RED HAT FORUM UTRECHT | 9 OCTOBER 2019

EXPAND YOUR POSSIBILITIES

Scale up | Scale with | Scale out
How an open culture can unlock your organization's potential

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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

**CENTRAL PLANNING**

**TITLE/RANK**

**HIERARCHY**

**PROMOTION AND PAY**

**COMMAND AND CONTROL**

**CONVENTIONAL ORGANIZATION**

“TOP DOWN”

**WHAT**

**HOW**

**WHY**

**OPEN ORGANIZATION**

“BOTTOM UP”

**WHAT**

**HOW**

**WHY**

- Setting direction
- Motivating & inspiring
- Getting things done

**CATALYZING INCLUSIVE DECISION-MAKING**

**MERITOCRACY**

**LET THE SPARKS FLY**

**PURPOSE AND PASSION**

**ENGAGEMENT**

Example of the open organization in action

**THE RED HAT WHY**

<table>
<thead>
<tr>
<th>EXTERNAL RECOMMENDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t share until it is completed and published</td>
</tr>
</tbody>
</table>

**OPEN ORGANIZATION CHARACTERISTICS**

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

Source: https://opensource.com/open-organization/18/6/explaining-your-why
Open organizations create sustained competitive advantage

Open technology & Open culture

- New delivery models & revenue streams
- New ecosystem of innovations
- Faster time to market
- Transformation of culture
# Degrees of open

<table>
<thead>
<tr>
<th>Closed</th>
<th>Open</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
<td>Free exchange</td>
</tr>
<tr>
<td>Siloed</td>
<td>Transparency</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>Credibility</td>
</tr>
<tr>
<td>Participation</td>
<td>Meritocracy</td>
</tr>
<tr>
<td>Release early-Release often</td>
<td>Inclusivity</td>
</tr>
<tr>
<td>Community</td>
<td>Meritocracy</td>
</tr>
</tbody>
</table>

**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
Characteristics of an open organization

Transparency
Inclusivity
Collaboration
Community
Adaptability

Source: https://opensource.com/open-organization/resources/open-org-definition
Open organization capability model

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?

Inclusivity

In organizations that are open, people have established channels for providing feedback or learning about projects & activities. Leaders & project teams actively solicit diverse perspectives in their work and think broadly about involving stakeholders of different backgrounds. People expect decision making to be an inclusive activity, so the organization actively promotes a process for collective or collaborative decision-making. Leaders make decisions with input from others.

Level 1
- Internal guidelines & channels for encouraging & soliciting diverse points of view are being established
- Decision-making materials are shared on officially sanctioned platforms but access is limited to stakeholders
- Some leaders are open to receiving feedback & creating an environment where people feel safe providing it
- Team members rarely share their opinions constructively related to their work or something they are passionate about
- Individuals share materials via private channels or discussions
- Leaders are encouraged to actively seek conscious of those not present in dialog

Level 2
- Internal guidelines & channels for encouraging & soliciting diverse points of view are established
- Decision-making materials are shared on officially sanctioned platforms made accessible by default
- Most leaders in the organization are open to receiving feedback & an environment where people feel safe providing it
- Some team members share opinions constructively related to their work or something they are passionate about
- Individuals share materials via multiple channels & methods for feedback
- Materials are shared openly via multiple channels & leaders openly encourage others to use them

Level 3
- Internal guidelines & channels in place & aligned with people's preference for providing feedback
- Decision-making materials are shared on collaborative platforms with clearance guidelines
- All leaders in the organization are open to receiving feedback & an environment where people feel safe providing it
- Leaders consistently demonstrate willingness to address & respond to feedback they've received
- Materials are shared openly via multiple channels & leaders openly encourage others to use them

Transparency

In organizations that are open, transparency is the norm. Individuals & teams regularly disclose their plans, products, or processes to multiple stakeholders. People affected by decisions are often involved in the discussions & decision-makers often share data & resources. Locating & accessing potentially helpful resources is easy and individuals & teams contribute to and draw upon a shared repository of knowledge.

Level 1
- Project materials are only released for review once complete
- Leaders are making decisions without input from others
- Materials part of decision-making practices become available for review after decisions are finalized
- Individuals & teams are comfortable sharing stories about successes, but not about failures
- Resources are shared but not interconnected, fragmented or via individualized/isolated systems
- Little context & criteria is shared for understanding of how decisions are made

Level 2
- Project materials are released according to clearly defined and shared formats and/or protocols
- People feel like they know about and are helping to shape most (but not all) important decisions
- Materials that are part of decision-making practices are available at defined project milestones
- Successes & failures are shared during retrospectives and reviews
- Shared repository for collective knowledge is available, and some people can and do contribute to it
- Sensitive data & resources are withheld but it's not widely understood why

Level 3
- Project-related & non-sensitive materials are broadly accessible to the organization
- People feel like they are a part of a shared, standard process for collective decision-making
- Materials that are part of decision-making practices are continuously available for review
- Stories of successes and failures are frequently shared during project execution
- Robust and easily-accessible knowledge commons are freely available with unrestricted use
- Its clear and understood why some sensitive data & resources are not available

Now

Vision

Notes
HOW OPEN IS YOUR ORGANIZATION?

1.

2.

3.
Identifying the gaps
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 leadership is a blend of mindsets, behaviors, and practices that enable people to thrive and contribute in an Open Organization.
WHAT CAN YOU DO FOR YOUR ORGANIZATION TO BE MORE OPEN?

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 ensure diverse perspectives or seek feedback as plans or solutions are being created.

Source: https://opensource.com/open-organization/resources/open-org-maturity-model

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.
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
- Take action day by day
- Share with others, create a movement
- Evaluate & adjust as required
- Align on actions to take to fill the gap
- Celebrate progress
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

The Open Organization Assessment
Default to open

**Call us** to run the 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

Red Hat is the world’s leading provider of enterprise open source software solutions. Award-winning support, training, and consulting services make Red Hat a trusted adviser to the Fortune 500.

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