

The logo consists of a red rectangular box with a white border. Inside the box, the words "RED HAT" are written in a smaller, white, sans-serif font above the word "SUMMIT", which is in a larger, bold, white, sans-serif font. The background of the entire slide is a dark blue gradient with a stylized graphic of a planet and its orbit on the right side.

RED HAT
SUMMIT

OPEN LEADERSHIP: THE ROLE OF THE EXECUTIVE

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Thursday, May 10, 2018

Common business challenges

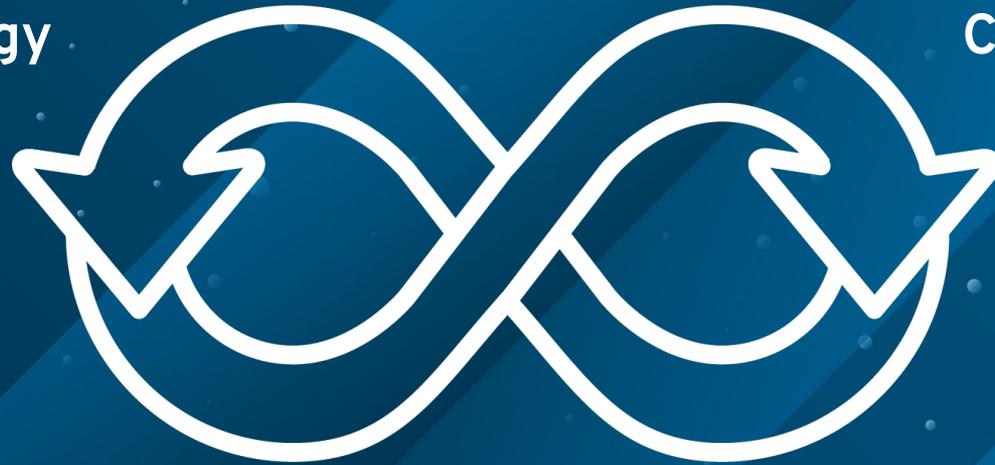
SPEED OF CHANGE UNCERTAINTY
COMPLEXITY
CUSTOMER LOYALTY
TALENT AMBIGUITY
COMPLIANCE GLOBALIZATION
CONSUMER TRUST PRODUCTIVITY DIVERSITY
REGULATION **INNOVATION**
VOLATILITY



Open

Technology

Culture



What is an open organization?

TRANSPARENCY

INCLUSIVITY

ADAPTABILITY

COLLABORATION

COMMUNITY



Degrees of open

Closed



Open

Siloed

Release early

Release often

Control

Participation

Inclusive Meritocracy

Command

Community

Transparency

Hierarchy

Free exchange



The Open Org in action: The Red Hat Why

External Recommendation	Value	The Red Hat Way
Do it to boost sales	Transparency	Do it to build and scale our culture + add value to the customer
Driven by Corporate Leadership	Inclusivity	Everyone has a voice
Leader-mandated approach	Collaboration	Seek continuous feedback
Wrap up in 3-6 months	Community	Roll out over 1 year
Communicate when done	Adaptability	Communicate continuously

The Red Hat Why

**OPEN UNLOCKS THE
WORLD'S POTENTIAL**

What is open leadership?

CONNECTION
TRUST
COLLABORATION
TRANSPARENCY
MERITOCRACY

Open Leadership stages

It's about how many people you impact through your influence.



i = Impact

Y = You

n = Number of people who impact others via your influence



BE
TEAMWORK

CREATIVE

EMPOWERED TOGETHER

Transparency Make information available to everyone

Inclusivity Include other voices

Adaptability Release early, release often

Collaboration Think beyond the obvious

Community Lead with shared purpose

Resources



GitHub.com

[/red-hat-people-team](#)

[/open-organization-ambassadors/open-org-definition/issues/11](#)



The Open Organization series

- Book
- Workbooks

open
source
.com

OpenSource.com

JOIN US IN CONVERSATION

Discussion questions

What are your current pain points?

What can an open approach help you solve?

Discussion questions

Have you or your team tried to be more open?

What worked?

What didn't work?

Discussion questions

Does your company have a stated purpose or WHY?

Discussion questions

Which open principle(s) will best help you address the problem?

Which will best serve your organization's goals and mission?

Discussion questions

What current processes, practices, or procedures can you reimagine or reinvent?

Discussion questions

What about having an open approach *doesn't* resonate with you?

RED HAT
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THANK YOU



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linkedin.com/company/red-hat



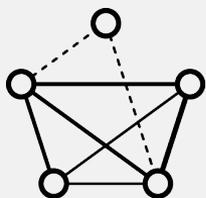
twitter.com/RedHat



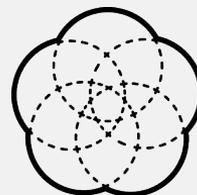
youtube.com/user/RedHatVideos

APPENDIX

Open Decision Framework



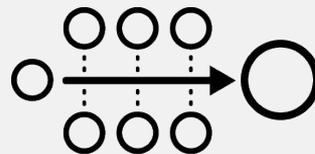
Share impact



Collaborate inclusively



Gather feedback



Balance expectations
and priorities

Culture Catalog: Existing culture anchors, artifacts, tools, resources

Why does Red Hat exist?
Why do we work in the ways that we do?

Red Hat Why

What leadership behaviors are essential
at Red Hat?

Red Hat Multiplier

How do we share our culture when recruiting?

Employer Value Proposition

Life at Red Hat social channels

Where is Red Hat headed?

Vision

How do we make decisions?

Open Decision Framework

What open source principles are broadly applicable?

The Open Source Way

What is Red Hat trying to do, and how?

Mission

How do we effect change?

Open Change Toolkit

What qualities define any open organization?

Open Organization Definition

What are Red Hat's fundamental beliefs?

Values

What experiences need to be consistent?

Associate Experience Framework

How do we share Red Hat's story of open culture and
leadership with the world?

The Open Organization book

How do we win in the Red Hat way?

Pillars of Winning

How do we celebrate Red Hat's culture?

We Are Red Hat Week

The Show

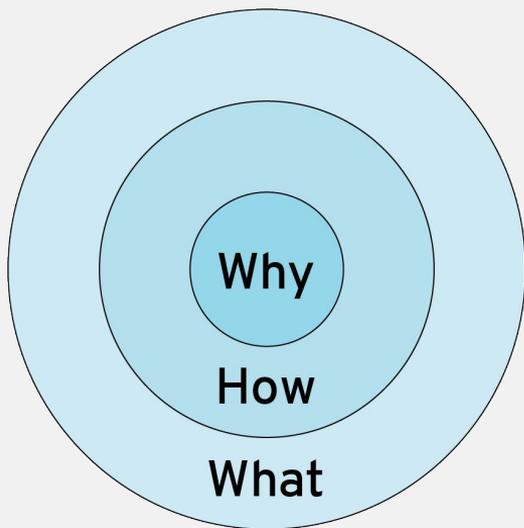
**Memo-list
Friday-list**

How do we help other organizations become open?

Open Organization community



Scaling our Open Organization



WHY **Rediscovering Red Hat's Why**

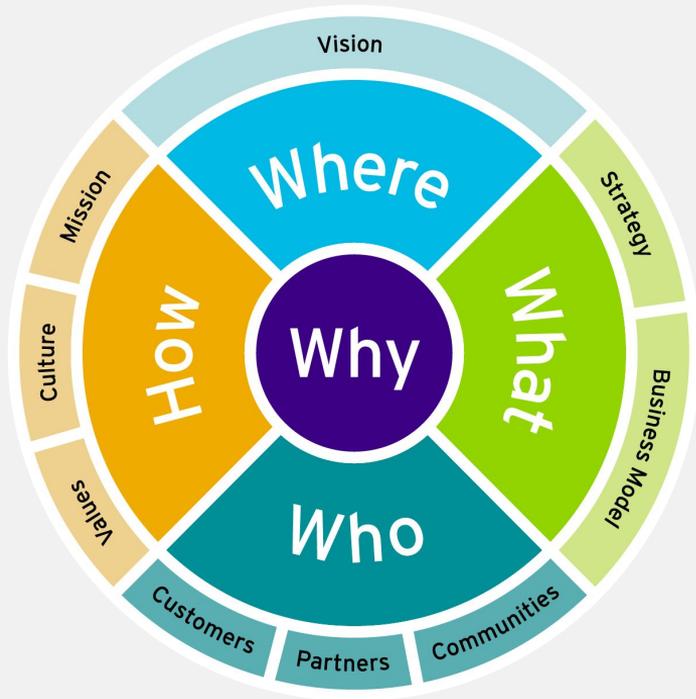
Our shared purpose

HOW **Making Decisions The Red Hat Way**

Using our Open Decision Framework, Red Hat Multiplier, position on internal technology decisions, values, etc.

WHAT **Red Hat Strategic Framework 2.1**

What we do to get there



Why Red Hat exists

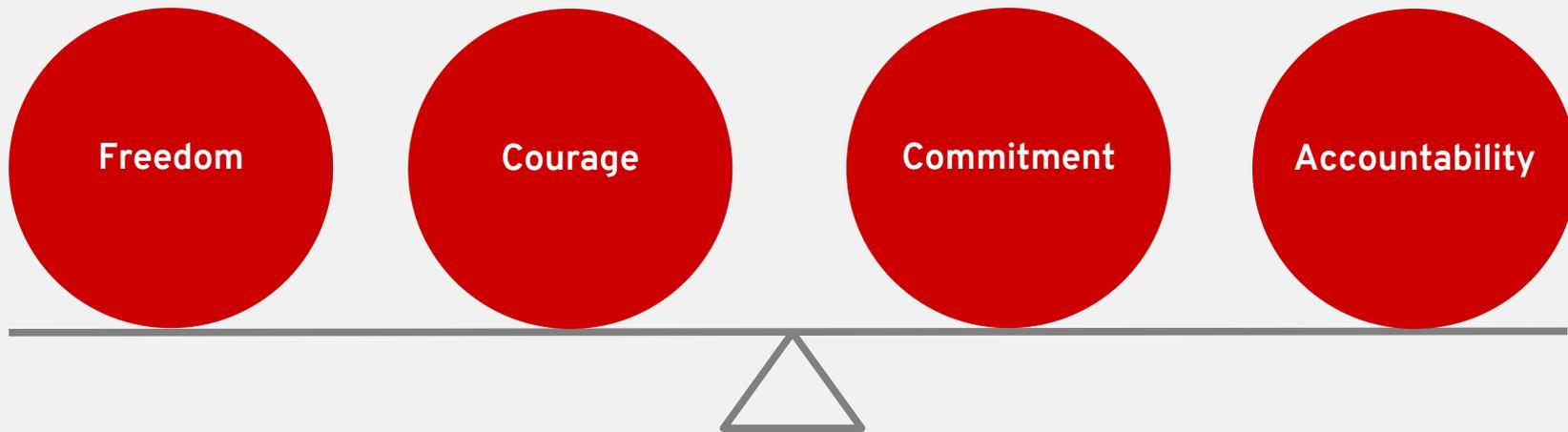
How Red Hatters work

Where Red Hat is headed

What Red Hat does

Who Red Hatters collaborate with

Red Hat's Values

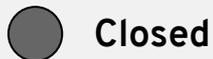


Red Hat Multiplier

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

Closed vs. Open



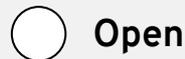
A collection of individuals who look out for their own interests

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



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

Open Organization Maturity Model: Transparency

	LEVEL 1	LEVEL 2	LEVEL 3
Project materials are made available...	for review internally, after work is completed	to all members of project teams according to clearly defined protocols	broadly to the organization according to clearly defined protocols (and possibly outside the organization as well)
The decision-making process...	is limited to leaders, and associates may not see a clear way of providing input	Is open for associates to help shape most (but not all) important decisions	is collective, shared, and standardized, and associates feel connected to the decisions that are endorsed by the organization
Materials that are part of the decision-making practices are available...	for review after decisions are finalized	at defined project milestones	for review at the beginning of projects, and are easily accessible throughout the process
People are comfortable sharing stories about successes...	but not about failures	and failures, during retrospectives and reviews	and failures, and frequently engage in difficult conversations during project execution
Knowledge and resources are shared...	in disconnected, fragmented, or siloed systems/repositories	in an organization-sponsored repository, with some contributors	in an easily accessible, organization-sponsored commons, with generous and unrestricted use
Sensitive data and resources are...	provided with little context, and shared without criteria for determining their sensitivity	withheld, but identified with few details, little context, and limited scope	clearly identified to those who must withhold them, and other people understand why those materials are not available to them

Open Organization Maturity Model: Collaboration

	LEVEL 1	LEVEL 2	LEVEL 3
Members of the org share work...	after initiating or completing projects	by initiating projects in group settings, in the earliest possible stages	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	are commonplace, and teams post their roles and goals publicly	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	are available to the entire organization, and teams make these outcomes available by default	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	habitually seek diverse sets of viewpoints, members, experiences, and skills	habitually seek diverse sets of viewpoints, members, experiences, and skills, and leverage this diversity effectively
Teams revisit the outcomes of their collaborations...	infrequently	routinely, including discussion and debate	routinely, including discussion and debate, and learnings are shared outside the organization
Members of the organization collaborate...	but frequently say it's "too difficult" or "more trouble than it's worth"	actively, and seek opportunities to collaborate as a built-in or natural part of their planning	both internally and externally in ways that benefit all involved