

## What is the Red Hat Multiplier?

### A UNIQUE LEADERSHIP CAPABILITY

The Red Hat® Multiplier is the way we act when we are living the Red Hat values in balance (Freedom, Courage, Commitment, Accountability). These actions create our unique culture and reinforce the climate we aspire to create. Simply put, it is how we lead the Red Hat Way. On our best days, these behaviors differentiate Red Hat and multiply our results. This is how we win.

### Behaviors

The Red Hat Multiplier includes the following behaviors.

CONNECTION	TRUST	TRANSPARENCY	COLLABORATION	MERITOCRACY
Building a sense of community where associates feel strongly connected to Red Hat.	Demonstrating a general belief in others' ability to make a contribution.	Openly sharing information that contributes to the work of others.	Engaging multiple sources to generate the optimal solution.	Rewarding the best ideas, no matter where they come from.

### Proficiency levels

As proficiency increases, the Red Hat Multiplier looks like...

FOUNDATIONAL	EXPERIENCED	ADVANCED	EXPERT
Passionate about Red Hat values and culture	Drives company climate within and outside the department or team	Drives company climate across functions	Cultivates Red Hat's climate and culture

### LEARN MORE

See what each behavior looks like, as you become more proficient in using it. Learn to identify when you are overusing or underusing a behavior.

- Get the reference sheets

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**“Our culture—the unique ways that we work and lead—is a crucial source of our strategic competitive advantage.”** - Jim Whitehurst, CEO, Red Hat

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## About the Red Hat Multiplier

### WHY WE CREATED IT

Red Hat's continued growth requires a broader diversity of thought and openness to divergent perspectives, especially at the senior level. Yet as we began hiring more and more people from other companies where authority comes by rank rather than influence, we found that we needed a common language for explaining what it takes to be successful in Red Hat's unique culture and work environment.

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**“At Red Hat, not everyone is a manager, but everyone is expected to be a leader.”**

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### HOW WE CREATED IT

Beginning in 2011, the People team held workshops throughout Red Hat to understand what constitutes a great leader at any level of our company, in any role or department. Some of what we learned confirmed what we already knew. Leaders can be individual contributors or managers. They're the catalysts who rally others around a shared purpose. They inspire people to act in ways that benefit the larger organization. But we also found that leading the Red Hat way requires the mastery of some specific behaviors that we dubbed the Red Hat Multiplier.

### WHY IT'S CALLED THE RED HAT MULTIPLIER

Red Hatters who embody these behaviors are so influential that their efforts become multiplied throughout the company.

### HOW IT IS USED

The Red Hat Multiplier translates our leadership culture for those who may not intuitively understand it. The Multiplier is also used to highlight clear development areas for people who want to become leaders—whether they want to be better managers or more influential individual contributors—by providing guardrails and guidance on what success as a leader looks like. While some people are more naturally inclined to behave in this way than others, each of the five is a skill that anyone can build and develop.

## Transparency

### WHAT IS TRANSPARENCY?

Openly sharing information that contributes to the work of others. One of five Red Hat® Multiplier behaviors.

**When you share information, you give other people the context they need to make better decisions and do great work.**

### Proficiency levels

As proficiency increases, **transparency** looks like...

FOUNDATIONAL	EXPERIENCED	ADVANCED	EXPERT
<p>Performs work openly, or explains why work cannot be shared</p> <p>Involves stakeholders in work through open dialogue</p> <p>Is viewed as honest in dealings with others</p> <p>Seeks feedback and dialogue continuously</p>	<p>Shares information with the department or team or explains why information cannot be shared</p> <p>Communicates what decisions were made and why</p> <p>Invites others' perspectives and dialogue</p>	<p>Solicits input and feedback when making decisions that affect the organization</p> <p>Communicates what decisions were made that affect the organization and why</p> <p>Invites others' perspectives and dialogue</p>	<p>Sets the example of when and how to make decisions openly</p> <p>Insists on and models open dialogue and communicates as much as possible with associates, customers, partners, and communities</p>

### Guardrails

When practicing transparency, pay attention to signals of...

UNDERUSE	OVERUSE
<p>Too little transparency looks like:</p> <ul style="list-style-type: none"> <li>Withholds information that is meant to be shared and would benefit others</li> </ul>	<p>Too much transparency looks like:</p> <ul style="list-style-type: none"> <li>Uses transparency as an excuse for rude or inappropriate behavior</li> <li>Shares information that is meant to be kept confidential</li> </ul>

## Transparency

### Ways to develop proficiency

- Share information freely. Talk with others about your plans, activities, and projects. If any aspects of your work cannot be openly shared, explain why.
- Routinely ask team members how your work can be better coordinated with theirs and then make the necessary changes.
- Share your goals and information about your work in a way that they can be easily reviewed by other Red Hatters in similar jobs.
- Default to open in your everyday work. Share and gather feedback on prospective policies, plans, programs, and projects that have broad organizational impact. Be prepared to make changes to improve receptivity and impact.
- Use and be an evangelist for tools like the [Open Decision Framework](#)

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**“Thousands, if not millions, of decisions are made within an organization every day. Transparency helps us make faster and better decisions than the competition.”** - *The Open Organization*

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### WHAT IS THE RED HAT MULTIPLIER?

The Red Hat Multiplier is a set of five behaviors that define leadership in open organizations. While some people are more naturally inclined to behave in this way than others, each of the five is a skill that anyone can build and develop:

CONNECTION	TRUST	TRANSPARENCY	COLLABORATION	MERITOCRACY
Building a sense of community where associates feel strongly connected to Red Hat.	Demonstrating a general belief in others' ability to make a contribution.	Openly sharing information that contributes to the work of others.	Engaging multiple sources to generate the optimal solution.	Rewarding the best ideas, no matter where they come from.

### Learn more

- Get the Red Hat Multiplier overview and reference sheets about the other four behaviors

## Collaboration

### WHAT IS COLLABORATION?

Engaging multiple sources to generate the optimal solution. One of five Red Hat® Multiplier behaviors.

### Proficiency levels

As proficiency increases, **collaboration** looks like...

FOUNDATIONAL	EXPERIENCED	ADVANCED	EXPERT
<p>Appreciates and incorporates others' ideas and contributions</p> <p>Is comfortable with ambiguity</p> <p>Understands the value in "going slow to go fast," meaning that finding solutions to problems – especially in a collaborative environment – takes time but ultimately results in innovation, creativity, and engagement</p> <p>Is fearless about sharing ideas and asking for contributions to bring ideas to life</p>	<p>Coaches department or team on ways to deal with ambiguity</p> <p>Has faith in the collaborative process; understands that decisions may take longer when requiring input from multiple sources, but in the end the ideas are stronger and can be executed more quickly and effectively</p> <p>Creates a safe environment of healthy tension between creativity and execution</p>	<p>Encourages cross-functional collaboration to solve problems</p> <p>Allows ambiguity to foster creativity and clears the path for collaborative innovation</p> <p>Recognizes that a chaotic, unstructured, non-linear, and unplanned environment may allow innovation to prosper</p>	<p>Champions the collaborative process, and "takes the heat" (defends the practice) when the need to collaborate is challenged</p> <p>Inspires others to raise or revive ideas, shape them collaboratively, and bring them to life</p>

### Guardrails

When practicing collaboration, pay attention to signals of...

UNDERUSE	OVERUSE
<p>Too little collaboration looks like:</p> <ul style="list-style-type: none"> <li>Excludes relevant stakeholders from important conversations and decisions</li> <li>Attempts to discourage others from offering their input through intimidation or other controlling behavior</li> </ul>	<p>Too much collaboration looks like:</p> <ul style="list-style-type: none"> <li>Displays excessive concern for consensus, creating paralysis in situations that require action</li> </ul>



## Collaboration

### Ways to develop proficiency

- Recognize that there are several ways to achieve a goal; stay open-minded and don't cling too tightly to your preferred strategy
- Accept that there is complexity and ambiguity associated with every worthwhile program or project; discuss this with your team to help work through points of frustration and uncertainty
- Remain open to change at every phase of your projects; realize that some of the best ideas come forward only after projects begin to take shape
- Defend the value of collaboration when others resist it; emphasize the benefits of engagement, creativity, and innovation

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**“Collaboration is a big part of our culture. We're in the business of collaborating with communities, customers, and partners to solve complex technology challenges.”** - *The Open Organization*

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### WHAT IS THE RED HAT MULTIPLIER?

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# THE OPEN ORGANIZATION MATURITY MODEL

## About this document

This document is an adapted version of The Open Organization Maturity Model, a framework for helping your organization become more transparent, inclusive, adaptable, collaborative, and communal. It outlines steps that individuals, teams, and organizations can take to critically examine their organizational practices and chart their progress toward becoming a more open organization.

All organizations are different, so they adopt open principles and practices to different degrees. This model's three-level design therefore aims both to assist organizations determining the relative degree to which they act openly—and to help them explore possibilities for becoming more so.

## TRANSPARENCY

In organizations that aren't open, transparency is rare. Individuals and teams do not regularly disclose their plans, products, or processes to multiple stakeholders. People affected by decisions are often surprised to learn about those decisions, and decision-makers often withhold data and resources without explanation. Locating and accessing potentially helpful resources can be difficult, in part because individuals and teams neither contribute to nor draw upon a shared repository of knowledge.

LEVEL 1	LEVEL 2	LEVEL 3
Project materials are released for review internally, after work is completed	Project-related and non-sensitive materials are made accessible to all members of project teams according to clearly defined protocols	Project-related and non-sensitive materials are made broadly accessible to the organization (and possibly outside the organization as well) according to clearly defined protocols
People recognize that leaders are making decisions that affect them but don't see a clear or obvious way of providing input on those decisions	People feel like they know about—and are helping to shape—most (but not all) important decisions as those decisions are unfolding	People feel like they are a part of a shared, standard process for collective decision-making that the organization endorses
Materials that are part of decision-making practices become available for review after decisions are finalized	Materials that are part of decision-making practices are available at defined project milestones	Materials that are part of decision-making practices are available for review at the beginning of projects, and are easily and continuously accessible during work processes
People are comfortable sharing stories about successes, but not about failures	People are comfortable sharing stories of successes and failures during retrospectives and reviews	People are comfortable sharing stories of successes and failures, and frequently engage in difficult conversations during project execution
Individuals and teams share resources but in disconnected, fragmented, or individualized/siloed systems or repositories	The organization sponsors and promotes a shared repository for collective knowledge, and some organization members can and do contribute to it	The organization sponsors and promotes a robust and easily-accessible knowledge commons, and organization members make generous and unrestricted use of it
People release data and resources, but there are no criteria for determining whether information is sensitive or not, and little context for understanding how decisions are made	People withhold sensitive data and resources, but they are somewhat unclear about what they're not sharing and provide limited details, context, and scope	People who must withhold sensitive data and resources are clear about what they're not sharing, and others understand why those materials are not available to them

## COLLABORATION

In organizations that aren't open, people tend to share the work they do only when asked for it. Conversations and joint efforts across departmental boundaries are difficult, even discouraged. As a result, projects move more slowly than they otherwise could. Work gets duplicated unnecessarily across teams working toward similar goals, and project outcomes do not reflect the best possible results. People are not aware of the ways that work from other groups can enhance their own efforts, and they tend to let predetermined descriptions of their responsibilities dictate the work they do.

LEVEL 1	LEVEL 2	LEVEL 3
Members of the organization share work after initiating or completing projects	Members of the organization share work by initiating projects in group settings, in the earliest possible stages	Members of the organization share work by initiating projects in group settings, effectively connecting with additional project groups to form cross-functional teams
Cross-functional teams exist, but team roles are often unclear and governance structures are vague	Cross-functional teams are commonplace, and teams post their roles and goals publicly	Cross-functional teams are commonplace and make their activities known broadly to the organization; in turn, the organization promotes best practices for working together
Outcomes of collaborative efforts remain inside teams, and teams share these outcomes only upon request	Outcomes of collaborative efforts are available to the entire organization, and teams make these outcomes available by default	Outcomes of collaborative efforts are available across the organization and externally, and teams make these outcomes available by default
Working groups and cross-functional teams tend to be static in terms of membership and skill sets	Working groups and cross-functional teams habitually seek diverse sets of viewpoints, members, experiences, and skills	Working groups and cross-functional teams habitually seek diverse sets of viewpoints, members, experiences, and skills, and leverage this diversity effectively
Teams infrequently revisit the outcomes of their collaborations	Teams routinely discuss, revisit and debate the outcomes of their collaborative efforts	Teams routinely discuss, revisit and debate the outcomes of their collaborative efforts, and share their learnings outside the organization
Members of the organization and teams collaborate but frequently say "it's "too difficult" or "more trouble than it's worth"	Members of the organization and teams actively seek opportunities to collaborate as a built-in or natural part of their planning	Members of the organization collaborate both internally and externally in ways that benefit all involved