OPEN SOURCE CULTURE IN A BOTTLE

Making key organizational decisions at scale

Rebecca Fernandez
Principal Program Manager, Scaling Our Open Organization, Red Hat

Jason Hibbets
Community Architect, Red Hat

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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!
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

@ruhbehka @jhibbets | rhsummit
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

Transparency

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

- Diverse viewpoints
- 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
Please rate our session in the Red Hat Events App!
QUESTIONS?
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

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
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
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-oocracy and reputation is social capital
● You can see the difference
● Empower and encourage participation
● Systematize setting teams up for success for communities of practice