ORGANIZE FOR INNOVATION

Rethinking how we work - internal and external examples

Nordic Red Hat Team members

with Accenture

Red Hat

TOPICS:

- Introduction
- Open Org and Open Leadership
- Moderated discussions

  - Open culture to improve your initiatives
  - Leverage Business Agility with culture
  - Improve your meetings the Open Source way
  - Using Open to become a better business partner

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Common business challenges

We hear these business challenges most frequently with our customers

- Innovation
- Agility
- Collaboration
- Talent

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TRADITIONAL BUSINESS APPROACH

plan
prescribe
execute

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INSTEAD OF PLANNING,

we configure

INSTEAD OF PRESCRIBING,

we enable

INSTEAD OF EXECUTING,

we engage

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It starts with culture

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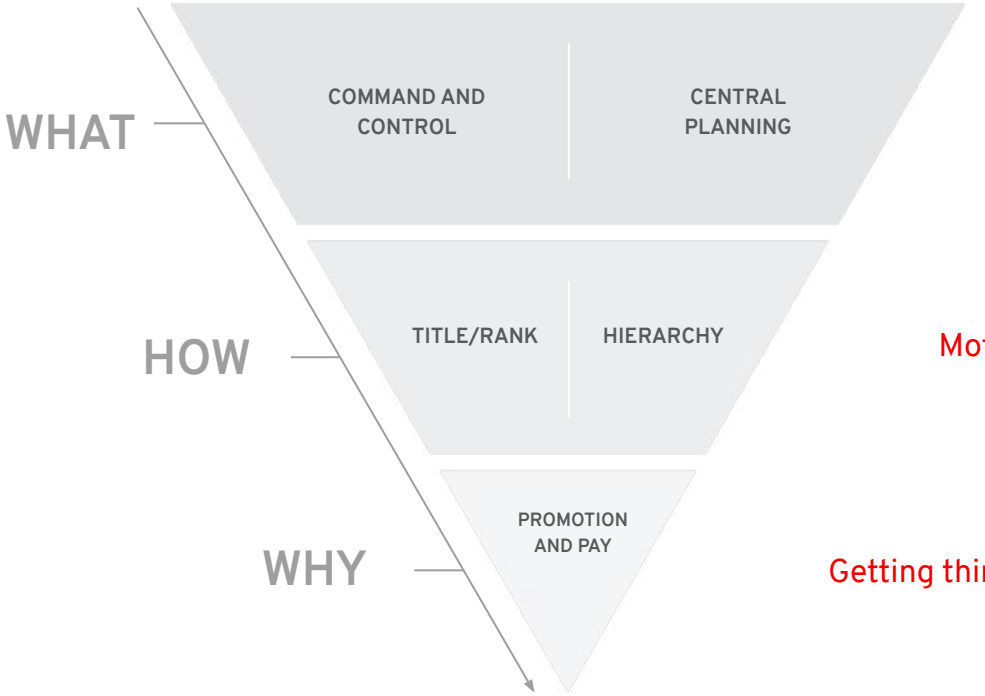
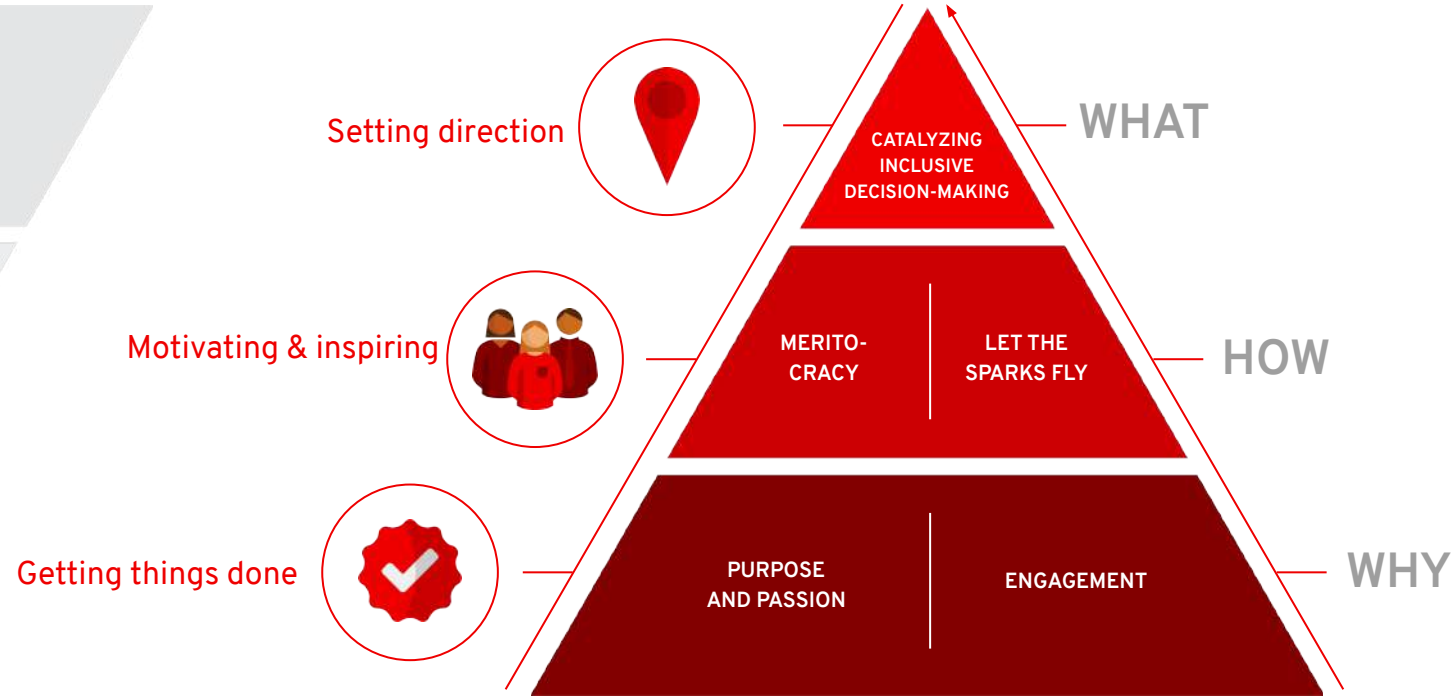
CONFIDENTIAL

The open organization

CONVENTIONAL ORGANIZATION
"TOP DOWN"



OPEN ORGANIZATION
"BOTTOM UP"



Source:
https://opensource.com/open-organization/resources/what-open-organization

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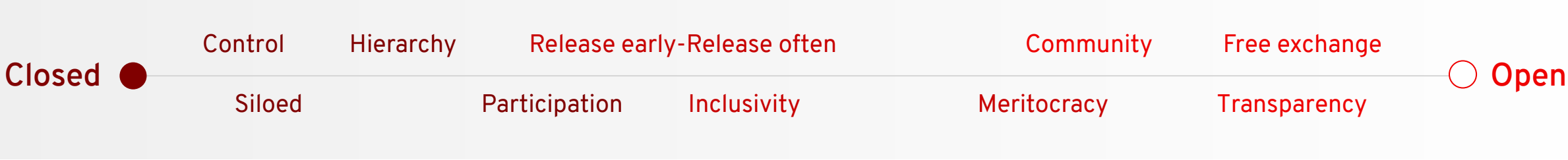
Degrees of open



Closed

Individuals have self-interests

Trust is earned

Information is protected

Lack of cross-functional collaboration

Title equals power

Open

Teams share connection and community

Trust is given

Information is shared (highly transparent)

Collaboration across functions + projects

Meritocracy

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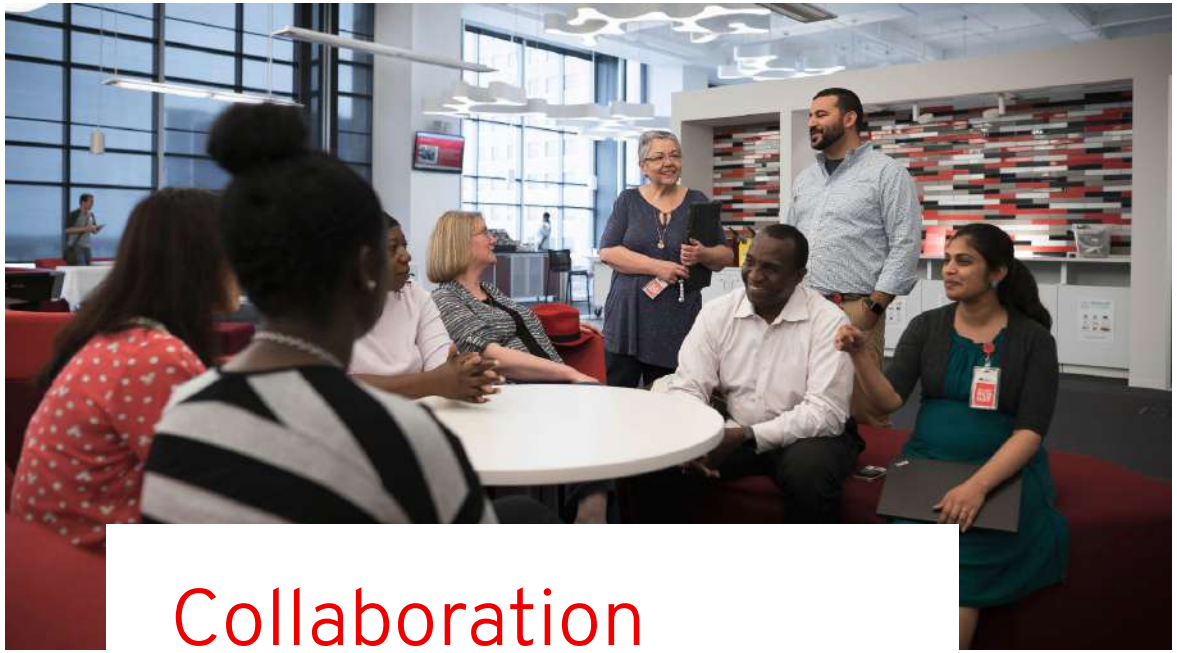
Key open principles



Collaboration

Shared problems are solved faster and the solutions are adopted quicker

Transparency

Working together creates alignment and buy in

OPEN CULTURE TO IMPROVE YOUR INITIATIVES

Mia Thomsen
Head of Marketing Nordics

Red Hat

THE OPEN BRAND PROJECT

Red Hat

A TRANSPARENT PROCESS

Open Brand Project Feedback and research

2015 Brand Tracker
Executive summary
Infographic

Logo size + prominence study
January 2016

Online panel:
logo perceptions
May 2016

2017 Brand Tracker
Executive summary

Red Hatter survey (internal)
Full report
Initial results

Community survey (external)
March 2018

Discussion:
Phase 1 logo options
Join the discussion

Phase 1 logo feedback
June 2018

Phase 2 logo feedback
August 2018

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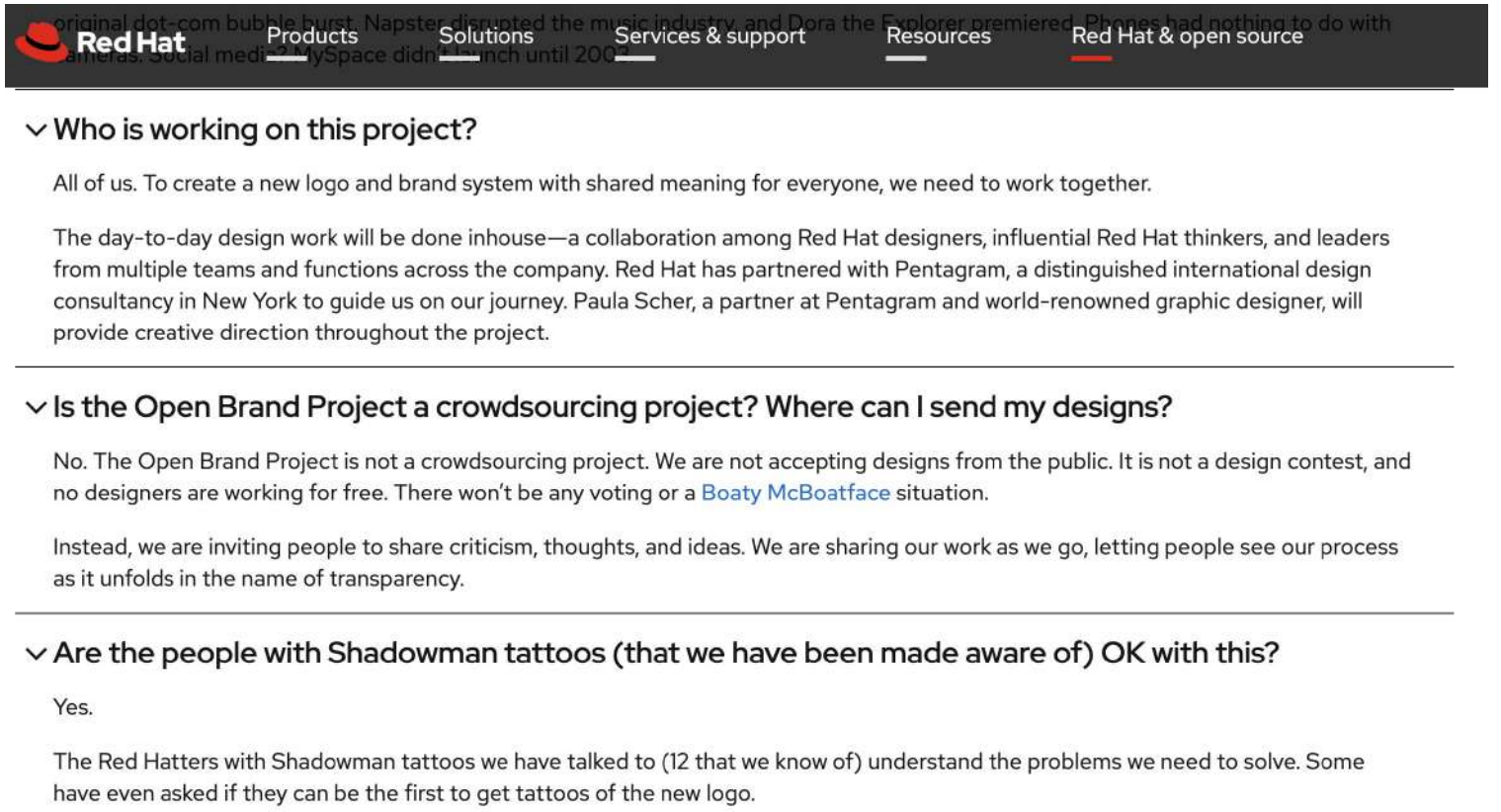
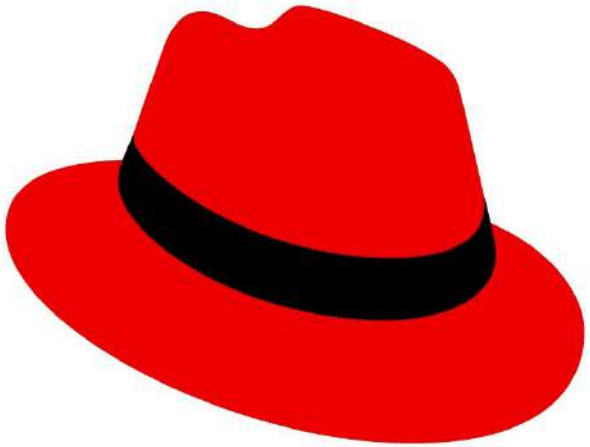
STAKEHOLDERS AND CONTRIBUTORS

- 12 Red Hatters with Shadowman tattoos
- Community: External input and feedback
- Customers and partners
- Board members
- Associates
- Design team (internal and external)

KEEP EVERYTHING VISIBLE



LAUNCH AT RED HAT SUMMIT 7 MAY 2019



- 1200+ external contributors to the design
- Weekly updates on the process
- Full transparency into the project

redhat.

Tattoo day!

APRIL 12

NOTES:

Shawn Bushnell of Raleigh Tattoo Company did a great job on our first 4 hat tattoo recipients!

Luke Godson filmed it all for the Summit and the Show.

ACTIVE TEAM:

Brand, Luke Godson, tattoo-ees (Colby Hoke, Consuelo Madrigal, Michael Chadwick, and A MYSTERY RED HATTER)

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LEVERAGE BUSINESS AGILITY WITH CULTURE

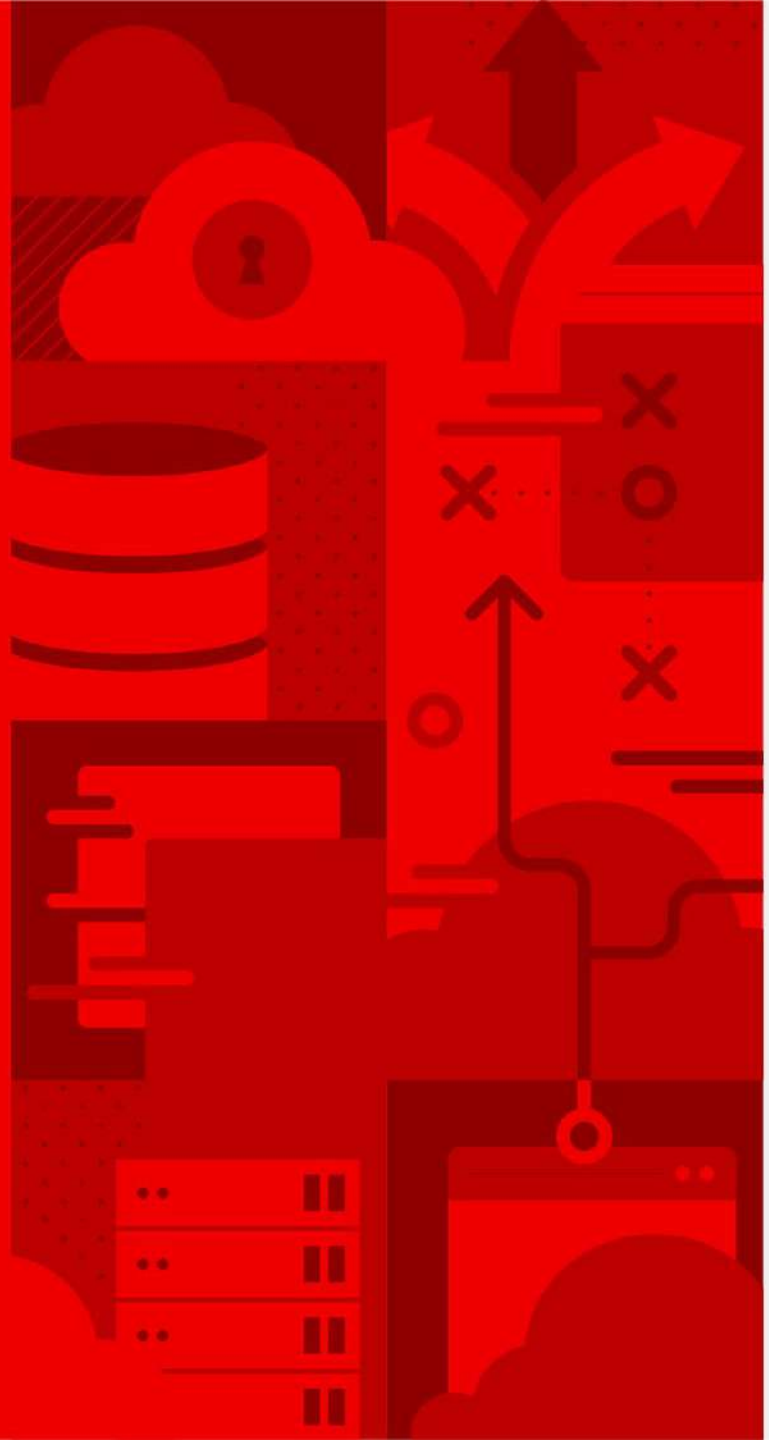
Robert Kinnerfelt
Accenture

Red Hat

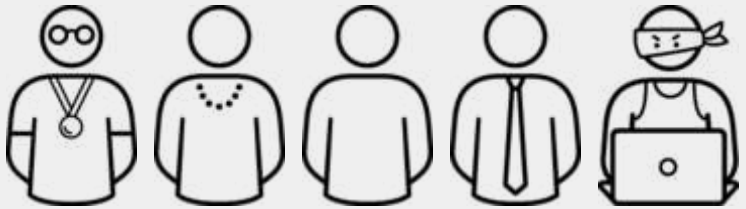
Fail versus learn
Centralize versus delegate
Complex versus uncertain
Extrinsic versus intrinsic
Empower versus enable
Exploit versus explore
Pull versus Push
Prove versus guess
Queue versus Prioritization
Change versus Evolve
Share versus Protect
Metrics versus Gamification
Ask versus Assume
Self select versus assign
Report versus provide
udgeting versus funding
Clear way versus show
Clear way versus show
Show versus explain
Collaborate

IMPROVE YOUR MEETINGS THE OPEN SOURCE WAY

Magnus Glantz
Senior Solution Architect
Red Hat Nordics



Basic Open Source truths



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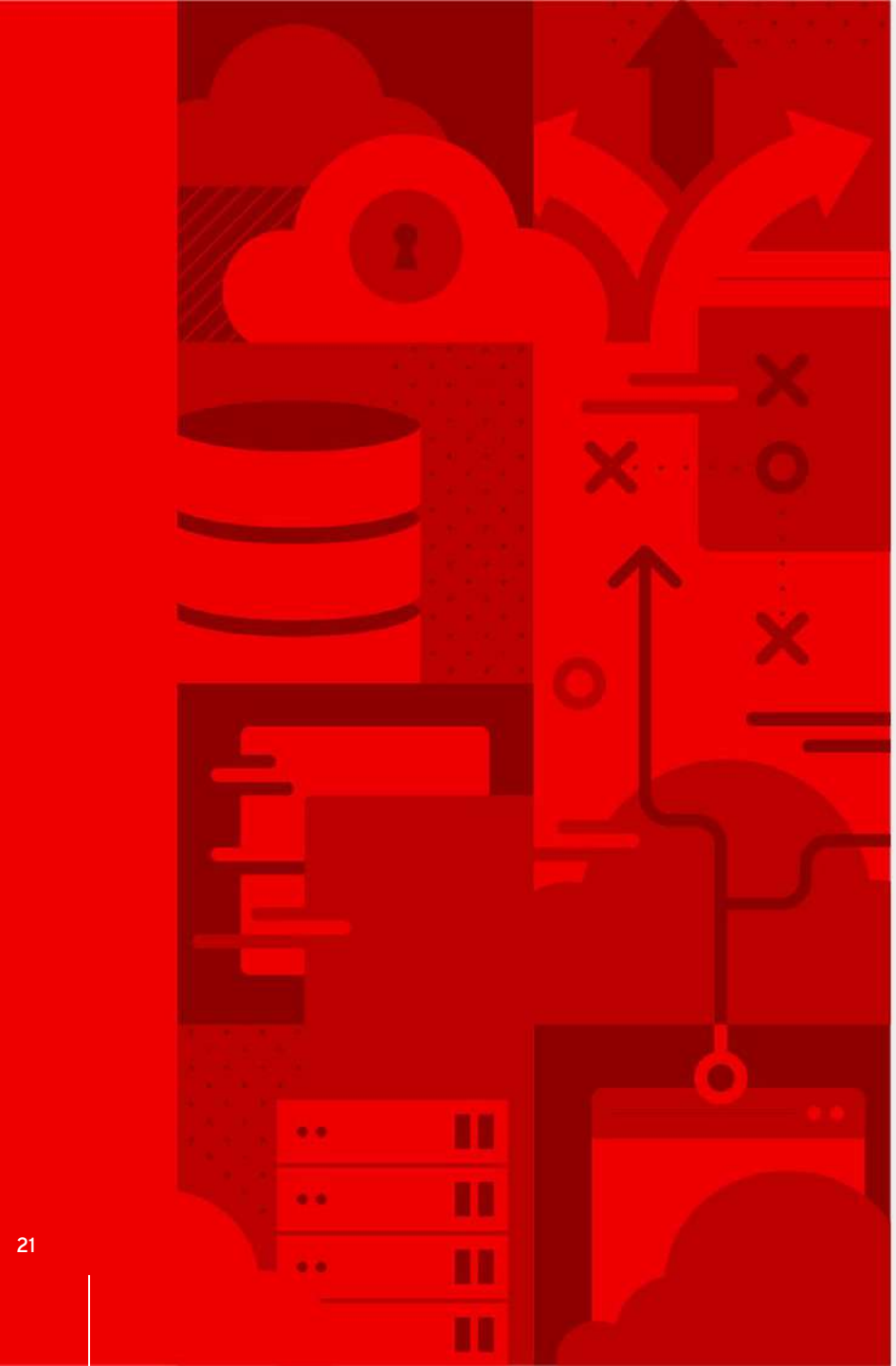
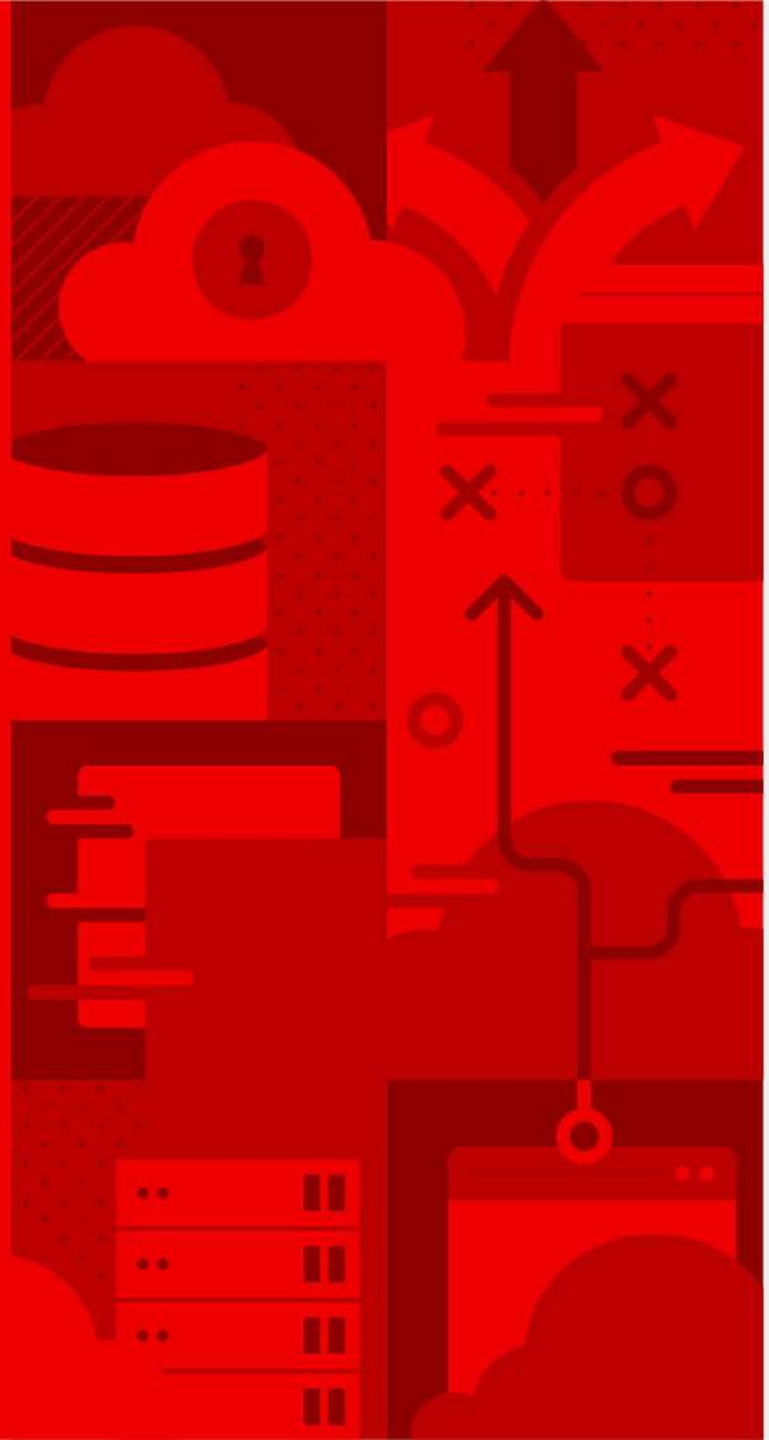


Basic Open Source truths

Red Hat



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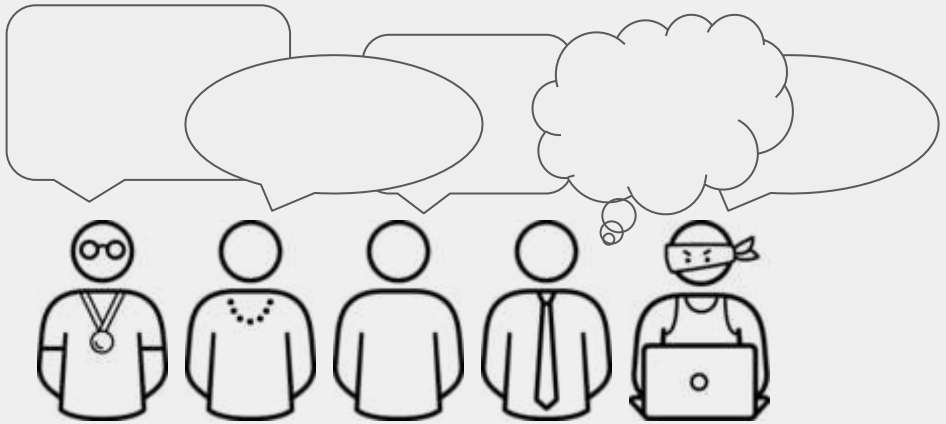

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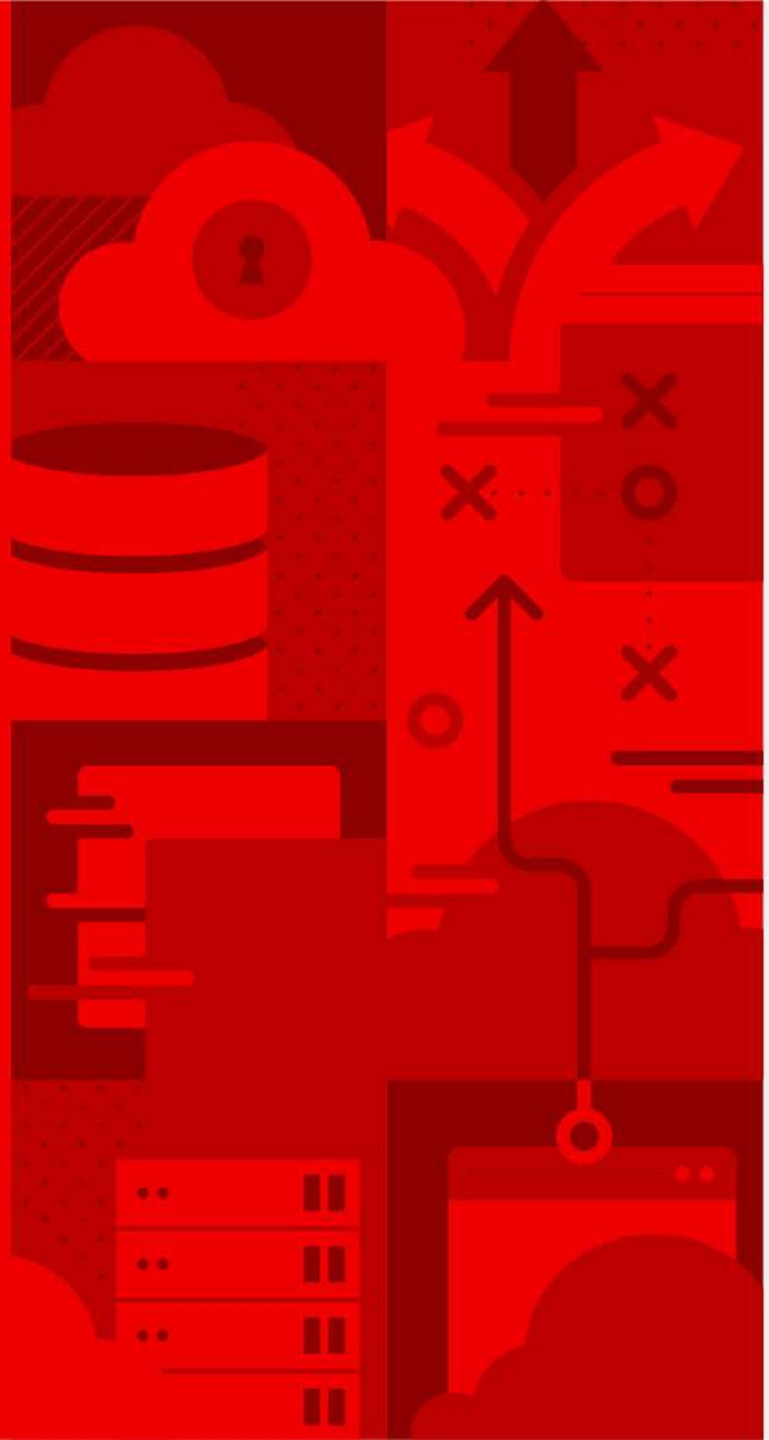

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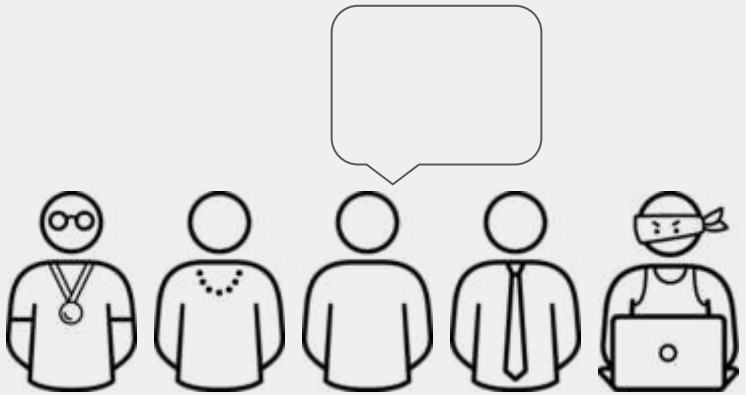

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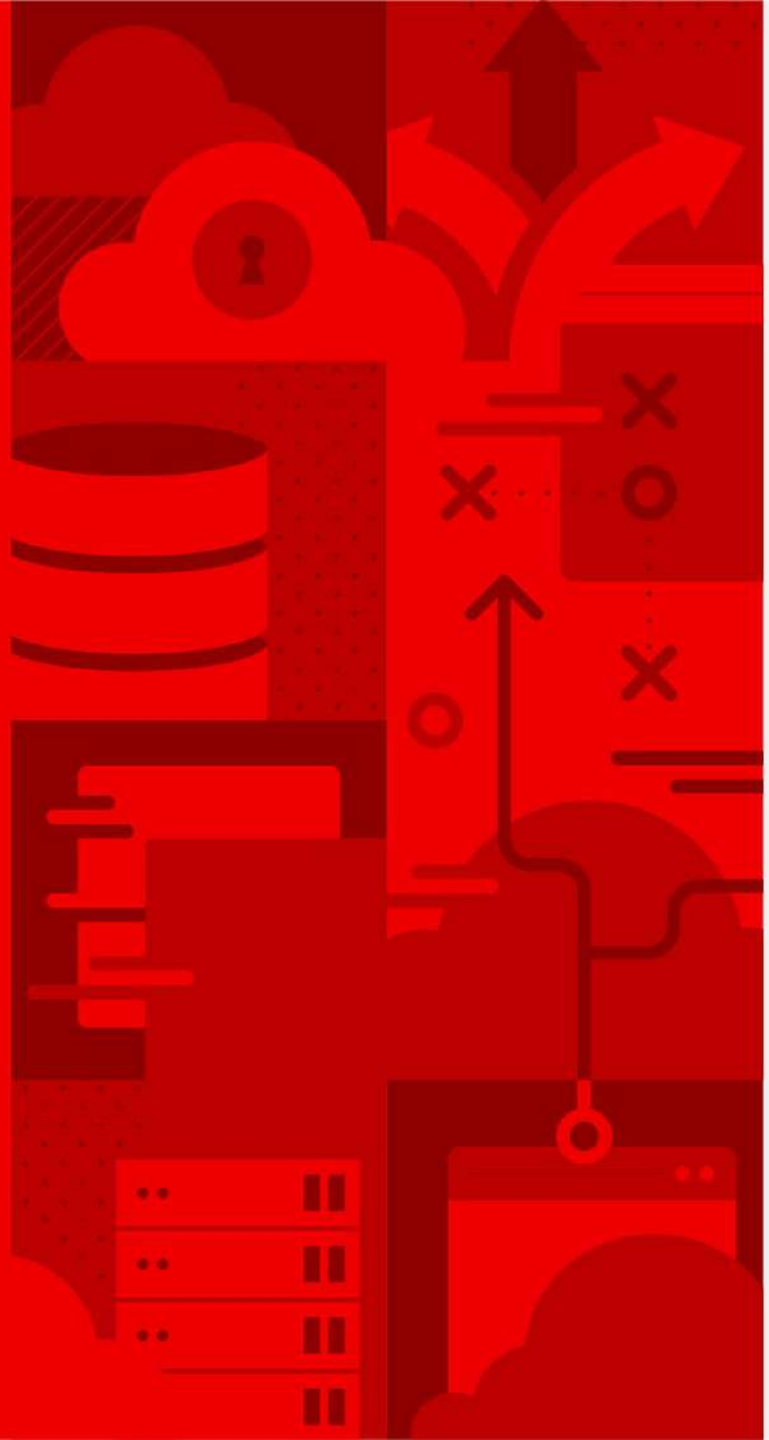
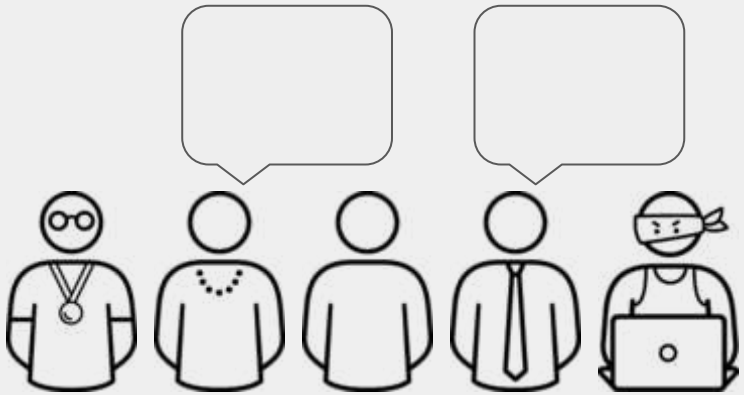


Example from Red Hat Nordics



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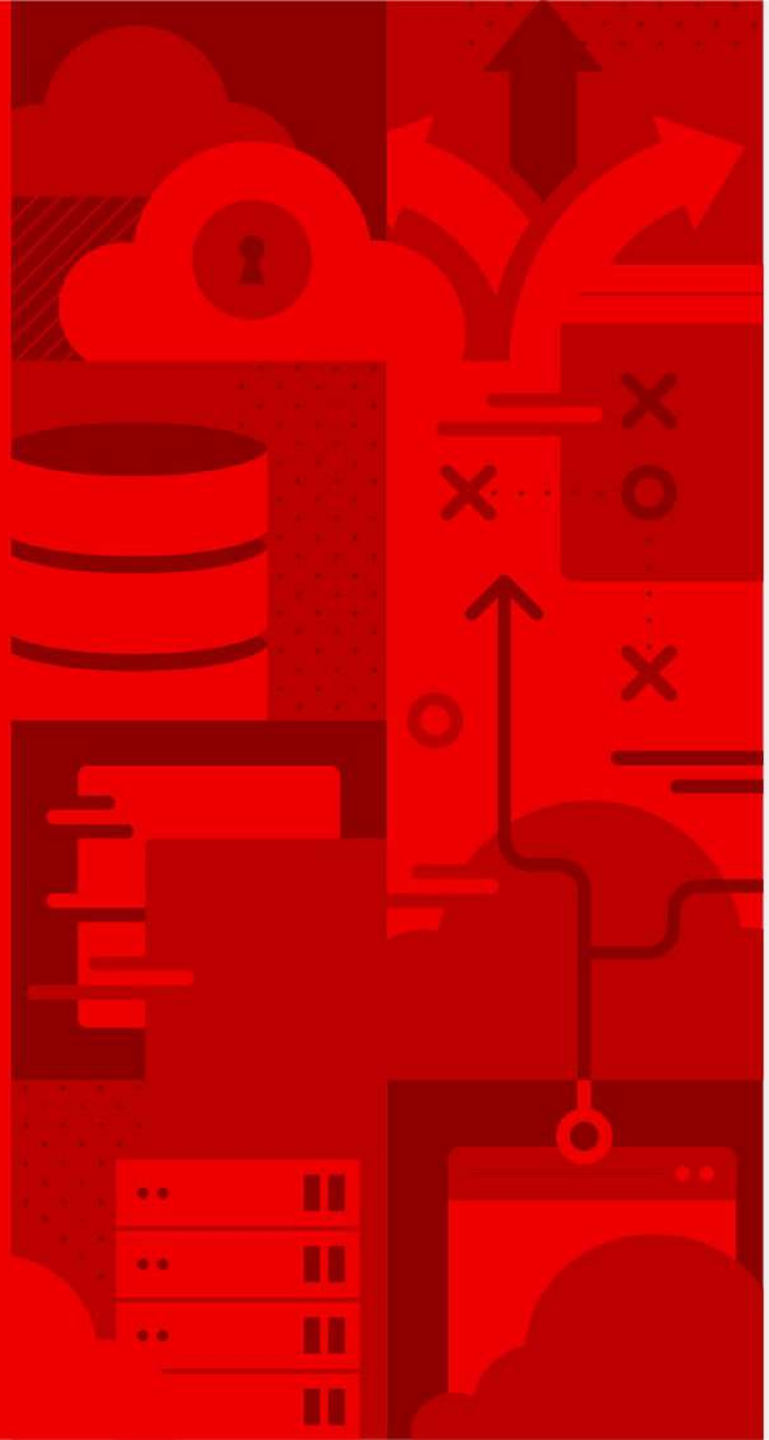

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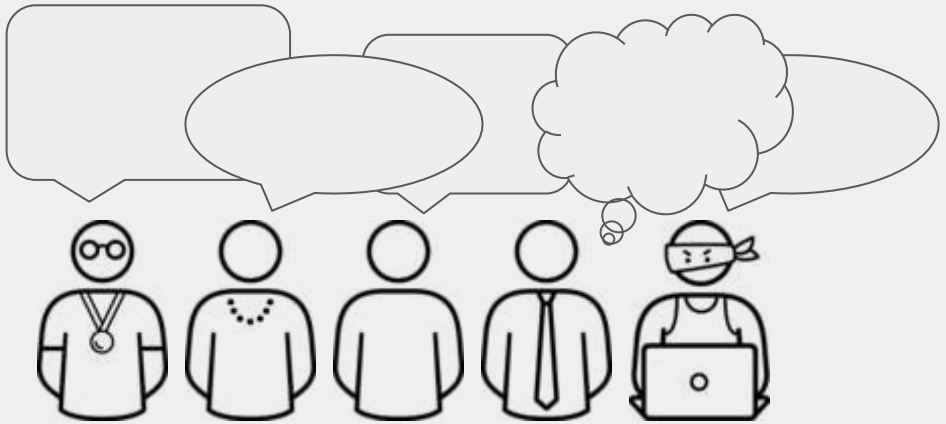

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USING OPEN TO BECOME A BETTER BUSINESS PARTNER

Joakim Pilo
Account Manager

Red Hat

VSING OPEN

TO BECOME A BETTER BUSINESS PARTNER

CHALLENGE YOUR CUSTOMER BY ASKING:

- WHAT ARE THE DRIVERS BEHIND YOUR KEY OBJECTIVES?
- ARE YOUR IT INITIATIVES HELPING YOU MEET YOUR KEY OBJECTIVES?
- WOULD YOU SAY YOU HAVE AN
  - INNOVATIVE, CREATIVE IT ORGANISATION?
  - INNOVATIVE, CREATIVE IT PLATFORM?

Get involved with your customer!

& JOINTLY CREATE:

STRATEGY MAPPING

- STRATEGIC OBJECTIVES
- DRIVERS
- KEY OBJECTIVES
- IT INITIATIVES

ROOM FOR IMPROVEMENT!

DISSECT THE REDLINE

COMMON KEY OBJECTIVES:

- HIGH PERFORMING OPERATIONS
- EMPOWERED & ENGAGED PEOPLE
- DIGITAL FIRST
- BE THE OBVIOUS CHOICE
- SERVICES & SUPPORT ARE CONNECTED

ASK YOUR CUSTOMER ABOUT THEIR

DREAM SCENARIO

- ORGANISATION
- TECHNOLOGY
- PROCESSES

THE "DELTA" TODAY VS DREAM SCENARIO

- WHAT YOU HAVE → TECH PLATFORMS
- HOW YOU WORK → PROCESSES
- HOW YOURE ORGANISED → PEOPLE

- IS THE ROOM FOR IMPROVEMENT
- AND YOU NEED A PLAN TO IMPROVE

THE PLAN STARTS WITH YOU REALISING THE FOLLOWING:

- THE PRODUCT OWNERS "CALL THE SHOTS"
- THE CHOICE OF TECHNOLOGIES:
  - LANGUAGES
  - FRAMEWORKS
  - ETC

IS NOT YOURS!

- SERVICE WINDOWS TO:
  - REPAIR
  - UPDATE

CAN NO LONGER INTERFERE WITH A PRODUCT TEAM'S ABILITY TO DELIVER

IF THE PRODUCT TEAMS CAN'T DELIVER....

THERE IS SOMETHING WRONG WITH: YOUR WAY OF SUPPORTING THEM

: YOUR EXISTING TECH PLATFORMS

THE PLAN

- CONSTANTLY EVALUATE THE DREAM SCENARIO VS TODAY = ROOM FOR IMPROVEMENT
- 100% DEDICATION TO YOUR PRODUCT TEAMS → THEY SERVE YOUR CUSTOMERS
- IF YOUR SUPPLIERS/PARTNERS CANT EXPLAIN OR HAVE NO PLACE TO MAKE YOU IMPROVE, STOP WORKING WITH THEM
- IF YOUR TECH PLATFORMS ARE "CLOSED" TODAY THERE IS LITTLE CHANGE THEY CAN HELP YOU IMPROVE TOMORROW

HOW DOES “JOINT STRATEGY MAPPING” RELATE TO OPEN CULTURE AND LEADERSHIP?

- Our approach is to be consultative, to help you make smart choices ahead. It does not mean we are selling a product or service.
- Smart choices means being prepared for change.
- Openness is central for joint teams to work better together to achieve shared goals.
- Openness leads to greater agility, faster innovation and increased engagement.
- We encourage you to openly challenge us too, so we become an even better business partner.

Default to open

Join the Conversation online or talk to us in the Forum booth.

https://opensource.com/open-organization

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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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