



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?
- How OPEN is your company? How OPEN can it be?
- 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

Trust among associates is given

Information is shared widely and there is a high degree of transparency

Associates who engage in collaboration across projects, functions and disciplines

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

DEGREES OF OPEN

Closed



Open

Siloed

Release early

Release often

Control

Participation

Command

Meritocracy

Hierarchy

Community

Transparency

Free exchange

RED HAT'S VALUES

2002

- 500+ associates
- \$75m revenue

Freedom

Courage

Commitment

Accountability

2011

- 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

They build a sense of community where associates feel strongly connected to Red Hat.

TRUST

They demonstrate a general belief in others' ability to make a contribution.

TRANSPARENCY

They openly share information that contributes to the work of others.

COLLABORATION

They engage multiple sources to generate the optimal solution.

MERITOCRACY

They reward the best ideas, no matter where they come from.



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