



OPEN SOURCE CULTURE IN A BOTTLE

Making key organizational decisions at scale

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@ruhbehka @jhibbets | #rhsummit

HELLO, WORLD.



Rebecca Fernandez

- Joined Red Hat in 2005 as a web dev
- Now responsible for **scaling open culture**



Jason Hibbets

- Joined Red Hat in 2003 as a support engineer
- Now a Community Architect growing open source communities

WHICH IS WORSE,
IGNORANCE OR APATHY?

I DON'T KNOW AND I
DON'T CARE!

quickmeme.com

Open culture in action, at scale



REDISCOVERING RED HAT'S WHY

2,400+ WHY STORIES

“I felt proud to work
at Red Hat when...”

Sources: Intranet, survey,
mailing lists, focus groups

7 COMMON THEMES

- open source as force for good
- extraordinary collaboration
- care for each other like family
- influence leaders, decisions
- solve complex problems
- learn, grow, make an impact
- take a stand when it counts

STATEMENT DEVELOPMENT

1. Draft, revise Why statement with Advisory input (2 rounds)
2. Revise, finalize with all Red Hatters' input (2 rounds)

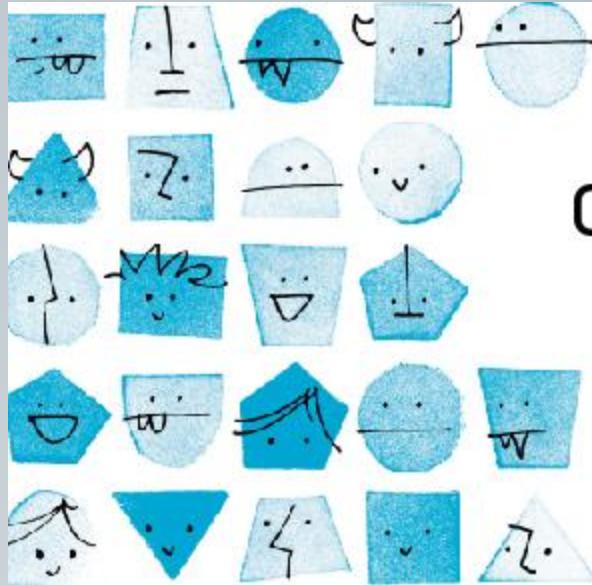
Open unlocks the world's potential

What is an open culture?



Image source: <https://enterprisersproject.com/article/2017/5/it-culture-change-bring-your-emotions-cios-or-go-home>

- Transparency
- Inclusivity
- Adaptability
- Collaboration
- Community



The Open Organization Definition

Get your copy

Download: <https://opensource.com/open-organization/resources/open-org-definition> | <http://bit.ly/openorgdef>

Transparency

- Access to materials
- Ability to provide feedback
- Public goals
- Defined roles

Inclusivity

- Diverse view points
- Clear processes
- Multiple channels
- Seek silent voices

Adaptability

- Feedback loops
- Process for problem solving
- Change ready

Collaboration

- Default to collaboration
- Opt-in to activities
- Shared externally

Community

- Shared purpose
- Shared values
- Common language



THANK YOU



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QUESTIONS?



APPENDIX

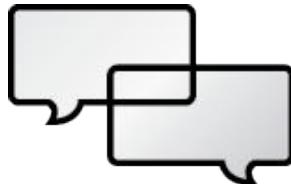


Making transparent and inclusive decisions



The Open Decision Framework

Red Hat's best practices, documented



TRANSPARENT

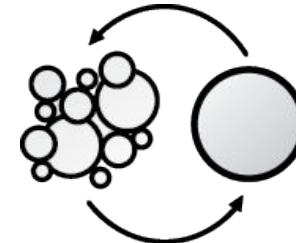
Explain who is making the decision, what problems you're trying to solve, the requirements and constraints involved, and the process you will follow.



INCLUSIVE

Engage others for feedback and collaborate throughout the decision-making process.

Seek out diverse perspectives, including potential detractors.



CUSTOMER-CENTRIC

Think of people as customers with competing needs and priorities.

When a decision will help some customers, but disappoint others, manage relationships and expectations while getting stuff done.

Download it: <https://github.com/red-hat-people-team/open-decision-framework/>

"We come to you, asking for a banana and your team works within a black box, and after a while, you deliver us... a pickle." Jay Ferrandini



VS



Quote source: <https://opensource.com/open-organization/17/4/making-open-inclusive-decisions>

Image source: [https://commons.wikimedia.org/wiki/File:Banana_\(white_background\).jpg](https://commons.wikimedia.org/wiki/File:Banana_(white_background).jpg)

Image source: <https://commons.wikimedia.org/wiki/File:Pickle.jpg>

BANANA vs. PICKLE



Watch: Lessons learned on the DevOps front - <https://www.youtube.com/watch?v=vyirF0fYtEY>

Image source: [https://commons.wikimedia.org/wiki/File:Banana_\(white_background\).jpg](https://commons.wikimedia.org/wiki/File:Banana_(white_background).jpg)
Image source: <https://commons.wikimedia.org/wiki/File:Pickle.jpg>

More best practices



Passion vs anger

Emotions and engagement

- Show the complexity (if warranted)
- Humanize the people involved
- Give people time to navigate the change/grief curve (their emotions are predictable!)
- Listen to your detractors; they can become your activators if you treat them respectfully
- Know both sides of the coin to win people over
- Everyone doesn't have to agree; grumpy acceptance is fine!

Detractors

- Decisions can take longer
- Top decisions “externalize the costs” & absentee decision makers
- Lack of structure → uninformed decisions
- Can be vulnerable to the loudest voices
- Determine which decisions require more effort

Benefits

- Transparency - information is available
- I feel like I have a voice
- Create advocates along the way
- Can mitigate resistance in implementation

Red Hat's cultural difference

- Opt-in culture
- Do-ocracy and reputation is social capital
- You can see the difference
- Empower and encourage participation
- Systematize setting teams up for success for communities of practice