

I created the slide deck and leave-behind piece below for a presentation during a 24-hour case interview simulation. The simulation served as the applied learning portion (an alternative to writing a thesis) of my program-long capstone project. The prompt for this simulation was a case study of GitLab, one of the world's largest, fully remote companies. This simulation provided me with an opportunity to analyze GitLab's management of human capital, evaluate its communication effectiveness, advise GitLab on leveraging social and knowledge networks to improve functioning, and recommend next steps for engaging diverse intellectual perspectives during a time of significant growth.







• Organizational Assessment



VISIONARY LEADERSHIP



SCALABLE INFRASTRUCTURE



EVOLVING CULTURAL NORMS

Organizational Assessment



VISIONARY LEADERSHIP



SCALABLE INFRASTRUCTURE



EVOLVING CULTURAL NORMS

...but cultural norms need to be nurtured and cemented.

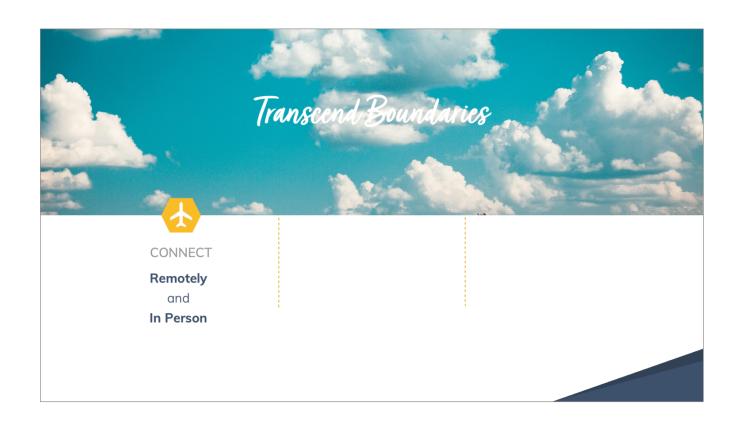


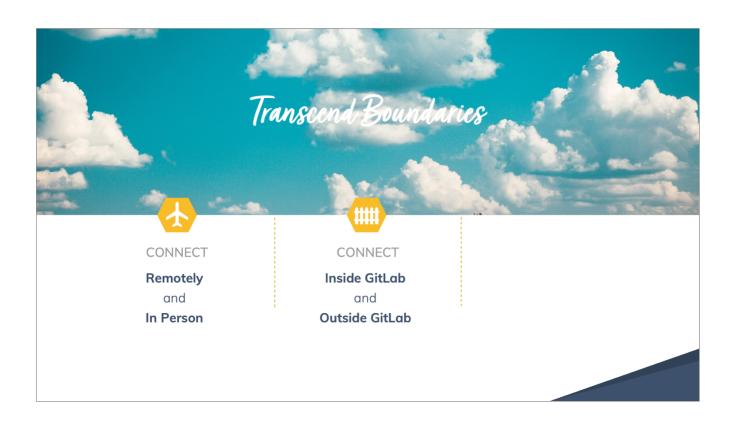


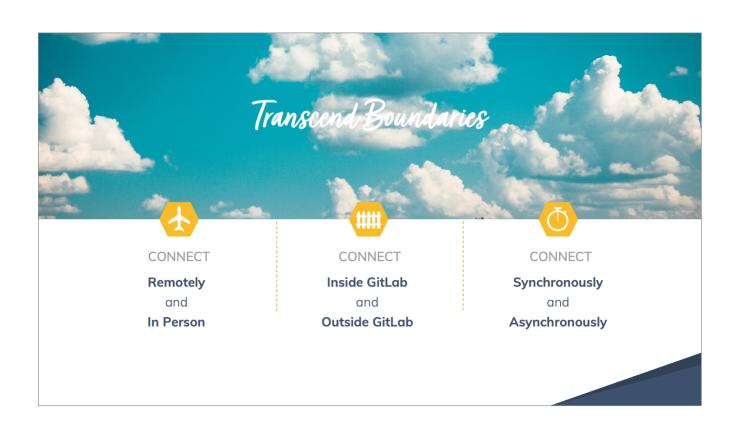




Case in Point Building Social Connection







Remotely & In Person

14

Connect Remotely & In Person

Expert Recommendations

- Continue holding company-wide offsite
- Add one additional offsite each year for each department

Inside GitLab & Outside GitLab

16

Connect Inside & Outside GitLab

Expert Recommendations

- Hold virtual "office hours" with each member of the C-suite
- Establish a mentor program
- Give each employee a "social stipend"

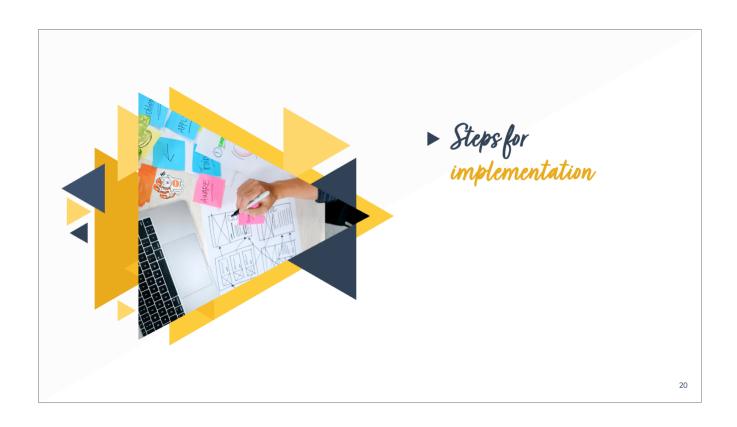
Synchronously & Asynchronously

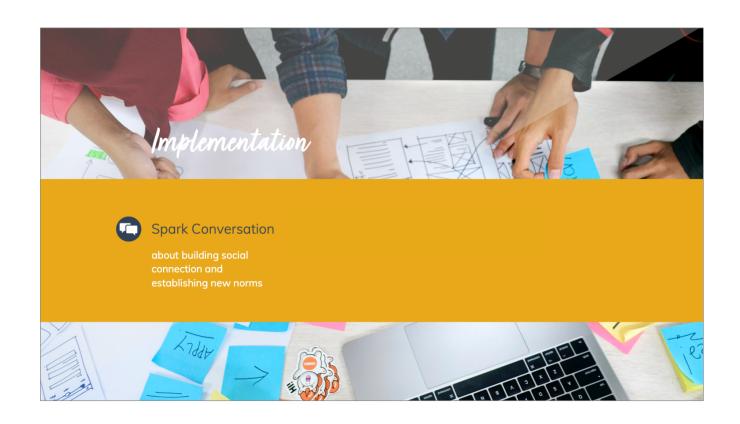
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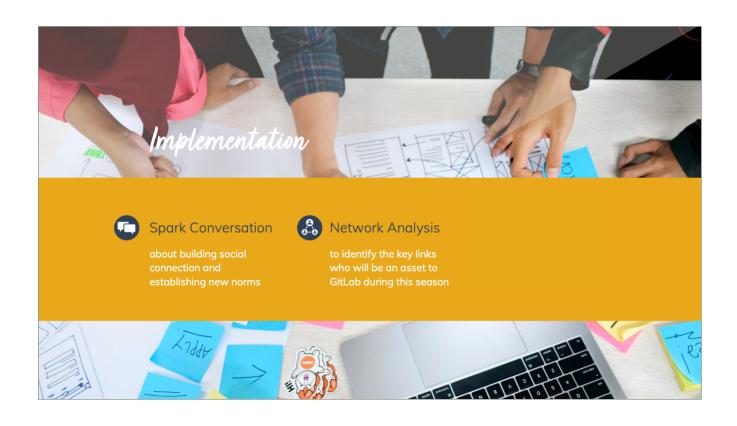
Connect Synchronously & Asynchronously

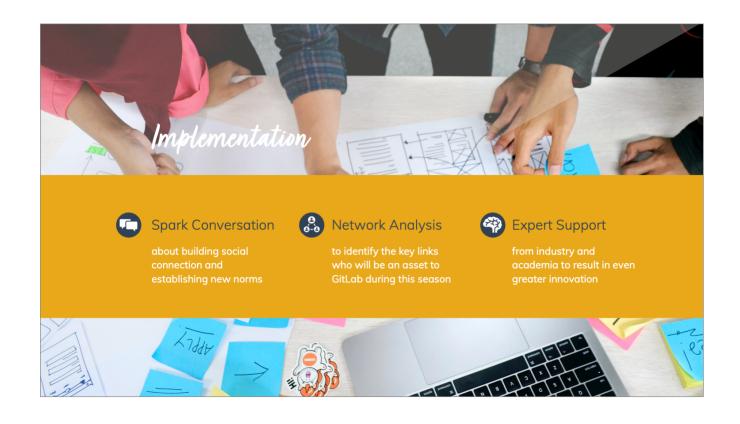
Expert Recommendations

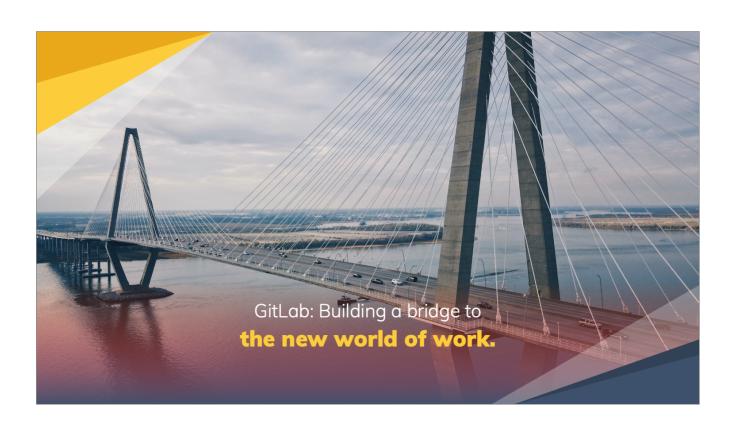
- Onboard new employees in cohorts based on time zones
- Produce monthly videos to introduce different teams within the company
- Launch new Slack channels for different regions and conversation topics

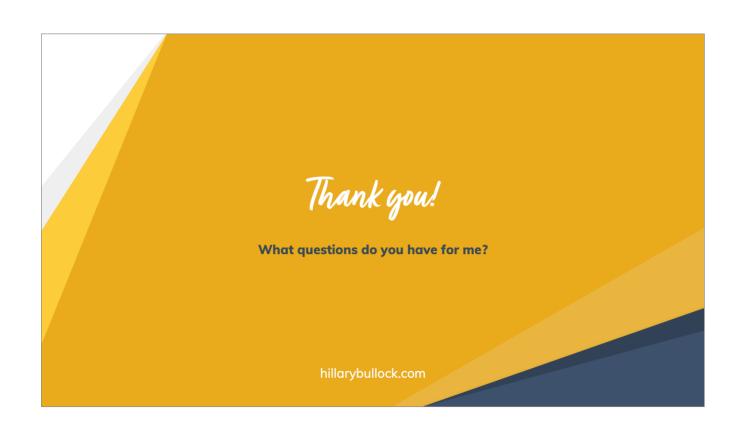














GitLab & The New World of Work

GitLab's strategic challenge is that your human capital – your workforce – is increasing not only in quantity, but in geographic diversity. **You are becoming a company without boundaries.** And the norms and practices that used to work quite well aren't working so well anymore.

The good news is that this strategic **challenge** is actually a strategic **advantage** – but only if your norms and practices evolve in tandem with your workforce.

Hillary Bullock is uniquely equipped to lead you through that process.

Case in Point: Building Social Connection

Remotely & In Person

• Add one additional offsite each year for each department

Inside GitLab & Outside GitLab

- Hold virtual "office hours" with each member of the C-suite
- Establish a mentor program
- Give each employee a "social stipend"

Synchronously & Asynchronously

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Steps to Implementation



Step 1 | **Spark conversation** about building social connection and establishing new norms

Step 2 | **Network analysis** to identify the key links who will be an asset to GitLab during this season

Step 3 | Expert support from industry and academia to result in even greater innovation

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