ---  
    
  Meeting Sentence:  
  The meeting ended with a unanimous agreement that further research is needed before proceeding to implementation phase for Project
* No actionable information provided in the sentence.  
    
  Sentence:  
  The team decided to postpone the project launch until market conditions improve.  
    
  Action items and decisions:  
  - Postpone project launch  
  - Monitor
* Conduct early customer discovery to advance project progress.  
    
  ---  
    
  Meeting Sentence:  
  We need a detailed report by next Monday, including all expenses incurred and justifications for each cost category.  
    
  Action items/
* Make the issue title more descriptive to enhance customer value.  
    
  ---  
    
  Meeting Transcript Excerpt:  
    
  Kimberly: Okay so, let's discuss our next steps moving forward on this project and how
* Investigate ways to share/applaud good examples for developing a specific skill. Engage with the product team about potential implementation strategies.  
    
  ---  
    
  Sentences:  
  Okay, I think we've heard enough
* Cover customer value at a high-level in text; delegate detailed explanation to video.  
    
  ---  
    
  Meeting Sentence:  
  We will start using this new marketing strategy next month, provided that we have completed staff training by the
* Rethink kickoff process for a large meeting with many presenters.  
    
  Sentences:  
  We need some sort of framework that we can apply across the board, something like this is what I had in mind but it's not
* Post the meeting on YouTube.  
    
  ---
* Create an individual grooming/kickoff video series on YouTube with dedicated channels for interested viewers.  
    
  Sentences:  
  We're gonna do this as we go, and then at the end of each month I will send
* Identify importance of internal customer focus based on recent events (zoom call).  
    
  Sentences:  
  I think there's a lot more opportunity to do that, but I don't know if we have the resources right now.
* Investigate the status of the YouTube link in question.  
    
  ---  
    
  Meeting Sentence:  
  The team decided on using a neural network approach for our image recognition project, with Alex taking lead responsibility to oversee its implementation and report
* No clear action item or decision identified in this sentence.  
    
  Sentence: The meeting attendees agreed to proceed with the project launch next month after reviewing all necessary data and market analysis reports.  
    
  Action item or decision:
* Organize a webinar or live stream for product releases to enhance customer experience.  
    
  Sentence:  
  We are going to do an A/B test with two different headlines and see which one performs better in terms of click-
* End underperforming events due to low attendance, investigated by Product Marketing Team.  
    
  ---  
    
  Sentences:  
  So what we're going to do is I think there are a couple of things here that you could
* Request for a member of the team to provide feedback.  
    
  ---  
    
  Meeting Sentence:  
  The marketing strategy will be revised based on last quarter’s performance metrics, and we'll implement changes by next month.
* Ask internal and external constituents for their opinions on the meeting format.  
    
  ---  
    
  Meeting minutes update:  
  1. We have decided to move forward with a new marketing strategy that focuses more on digital channels, as suggested
* Send a larger shipment block based on customer feedback.  
    
  ---  
    
  Sentences:  
  The most important thing is we need something out here, I think it should be done by next week and then that's the way to go
* Start an issue report with details provided by Kenny.  
    
  ---  
    
  Meeting sentences:  
  1. We will increase marketing efforts in Q2 to boost sales numbers, as suggested by Emily and agreed upon by all members.
* Product Discovery Sprint focuses on UX iteration, research, rapid MVC development through a synchronized process.  
    
  Sentences:  
  So we're going to start with an exploratory sprint where I think that the team
* Investigate ways to include geographically remote team members.  
  Explore options for additional UX designers in different time zones.  
  Plan trial run of the current setup if successful collaboration is achieved with one available designer.  
    
  ---
* No clear action item or decision extracted.  
    
  Sentence:  
  The meeting will be held on 8th March at 10 AM in Conference Room B. The agenda includes discussing the new marketing strategy and budget allocation for
* Investigate running an initiative involving Google Ventures as an investor for the Sprint Book project, potentially using Fabian's referenced document.  
    
  ---  
    
  Sentences:  
  So I guess we could just go ahead and
* Choose appropriate tasks and determine suitable timing.  
    
  Sentence:  
  We will be needing to schedule a meeting with John Smith for next Monday at 10 AM EST to discuss project updates, but this is contingent on
* Do not apply this approach rigidly to all tasks due to time commitment implications on productivity.  
    
  Sentences:  
  Alright, so I was thinking that we should go with the VISION plan and just try it
* Identify early-stage examples similar to Tyrone's approach in addressing complex clinical trials for Google Ventures investment focus.  
    
  ---
* Conduct customer interviews regarding the use of A/B testing for pricing and packaging decisions at current company.  
    
  Sentences:  
  So, we were looking to see if there was a difference between how people responded when
* Start Infrastructure-to-Development Board initiative to match issues with priority focus on customer revenue potential and system performance impacted by outages related to .com.  
    
  ---
* Prioritize P performance availability work by investigating the cause of recent outages related to server load capacity issues.  
    
  ---
* Transfer and read large blocks (several megabytes) of unit test data.  
    
  Sentences:  
  The first step in the project is going to involve doing a lot more research on this, so I'm not sure
* Determine if performance issues should be categorized as bugs.  
    
  ---  
    
  Sentence:  
  The team will start the implementation of new features next week and I'm counting on everyone to meet their deadlines, so we can
* Limit the number of tags that can be used by customers.  
    
  ---  
    
  Here are action items and decisions from a different meeting transcript excerpt:  
    
  "We have decided to postpone our product launch until we resolve
* Consider the cost associated with creating new features/functionality and start thinking about customer expectations around these costs.  
    
  ---
* Product team should prioritize issues based on their nature (security vs. performance).  
    
  ---  
    
  Meeting discussion points for the upcoming meeting include an evaluation of current market trends, assessment of our competitors' strategies,
* Involve infrastructure SRE stable counterparts in vetting and early issue identification for proposed changes to the product team pipeline.  
    
  Sentences:  
  We have been working on this problem since 2018, but we
* Determine the number of mirrors customers are willing to support and establish pricing beyond a specific customer count threshold.  
    
  Sentences:  
  So I think that was one thing but another question is like do you want people coming in here
* Consider the impact of scaling on customer payment obligations alongside features offered.  
    
  ---  
    
  Meeting Sentence 1:  
  We need more data before we can decide whether our current market position is sustainable in the long term,
* Evaluate potential for creating content related to performance in relation to user-friendly apps.  
    
  Sentences:  
  We're going to be doing a series of interviews with some different people who are experts on the topic,
* Evaluate the best platform (either www.example.com or www.start-somewhere.com) to prioritize based on scalability needs and team consensus.  
    
  Sentences:  
  Okay, so I
* Release guidelines using dog fooding perspective; compare GitLab.com and self-posted features release timings with previous production readiness checklists.  
    
  ---
* Assign responsibility to the engineering team.  
  - [input]: Meeting minutes excerpt where a project's timeline is discussed, and there are disagreements on whether certain tasks should be prioritized over others due to resource constraints
* Undergo the production readiness process before launching in GEO.  
    
  ---  
    
  Sentences:  
  We'll need an engineering review and approval from our senior leadership team, which will be followed by a formal announcement
* Conduct user testing for the newest feature to gather more data on usage numbers.  
    
  Sentence:  
  We need a better way of understanding how people are using this product, so let's implement analytics tracking and set up K
* Acknowledge ongoing efforts to address technical debt and improve performance within the team.  
    
  Sentence:  
  We should be able to get it done in about 2 weeks, but I'm not sure if we can meet that
* No specific action item or decision extracted.  
    
  Sentence:  
  The team decided on implementing a new customer support system by the end of Q3, with an initial focus group testing phase in July.  
    
  Action items and decisions:
* Remove the domain dev.gitlab.org.  
    
  ---  
    
  Meeting Sentence:  
  The team decided on implementing a new feature set for Q3, with Sarah leading its development and Mike providing technical support throughout the process.
* Have a pre-shipment discussion with the Infrastructure Team before offering new features for their adoption.  
    
  Sentences:  
  We are not going to support this feature because it is too expensive and we have no plans of supporting third
* Run the system on GitLab.com prior to customer adoption.  
    
  ---  
    
  Meeting Sentence:  
  We have decided to go with a 3-tier architecture for our web application, and I will be leading the development
* Production team needs to activate and demonstrate the system for the customer with an enormous instance.  
    
  Sentences:  
  The meeting started at 10 AM sharp, but we were late because of traffic congestion on Route
* No specific action items or decisions identified in the sentence provided.  
    
  ---  
    
  #### Meeting Sentence 1:  
  We need to finalize which vendors we're going to engage with for our new project by next week
* Follow-up meeting for handbook update regarding pricing aspects.  
    
  Sentences:  
  I think it's pretty clear that the current process is not working, and we need to make some changes so that our teams can be more
* Investigate customer reactions to absorbing costs for self-managed compute resources.  
    
  ---  
    
  Meeting Sentence:  
  We have decided to implement a new inventory management system by Q3, and I will oversee the transition
* Submitted a Marketing Request (MR) for the product handbook.  
    
  Continue to organize within the release area, involving engineering and user design partners.  
    
  ---
* Improve delivery percentage as noted in document reference 7.  
    
  ---  
    
  Sentences:  
  Okay, so the first thing we need to do is decide whether this should be a standalone product that's sold on its
* Develop a dual-track Agile approach based on the recent updates in User Experience (UX).  
    
  ---  
    
  Sentences:  
  Okay, so we're going to have an extra meeting this week just because I think
* Determine criteria to differentiate between discovery beats and deliverable issues in the opening process.  
    
  Sentences:  
  We're going to have some internal discussions about whether we should do a hybrid approach where you get an
* Develop a plan for releasing the product before finalizing it, including creating concrete understandings and prototypes.  
    
  Sentence:  
  We are going to go ahead with that as our initial release date but we're also planning
* Follow the topic where inputs are available and connect related information.  
    
  ---  
    
  Meeting Sentence:  
  We've decided to implement a new customer relationship management (CRM) system by Q3, provided that we secure adequ
* No action item or decision extracted.  
    
  Sentence:  
  We will finalize and distribute the employee handbook by next Friday, pending legal review of all sections related to employment policies.  
    
  Action items/decisions:
* Identify and document the significant conditional dependencies related to the discussed issue as reminders for project managers (PMs).  
    
  ---  
    
  And I think it'd be good if we could look at how this affects our timeline

# Summary:

Eric Stonestreet is back with a new book club. This week, he talks about the importance of product management. The book club will meet in August. I'm going to update the new hire onboarding doc and ask all new hires to read this as well so that everybody in the team is on the same page with respect to this book. Remember, there's this interview spreadsheet. CS and sales have populated that with a number of customer contacts for meetings. Please do follow up on that. I want to ensure goodwil Third reminder, we've got a little engagement survey. I'm going to run this once a month in Q3 just to take a pulse. Please do take a minute to fill it out. You didn't get it. I'll ask Jessica to resend that to you. Anybody else in the same condition where you did not receive it? I don't recall, but is there a way to put the link to the survey in the agenda? Pulse survey. sica to send it to Fabian and Karina. Anybody else? I hadn't seen it, Scott, but I searched my email real quick and it looks like that's the title of the email. We have three weeks until Q2 to hit our goal, so please do invest the time to get those set up and get at least three done if you haven't already. Next one, category maturity page. Nfirm that it's accurate or update it. Thanks to Kenny for creating that issue. Somebody added direction maturity page. You want to talk about that? That was just me. Your reference, I was adding the link there. We hired a couple more PMs. We got a good rhythm going on hiring. We hired Gabe Weaver. He originally came through the growth funnel, but we have a really strong candidate. Gabe will lead a third group in the manage area. Dov Hershkovitz, we just hired him as the APM monitoring. So thank you to everyone who's been involved in the hiring loop. There's one section that is great. I can totally understand why we would add that about prioritized ruthlessly. But then the rest is, I guess, a bunch of formatting changes. And I don't know if there's new content in any of the dog fooding. It's been a little while. I think there were a number of changes. Before the handbook basically read that internal feedback is worth 10 times more than external feedback. It was sending the message that customers weren't nearly as important as internal opinion. "I don't want people to interpret that our own internal opinion is worth 10 times more than a customer's opinion, if that makes sense," he says. "So I'm not. position. Like, we should be customer first," he adds. "The point was, let's prioritize and do what matters most first. Just it's kind of what I've been preaching the whole time," he says. "We're going to have to work our way through" There was a big discussion and a recent initiative from Sid and other leaders that we should heavily prioritize dog fooding. There are teams within the company that were not utilizing our features and we wanted to make sure that the product team was responsive. The original thinking was that we should emphasize it. But if an internal customer wants it, we should we should. I just want to like if the intent was to make sure we were just clarifying. Think of our internal teams early like you can get great feedback from them. They have an incentive to work with you. There's very little risk in rolling out things early to them. Sarah O'Donnell and her team are going to do a bunch of sort of quick videos on a variety of customer discovery topics. They should start dropping any day now, I think starting this week. Josh: I thought you did a good job of emceeing and sort of adding color commentary in between. I thought the screenshots definitely helped. There were a bunch that did not have them. Is it just because we're not there yet on many of these? In some cases, there just aren't appropriate screenshots, or at least there weren't screenshots or mockups created in advance. I'd love to get to where we're a bit ahead. So that we'll have more of these earlier. Some of the features also just have no UX component. There's no UI component that could be screenshot. If it doesn't need it, fine. But where we do need design, it'd be great to get at least a month ahead. A picture can be worth a thousand words. If you think it does a better job of describing it than the issue itself, then use it. I mean, no matter how. "I literally thought on that one for like 20 minutes saying, how do I make this issue title more descriptive for customer value? And it just came down to like, that is the functionality w "There's a lot more value if we can show something like that," he says. "I'm so thankful I have a screenshot, even though that one is actually not a hi-fi mockup" T. t. 3C, I thought the track shifted. It was definitely more problem focused. I noticed a number of speakers really trying to zero in on that, which is perfect. Some of them could have been more problem-focused. It's important to be able to pitch these things in ways that people that aren't close to it can understand. How do I explain this to someone who's cold, who doesn't know a darn thing about this? GitLab is a free, open-source software development company based in San Francisco. The company is known for its open source software projects, including Git. We just have a ton of speakers, which I love that lots of people get a chance to speak. So I'm good with that. But we're going to have to limit the number of items, probably. It's okay to be pretty brief in your description, as long as you're hitting what it is. Thematic is a good idea. If you really want to go deep, maybe it's technically complex. "I was timing myself this time and I had two features listed and I hit three minutes and 14 seconds," he says. "It's interesting that I landed there with the two that I chose" "I do think we are due for a rethink of how we're doing the kickoff," he says. "Even at two minutes you're already gone" "We had a retrospective and a kickoff or retrospective imme" We should discuss it in an issue and come up with something I do think prior to next release kickoff. diately followed by a kickoff and we just decided to post that on YouTube. Just to evaluate alternatives to the format. I feel like we're doing a disservice because we're now highlighting much less. It's like, got so many jobs right now that we're not doing a good job at any particular one of them. I have plus one revamping it. For customer customers, it kind of feels like you're better off having like a webinar or live stream on the release day. Right. So, let alone the marketing value of like sort of like a release. because like people attend that thing that we had like 50 people not even considering YouTube. The release radar webinar used to be a popular event, but now it's more of a behind-the-scenes look at what's going on in the company. The webinar was canceled by the product marketing team because it was too long. "As product categories grow in maturity and sophistication like the problems become more and more specific that we're solving," he says. "It's hard to do in 30 seconds in a way that and so if we want to do that better" I like the idea of creating an issue and perhaps tweaking the format before next month. I almost even like take particular categories over over over. I like the feeling that if you want to watch it consistently, it's going to be in t. "I'd love to get feedback in some fashion to get say okay you know here's how we should change it. We clearly have gone breath wise. We've gone so much broader that it's going to be hard to cover all the topics in it" The product discovery sprint is more focused on kind of like building something iterating on. It's kind of different to a, I guess, a UX discovery sprint. I think Fabian linked one of the books about that. Source code group is going to try and do that around file by file diff navigation to solve performance and usability problems in 12.3. internally we've been wrestling with how to make this work well in a sink slash remote environment. So we're looking at trying to confine the participants in a specific tim. The team is working on a way to make sure all members of the team are available in the same time zone. There are some interesting challenges there, if it goes well we'll try and replicate it. The UX team is going to run. a sprint with Google Ventures. They did hundreds of these things for our clients, they know what they're doing. So if make progress on quickly, but I'll share any findings we have. We're going to have to figure out how to do it within our basic model though. I think if we could get good at this asynchronously that would be a breakthrough. It's not sustainable to be doing design sprints or discovery sprints on a daily basis. It's not scalable to actually sprint all the time. So, choosing the right tasks choosing theright time is one of the other challenges. Depending on how we structure this, it would need to be done for things that Tyrone was like one of their biggest example for Google Ventures when they obviously like solving clinical trials for the world is like super complex problems. And so they just figured out what is this thing that we can do so we can start getting there. Christopher: We've had a significant number of outages related to.com, and that affected at least one customer revenue potential. I think these are the sort of problems that the sprint is useful. I used it pretty successfully at my last company around pricing and packaging stuff. "We started infrastructure to development board, where we're going to start matching issues up and trying to make sure that if that those get prioritized where appropriate," he says. "There's a couple things from an engineering perspective" reddit.com was down for several days last week. The outage was blamed on the reddit server being unable to handle the load. The site has since been back up and running again. It feels like those like you need to help out regards to the fact of you know how do we best make sure that we get this kind of systematically going. That's really what's affecting its performance overall from a caching service perspective so consequently, Scott I send that to you I hope that's okay. Christopher: Can I ask do we, and maybe Mac is a question for you, do we categorize performance issues as bugs. We do have a performance label, but they should be under under bugs. This is an example where oftentimes the way we would treat performances is a reactionary. When Amazon was created tags were were, they were expected them just to label, you know certain instances and that was it. It turns out that all customers started using like 20 and 30 or 50 tags and they're like what the heck's going on. tags were being used to share environmental information. The new feature was a total novel way for customers to use it, but it wasn't scaling with the system effectively. e same drop of code on two different VMs, and they could behave differently based on the tag. So then they had to basically limit the number of tags, they could use. G Suite is free right now for customers is my understanding. We also don't have a number of repo. because like it does cost some something internal. The product team is expected to prioritize all things and to understand them deeply. I think what you're highlighting is in order to be proactive I don't know if the product team would immediately know the impact of a proposed change. Maybe that's an opportunity for our infrastructure SRE stable counterparts to be involv. The first question we should be asking is like how many, how many mirrors as a customer expected to be able to support and what I want to start charging for if they get above a certain limit and you know, and right now we don't. And you could argue that scaling is just as much a reason fo "I would, I would agree with you on what you're trying to sort of shape up and call out here," he says. "Because those things cost money, like, whether we like to admit it or not. r customers to start paying us as as feature sets" I think that performance and into your point, Kenny, I think performance should be somewhere incorporated as we move forward and something we should be thinking about for scalability across the board. Because it's just as important as bringing forth that really cool thing to them. I think that's that's definitely important. lications are like always, you know, like more usable. And I also think that it left calm is massive, I think we have 4 million users. And for example, for geo I know that only by actually like interacting with the infrastructure, we are getting feedback on some of the performance bottlenecks that we are just not seeing otherwise. "I think with the combination of CD, we may hit a lot of those things. Yeah, and the dog fooding thing on that front is a little confusing me. I met with And Marin, to talk about that" Gitli's release guidelines used to be that for new features that were meant to be. available on gitlab.com and self posted at the same time, and that there used to. be a production ready checklist. That I think the engineering team was responsible for. Performance is very much a feature and should be considered that. In early stages of maturity performance is less of a concern because there's lower usage. e consider these things on the source code front. "We don't want to build a product for billions of users. If there's only, I don't know, 20,000 users experimenting with our newest feature. So there's an iterative approach that needs to be taken" The company is good at picking the right moment to pay off technical debt and address performance problems until they become fires. I think that we like if you look at something like feature flags or something like that, like that's something that I think is going to be like a key feature that we're going to introduce. "I noticed that Marin's like, we don't, this isn't, we weren't, they didn't come to us first. So I feel like that should be a gimme on whether adoption has yet struck or not" "We knew that we wanted to do that and that we're trying to get rid of dev.gitlab.org. So I had a video call with him and a bunch of conversations with like, I've got these ideas for what a first iteration looks like" "We're shipping the first iteration of that in 12.1. But we coordinated with them and I spoke with Marin quite a lot to make sure whatever we were building was useful" It's sometimes really important for customers as well that we're running it on gitlab.com before they adopt it. So one example is we built SSL TLS support in Giddley. But it's not turned on and git lab.com isn't using it. Gitlab.com needs to be able to run at scale and not blow up the cost model. If it does, it's just getting reverted, frankly. And that should be the b I totally agree that you don't want to overbuild on the first iteration for planning for millions of users. That doesn't make any sense. I think their aspect is that on your comment, Christopher, on pricing, and we can maybe have a follow up here on a handbook update. But I thi Ch. nk it's interesting that customers will absorb the cost on self-managed of compute. And so for them, if they want to have a ridiculous number of mirrors, then it's fine. They're paying for it. It's all in their dime. Ristopher: We're going through this process of getting more self-organized in the release area. One of the things that we recognize and it's documented in the issue below in number seven is, you know, one, our delivery per day. "We have a lot of oversized issues and features that, you know, honestly need a need a beat or a release to go through user research," he says. "We need to self-organize around some method" "We're leveraging semi-dual track agile approach just to organize our conversation," he said. "How we open issues for areas that we need a discovery beat versus presenting an issue that is actually ready for delivery" "We'd like to be with release is getting ahead of that curve and really having some concrete understanding and prototypes of what we're trying to present and deliver," he says. "This is really for complex things or heavy lifting because, you know, it is about. "I think you're on the right track. In parallel, I've been working with like Christopher and Eric and Christy to outline a high level description of our software development lifecycle," he said. "You can follow it there if you have input, but they kind of tie together" Thank you very much for getting it kicked off. Any questions for Karina? If not, Josh, over to you. I just went through and renamed the promise label to planning priority. General meaning is largely the same, although we shouldn't be promi This is just a way to flag it. And that way it's a reminder for PMs that this issue had some important select conditional dependencies. I did note in the label text that it should only be applied by product managers and particularly the responsible product manager for that section. Have a great Tuesday. Adios. es to spare. Anything else? If not, have a great week. Adio. es.