

# OPEN DECISION FRAMEWORK MATURITY MODEL



VERSION 1.5

## How to use this maturity model

Use this assessment tool to determine your team's comfort and experience with applying the [Open Decision Framework](#). Want to increase openness? Identify related steps from the Open Decision Framework to build into your processes.

	FOUNDATIONAL	ESTABLISHED	TRANSFORMATIVE
<b>COMMUNICATION</b> looks like...	<p><b>A one-way broadcast or cascade</b> (“We tell you what you need to know and how you can help.”)</p> <p>Sponsors and select stakeholders are updated on progress.</p> <p>Project plan, research, and detailed documentation are shared with trusted individuals upon request.</p> <p>Customer/User-focused FAQ and resources published “just in time” with enough detail to help current and future Red Hatters understand the decision or project for years to come.</p>	<p><b>A series of conversations</b> (“We tell you what you want to know and suggest ways we can help each other.”)</p> <p>Sponsors, stakeholders, and others impacted are updated steadily throughout the project, regardless of progress.</p> <p>Project plan, research, and detailed documentation are published to create a common fact base, with restricted access.</p> <p>Robust FAQ and resources published <u>before</u> they are needed to assist customers/users and support team; revised to clarify misunderstandings.</p>	<p><b>Mutually beneficial dialogue</b> (“We discuss what this means for you and invite you to help spot the things we’re missing.”)</p> <p>Stakeholders, sponsors, and all impacted users receive a steady, digestible flow of updates throughout project, with links to detailed documents for those interested.</p> <p>Project plan, research, status reports, and detailed documentation are published openly to create a common fact base and are updated as project progresses. (See also: “Transparency”)</p> <p>FAQ and resources published and updated throughout project; link to detailed documents; assist customers/users, team, community.</p>
<b>TRANSPARENCY</b> looks like...	<p>Shares info, has uncomfortable conversations, answers tough questions... but not until after decisions are mostly finalized.</p> <p>Sponsors understand rationale for withholding info; team and stakeholders may not.</p> <p>Always recognizes and respects other people's desire for privacy.</p>	<p>Shares detailed info broadly before decisions are finalized... if low-risk or trust is high.</p> <p>Often defaults to maintaining two sets of documents: “open” version and confidential version.</p> <p>Team and sponsors understand rationale for withholding info; stakeholders may not.</p>	<p>Believes shared knowledge is powerful. Defaults to open. Looks for ways to safely share info, and withholds <u>only</u> what creates real risk.</p> <p>Courageous in having uncomfortable conversions and discussing limitations and mistakes throughout the process.</p> <p>When information cannot be safely shared at any point, seeks to build everyone's understanding of why.</p>



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<b>RELEASE EARLY + RELEASE OFTEN</b>  looks like...	<p>Does not share early drafts or concepts. Wants to "make sure it's right" before sharing work.</p> <p>Worries about feedback overload, "useless" feedback, and losing control of decision.</p> <p>Offers a preview shortly before launch, or socializes prototypes with small groups, then makes a round or two of changes based on feedback.</p>	<p>Values and seeks input from a diverse group of people. Manages large volume of feedback and expectations.</p> <p>Shares early drafts and prototypes, before becoming attached to a particular solution. Seeks an iterative, phased approach where possible.</p> <p>Respectfully considers all feedback. Helps people give useful feedback.</p>	<p>Engages potential detractors and diverse perspectives. Publishes timeline and sets expectations upfront for a series of feedback opportunities and versions or phase releases.</p> <p>Clearly defines what feedback is needed most. Considers all feedback. Makes it safe to voice concerns.</p> <p>Highlights how feedback is shaping solution. Makes continuous improvement without chasing diminishing returns.</p>
<b>COLLABORATION</b>  looks like...	<p>Roles and responsibilities are understood but largely undefined.</p> <p>Project team welcomes new faces, but always seems to have the same few people.</p> <p>Cross-functional collaboration and overcoming barriers can be difficult.</p> <p>Execution depends on mutual trust <u>or</u> top-down mandate.</p>	<p>Roles and responsibilities are defined, and revised as needed with input from project owner, sponsor, and team members.</p> <p>Project team seeks new faces and opportunities for cross-functional collaboration.</p> <p>Expectations and deadlines are clear and agreed upon by all.</p> <p>Leader works to understand and resolve barriers.</p>	<p>Roles and responsibilities are drafted with <a href="#">the OPT model</a> in mind, and revised as needed with input from project owner, sponsor, team members.</p> <p>Project team is known for ability to recruit and inspire new contributors. Cross-functional collaboration is mutually beneficial.</p> <p>Expectations and deadlines are clear, agreed upon by all, published in open place. Project team works together to identify and overcome barriers.</p>
<b>DECISION-MAKING</b>  looks like...	<ul style="list-style-type: none"> <li>Decision makers are clearly identified, and accountability sits with the person closest to the work.</li> <li>Hierarchy is informed; provides context and support; avoids micromanagement.</li> <li>Change management is integrated into the decision-making process.</li> </ul>		

**“Decision-making at Red Hat challenges your ego. It's not fun. People question and question. But that results in better decisions, better engagement, and better execution.” - The Open Organization**

