

RED HAT
SUMMIT

SET YOUR TEAMS ON THE PATH TO GREATNESS WITH OPEN LEADERSHIP PRACTICES

Jeremy Brown - Director, Open Innovation Labs - EMEA @tenfourty
Val Yonchev - Engagement Lead, Open Innovation Labs @valyonchev
7 May 2019

SO, WHO ARE THESE TWO?



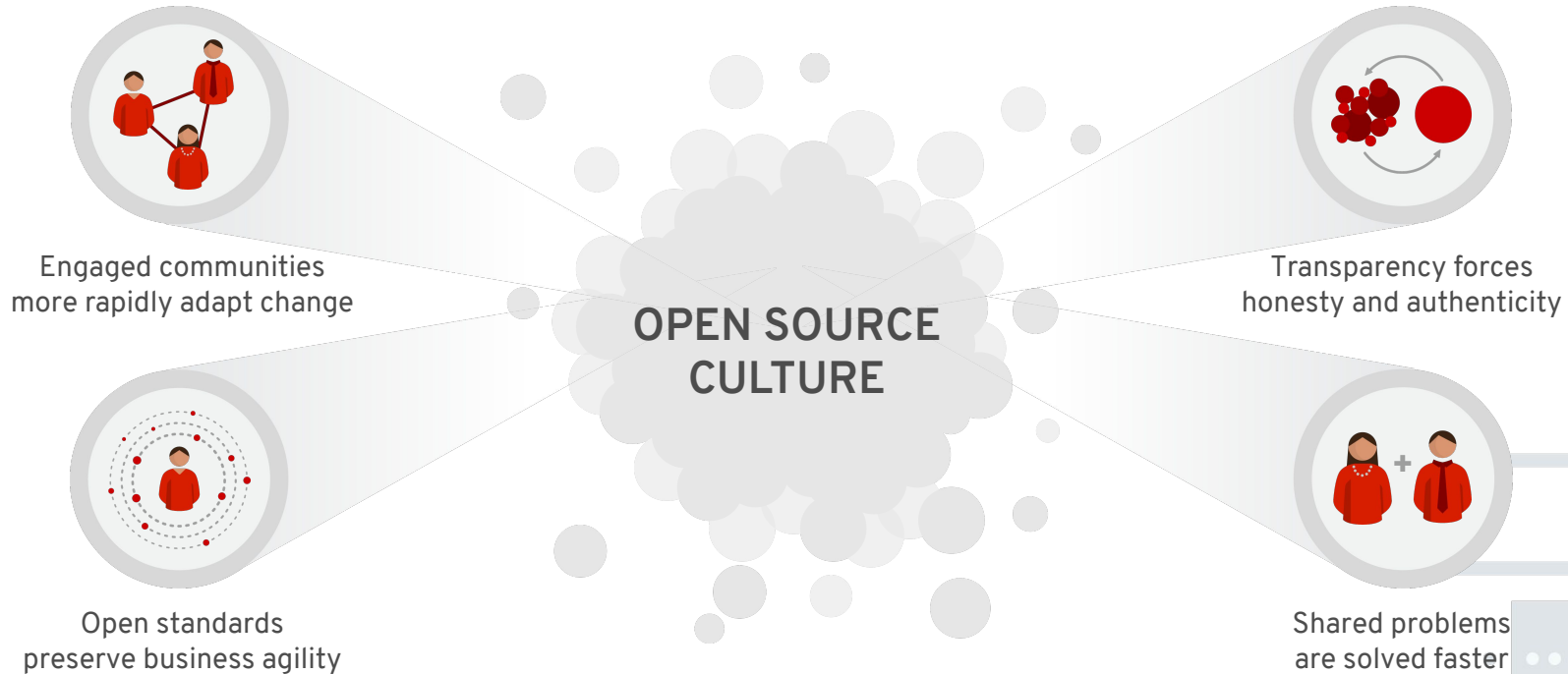
Jeremy @tenfourty
I lead the Open Innovation Labs in EMEA



Val @valyonchev
I'm an Engagement Lead in the Open Innovation Labs

WHAT IS THE OPEN ORGANISATION?

OPEN SOURCE IS MORE THAN CODE. IT'S CULTURE.





Culture

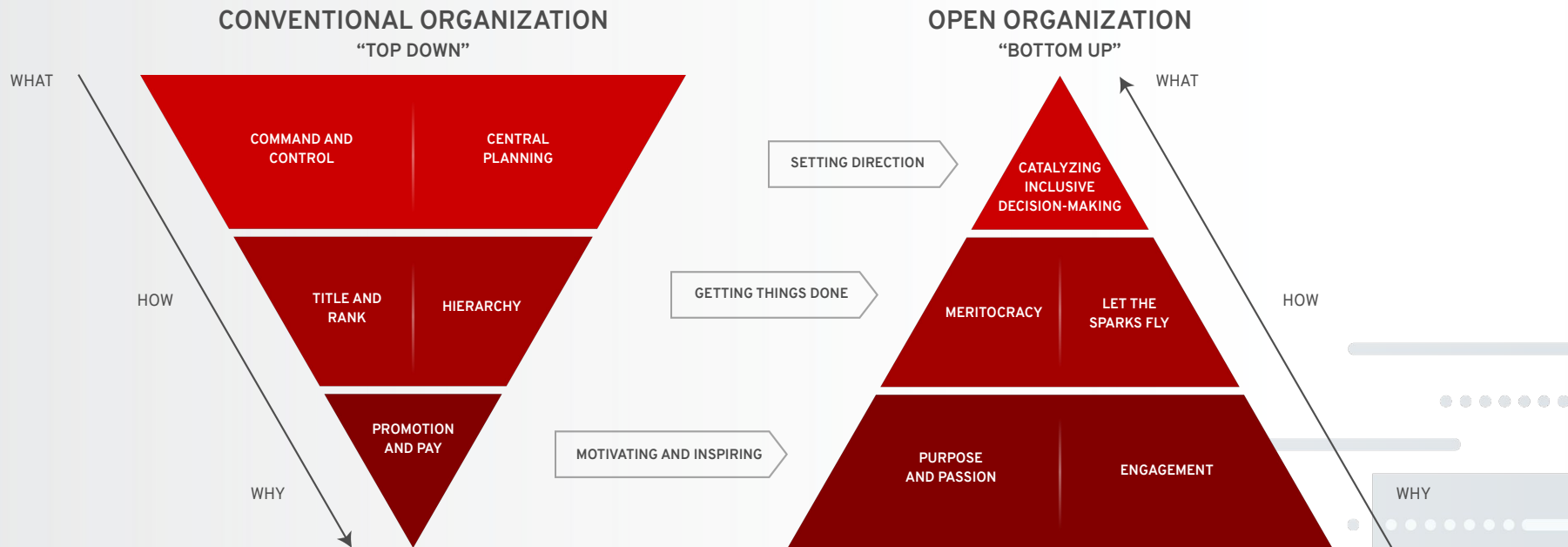
What is an Open Organisation?



Photo by Erik Odiin on Unsplash

THE OPEN ORGANIZATION

JIM WHITEHURST, RED HAT CEO

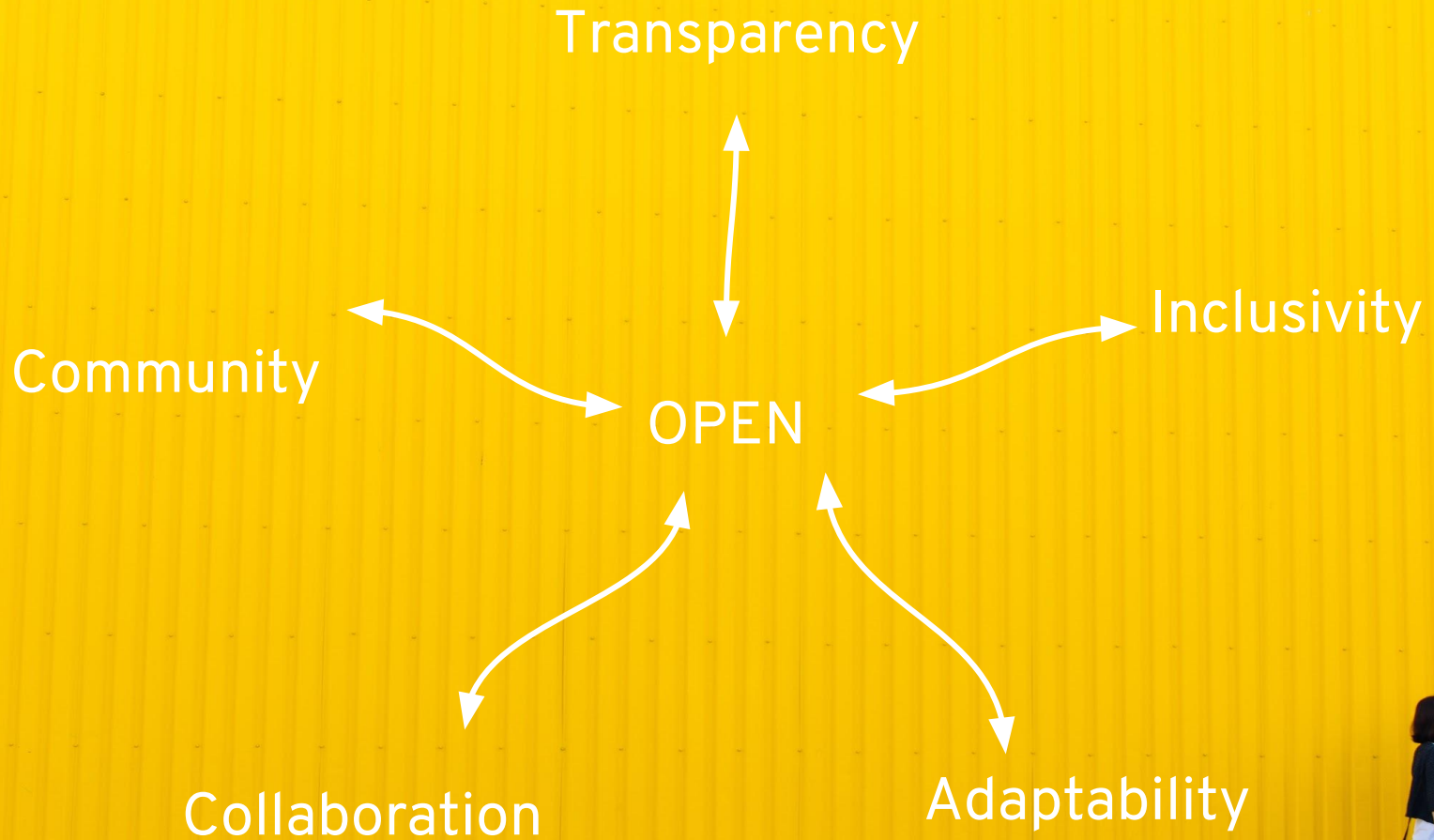


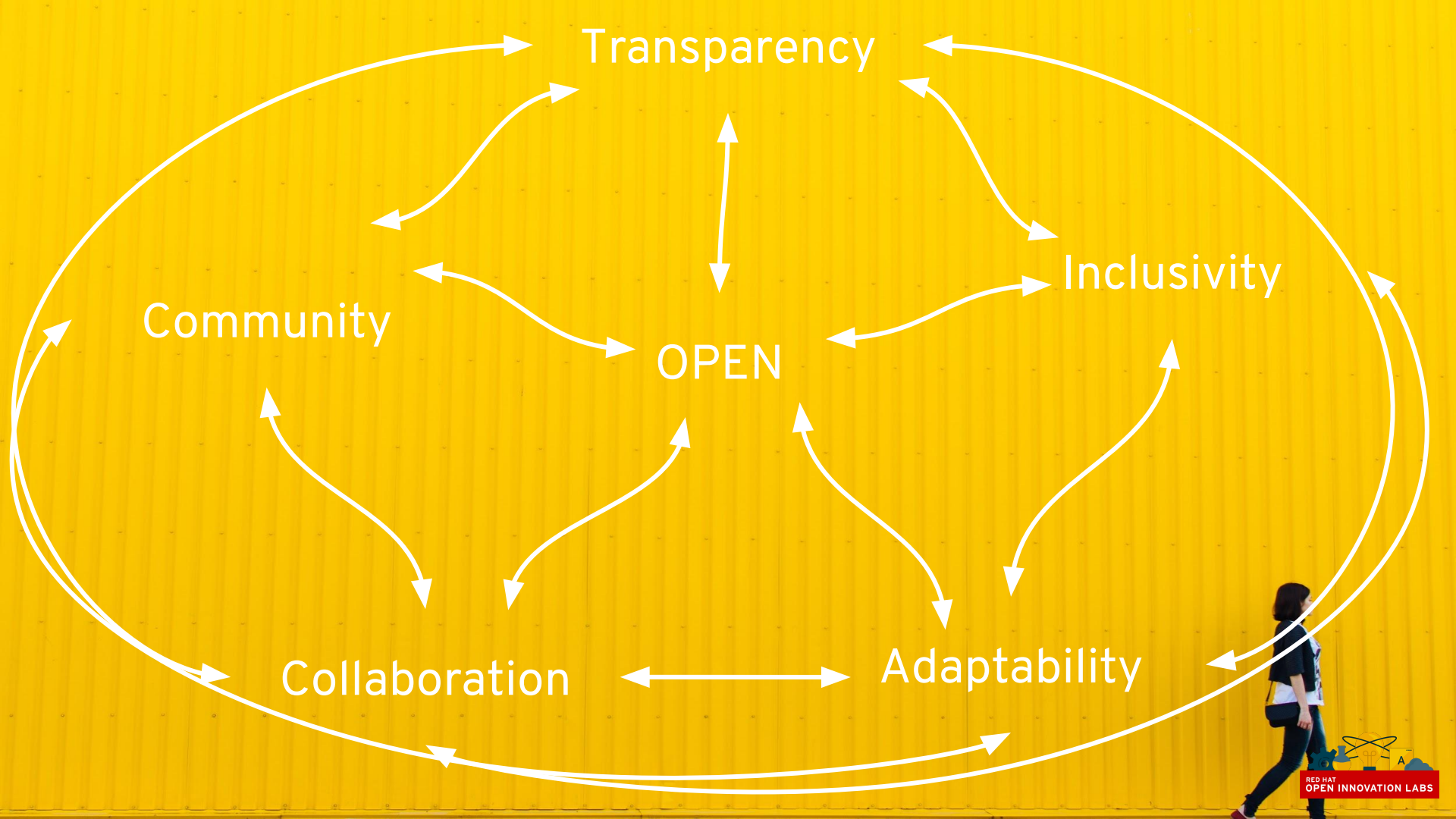
OPEN



Photo by Rodion Kutsaev on Unsplash







Transparency

Inclusivity

OPEN


Community

Collaboration

Adaptability

High performing teams are the result of the context they operate in





High performing teams are the result of
the context they operate in

Leadership sets the context

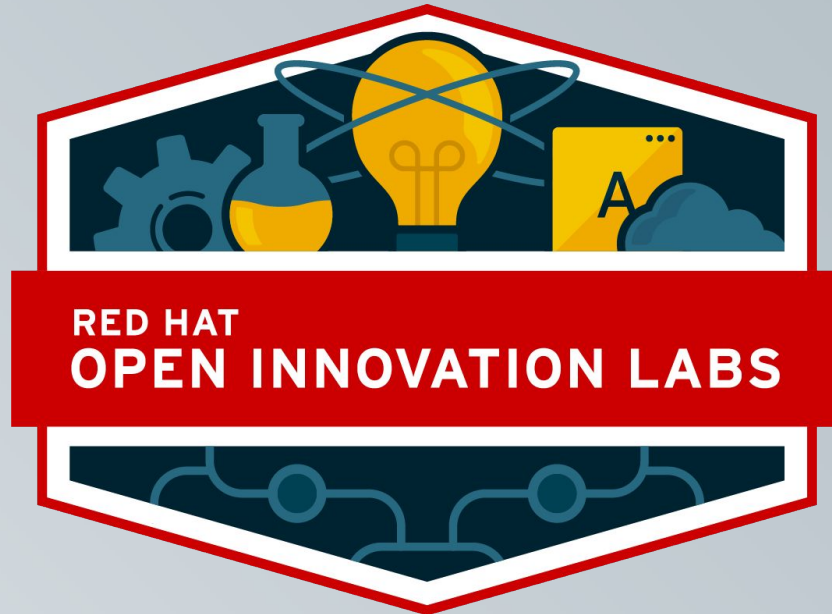
WHY IS THIS A PROBLEM OUR TEAM
IS TRYING TO SOLVE?

WHY OPEN INNOVATION LABS? BECAUSE OUR CUSTOMERS ASKED FOR IT!

Show us. We need a way to experience Red Hat technology and culture
in a tangible, hands-on way ...

- Red Hat Strategic Advisory Board - 2015

SHARING WHAT WE HAVE LEARNT



Open, Residential, Immersive

WHAT IS OPEN LEADERSHIP?

THE OPEN LEADER

Control

Command and Control
Tells
Power exerted
Self

Trust
Shows
Power Distributed
Selfless

Communication

Hordes and Controls

Trust

Engage by sharing information and context

Uncertainty is a threat to be controlled
Micromanagers
Operate in hiding
Decisions are closed

Embrace uncertainty
Trust their followers to do the right thing at the right time
Decisions are open and context shared

Autonomy

Position of power
Head of the team

Role an individual plays in an organisation
Member of the team

Empowerment

Retains authority

Granting Authority

THE OPEN LEADER

A compliance based position of authority
Position - Manager, Boss

Everyone is a leader
Merit based on your contributions

PRACTICES WE HAVE FOUND USEFUL WHEN APPLYING OPEN LEADERSHIP



High performing teams are the result of the context they operate in

TEAMS. IT'S ALL ABOUT TEAMS



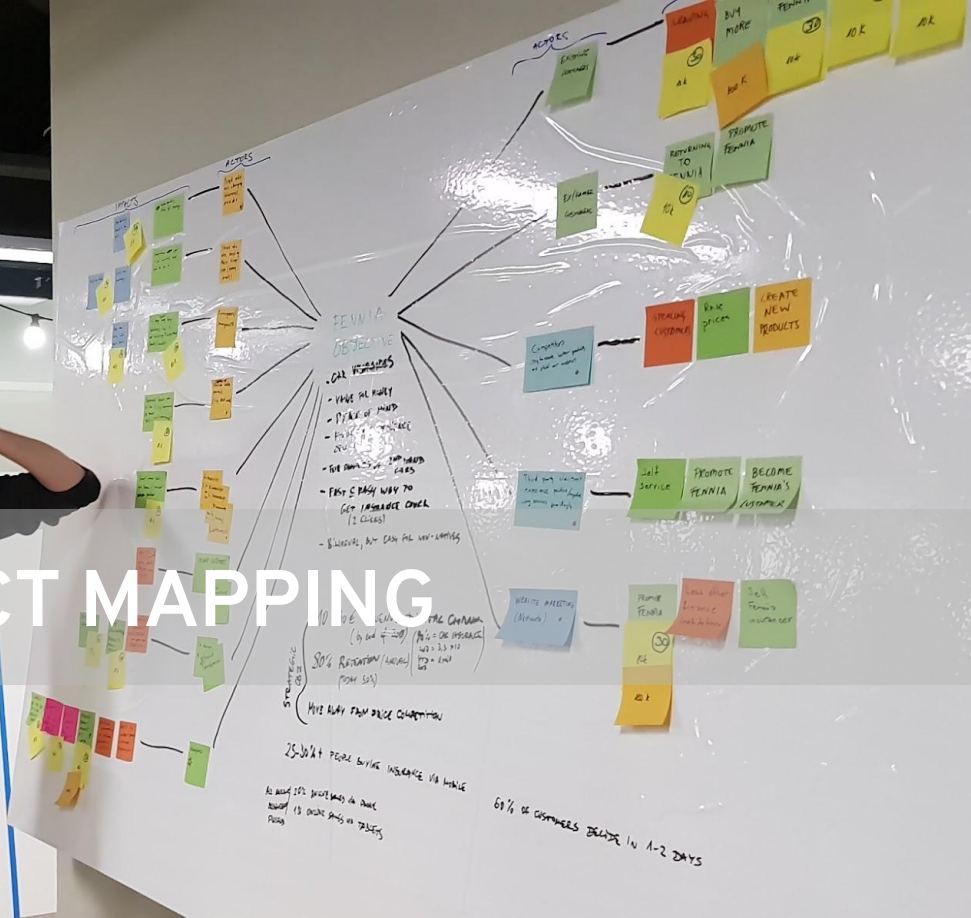
BUILD & LEAD A COMMUNITY

- Shared Purpose - Finding Your Why
- Give Intent
- Shared Values
- Shared Principles
- Create Organizational Clarity

PROJECTION

IMPACT MAPPING

IMPACT MAPPING



INCLUSIVITY

- Building Cross-Functional Teams
- Inclusive Practices - Everyone Contributes
- Design For Open Feedback
- Open Decision Making
- Share Ownership
- Safety & Wellbeing

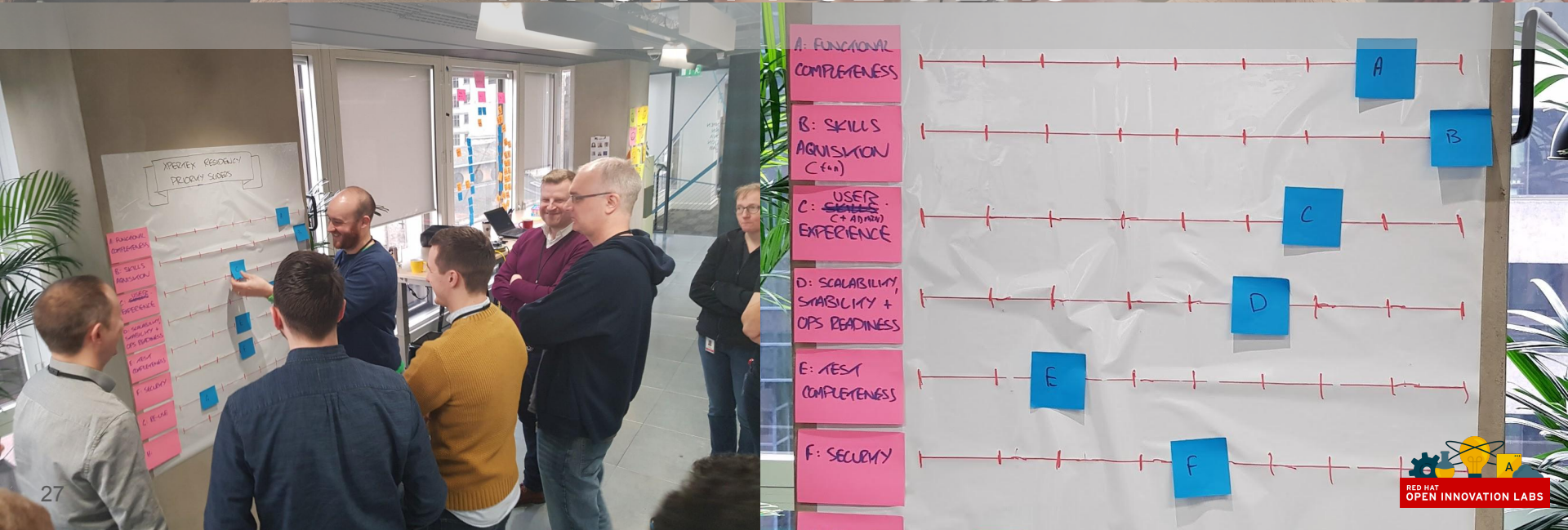


INCLUSIVE PRACTICES

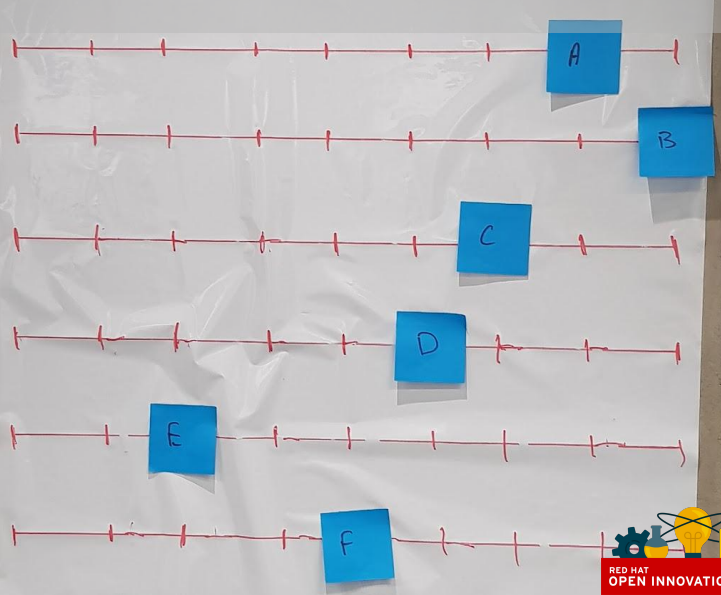




PRIORITY SLIDERS



- A: FUNCTIONAL COMPLETENESS
- B: SKILLS ACQUISITION (C++)
- C: USER (ADMIN) EXPERIENCE
- D: SCALABILITY, STABILITY + OPS READINESS
- E: TEST COMPLETENESS
- F: SECURITY





INVITE EVERYONE IN FOR REVIEWS & “WALK THE WALLS”



TRANSPARENCY

- Open Decision Making
- Visual Work
- Focus on Impacts & Outcomes vs Outputs
- Create Safety

WHO

WHAT

HOW

Users will be able to submit + manage requests

with confidence and assurance of their accuracy

Administrators need to be able to update the catalogs

timely safely (15-20mins) without duplication with minimal training

Our Developer, have the skills to continue development of the application

so that we have the confidence to keep on "DevOpsing"

3rd party builders receive requests in their platform with all information they require

so that we improve efficiencies through analytics + reporting

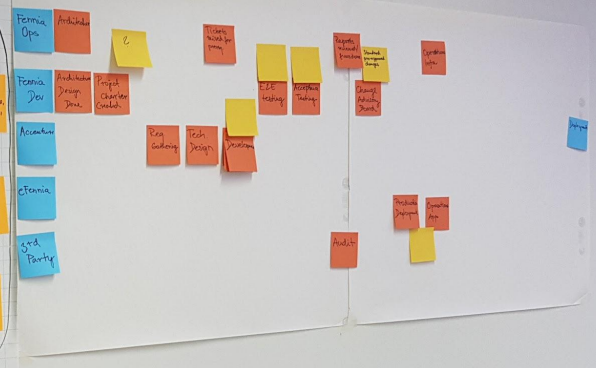
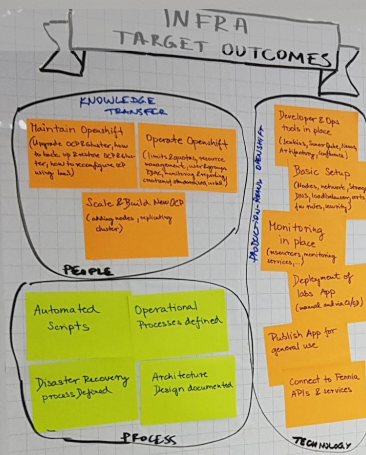
RESIDENCY TARGET OUTCOMES

- function version of current legacy app
- skills acquisition - ops/dev + DevOps
- quality request
- How much + how long (accurate info)
- ease to add new products

TARGET OUTCOMES

RESIDENCY TARGET OUTCOMES

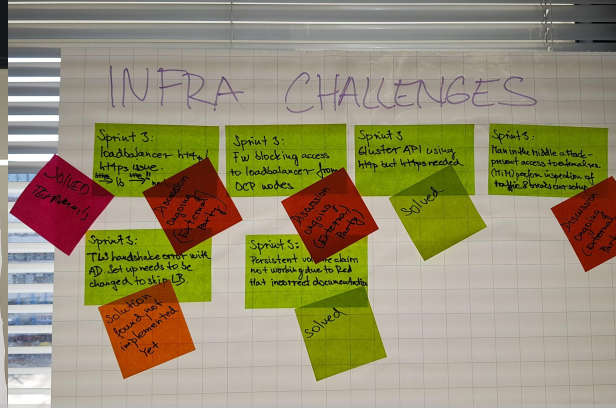
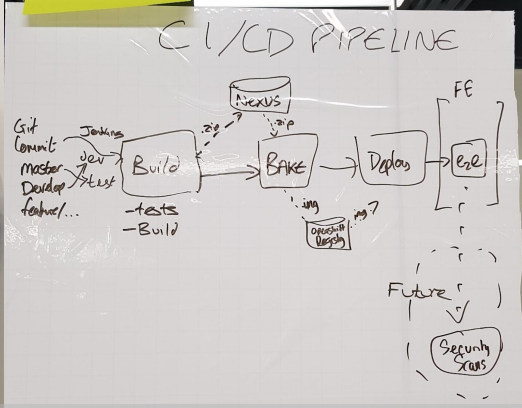
- 1) AN E2E FLOW IMPLEMENTED IN A CLOUD NATIVE MANNER WITH A CI/CD APPROACH
- 2) A TEAM LIVING DEVOPS CULTURE & INSPIRING THE FUTURE FINNIA WAY OF WORKING BY BREAKING DOWN THE SILOS
- 3) USER CENTERED & DATA INFORMED DESIGN DRIVE THE APP & TEAM EVOLUTION
- THE TEAM IS ABLE TO
- 4) APPLY PDCA CYCLE TO APP DESIGN & USE OF TECHNOLOGY (OCP) TO DESIGN, RUN, MEASURE & DECIDE ON THE OUTCOME OF IMPROVEMENT EXPERIMENTS (A/B TEST, SPLIT DEPLOYMENT)
- 5) ALL OF THE ABOVE TO EMPOWER THE TEAM TO SEARCH FOR A WOW FACTOR



- Production Ready app

- Learn to work in Agile





RADIATE EVERYTHING

DEFINITION OF READY

- Criteria written
- Split into tasks and tests
- Scenarios provided (PEERED BACK)
- ULTIMATE SCENARIO
- VERIFIED/TESTED

DEFINITION OF DONE

- Code has been tested by tests written before deploy
- Code is in version control system
- RELEASED PROCESSES AS PART OF REVIEW PROCESS
- RELEASED CODE DEPLOYED IN PRODUCTION ENVIRONMENT

PENDING

- CU
- AR

BLOCKED

- Update app version

READY FOR REVIEW

- Check for missing files
- Check for missing dependencies

DONE

- Check for missing files
- Check for missing dependencies

RESIDENCY TARGET OUTCOMES

1. ALL RESIDENCY TARGETS MET

2. ALL OF THE ABOVE IN PRODUCTION

RESIDENCY PRIORITY SLIDERS

- CONFORMANCE
- SECURITY
- TEST COVERAGE
- UX
- PERFORMANCE

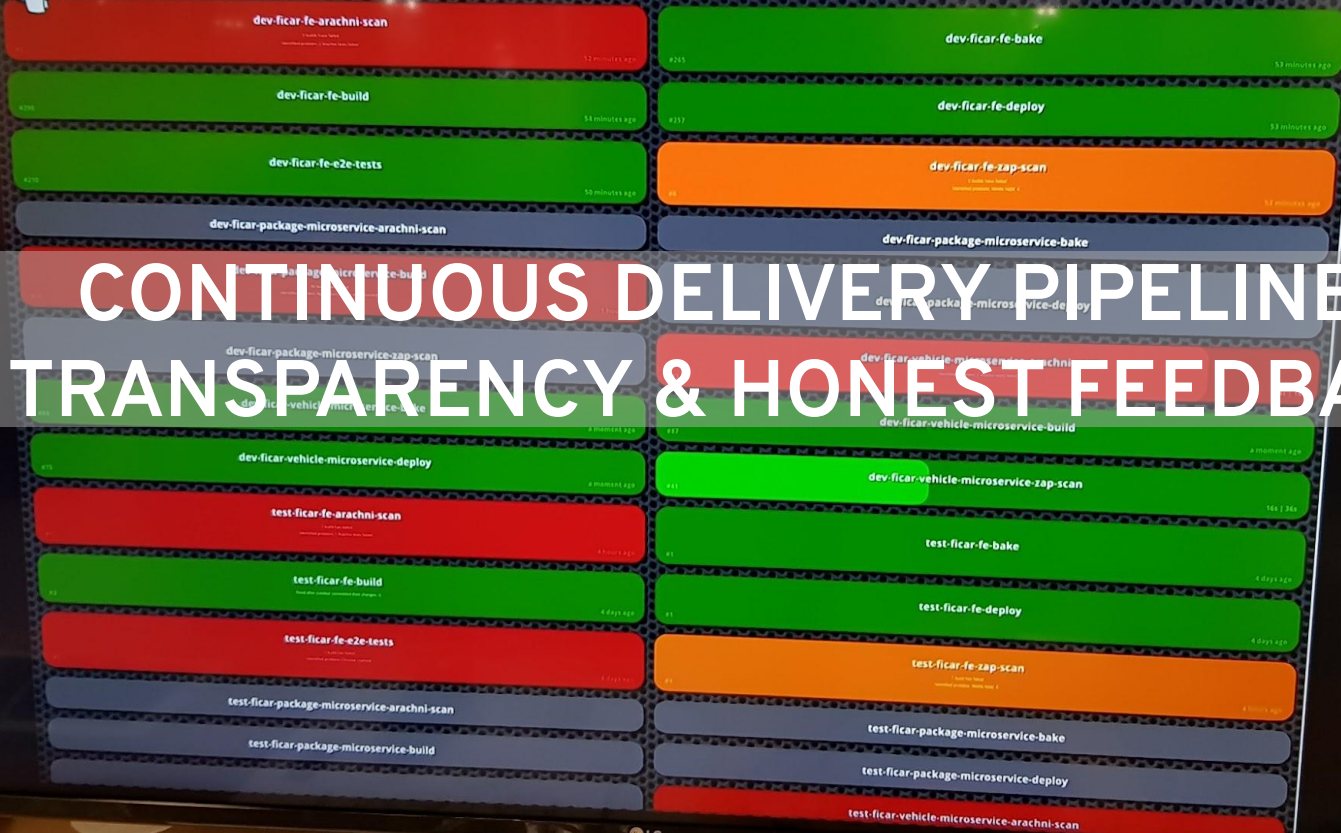
Network Diagram

```

    graph TD
      NIP[NIP] --> M1[M1]
      NIP --> M2[M2]
      NIP --> M3[M3]
      M1 --> G1[G1]
      M2 --> G2[G2]
      M3 --> G3[G3]
      G1 --> I1[I1]
      G2 --> I2[I2]
      G3 --> I3[I3]
      I1 --> M1
      I2 --> M2
      I3 --> M3
      I1 --> DMZ[DMZ]
      I2 --> Prad[Prod Internal]
      I3 --> Der[Dev/test]
  
```



combined-monitor



CONTINUOUS DELIVERY PIPELINES TRANSPARENCY & HONEST FEEDBACK

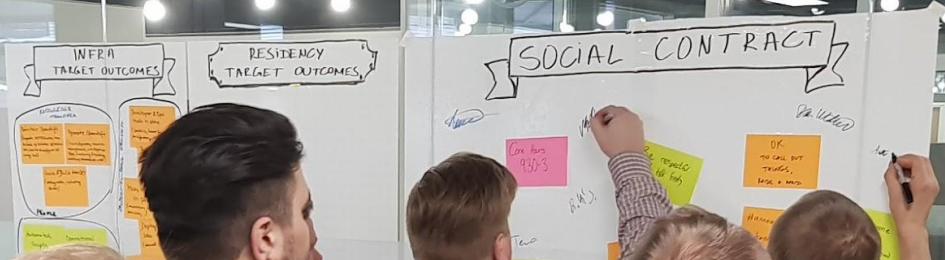
COLLABORATION

- Long-lived Product Teams
- Lead From The Back
- Recognition Of Teams vs Individuals
- Product Over Project

ADAPTABILITY

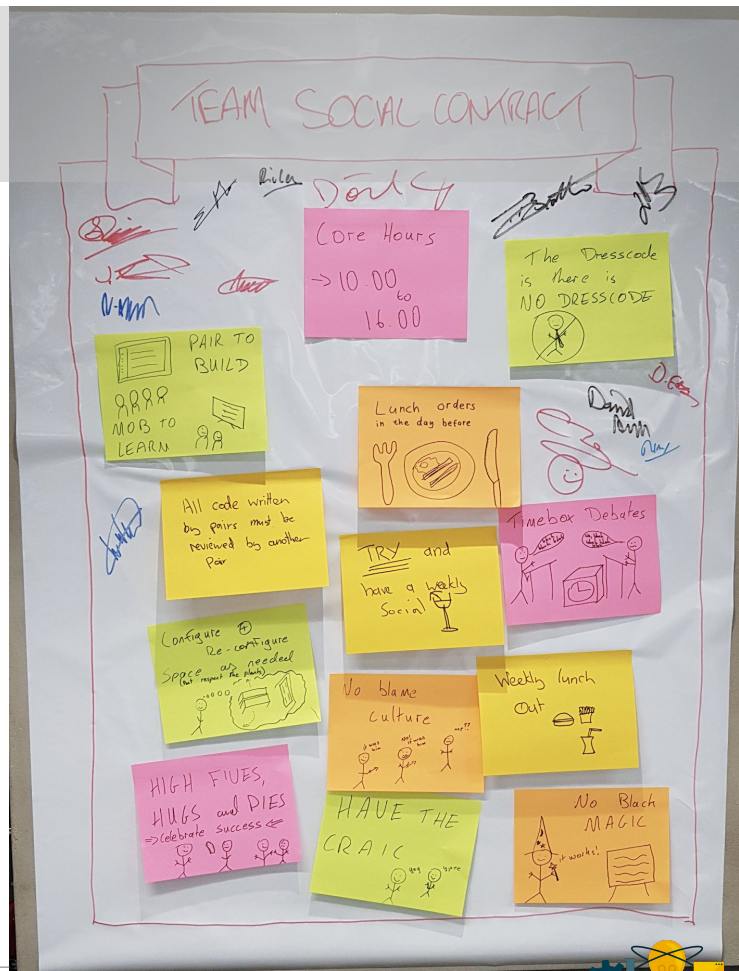
- Made For Change
- Social Agreements
- Learning Through Experimentation
- Assumptions & Hypothesis Testing

Social Contract

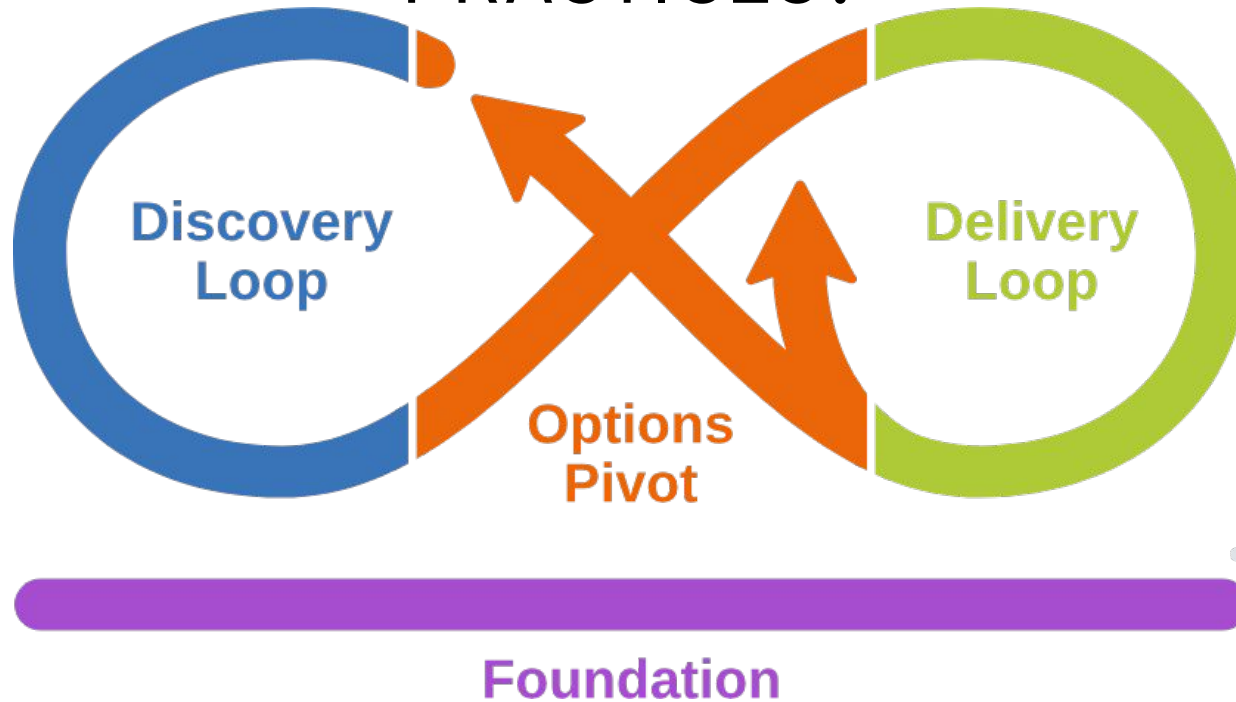


SOCIAL CONTRACT

<https://openpracticelibrary.com/practice/social-contract/>



WANT TO FIND OUT MORE ABOUT THESE PRACTICES?



ONE MORE THING...

TEAMS. IT'S STILL ALL ABOUT TEAMS



Total lead time from idea to first delivery to users

Current Way of Working

38 Weeks

New Way of Working

7 weeks

Improvement

31 weeks reduction

5,4x faster

Prioritized bug

Current Way of Working

23 Weeks

New Way of Working

3 weeks

Improvement

20 weeks reduction

7,6x faster

Functionality done confirmation

Current Way of Working

4 Weeks

New Way of Working

4,5 Hours

Improvement

155 hours reduction

34x faster

Critical bug fix

Current Way of Working

10 Hours


New Way of Working

30 min

Improvement

9,5 hours reduction

20x faster



High performing teams are the result of
the context they operate in

Leadership sets the context

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