OPEN LEADERSHIP:
The Role of the Executive

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Common business challenges

SPEED OF CHANGE
UNCERTAINTY

CUSTOMER LOYALTY
COMPLEXITY

TALENT
AMBIGUITY

COMPLIANCE
GLOBALIZATION

CONSUMER TRUST
PRODUCTIVITY

DIVERSITY

REGULATION
INNOVATION

VOLATILITY
Open

Technology

Culture
What is an open organization?

TRANSPARENCY
INCLUSIVITY
ADAPTABILITY
COLLABORATION
COMMUNITY
The Open Org in action: The Red Hat Why

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

Organization Leadership
contributing exponentially
\[ i = Y^n \]

Team Leadership
contributing through others
\[ i = Y(n) \]

Personal Leadership
contributing with others
\[ i = Y + n \]

New to Role
contributing dependently
\[ i = Y ÷ n \]
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

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?
THANK YOU

plus.google.com/+RedHat
linkedin.com/company/red-hat
facebook.com/redhatinc
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

<table>
<thead>
<tr>
<th>Core organizational anchors</th>
<th>Differentiators</th>
<th>For Recruiting</th>
<th>For Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Why does Red Hat exist?</strong></td>
<td><strong>What leadership behaviors are essential at Red Hat?</strong></td>
<td><strong>How do we share our culture when recruiting?</strong></td>
<td></td>
</tr>
<tr>
<td>Why do we work in the ways that we do?</td>
<td><strong>Red Hat Multiplier</strong></td>
<td><strong>Employer Value Proposition</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Red Hat Why</strong></td>
<td><strong>Open Decision Framework</strong></td>
<td><strong>Life at Red Hat social channels</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Vision</strong></td>
<td><strong>Open Change Toolkit</strong></td>
<td><strong>The Open Source Way</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mission</strong></td>
<td><strong>Associate Experience Framework</strong></td>
<td><strong>Open Organization Definition</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Values</strong></td>
<td><strong>How do we effect change?</strong></td>
<td><strong>The Open Organization book</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Pillars of Winning</strong></td>
<td><strong>What experiences need to be consistent?</strong></td>
<td><strong>How do we share Red Hat’s story of open culture and leadership with the world?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>How do we win in the Red Hat way?</strong></td>
<td><strong>How do we celebrate Red Hat’s culture?</strong></td>
<td><strong>How do we help other organizations become open?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>We Are Red Hat Week</strong></td>
<td><strong>Memo-list Friday-list</strong></td>
<td></td>
<td><strong>Open Organization community</strong></td>
</tr>
<tr>
<td><strong>The Show</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
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

- Freedom
- Courage
- Commitment
- Accountability
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?

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</tr>
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<tbody>
<tr>
<td>Leaders build a sense of community where associates feel strongly connected to Red Hat.</td>
<td>Leaders demonstrate a general belief in others’ ability to make a contribution.</td>
<td>Leaders openly share information that contributes to the work of others.</td>
<td>Leaders engage multiple sources to generate the optimal solution.</td>
<td>Leaders reward the best ideas, no matter where they come from.</td>
</tr>
</tbody>
</table>
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
## Open Organization Maturity Model: Transparency

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

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