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

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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.

Engaged communities more rapidly adapt change

Transparency forces honesty and authenticity

Open standards preserve business agility

Shared problems are solved faster
What is an Open Organisation?

Photo by Erik Odiin on Unsplash
THE OPEN ORGANIZATION

JIM WHITEHURST, RED HAT CEO

CONVENTIONAL ORGANIZATION “TOP DOWN”

- COMMAND AND CONTROL
- CENTRAL PLANNING
- TITLE AND RANK
- HIERARCHY
- PROMOTION AND PAY

OPEN ORGANIZATION “BOTTOM UP”

- CATALYZING INCLUSIVE DECISION-MAKING
- MERITOCRACY
- LET THE SPARKS FLY
- PURPOSE AND PASSION
- ENGAGEMENT

WHAT
HOW
WHY

SETTING DIRECTION
GETTING THINGS DONE
MOTIVATING AND INSPIRING
OPEN

Photo by Rodion Kutsaev on Unsplash
OPEN

Transparency

Community

Inclusivity

Collaboration

Adaptability

https://opensource.com/open-organization/resources/open-org-definition
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**

<table>
<thead>
<tr>
<th>Command and Control</th>
<th>Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tells</td>
<td>Shows</td>
</tr>
<tr>
<td>Power exerted</td>
<td>Power Distributed</td>
</tr>
<tr>
<td>Self</td>
<td>Selfless</td>
</tr>
</tbody>
</table>

**Communication**

<table>
<thead>
<tr>
<th>Hordes and Controls</th>
<th>Engage by sharing information and context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uncertainty is a threat to be controlled</td>
<td>Embrace uncertainty</td>
</tr>
<tr>
<td>Micromanagers</td>
<td>Trust their followers to do the right thing at the right time</td>
</tr>
<tr>
<td>Operate in hiding</td>
<td>Decisions are open and context shared</td>
</tr>
<tr>
<td>Decisions are closed</td>
<td></td>
</tr>
</tbody>
</table>

**Trust**

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

**Autonomy**

<table>
<thead>
<tr>
<th>Position of power</th>
<th>Role an individual plays in an organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of the team</td>
<td>Member of the team</td>
</tr>
</tbody>
</table>

**Empowerment**

<table>
<thead>
<tr>
<th>Retains authority</th>
<th>Granting Authority</th>
</tr>
</thead>
</table>
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
IMPACT MAPPING
IMPACT MAPPING
INCLUSIVITY

● Building Cross-Functional Teams
● Inclusive Practices - Everyone Contributes
● Design For Open Feedback
● Open Decision Making
● Share Ownership
● Safety & Wellbeing
PRIORITY SLIDERS
INVITE EVERYONE IN FOR REVIEWS & “WALK THE WALLS”
TRANSPARENCY

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

RESIDENCY TARGET OUTCOMES

- Function version of current apps
- Test execution - do tests + times
- Query responses
- How much less time (success rate)
- Easy to add new features

1) An E2E flow implemented in a cloud-native manner with a CI/CD approach

2) A team living devops culture & inspiring the future FEMA way of working; breaking down the silos

3) User-centered & data informed design drive the app & team evolution

4) Apply PDCA cycle to app design & use customer feedback 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
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?

https://openpracticelibrary.com
ONE MORE THING...
TEAMS. IT’S STILL ALL ABOUT TEAMS
<table>
<thead>
<tr>
<th>Total lead time from idea to first delivery to users</th>
<th>Prioritized bug</th>
<th>Functionality done confirmation</th>
<th>Critical bug fix</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Way of Working 7 weeks</td>
<td>New Way of Working 3 weeks</td>
<td>New Way of Working 4,5 Hours</td>
<td>New Way of Working 30 min</td>
</tr>
<tr>
<td>Improvement 31 weeks reduction 5,4x faster</td>
<td>Improvement 20 weeks reduction 7,6x faster</td>
<td>Improvement 155 hours reduction 34x faster</td>
<td>Improvement 9,5 hours reduction 20x faster</td>
</tr>
</tbody>
</table>
High performing teams are the result of the context they operate in.

Leadership sets the context.
THANK YOU

linkedin.com/company/Red-Hat
youtube.com/user/RedHatVideos
facebook.com/RedHatInc
twitter.com/RedHat