



TRANSFORMATION VIA OPEN LEADERSHIP

Culture of Collaboration

Jan Smith, Senior Director, Integrated People Solutions, Red Hat
Mark Rumbles, Principal Architect, Integrated People Solutions, Red Hat
Johan Fredriksson, Senior Director, Nordics Sales, Red Hat
Peer Rasmussen, EVP, SOS International A/S

May 9, 2019

Jan Smith



**Red Hat, Inc.
Senior Director
Integrated People Solutions
People Team**

Mark Rumbles



**Red Hat, Inc.
Principal Architect
Integrated People Solutions
People Team**

Leadership Matters

OPEN

Leadership Matters More

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

OPEN

Technology



Culture

L E A D E R S H I P

PARTNERSHIP

Johan Fredriksson



**Red Hat, Inc.
Senior Director
Nordic Sales**

Peer Rasmussen



**SOS International
Executive Vice President
Digitalization & IT**

DEGREES OF OPEN

Closed



Open

Siloed

Release early

Release often

Control

Participation

Command

Inclusive meritocracy

Hierarchy

Community

Transparency

Centralized

Free exchange

PARTNERSHIP

Johan Fredriksson



**Red Hat, Inc.
Senior Director
Nordic Sales**

Peer Rasmussen

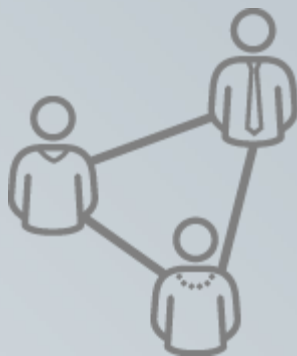


**SOS International
Executive Vice President
Digitalization & IT**

OPEN LEADERSHIP @ RED HAT

OPEN LEADERSHIP

MINDSETS + **BEHAVIORS** + PRACTICES



OUR SHARED PURPOSE

OPEN UNLOCKS
THE WORLD'S POTENTIAL

DEFAULT TO OPEN

For Leaders

I BELIEVE...

open produces positive
results and creates
productive relationships

I VALUE...

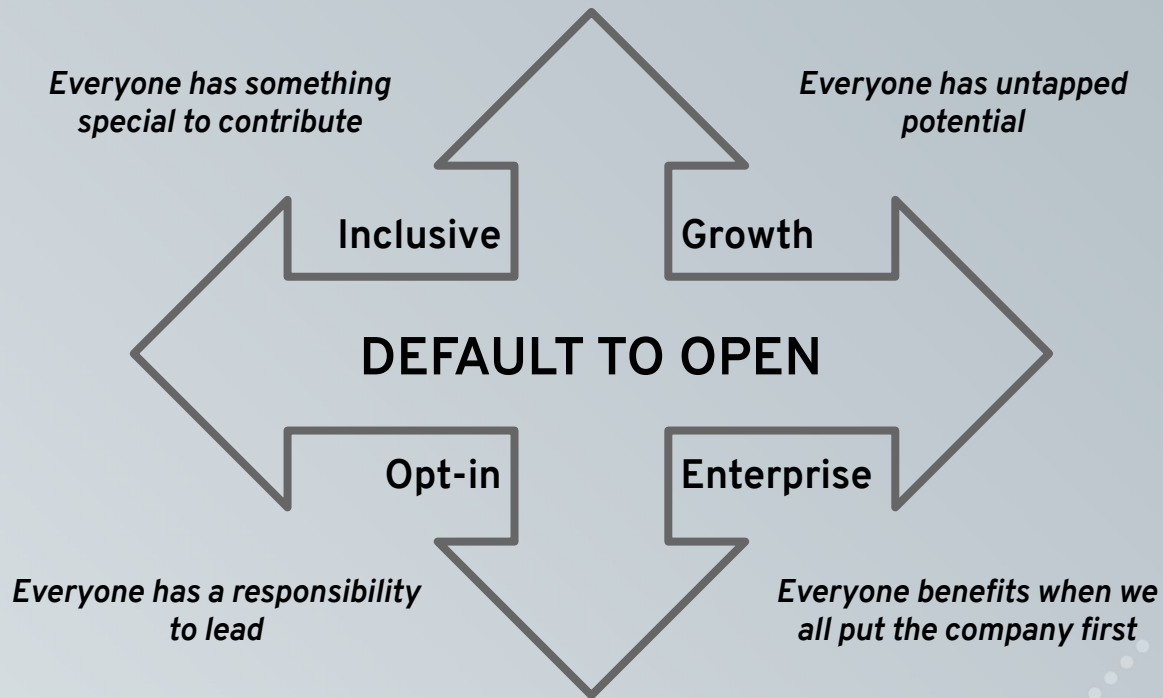
open as a right and
necessary way to
think and act

I ACT...

in manner that
demonstrates and
fosters openness

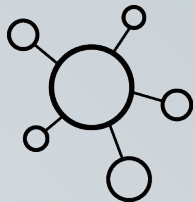
THE OPEN LEADERSHIP MINDSET

How open leaders think, on our best days

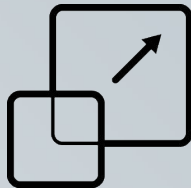


THE RED HAT MULTIPLIER

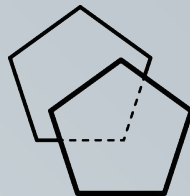
OPEN LEADERSHIP BEHAVIORS



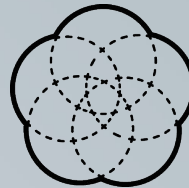
CONNECT



EXTEND TRUST



BE TRANSPARENT



COLLABORATE



PROMOTE
INCLUSIVE
MERITOCRACY



LEADERSHIP COMPETENCIES

EXECUTION

TALENT ADVOCATE

STRATEGIC

INFLUENCE

PERSONAL LEADERSHIP

MOST ORGANIZATIONS

- Bring your best self
- Bring your expertise
- Self-directed
- Self-motivated
- Take responsibility and initiative as an individual

RED HAT

All of that, plus...

- Bring out the best in others
- Draw upon others' expertise
- Gather input and feedback
- Influence others to participate
- Take responsibility and initiative for working as a community member

DEFAULT TO OPEN

BE INTENTIONAL

PRACTICE OPENNESS

- Your Why - Shared Purpose
- Language - Words & Stories
- Decision-Making
- Information & Data Sharing
- HR Processes: Talent Acquisition, Development, Promotion, Rewards

PRACTICE OPENNESS

<input type="checkbox"/>	Employee Voice	Listen and ask more.
<input type="checkbox"/>	Information & Data	Share more, and more often.
<input type="checkbox"/>	Decision Making	Include more.
<input type="checkbox"/>	Control / Authority	Let go more. Empower more.
<input type="checkbox"/>	Purpose	Inspire more.
<input type="checkbox"/>	Personal Leadership	Expect more.
<input type="checkbox"/>	Innovation	Experiment More.
<input type="checkbox"/>	Organizational Structure	Integrate and align more.
<input type="checkbox"/>	Physical Environment	Open spaces more.

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

**RED HAT
SUMMIT**

THANK YOU



[linkedin.com/company/Red-Hat](https://www.linkedin.com/company/Red-Hat)



[youtube.com/user/RedHatVideos](https://www.youtube.com/user/RedHatVideos)



[facebook.com/RedHatinc](https://www.facebook.com/RedHatinc)



twitter.com/RedHat

Please rate our
session in the
Red Hat Events
App!





redhat.®