EXPAND YOUR POSSIBILITIES
Open culture
Unlock your organization's potential

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WHAT WE WILL BE DISCUSSING TODAY

Agenda

What is an open organization?
How open is your organization?
What can you do for your organization to be more open?
Wrap up
What is an open organization?

It’s "an organization that engages participative communities both inside and out—responds to opportunities more quickly, has access to resources and talent outside the organization, and inspires, motivates, and empowers people at all levels to act with accountability."—Jim Whitehurst, *The Open Organization*

Source: *The Open Organization*, by Jim Whitehurst
The Open Organization

CONVENTIONAL ORGANIZATION
“TOP DOWN”

WHAT
- COMMAND AND CONTROL
- CENTRAL PLANNING

HOW
- TITLE/RANK
- HIERARCHY

WHY
- PROMOTION AND PAY

OPEN ORGANIZATION
“BOTTOM UP”

WHAT
- SETTING DIRECTION
- CATALYZING INCLUSIVE DECISION-MAKING

HOW
- MOTIVATING & INSPIRING
- MERITOCRACY
- LET THE SPARKS FLY

WHY
- GETTING THINGS DONE
- PURPOSE AND PASSION
- ENGAGEMENT

Source: https://opensource.com/open-organization/resources/book-series
Example of the open organization in action

EXTERNAL RECOMMENDATION

| Don't share until it is completed and published | Driven by corporate leadership | Leader-mandated approach | Pushed from top down | Do not adapt as leaders know best |

OPEN ORGANIZATION CHARACTERISTICS

- **Transparency**: Share what we are doing, why, and invite participation
- **Inclusivity**: Everyone has a voice, take extra steps to get inclusive input and feedback
- **Collaboration**: Co-create with passionate Red Hatters globally in all functions and all levels
- **Community**: A community evolved that welcomes all and engages people to participate
- **Adaptability**: Adapt continuously throughout the process

Source: https://opensource.com/open-organization/18/6/explaining-your-why
## Degrees of open

<table>
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<tr>
<th>Control</th>
<th>Hierarchy</th>
<th>Release early-Release often</th>
<th>Community</th>
<th>Free exchange</th>
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<tr>
<td>Closed</td>
<td>Siloed</td>
<td>Participation</td>
<td>Inclusivity</td>
<td>Meritocracy</td>
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### Closed
- Individuals have self-interests
- Information is protected
- Trust is earned
- Title equals power
- Lack of cross-functional collaboration

### Open
- Teams share connection and community
- Information is shared (highly transparent)
- Trust is given
- Meritocracy
- Collaboration across functions + projects
Open organization capability model

https://www.ready-to-innovate.com/openorg/
Characteristics of an open organization

transparency
inclusivity
collaboration
community
adaptability

Source: https://opensource.com/open-organization/resources/open-org-definition
HOW OPEN IS YOUR ORGANIZATION?

https://www.ready-to-innovate.com/openorg/

Enter your customer details (Project/Team) is not mandatory.

Review & accept/decline the comparison and contact

Select ‘Next’

* Turn your mobile device to landscape mode
HOW OPEN IS YOUR ORGANIZATION?

https://www.ready-to-innovate.com/openorg/
HOW OPEN IS YOUR ORGANIZATION?

https://www.ready-to-innovate.com/openorg/

Identifying the gaps
Open leadership

is a blend of mindsets, behaviors, and practices that enable people to thrive and contribute in an Open Organization.
HOW OPEN IS YOUR ORGANIZATION?

Barriers you may face

- Silos with little or no collaboration
- Lack of trust
- Organizational hierarchies
- Want to control
- Explicit commands on how to achieve tasks
- Too much bureaucracy
- Stuck middle management
- People are territorial
Open organizations create sustained competitive advantage

- Open technology
- Open culture

**New** delivery models & revenue streams

**Faster** time to market

**Transformation** of culture

**New** ecosystem of innovations
Open organization characteristics

What can you do for your organization to be more open?

**Transparency**
Share how decisions are made, distribute materials broadly or let people know what information you can and can’t give them and why.

**Inclusivity**
Gather input for plans, when creating solutions or get more extended stakeholder input to insure diverse perspectives or seek feedback as plans or solutions are being created.

**Collaboration**
Lead/influence others to work closely together, share vs. working on something on their own, or help give visibility for others to be able to collaborate.

**Community**
Increase shared purpose, value, goals, language, etc., demonstrate consciousness, empowered execution and responsibility to the community.

**Adaptability**
Be a role model, encourage people to release early & often, make rapid iterations, to share what you create so it can be modified or solicit feedback and make changes to enhance regularly.

Source: https://opensource.com/open-organization/resources/open-org-maturity-model
How do we start?

Regardless where your organization is on the spectrum of open, these steps can guide you to shift the needle to being more open.

- Identify the gap you want to work on
- Share with others, create a movement
- Align on actions to take to fill the gap
- Take action day by day
- Evaluate & adjust as required
- Celebrate progress
COMMUNITY RESOURCES TO SUPPORT YOUR ORGANIZATION TO BE MORE OPEN

Learn more

GitHub.com
/red-hat-people-team
/open-organization-ambassadors

The Open Organization book series
opensource.com/open-organization/resources/book-series

Opensource.com
/open-organization
Default to open

Call us to run the two hour open culture workshop with your team

Nominate your team members to participate in the DevOps Culture and Practice Enablement (D0500)


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Thank you

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