

RED HAT FORUM

Europe, Middle East & Africa





OPEN LEADERSHIP SEMINAR

Exploring Your Readiness for OPEN

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AGENDA

An OPEN Discussion

Q&A with OPEN Leadership Facilitators and Panel

- What is an OPEN Organization?
- What is Red Hat's culture?
- O How OPEN is your company? How OPEN can it be?
- O What barriers will you face?
- What tensions will you have to manage?
- What type of leadership is necessary to move from where you are to where you would like to be?
- What lessons can you share with us?

For more information see https://github.com/red-hat-people-team

Myths of OPEN

Managing Tensions

Why the Time for OPEN is now





CLOSED VS. OPEN



Closed

A collection of individuals who look out for their own interests

Trust among employees has to be earned

Information is protected and closely held by a few people

Employees work on teams and projects only within their functional areas

An employee's title provides them with power



Open

Teams of people who share a common **connection** and sense of community

<u>Trust</u> among associates is given

Information is shared widely and there is a high degree of <u>transparency</u>

Associates who engage in <u>collaboration</u> across projects, functions and disciplines

An associate's ideas provides them with the power of influence - <u>meritocracy</u> is honored





DEGREES OF OPEN

Closed → Open

Siloed

Control

Command

Hierarchy

Release early

Release often

Participation

Meritocracy

Community

Transparency

Free exchange

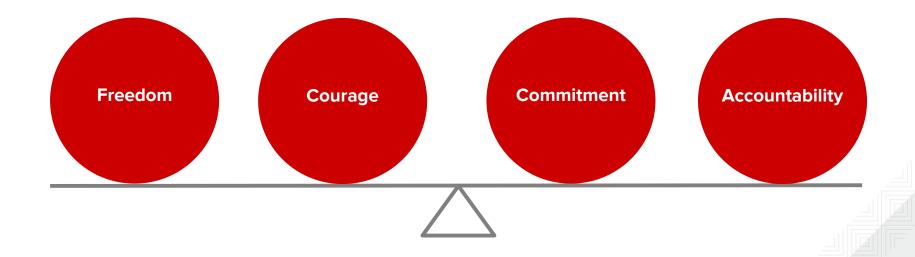




RED HAT'S VALUES

2002

- 500+ associates
- \$75m revenue







- 3000+ associates
- \$900m revenue

RED HAT MULTIPLIER

On our very best days, what do leaders at Red Hat do exceptionally well? What behaviors differentiate Red Hat leaders from the great leaders at any company?

CONNECTION	TRUST	TRANSPARENCY	COLLABORATION	MERITOCRACY
They build a sense of community where associates feel strongly connected to Red Hat.	They demonstrate a general belief in others' ability to make a contribution.	They openly share information that contributes to the work of others.	They engage multiple sources to generate the optimal solution.	They reward the best ideas, no matter where they come from.







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