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3-Points of Insight

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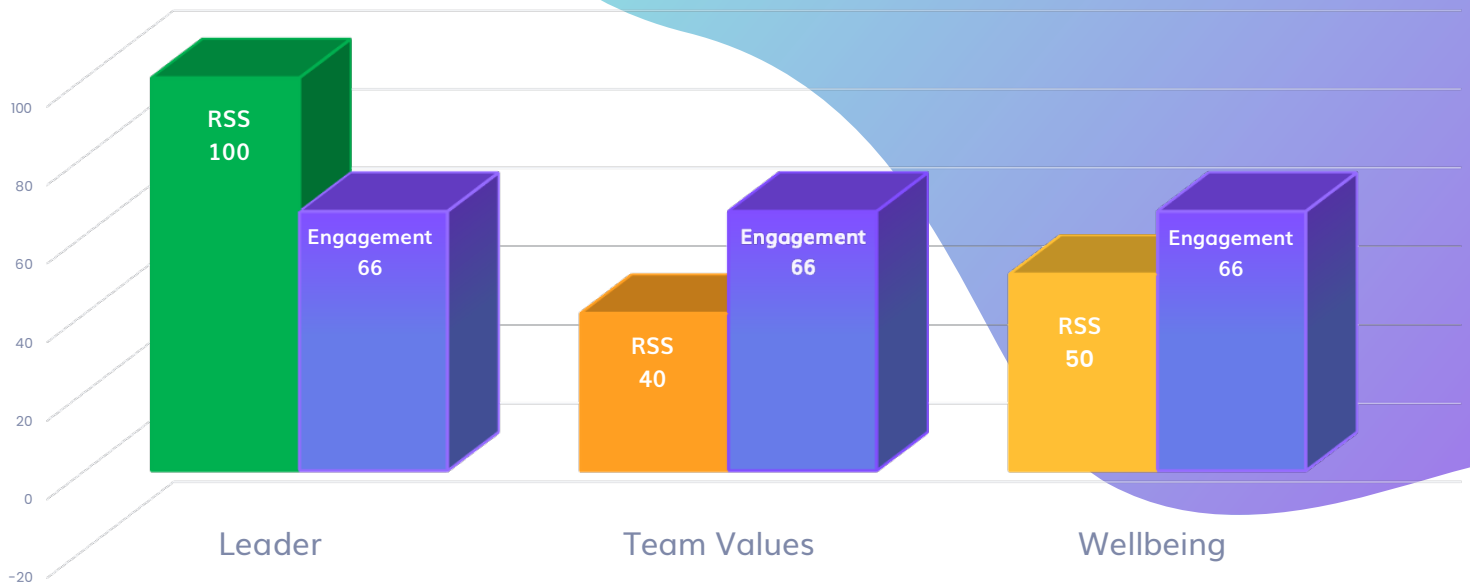
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3-Points of Insight

Chart showing Leader (RSS 100, Engagement 66), Team Values (RSS 40, Engagement 66), Wellbeing (RSS 50, Engagement 66).

Executive Summary

- Consistent engagement / participation; full participation will be essential to a team of this size to get a more accurate picture and solid, predictive data. Be sure that you understand why people didn't provide inputs to help you and the team.

- The Leader Relationship Strength Score (RSS) is exceptional - a rare occurrence.

- The Wellbeing RSS at 50 is in the top quartile (scale is -100 to 100). The comments indicate that this isn't a regular topic for the team. This is an opportunity for ongoing conversations

- The Values RSS at 40 is solid. However, given the emphasis on values within GitLab and their importance to wellbeing and performance, this should be an area of focus with a target RSS of 80+.

In the following pages you'll find detailed Experience Maps and Feedback for each individual assessment, plus analysis and recommendations for additional actions, and a visual summary of behavioral insights.

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Experience Maps
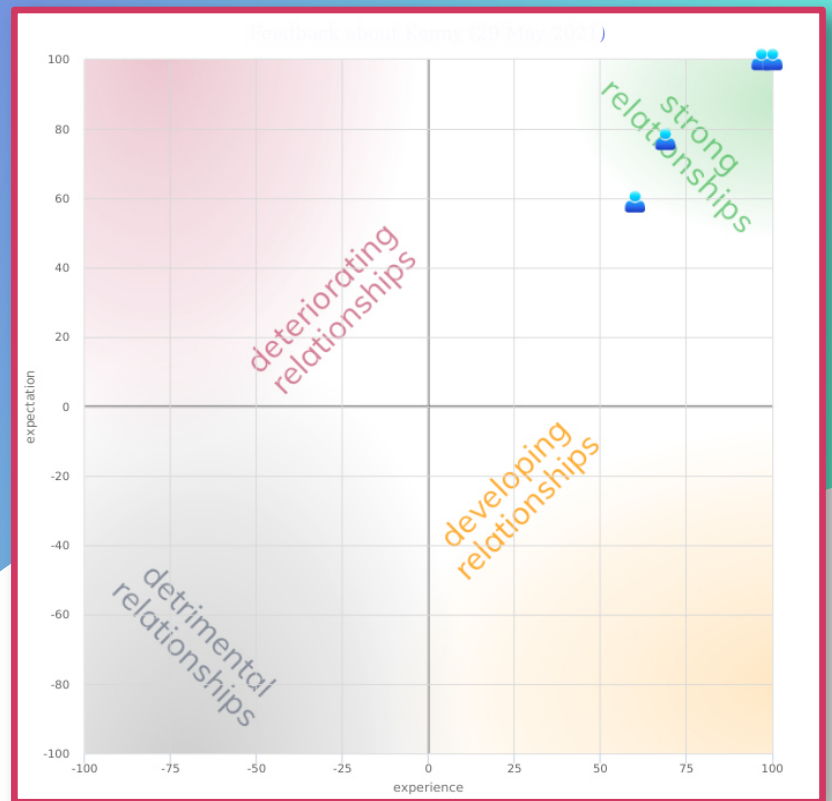
Leader Feedback

- Kenny is consistent in helping unblock the Verify team. He is always advocating for different ways of thinking of doing work and global optimizations which is really helpful when we are in the position we are in.

- Keep our focus on the users, keep collaborating across the stage and with other stages and keep supporting each other to get through the various rapid actions.

- I don't think Kenny can do more.

- Continue working to ensure cross team collaboration and shared understanding of the most critical priorities each quarter.

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Leader
Analysis & Recommendations
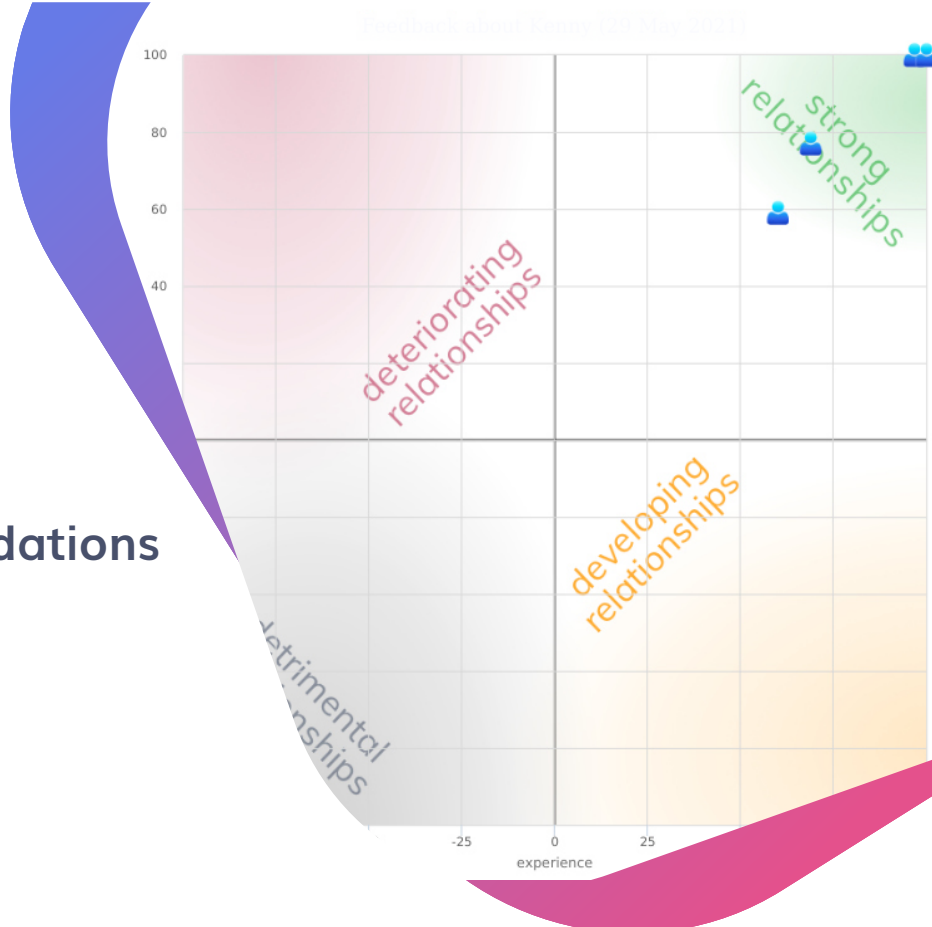
Analysis:

Excellent Relationship Strength Score (RSS) from the team members who participated. The comments provide insights that may be worth exploring with the team to ensure they aren't indicating future issues: "really helpful when we are in the position we are in." "keep supporting each other to get through the various rapid actions." and "understanding of the most critical priorities each quarter."
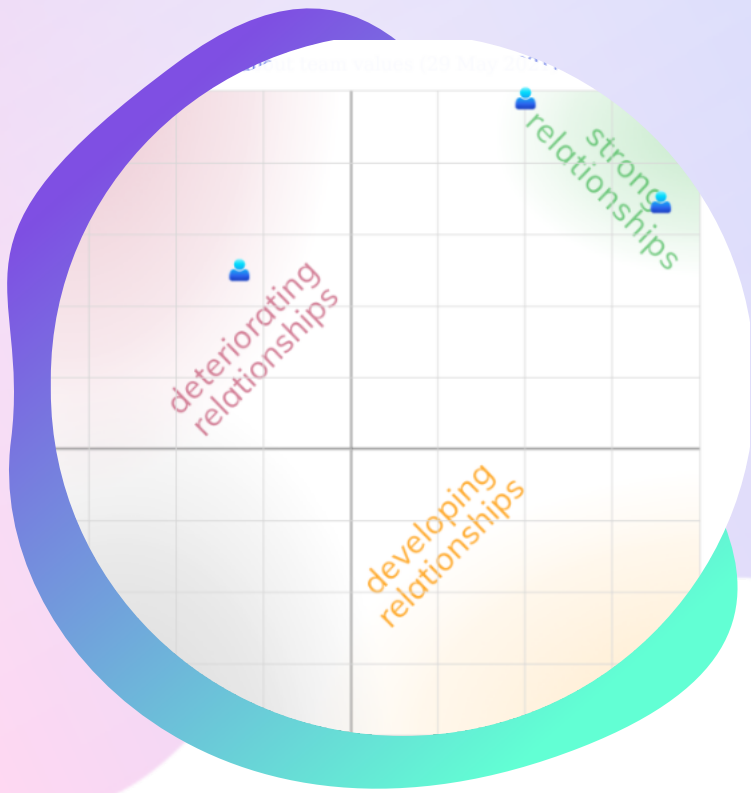
Recommendations:

Given there was less than 100% participation, when you share the Experience Map thank and praise the team for the feedback and its importance to you. Encourage even greater specifics around ways you can improve to help everyone get better. This will both encourage those who participated and create subtle peer pressure on those who didn't. To build the "feedback muscle", gather Leader Feedback once per month.

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Feedback about team values (28 May 2021)
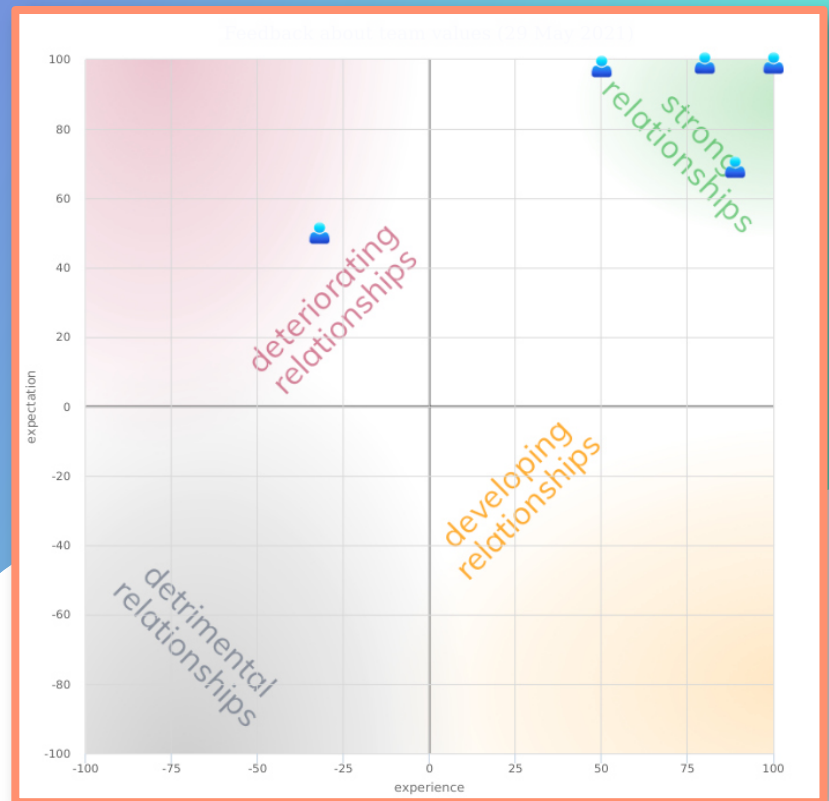
Team Values Feedback

- When working across teams I had really high expectations that we would be collaborative, results-oriented, and iterative. Recently though I think we have lost our focus on results and relying on sync communication and becoming very focused on impressing Executives instead of doing what's right for our users. I think we will turn this around when we get back to working through product prioritization and balancing through normal communication channels rather than the .com stand-up.

- I think overall as a team we uphold the values of the company and work to make them more a part of our day to day interactions.

- In terms of living our values. I really don't know [how we can keep getting better].

- More team sharing on wins and losses.

- Continue to challenge each other about how we work and strive to better exemplify our values.

- Continue to focus on our efficiency values so there is less reliance on team members with specialized knowledge needing to be always available. Emphasize that weekends, holidays and friends and family day should be time to re-charge. We all need to set the example by not working when it is a weekend or holiday. Exceptions are of course if we are dealing with an incident.

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Team Values
## Analysis & Recommendations

Analysis:

The Values Relationship Strength Score (RSS) at 40 is solid, though with values being so vital to wellbeing and performance, getting engagement to 100% and an RSS of 80 or greater should be a priority. Given the size of the team, it will help to have full participation to get an accurate measure.

Recommendations:

It is important that everyone understands how teammates prioritize company values and align them with their personal values.

Facilitate a team values virtual whiteboard session to establish a baseline. Complete another values survey after the session and then once per month. Regularly remind (nudge) people of those values and to use them to guide behavior.

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Experience Maps
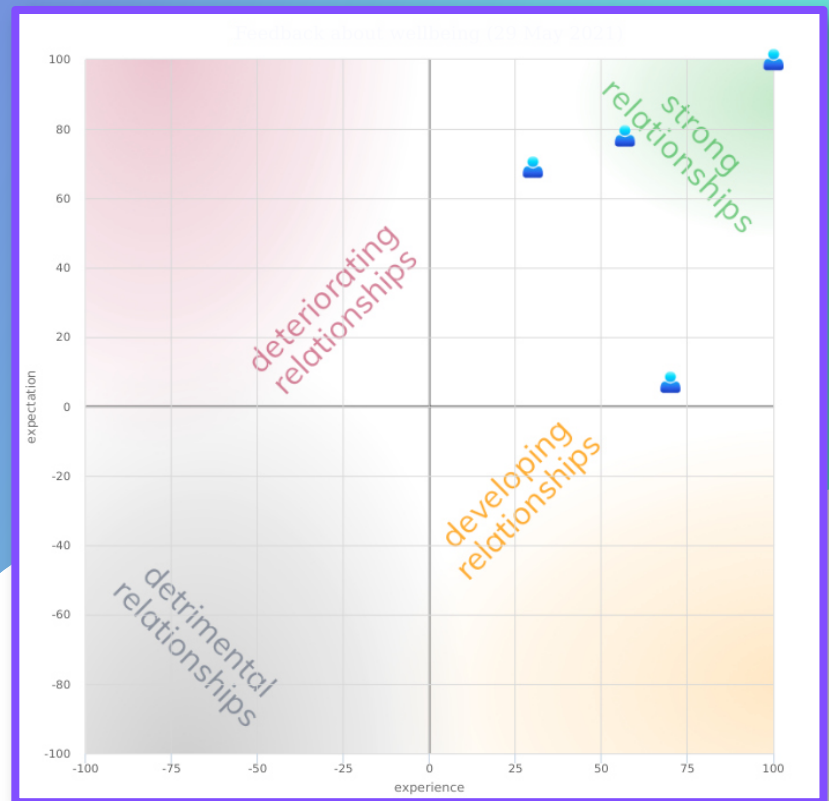
Wellbeing Feedback

- GitLab's culture is very individual-centric which I really like and support. I think when it comes to wellbeing, ensuring we continue to reinforce this value of autonomy in decision-making is critical.

- Continue to emphasize a healthy work life balance. This seems especially important given the pressure on the team since March of this year with rapid actions, crypto-mining abuse and so on.

- Keep supporting each other in showing our rest ethic.

- We have issues around product design. We could have surfaced them much earlier.

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Wellbeing
Analysis & Recommendations
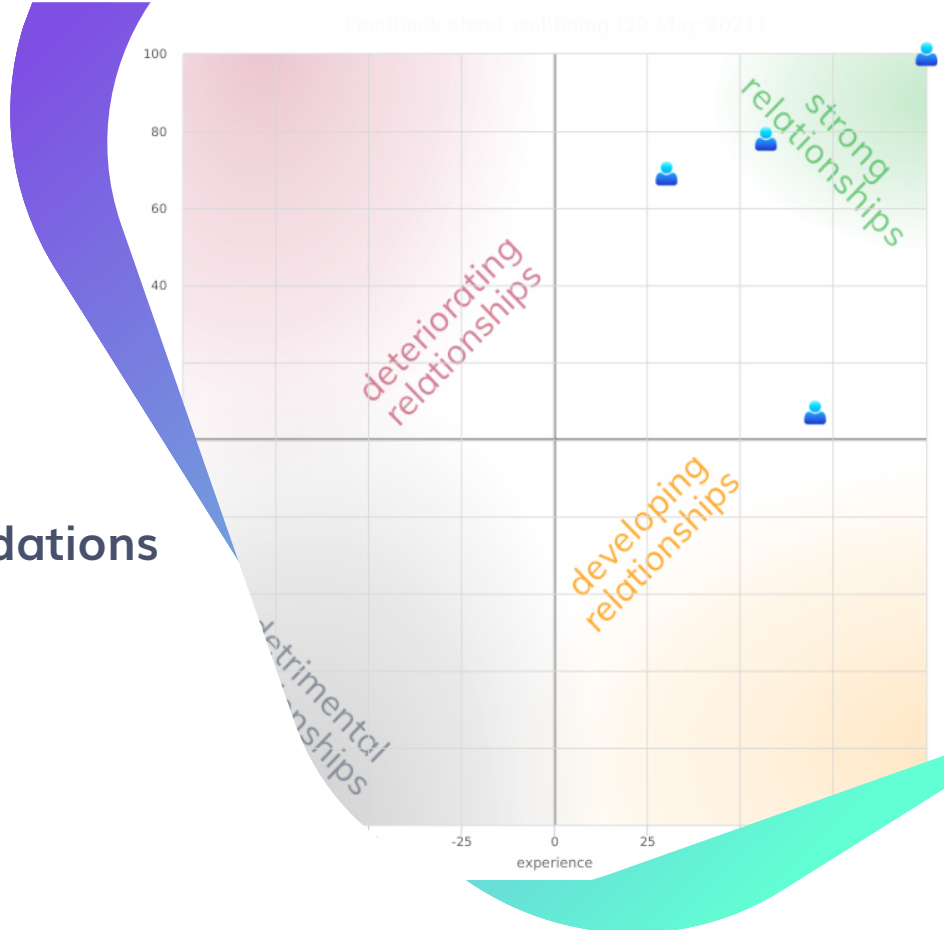
Analysis:

Solid Relationship Strength Score (RSS) in the top quartile (scale of -100 to 100).

Given the size of the team, it will help to have full participation. It's interesting that a product design issue was raised when asked about wellbeing. The comment concerning the autonomy of decision-making is important as that is a key element of individual motivation.

Recommendations:

Create a bi-monthly conversation with the team specifically about wellbeing. Focus on what wellbeing means to each person and then on the top few behaviors that will support the common elements. Then nudge people to adopt those behaviors. Use the next wellbeing feedback to confirm.

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Summary
Behavioral Insights

Team Values
RSS: 40. Engagement: 66%

The Values feedback shows the importance of core values to the team. There is a strong correlation between the Experience Map and opportunities for improvement indicating a genuine desire to live and exemplify values.

Wellbeing
RSS: 50. Engagement: 66%

The RSS and Experience Map indicates that the team members who responded have strong or developing relationships with respect to their conception of wellbeing. The range of comments indicate that wellbeing isn't a regular topic of discussion. Given the pressure people are under, a regular rhythm of conversations on the topic can yield valuable insights.

Leader
RSS: 100. Engagement: 66%

The excellent RSS from four of six participants provides two opportunities. First, to improve participation and ensure across the team consistency. Second is to encourage the team to give more thought to opportunities for improvement and provide them.

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3-Point Team Assessment