



# 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

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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

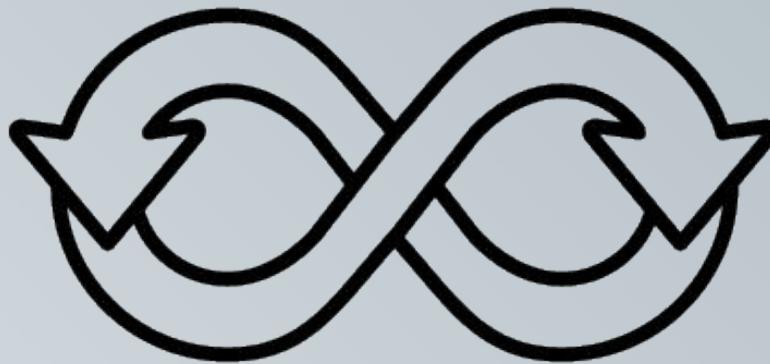


**SPEED OF CHANGE** UNCERTAINTY  
CUSTOMER LOYALTY **AMBIGUITY**  
**TALENT** COMPLIANCE GLOBALIZATION  
CONSUMER TRUST PRODUCTIVITY DIVERSITY  
**REGULATION** **INNOVATION**  
VOLATILITY

# 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

Centralized

Transparency  
Free exchange

# PARTNERSHIP

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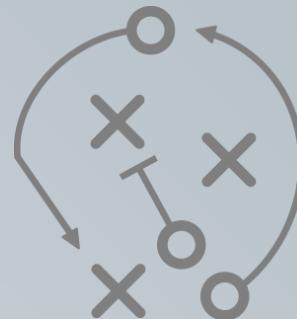
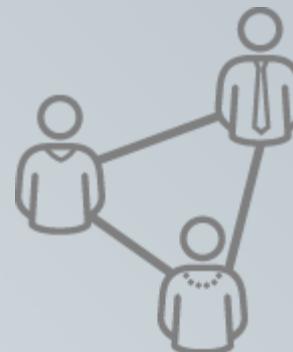


**SOS International**  
**Executive Vice President**  
**Digitalization & IT**

# 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...

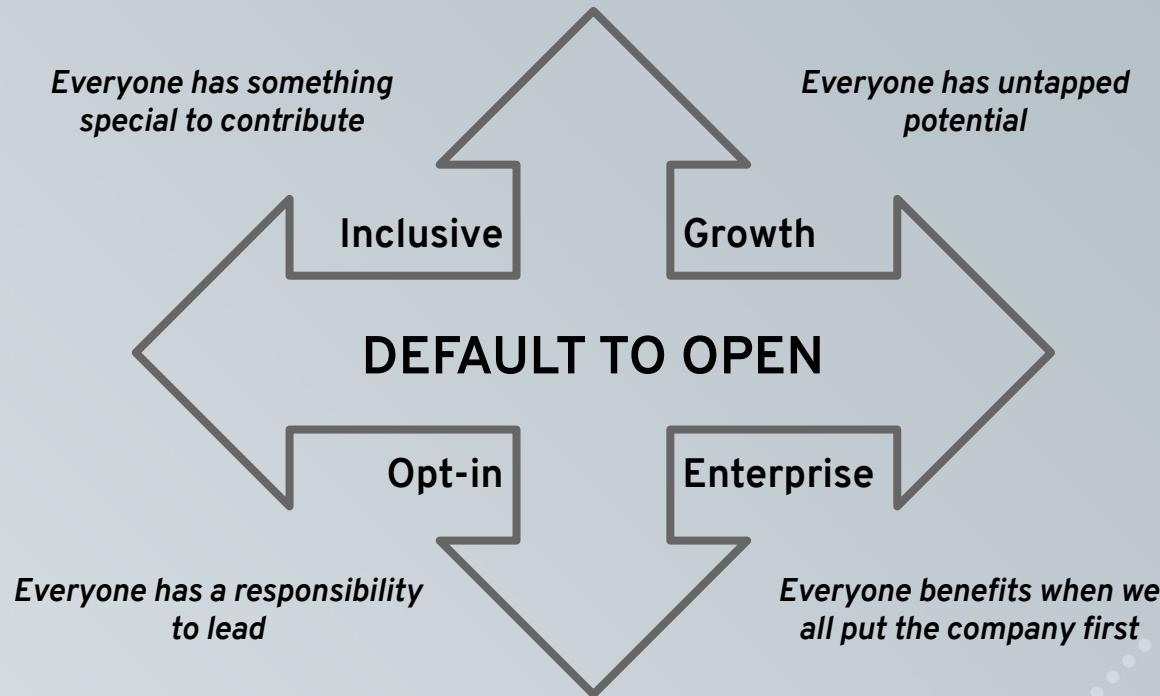
open as a right and  
necessary way to  
think and act

I ACT...

in manner that  
demonstrates and  
fosters openness

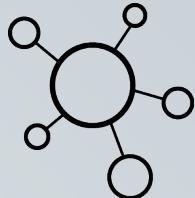
# THE OPEN LEADERSHIP MINDSET

How open leaders think, on our best days

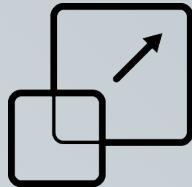


# THE RED HAT MULTIPLIER

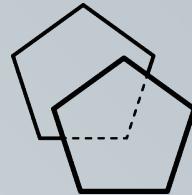
## OPEN LEADERSHIP BEHAVIORS



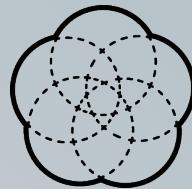
CONNECT



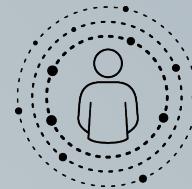
EXTEND TRUST



BE TRANSPARENT



COLLABORATE



PROMOTE  
INCLUSIVE  
MERITOCRACY



## LEADERSHIP COMPETENCIES

EXECUTION

TALENT ADVOCATE

STRATEGIC

INFLUENCE

# PERSONAL LEADERSHIP

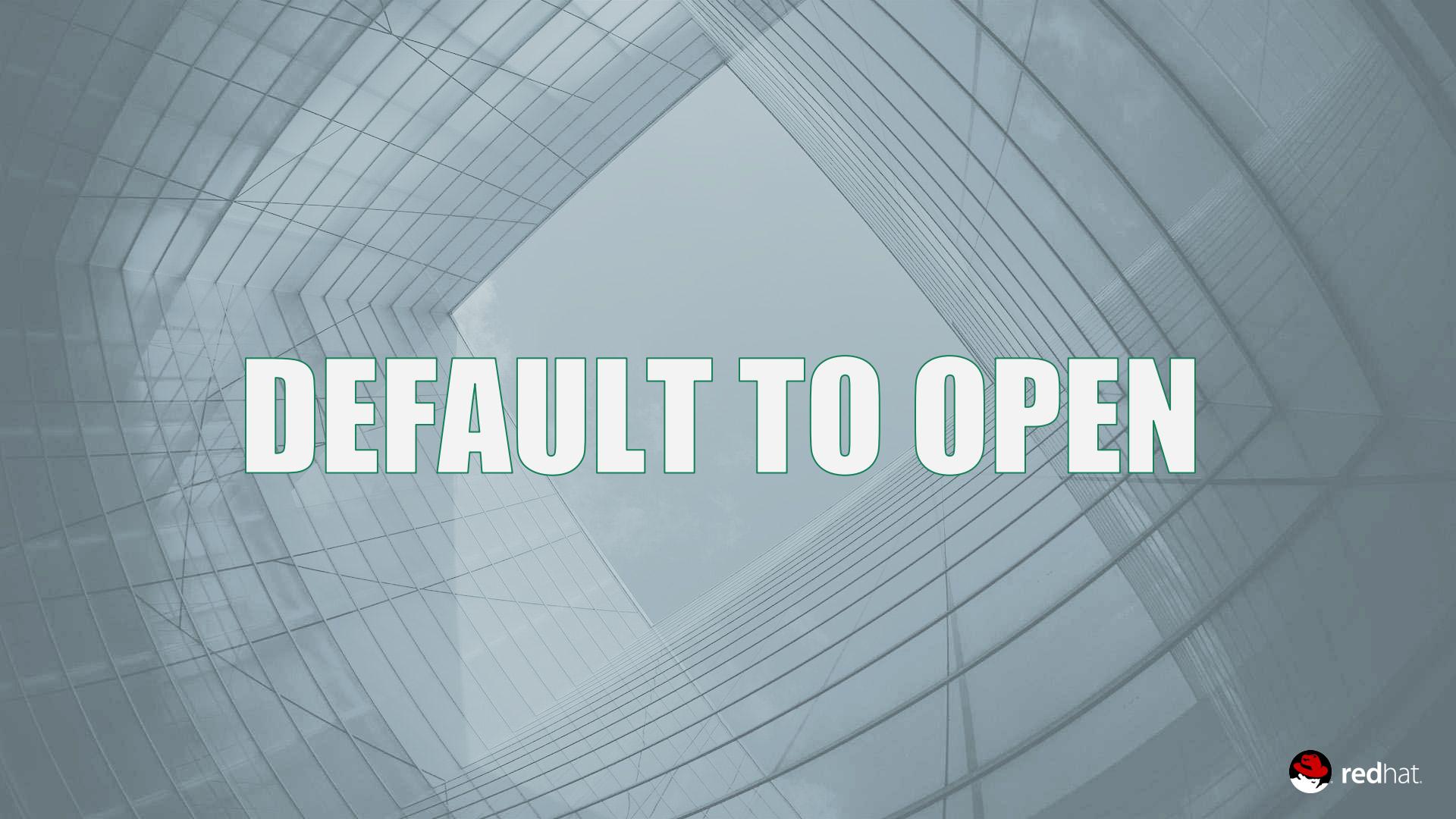
## MOST ORGANIZATIONS

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

# RESOURCES



**GitHub.com**  
[/red-hat-people-team  
/open-organization-ambassadors/open-org-definition/issues/11](https://github.com/red-hat-people-team/open-organization-ambassadors/open-org-definition/issues/11)



**The Open Organization series**

- Book
- Workbooks



**OpenSource.com**



# THANK YOU



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



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