



Set Your Teams on the Path to Greatness with Open Leadership Practices

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SO, WHO AM I?

Jeremy

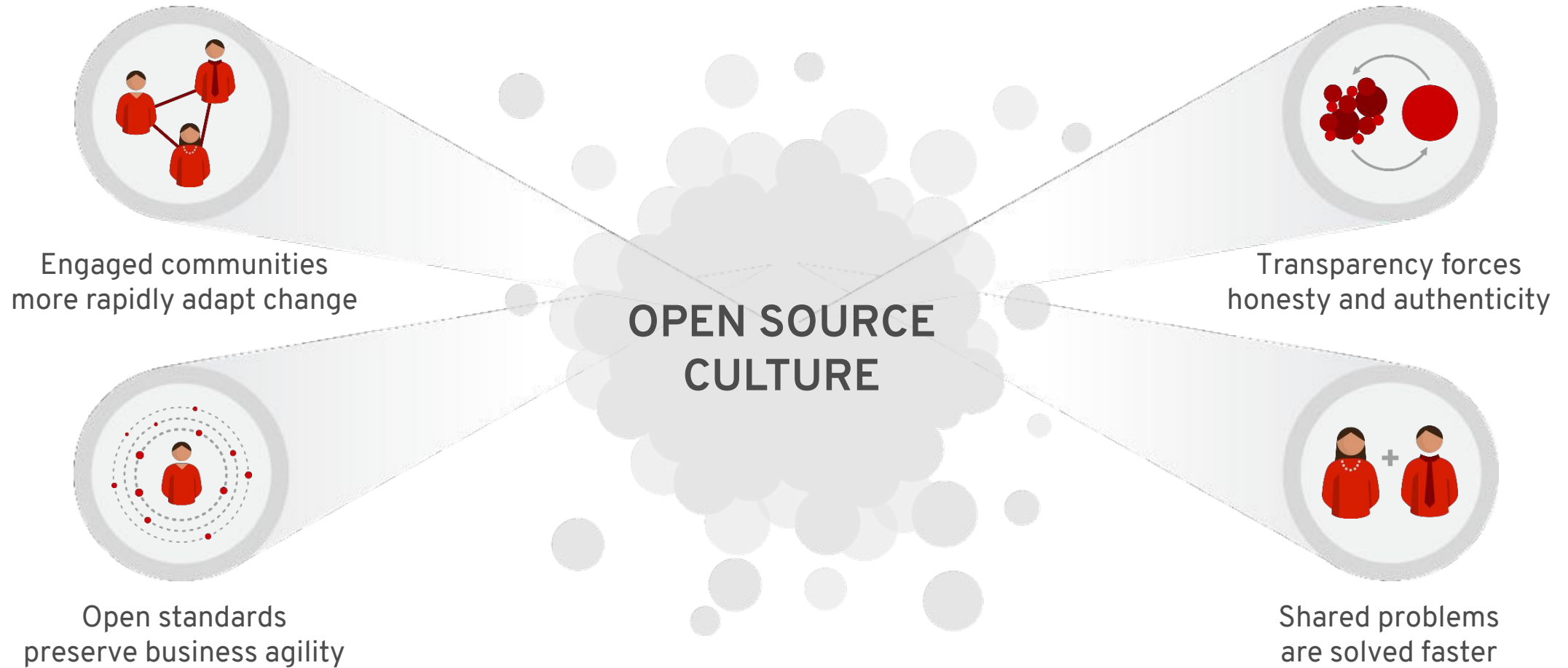
I lead the Red Hat Open Innovation Labs in EMEA
@tenfourty





WHAT IS THE OPEN ORGANISATION?

OPEN SOURCE IS MORE THAN CODE. IT'S CULTURE.





Culture

What is an Open Organisation?



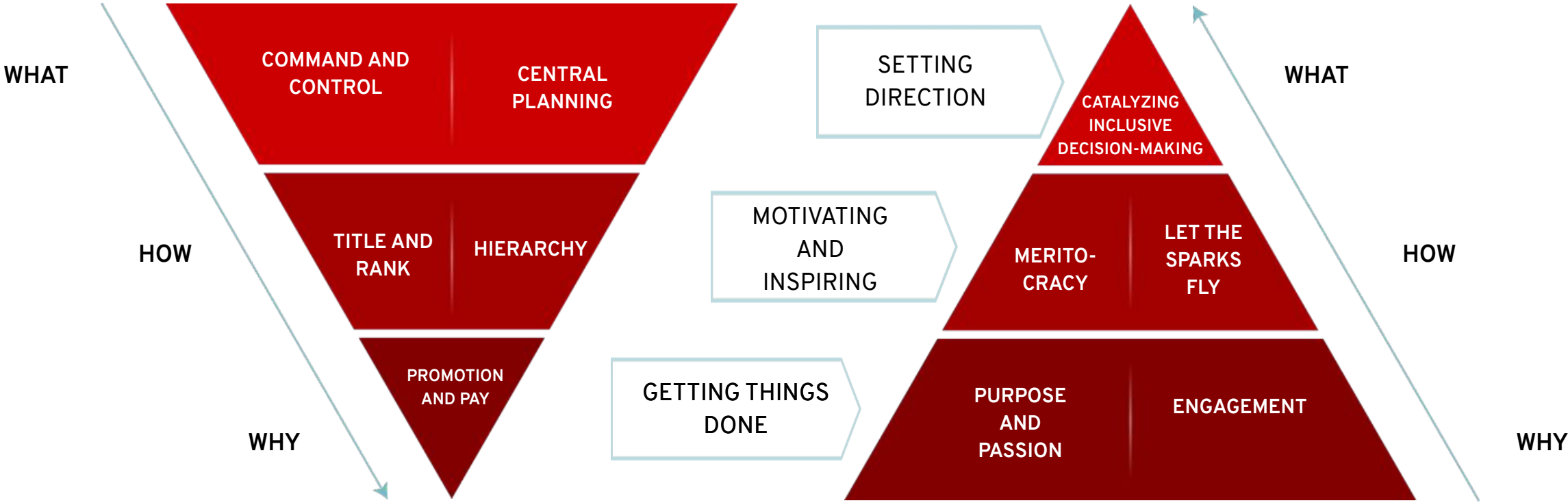
Photo by Erik Odiin on Unsplash

THE OPEN ORGANIZATION



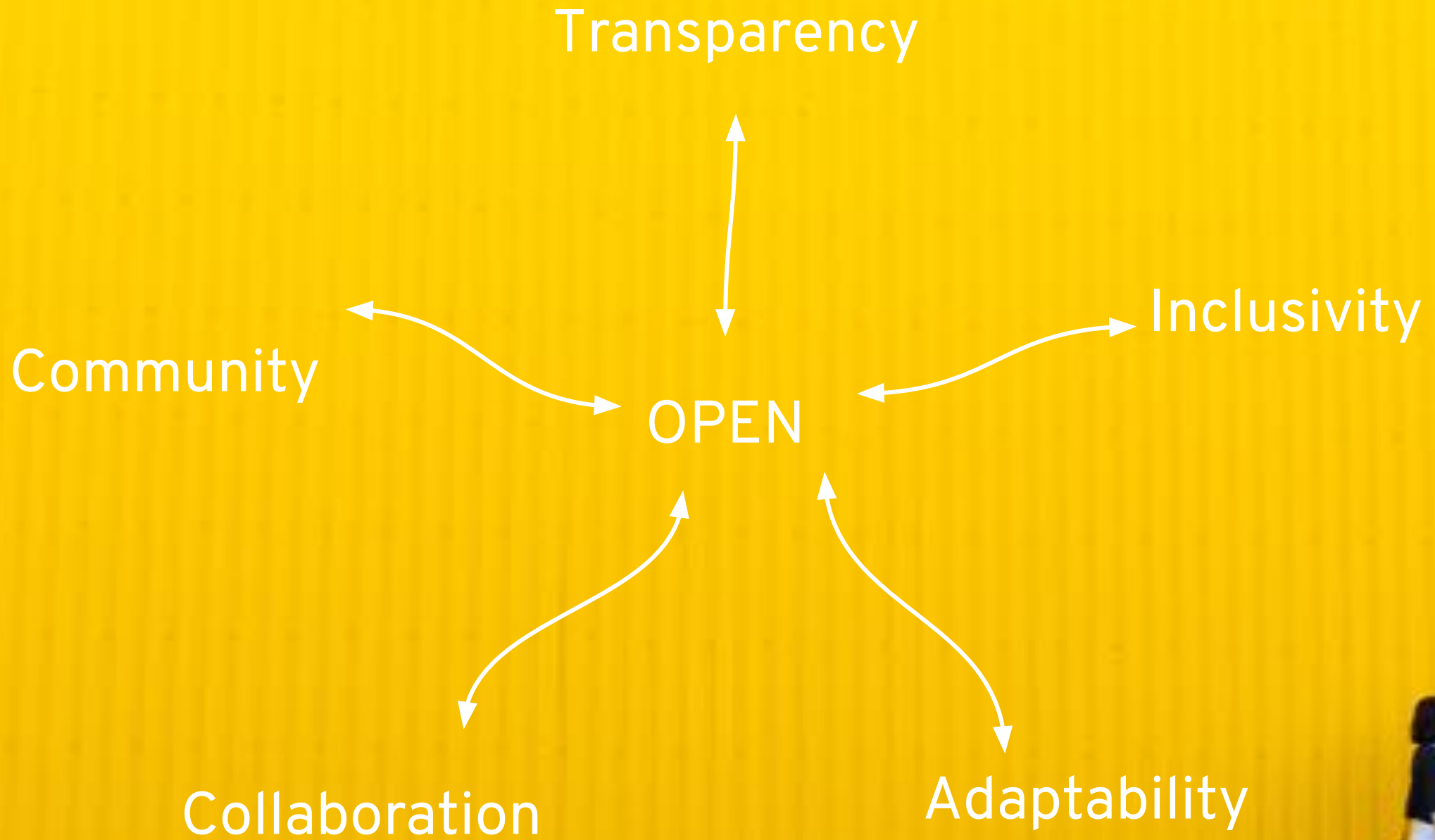
CONVENTIONAL ORGANIZATION "TOP DOWN"

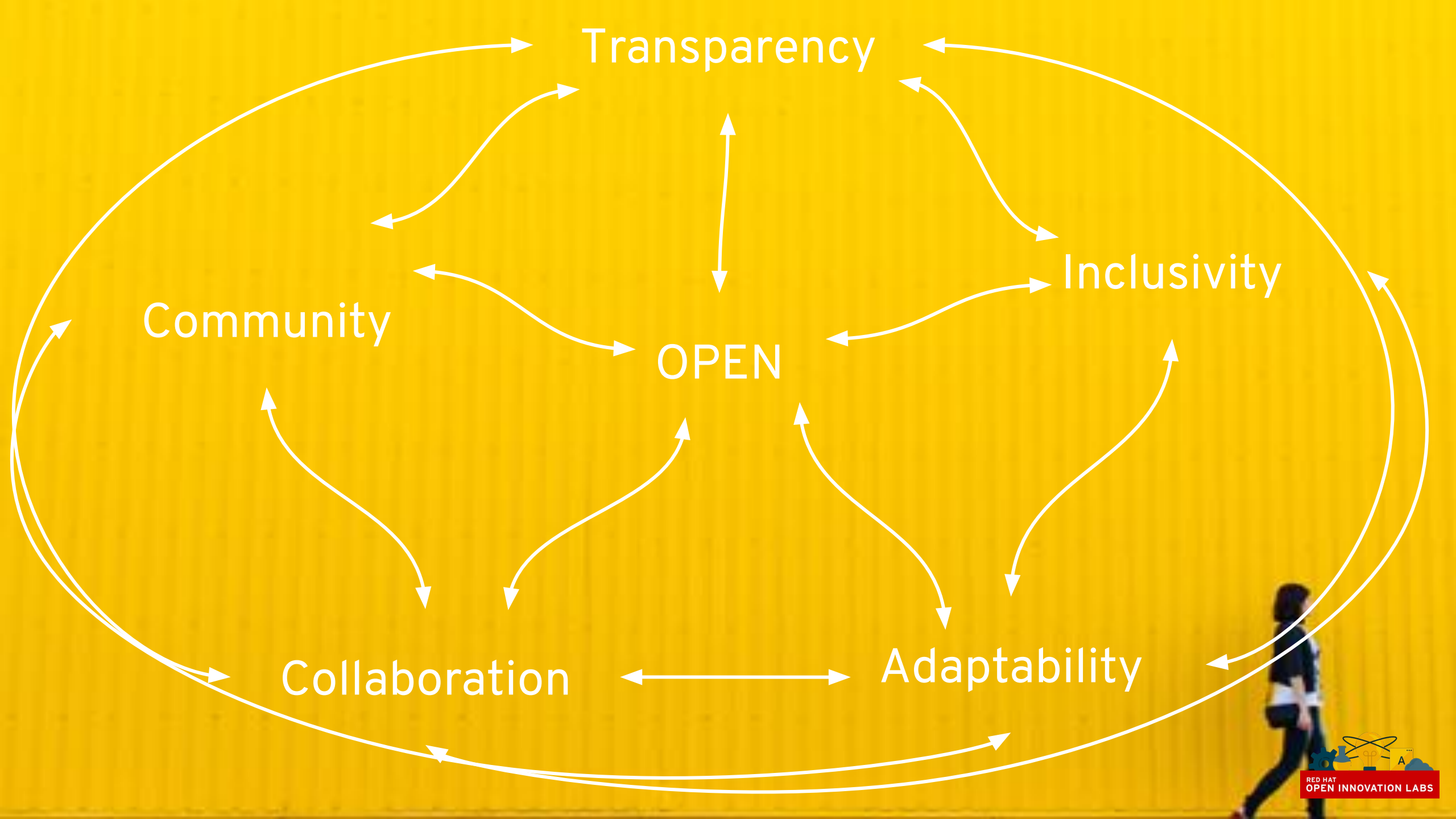
OPEN ORGANIZATION "BOTTOM UP"



OPEN








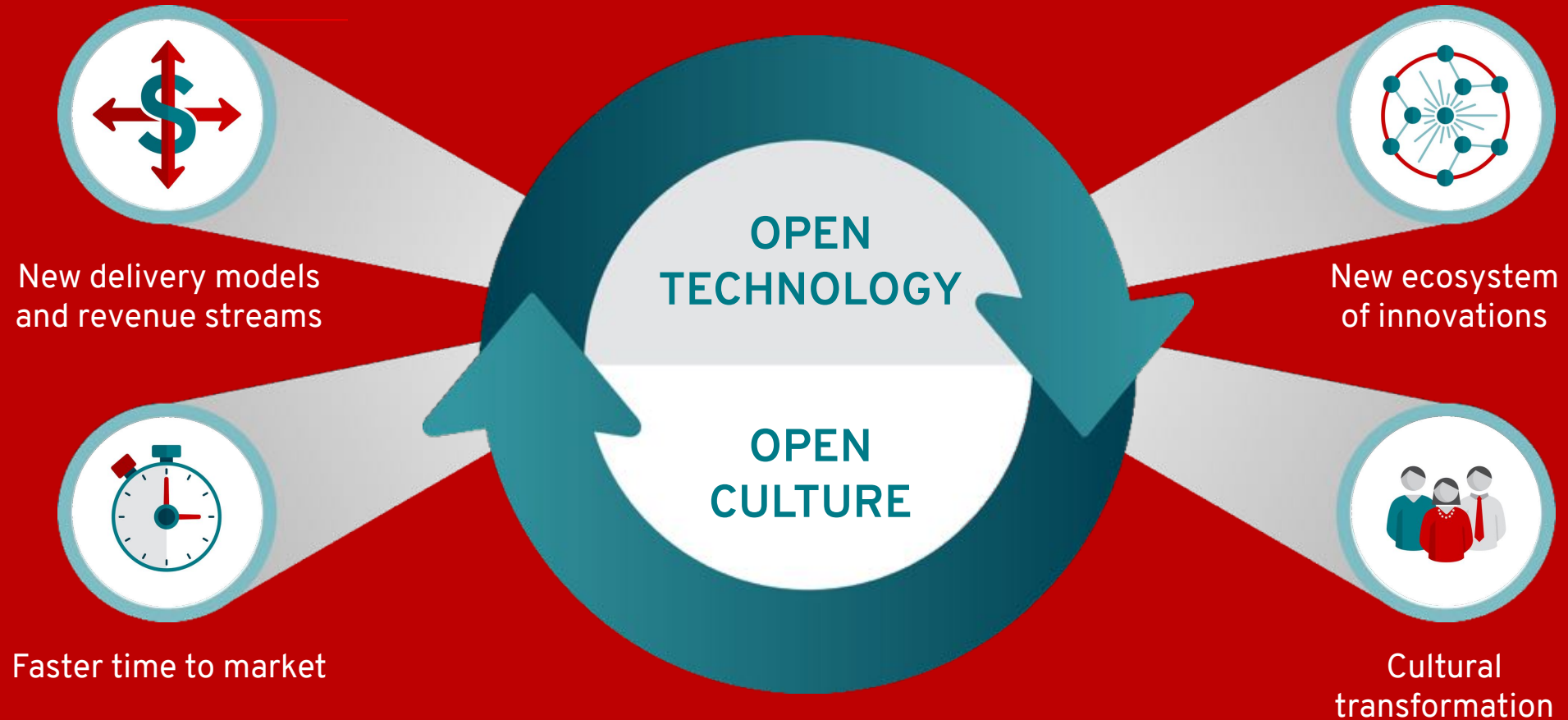
EXAMPLE OF THE OPEN ORG IN ACTION

External Recommendation	Open Characteristic	The Red Hat Way
Don't share until it is completed and published	Transparency	Share what we are doing, why, and invite participation throughout the full process and share the full process and results
Driven by Corporate Leadership	Inclusivity	Everyone has a voice, take extra steps to get inclusive input and feedback
Leader-mandated approach	Collaboration	Co-create with passionate Red Hatters globally in all functions and all levels
Pushed from top down	Community	A community evolved that welcomes all and engages people to participate
Do not adapt as leaders know best	Adaptability	Adapt continuously throughout the process


A group of children are participating in a tug-of-war competition on a grassy field. The children are leaning back, pulling on a thick rope. The child in the foreground is wearing glasses and a grey jacket, looking intently at the rope. Other children are visible in the background, some wearing winter clothing. The scene is outdoors on a grassy hillside.

High performing teams are the result of the context they operate in

OPEN ORGANIZATIONS CREATE SUSTAINED COMPETITIVE ADVANTAGE

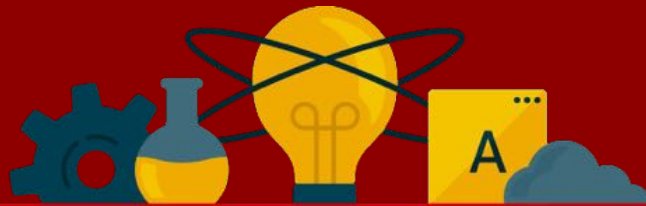


COLLABORATION | TRANSPARENCY | INCLUSIVITY | ADAPTABILITY | COMMUNITY



High performing teams are the result of
the context they operate in

Leadership sets the context



RED HAT
OPEN INNOVATION LABS

WHY IS THIS A
PROBLEM OUR TEAM
IS TRYING TO SOLVE?

WHY OPEN INNOVATION LABS? BECAUSE OUR CUSTOMERS ASKED FOR IT!

Show us. We need a way to experience Red Hat technology and culture
in a tangible, hands-on way ...

- Red Hat Strategic Advisory Board - 2015

SHARING WHAT WE HAVE LEARNT



Open, Residential, Immersive



WHAT IS OPEN LEADERSHIP?

THE OPEN LEADER

Control

Command and Control
Tells
Power exerted
Self

Trust
Shows
Power Distributed
Selfless

Communication

Hordes and Controls

Trust

Engage by sharing information and context

Uncertainty is a threat to be controlled
Micromanagers
Operate in hiding
Decisions are closed

Embrace uncertainty
Trust their followers to do the right thing at the right time
Decisions are open and context shared

Autonomy

Position of power
Head of the team

Empowerment

Role an individual plays in an organisation
Member of the team

Retains authority

Granting Authority

THE OPEN LEADER

A compliance based position of authority
Position - Manager, Boss

Everyone is a leader
Merit based on your contributions



PRACTICES WE
HAVE FOUND
USEFUL WHEN
APPLYING
OPEN
LEADERSHIP



High performing teams are the result of the context they operate in

TEAMS. IT'S ALL ABOUT TEAMS



📧 @redhatlabs @tenfourty @valyonchev

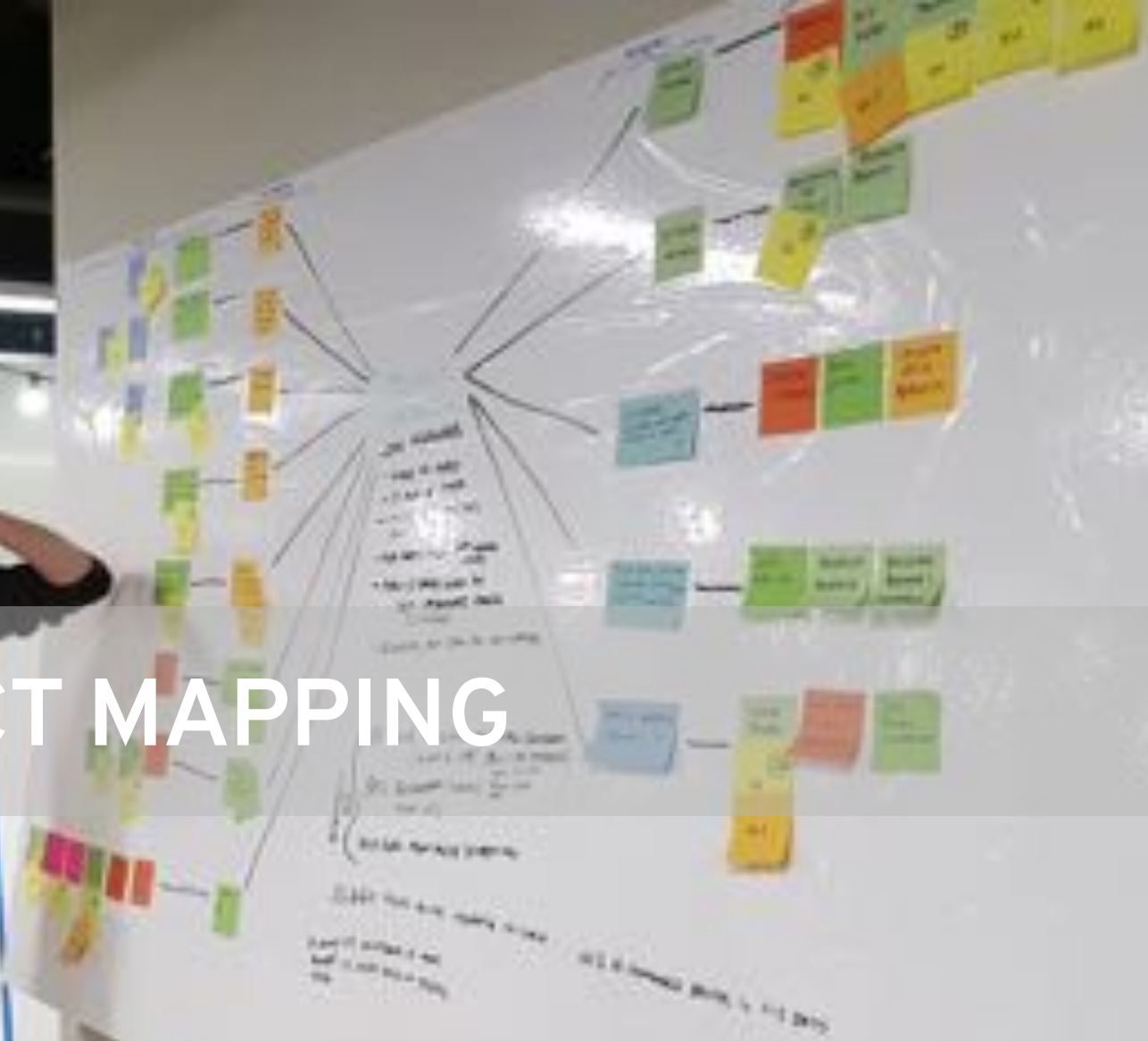
BUILD & LEAD A COMMUNITY

- Shared Purpose - Finding Your Why
- Give Intent
- Shared Values
- Shared Principles
- Create Organizational Clarity

PROJECTION

IMPACT MAPPING

IMPACT MAPPING



INCLUSIVITY

- Building Cross-Functional Teams
- Inclusive Practices - Everyone Contributes
- Design For Open Feedback
- Open Decision Making
- Share Ownership
- Safety & Wellbeing

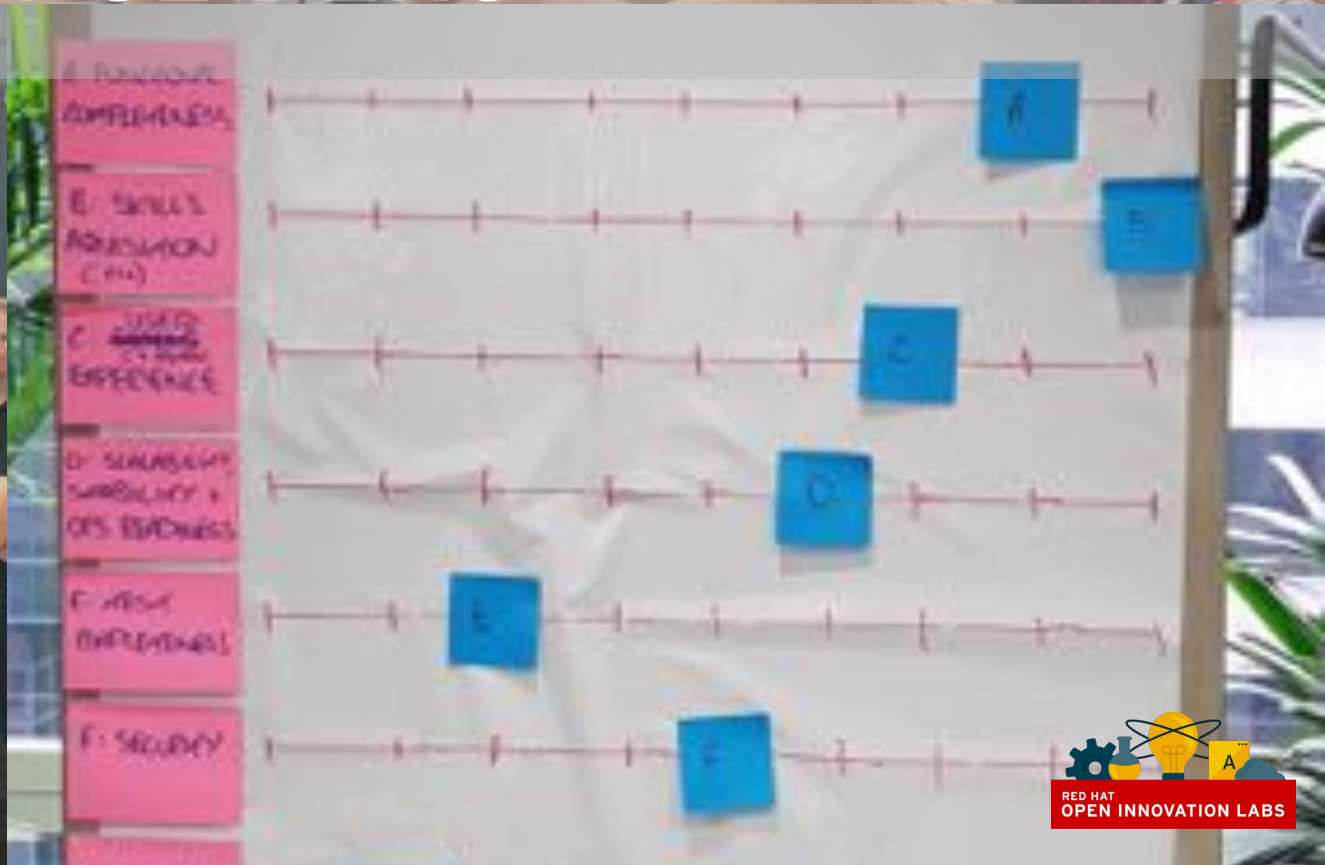


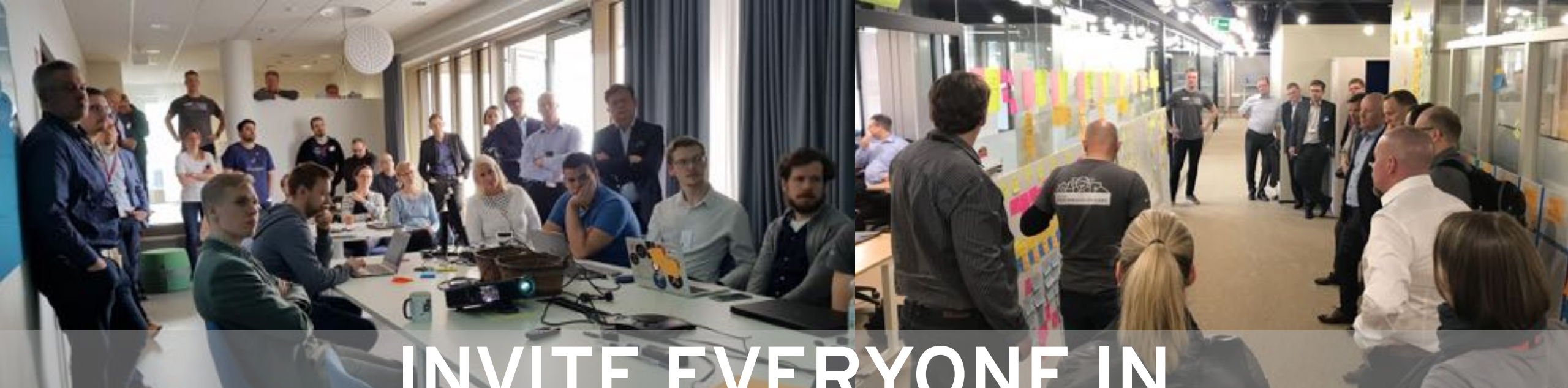
INCLUSIVE PRACTICES





PRIORITY SLIDERS





INVITE EVERYONE IN FOR REVIEWS & “WALK THE WALLS”

TRANSPARENCY

- Open Decision Making
- Visual Work
- Focus on Impacts & Outcomes vs Outputs
- Create Safety

WHO

WHAT

HOW

Users will be able to submit & manage requests

with confidence in the accuracy of their requests

Administrators need to be able to update the catalogue

flexibly, safely, without duplication with minimal training

Our Developers need the skills to continue development of the platform

so that we have the confidence to keep on "DevOpsing"

3rd party builders receive requests on their platform with all relevant data

so that we improve efficiencies through automation

RESIDENCY TARGET OUTCOMES

- function version of current way of
- scale request - submit + track
- quality requests
- flow path - how long (current way)
- ease to add new product

RESIDENCY TARGET OUTCOMES

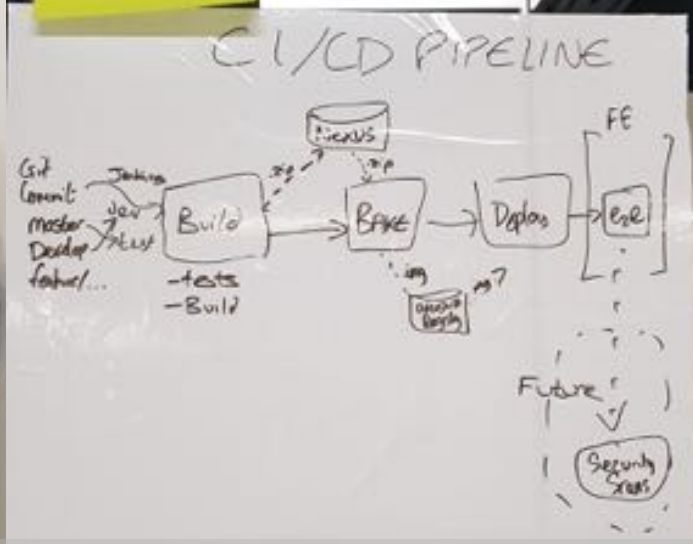
- 1) AN E2E FLOW IMPLEMENTED IN A QUALITATIVE MANNER WITH A CI/CD APPROACH
- 2) A TEAM LIVING DEVOPS CULTURE & INSPIRING THE FUTURE FENNIA WAY OF WORKING BY BREAKING DOWN THE SILOS
- 3) USER CENTERED & DATA INFORMED DESIGN DRIVE THE APP & TEAM EVOLUTION
THE TEAM IS ABLE TO
- 4) APPLY PDCA CYCLE TO APP DESIGN & USE OF TECHNOLOGY (OCP) TO DESIGN, RUN, MEASURE & DECIDE ON THE OUTCOME OF IMPROVEMENT EXPERIMENTS (A/B TEST, SPLIT DEPLOYMENT)
- 5) ALL OF THE ABOVE TO EMPOWER THE TEAM TO SEARCH FOR A WOW FACTOR

TARGET OUTCOMES

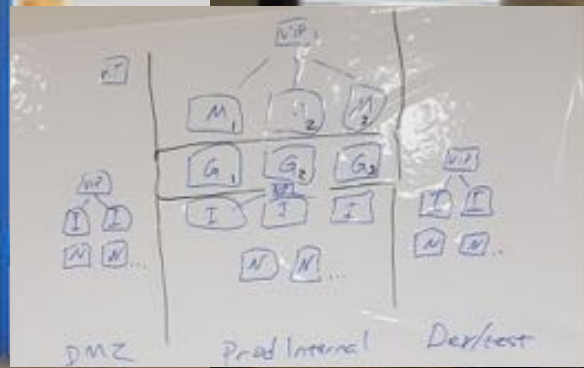
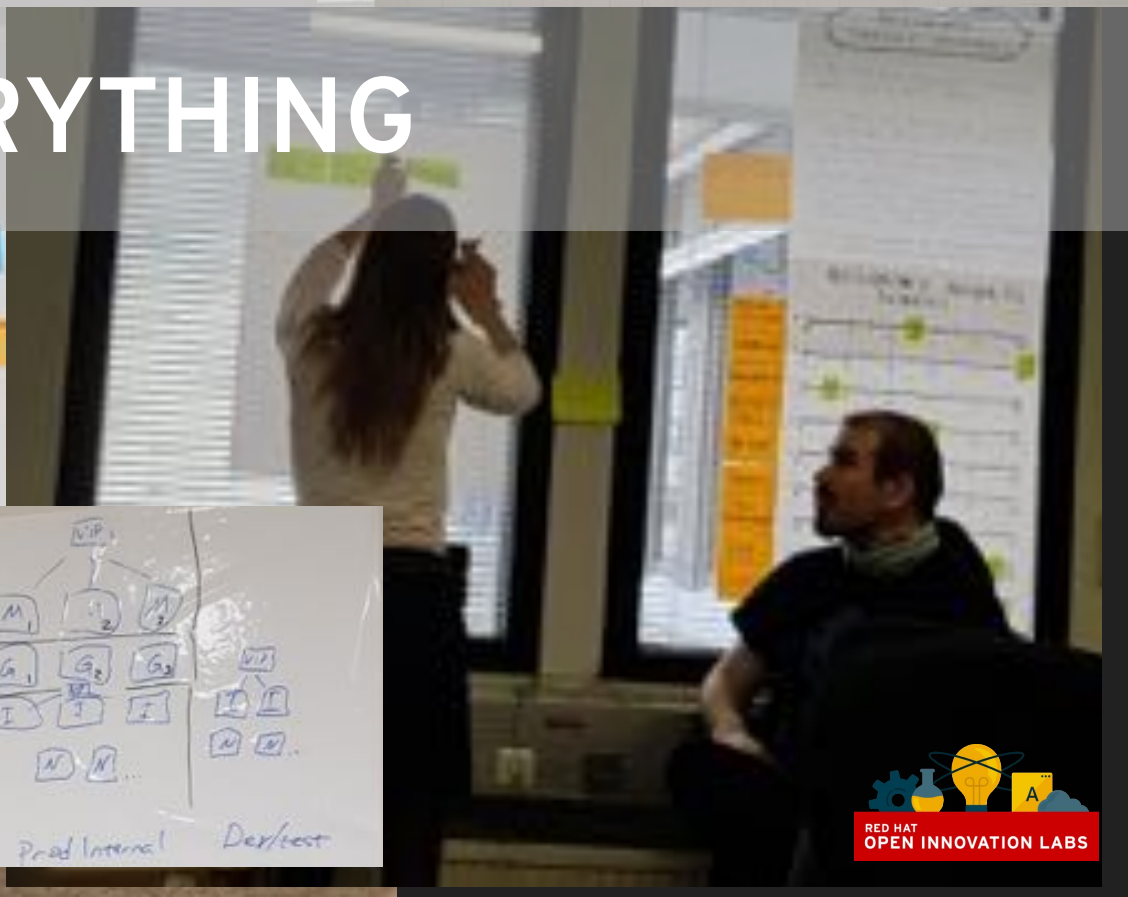


Production Ready app

Learn to work in agile



RADIATE EVERYTHING





CONTINUOUS DELIVERY PIPELINES TRANSPARENCY & HONEST FEEDBACK

COLLABORATION

- Long-lived Product Teams
- Lead From The Back
- Recognition Of Teams vs Individuals
- Product Over Project

ADAPTABILITY

- Made For Change
- Social Agreements
- Learning Through Experimentation
- Assumptions & Hypothesis Testing







Social Contract

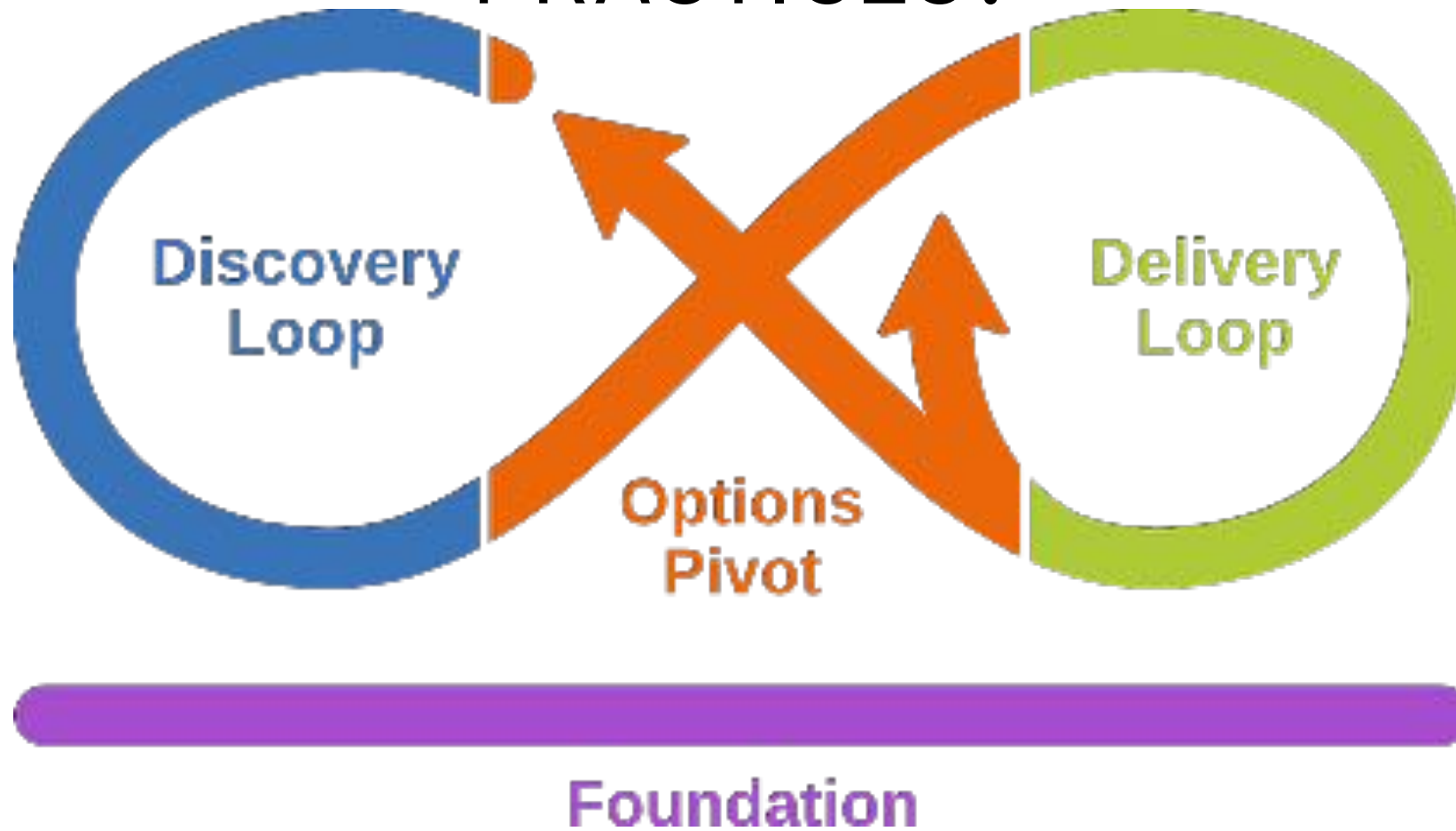
SOCIAL CONTRACT

<https://openpracticelibrary.com/practice/social-contract/>



Open Characteristics	Open Leadership Recommendations
 Transparency	<p>Where can you:</p> <ul style="list-style-type: none"> - share how decisions are made, distribute materials broadly or let people know what information you can and can't give them and why?
 Inclusivity	<ul style="list-style-type: none"> - 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?
 Adaptability	<ul style="list-style-type: none"> - be a role model, encourage people to release early and often, make rapid iterations, to share what you create so it can be modified or solicit feedback and make changes to enhance regularly?
 Community	<ul style="list-style-type: none"> - increase shared purpose, value, goals, language, etc., demonstrate consciousness, empowered execution and responsibility to the community?
 Collaboration	<ul style="list-style-type: none"> - 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?

WANT TO FIND OUT MORE ABOUT THESE PRACTICES?



<https://openpracticelibrary.com>

OPEN RESOURCES TO SUPPORT



GitHub.com
[/red-hat-people-team](https://github.com/red-hat-people-team)



The Open Organization series

- Book
- Workbooks

open
source
.com

OpenSource.com

<https://opensource.com/open-organization>

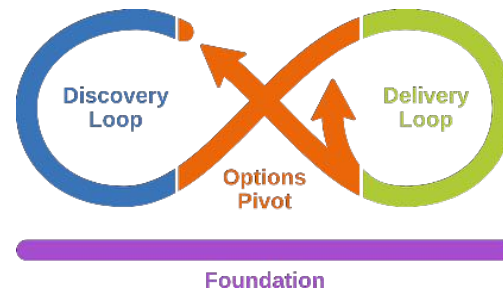
Experience DevOps Culture & Applied Practices On Red Hat Technology

- Immersive experience in DevOps culture for business & technical people
- Outcome-driven product design
- Modern Software Development Practices
- Modern Application Development Architectures
- Introduction of DevOps, Agile, Design Thinking and UX principles through teamwork on hands-on labs that deploy containerized applications with OpenShift Container Platform
- Ideas on how to use all the practices together to deliver business value
- Teamwork in groups and pairs
- Delivered by experienced practitioners - Engagement Leads, Architects, UX Designers, Site Reliability Engineers from Open Innovation Labs

Experience DevOps Culture & Applied Practices On Red Hat Technology

- Technical:

- Containers
- Configuration-as-Code
- Pipelines-as-Code
- Continuous Integration
- Continuous Deployment
- Continuous Delivery
- Automated Testing
- Test Driven Development
- Build Monitoring
- Prototyping



- Non-Technical:

- Impact Mapping
- Event Storming
- Value Stream Mapping
- Metric Based Process Mapping
- User Story Mapping
- Empathy Mapping
- Product Backlog Refinement
- Burndown / Burnup Charts
- Pairing & Mobbing
- Retrospectives, Team Sentiment, Information Radiators

Experience DevOps Culture & Applied Practices On Red Hat Technology

- Likely background of attendees:
 - Product Owners
 - Product Managers
 - IT Managers
 - Business Analysts
 - Developers
 - DevOps engineers
 - Architects
 - UX Designers
- Attendance:
 - Minimum: 8
 - Optimal: 12
 - Maximum: 24
 - We group in 3 to 6 teams
 - Ideal team size: 4
 - Teams are diverse and crossfunctional - both technical and non-technical members

ONE MORE THING...

TEAMS. IT'S STILL ALL ABOUT TEAMS





RED HAT
OPEN INNOVATION LABS

Total lead time from idea to first delivery to users

Prioritized bug

Functionality done confirmation

Critical bug fix

Current Way of Working

38 Weeks

Current Way of Working

23 Weeks

Current Way of Working

4 Weeks

Current Way of Working

10 Hours

New Way of Working

7 weeks

New Way of Working

3 weeks

New Way of Working

4,5 Hours

New Way of Working

30 min

Improvement

31 weeks reduction

5,4x faster

Improvement

20 weeks reduction

7,6x faster

Improvement

155 hours reduction

34x faster

Improvement

9,5 hours reduction

20x faster

DEFAULT TO OPEN

Join the conversation

<https://opensource.com/open-organization>

Thank you

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