

Introducing open organizational culture

Handout Version

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Manager at Red Hat
Positive Intelligence Coach



Based on the work of Bastian Schwippert, Joachim Schroeder, Michelle Assmus and the
Open Source Enablement community of practice



Case 1: British Columbia (NA)

The power of open culture



NEWS

It's Official: No Provincial Charges for Mount Polley Mine Spill, One of Largest Environmental Disasters in Canadian History



By Carol Linnitt

Feb. 3, 2018 ① 5 min. read

3

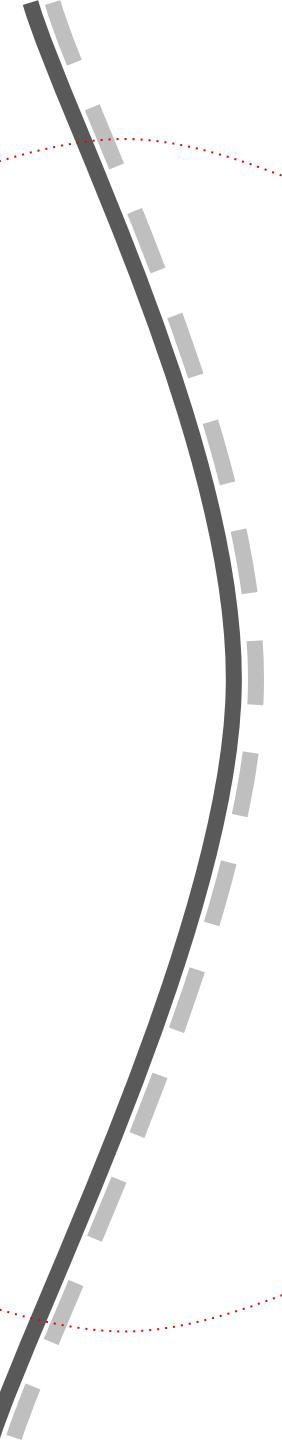
Source:

<https://thenarwhal.ca/it-s-official-no-provincial-charges-mount-polley-mine-spill-one-largest-environmental-disasters-canadian-history/>





BRITISH COLUMBIA



- ▶ Reduced organizational silos
- ▶ Built application in 3 months
- ▶ Reduced cost by 10x
- ▶ Enabled re-use

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Open source underpins a **new approach** to delivering government services and breaking down inefficient processes of procurement and technology innovation.

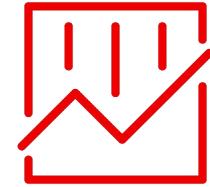
By **applying open source principles to designing new organizational structures**, procurement processes, and facilitating public policy debate and direct collaboration with citizens, BC Developers Exchange allowed open culture to change the relationship between public servants amongst themselves as well as with citizens, **fundamentally changing interaction** of Government services to the public.

Todd Wilson
Former Director BC Developers Exchange

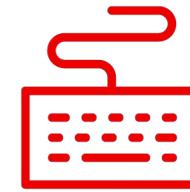
Case 2: British Petroleum (EMEA)



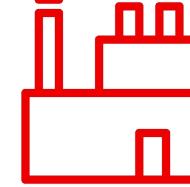
Traders



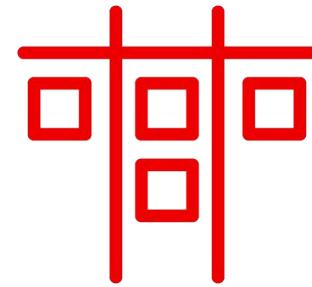
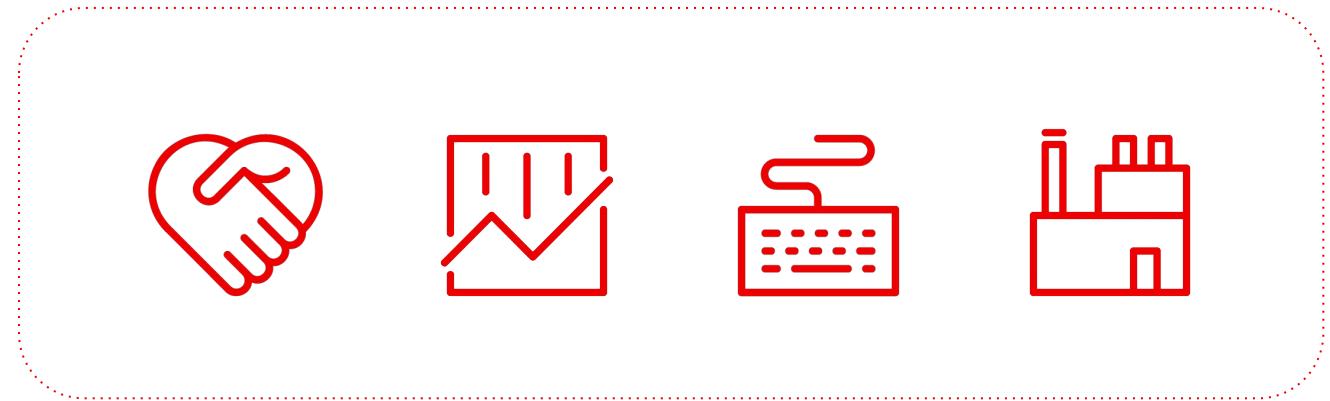
Economists



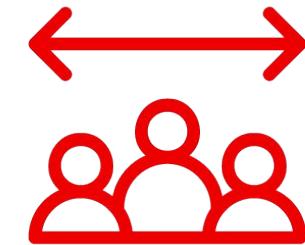
IT team



Refinery managers



Social contract



Collaboration

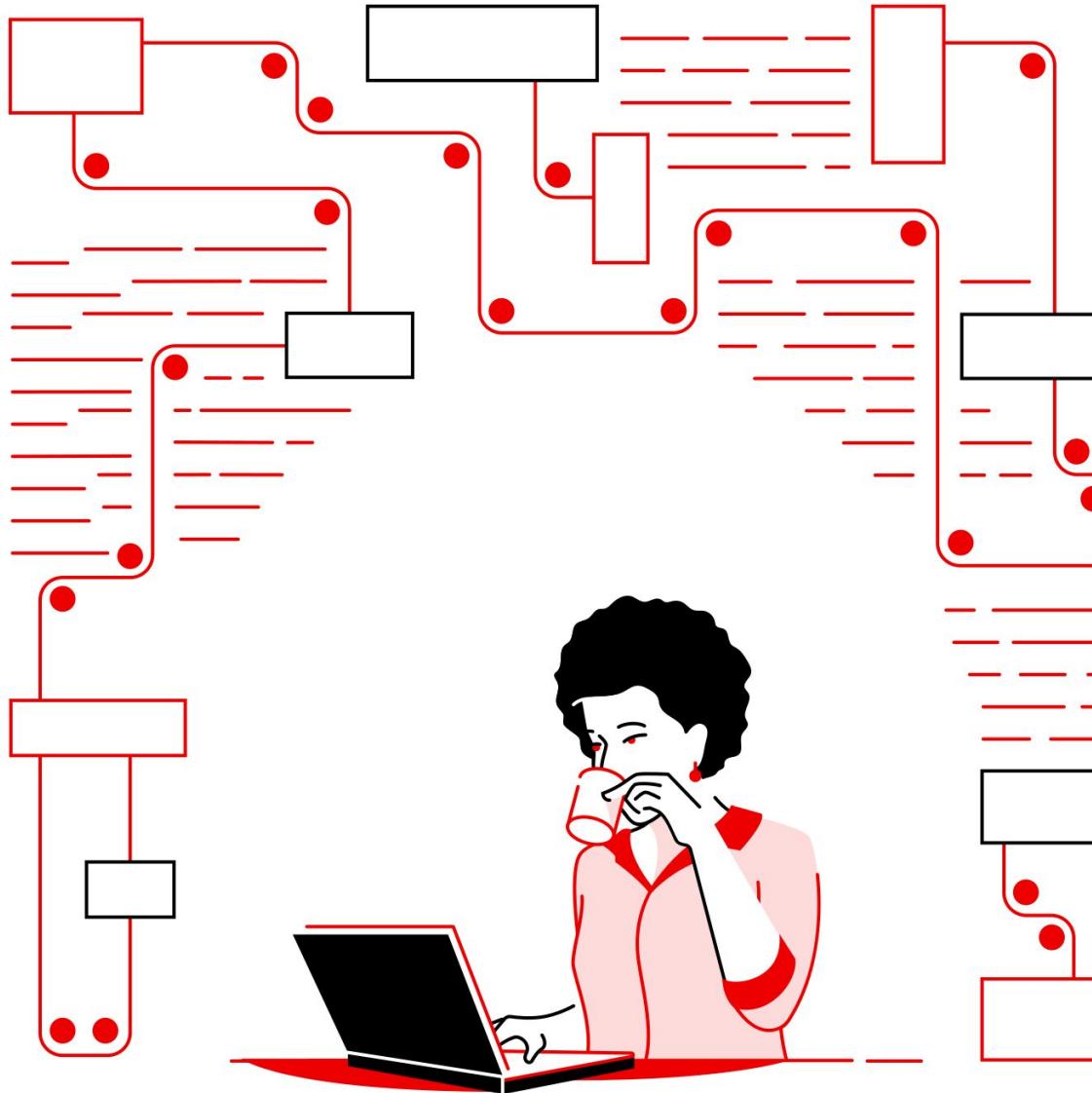
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It's humbling to think of the progress a few people can make when they come together to solve a problem in a collaborative environment.

Comment from session participant

Our goals today

- ▶ What is “open”, anyway?
- ▶ Open culture
- ▶ Open organization
- ▶ “Open” in action



What is "open," anyway?

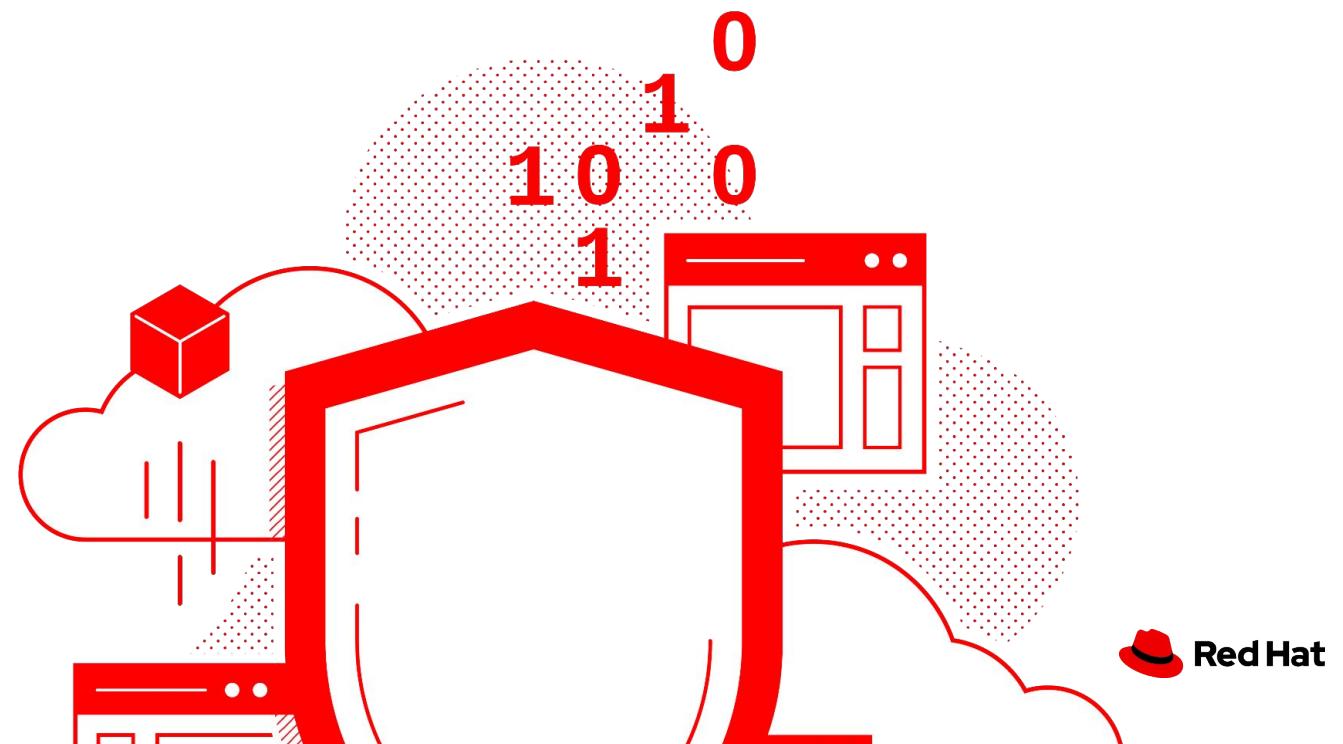
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The term "open source" refers to something people can **modify** and **share** because its design is publicly accessible.

Open source software is software with source code that anyone can inspect, modify, and enhance.

This means you are free to

- ▶ Use the software for any purpose
- ▶ View the source code to understand how it works
- ▶ Modify the code to better suit your needs
- ▶ Share your changes with others



Built by communities

An open source software community is a group of people united by the shared purpose of **developing, maintaining, extending, and promoting** a specific body of open source software.



Members occupy different geographic regions and work across numerous industries.



Members unite around a common vision, a spirit of camaraderie, and a collective identity.



The open source way



Transparency



Collaboration



Release early, release often



Inclusive meritocracy



Community

Copyright and Public Domain



Free software



Open-source software



Freeware



Public-domain software

Definition	“FREE” is a matter of liberty, not price	“OPEN” doesn't just mean access to the source code	“FREE” refers to price, while freedom of the use is restricted by creator	“PUBLIC DOMAIN” belongs to the public as a whole
Ground philosophy	Social movement	Development methodology	Marketing goals	Copyright disclaimation
Ground rules	Four Freedoms https://www.gnu.org/philosophy/free-sw.html	Open Software initiative https://opensource.org/osd		Creative Common Organization https://creativecommons.org
Free of charge	Not necessary	Not necessary	✓ YES	✓ YES
Covered by copyright law	✓ YES	✓ YES	✓ YES	✗ NO
Examples				

Utility model and patent law expressly deny
protection to plans, rules and procedures
for intellectual activities,
for games, or for business activities.

Example

„Procedure for an intellectual activity“

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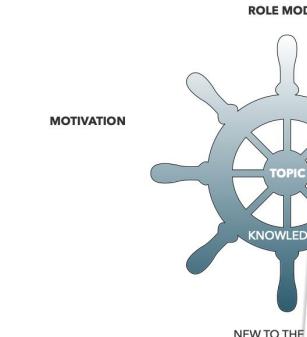
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MEANINGFUL CONVERSATIONS

WORKSHEET

3-A: AIM, ACHIEVEMENT, ASPIRATION

DO (BIG 5) LEARN SOCIAL



DEVELOPMENT	TOPIC 1	TOPIC 2
SUPPORTERS		
COACH		
MENTOR		
TRAINER		

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MEANINGFUL CONVERSATIONS MODEL

PREPARE

DEFINE YOURSELF

3 As: Aim
Achievement
Aspiration

MOTIVATION

KNOWLEDGE

FIND A NEXT STEP

TALK

Share Goals
Storytelling

Share Ideas
Storytelling

IMPROVE

Use cases appropriate for using the model can be found in everyday conversations.

The **Meaningful Conversations** model is designed for everyday conversations that do not explicitly deal with problems. In this document we use examples from private conversations to explain the model. Then we look at conversations from business life and summarize all topics by being able to identify trainers, mentors, coaches and role models on the basis of the conversations.

Open source, open culture

What is an organizational culture?

"[The] system of **beliefs, values, and behavioral norms** that come to be taken for granted as **basic assumptions** and eventually drop out of awareness."

Edgar H. Schein
Organizational Culture and Leadership

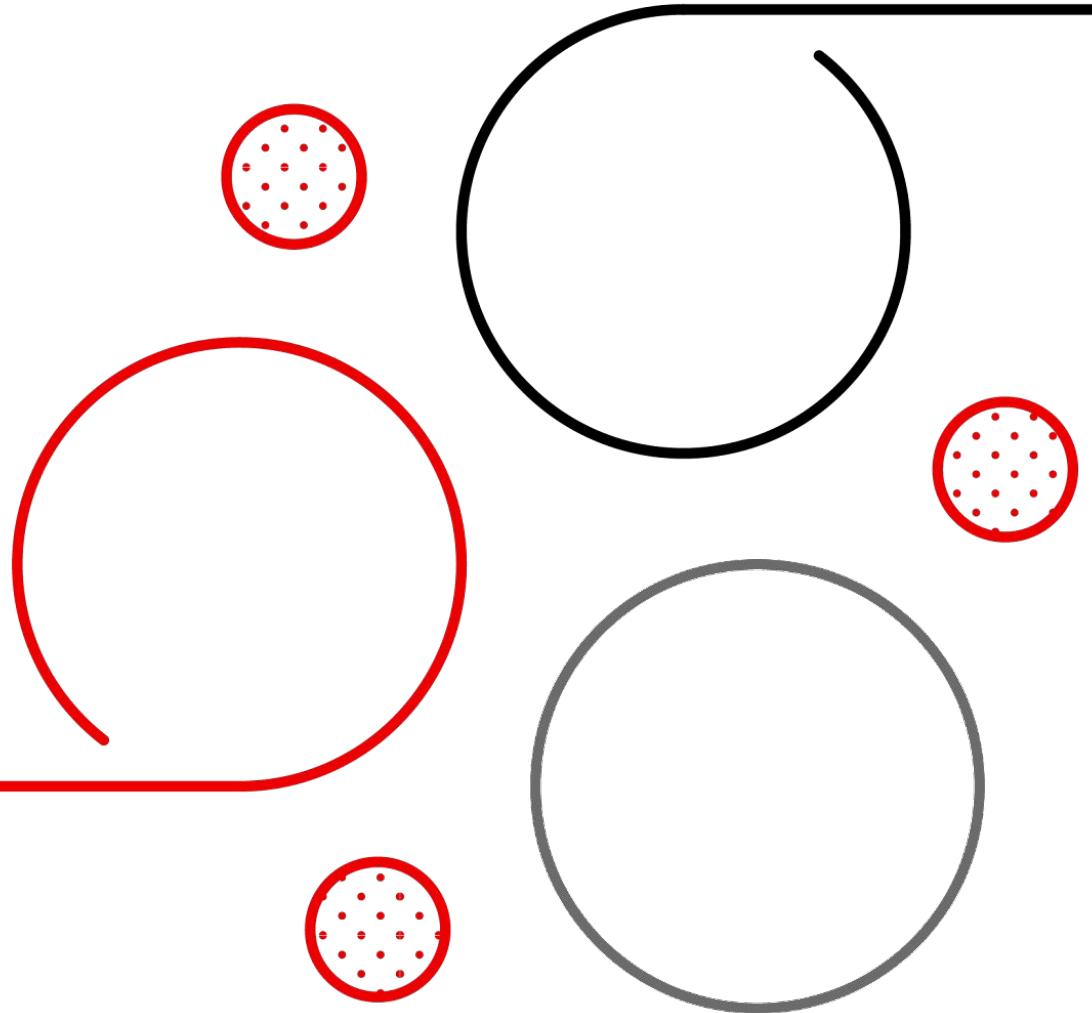


Can vary by team or department

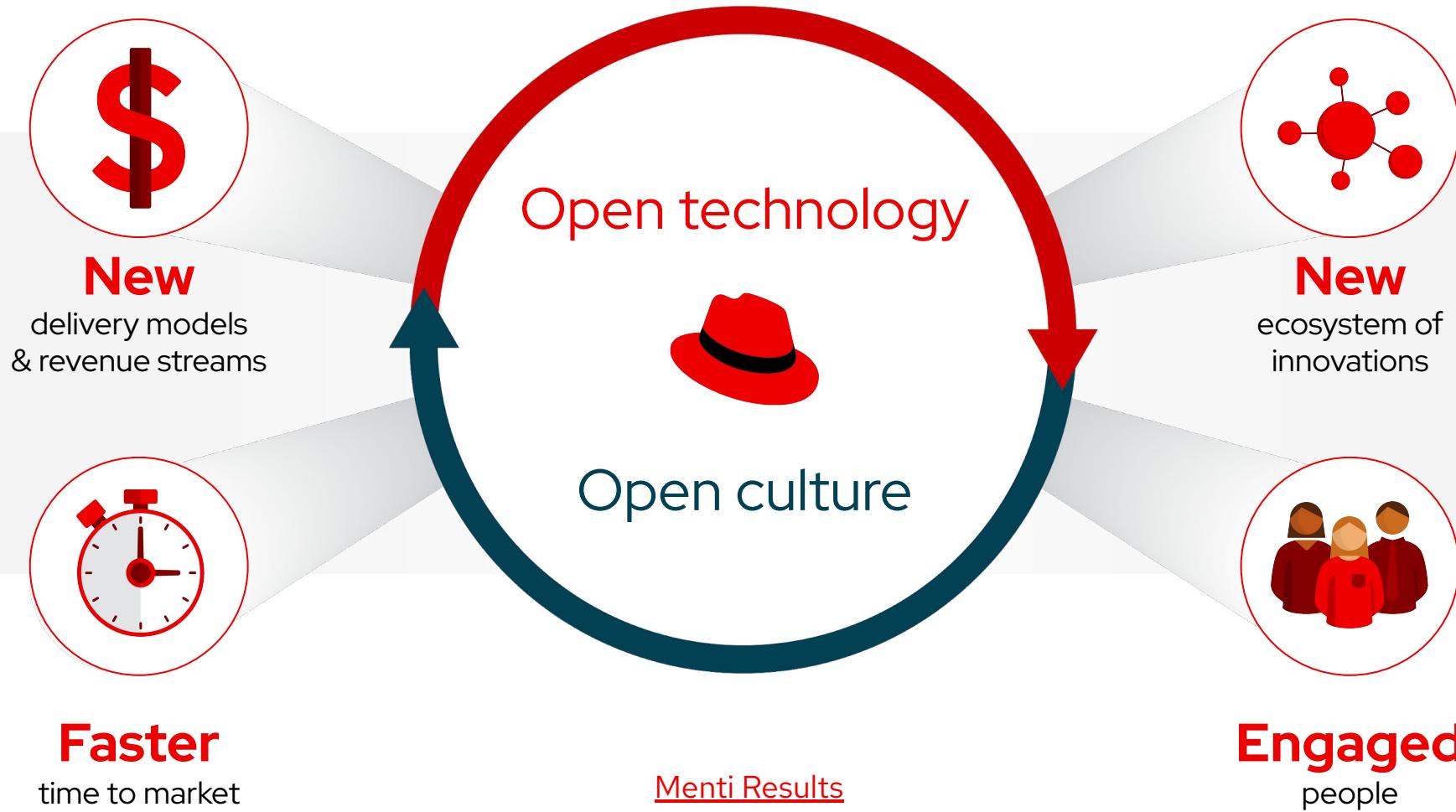


Is unique to every organization

What if we built our organizations on the same principles that power open source communities?

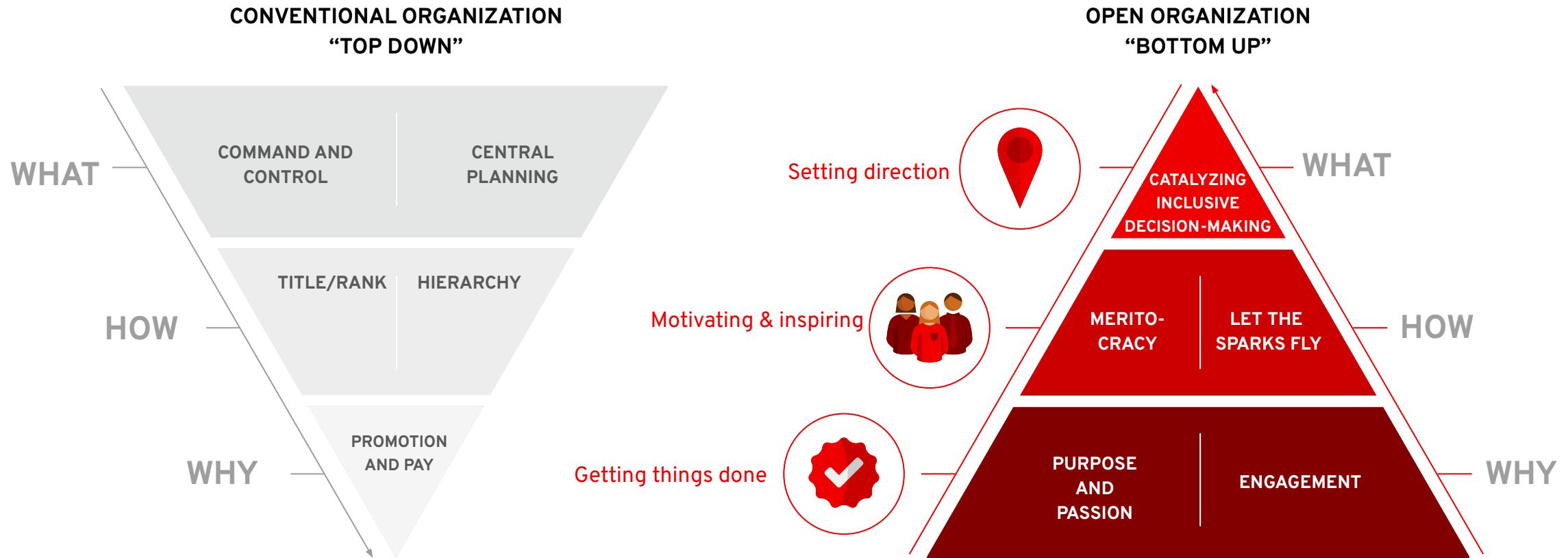


Keys to our competitive advantage



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

The open organization





[Menti Results](#)

The Red Hat Why

Open unlocks the world's potential

...to share knowledge
and build upon each
other's discoveries.

...to solve complex
problems, by bringing
passionate people
together to collaborate.

...to create communities
where everyone is fully
supported to use their voices
and talents to contribute.

Every Red Hatter will have a different way of explaining our company's purpose,
based on our own role, stories, and experiences.

Red Hat Associate Survey Results Germany



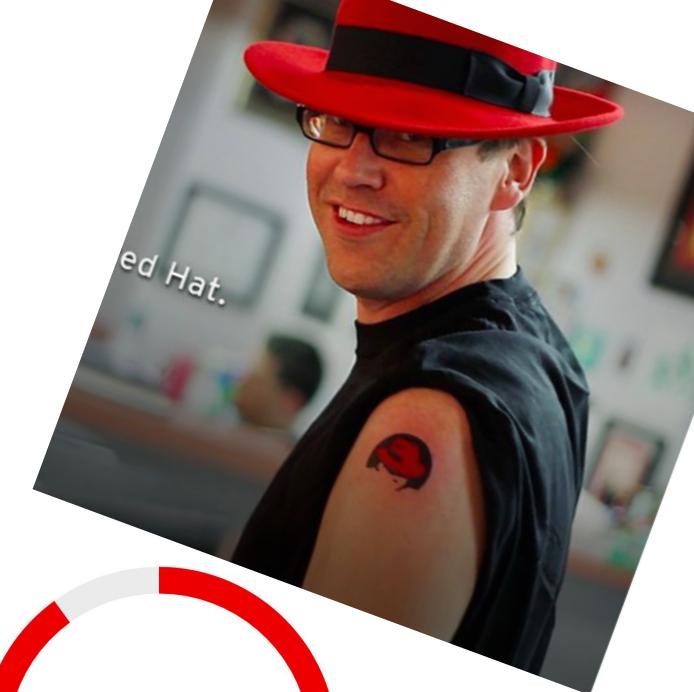
I feel comfortable contributing my ideas..., even when my views differ from my co-workers'.



I understand how my work supports Red Hat's customer success.



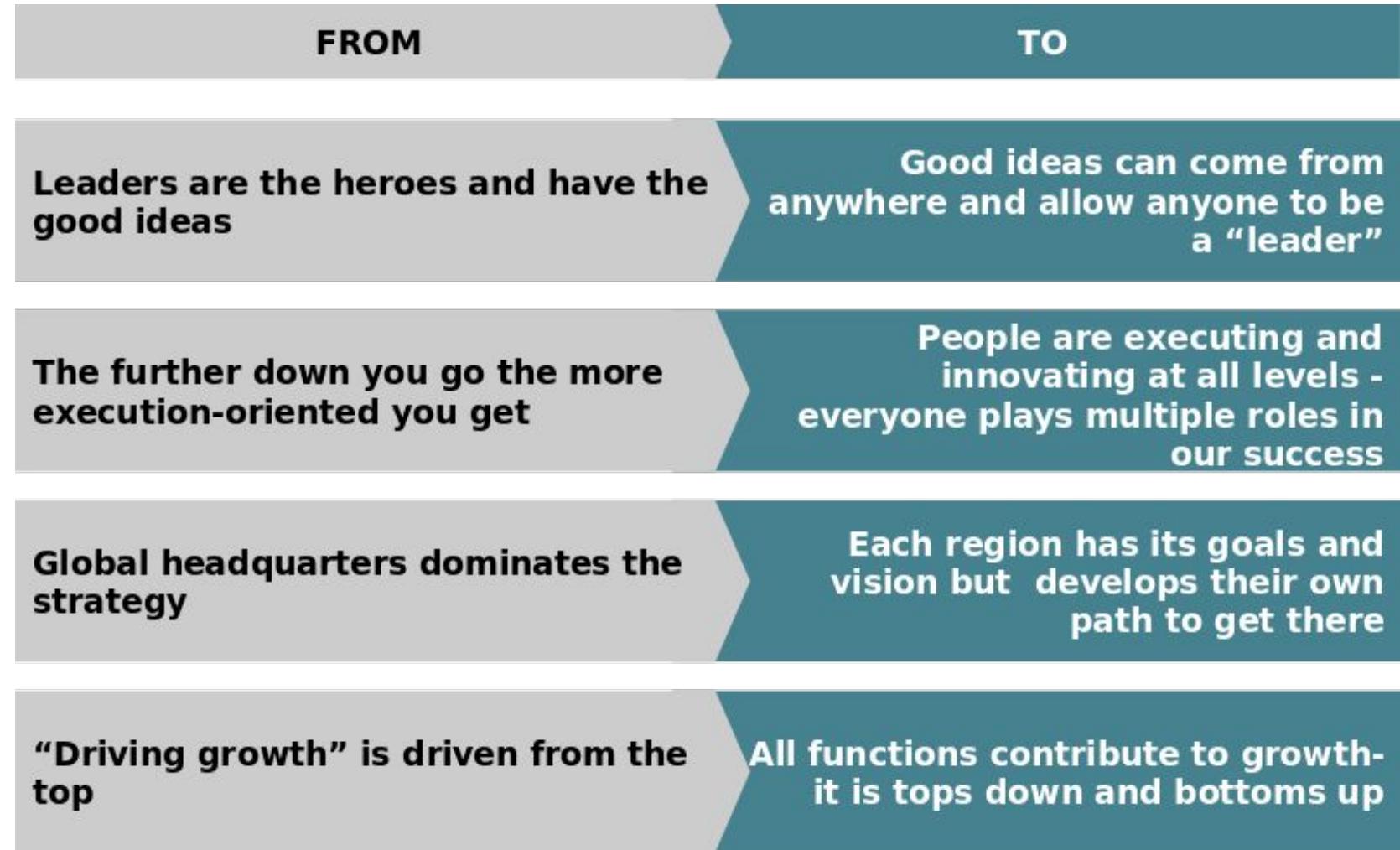
I would recommend Red Hat as a place to work.



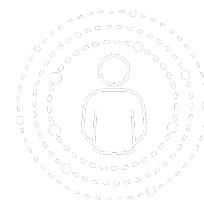


"The skills required to lead a company that relies heavily on the principles of open innovation are vastly different from those needed to run a business based on the hierarchical structure of conventional organization. Changing the way you might be used to leading will be painful, but it will also be critical for every twenty-first century leader to understand and embrace."

Jim Whitehurst
The Open Organization



FOUR PRINCIPLES GUIDE LEADERS IN AN OPEN ORGANIZATION



1 IN A MERITOCRACY, THE BEST IDEAS WILL RISE TO THE TOP

2 COLLABORATION SOMETIMES REQUIRES CREATIVE CONFLICT

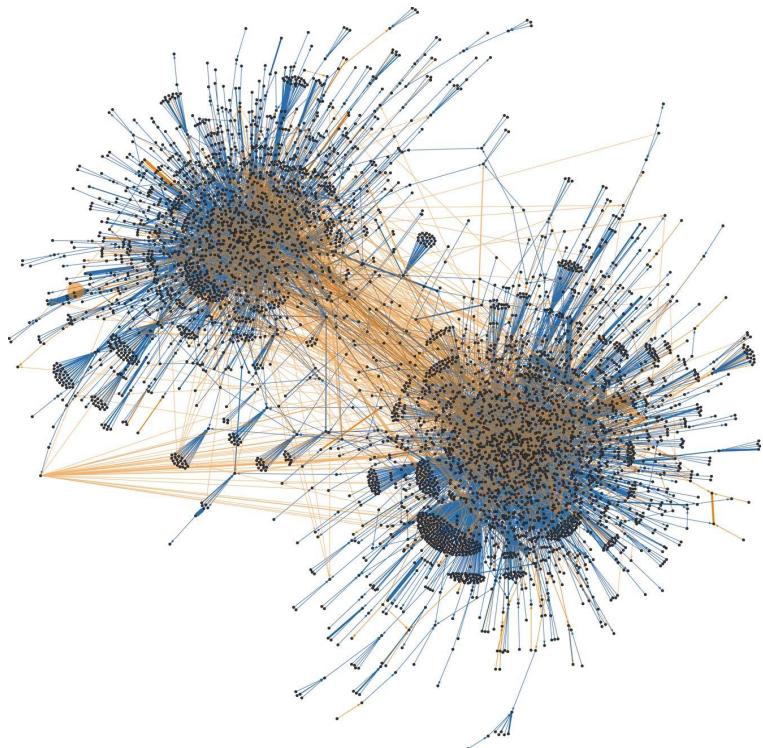
3 TRANSPARENCY MEANS FEWER MISTAKES, AND GREATER TRUST

4 PEOPLE THRIVE WHEN THEY ARE PART OF A COMMUNITY CONNECTED BY IDEAS

More information:

<https://redhat.slides.com/bbehrens/what-is-open-anyway>
<https://github.com/open-organization>
<https://github.com/theopensourceway/guidebook>

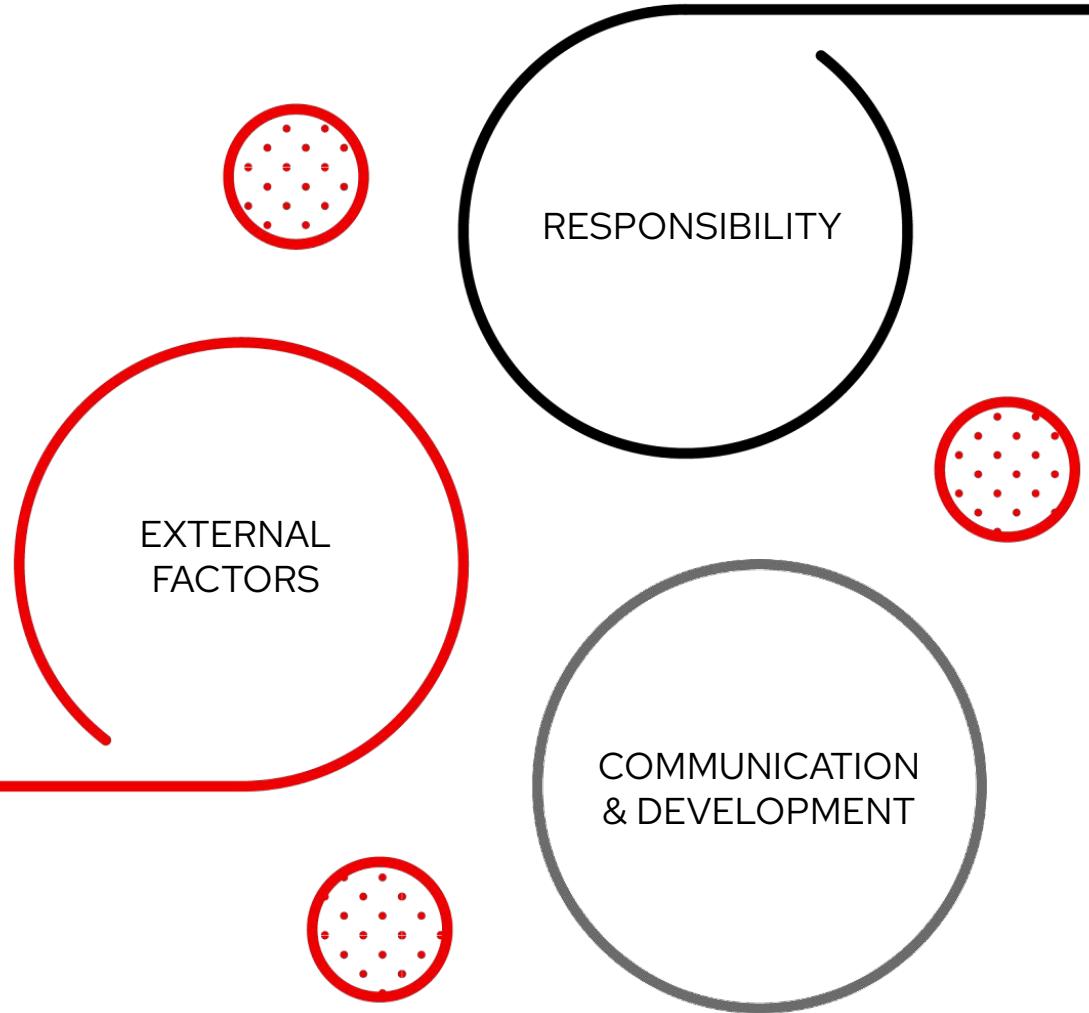
complex



complicated



What if our organizations
are using the same
principles that power open
source communities?



Culture in action



THE
**OPEN
BRAND**
PROJECT



OPEN DECISION FRAMEWORK

The screenshot shows the Red Hat website's header with navigation links for CUSTOMERS, PARTNERS, DEVELOPERS, OPEN SOURCE, and RED HAT STORE. The search bar contains the text 'Search'. Below the header, there are five main menu items: redhat logo, Technologies, Services & support, Success stories, and About Red Hat (which is underlined). A large, stylized red hat graphic is prominently displayed on the right side of the page. The main content area features the heading 'THE OPEN BRAND PROJECT' and the sub-heading 'Help us make our mark'. The text explains the project's purpose: 'The Open Brand Project is an open initiative to update and simplify our corporate logo and brand system. It's not a contest, it's a collaboration. We need your ideas and comments. The more feedback we get, the more likely we are to make the best decision and avoid unforeseen problems.'

WORKING IN THE OPEN

How is this all going to work?

There will be a lot of sharing. We'll share our work as it evolves, and we hope you'll guide us with your ideas and constructive criticism. We'll keep you informed and you'll keep us honest.

FOLLOW US [Twitter icon](#) [Facebook icon](#)



Follow our progress

We'll post progress reports on our corporate



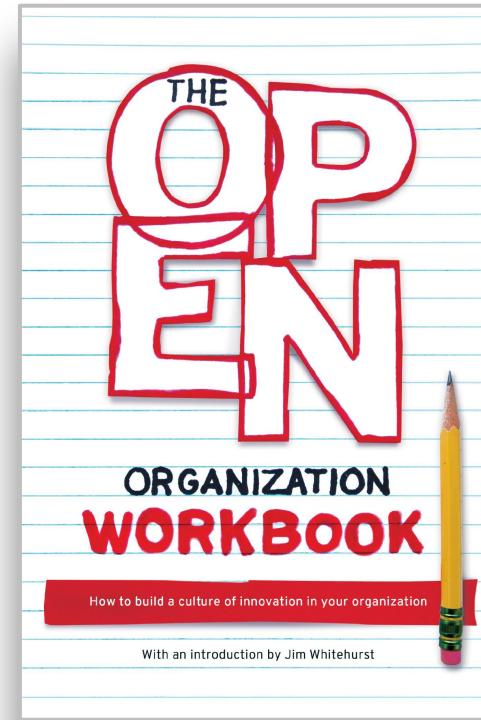
Participate throughout

Tweet your comments, suggestions, warnings,

Opening up your decision making

A process for transparent decision-making

1. Select a common routine or process on your team
2. Answer a few basic questions:
 - a. Is the process currently documented in a place that all constituents know about and can access?
 - b. Does the completed process documentation explain how decisions are made at various points?
 - c. What assumptions does this process make?
3. Gather feedback from your team and stakeholders
4. Implement and iterate



Download the book

The open source way



The Red Hat Multiplier



Transparency



Collaboration



Release early, release often



Inclusive meritocracy



Community

Be transparent

Openly share information and intentions.

Collaborate

Invite cooperation and productive dialogue to create better solutions.

Extend trust

Show confidence in the ability of others to contribute.

Promote inclusive meritocracy

Empower others to contribute ideas and value solutions regardless of source.

Connect

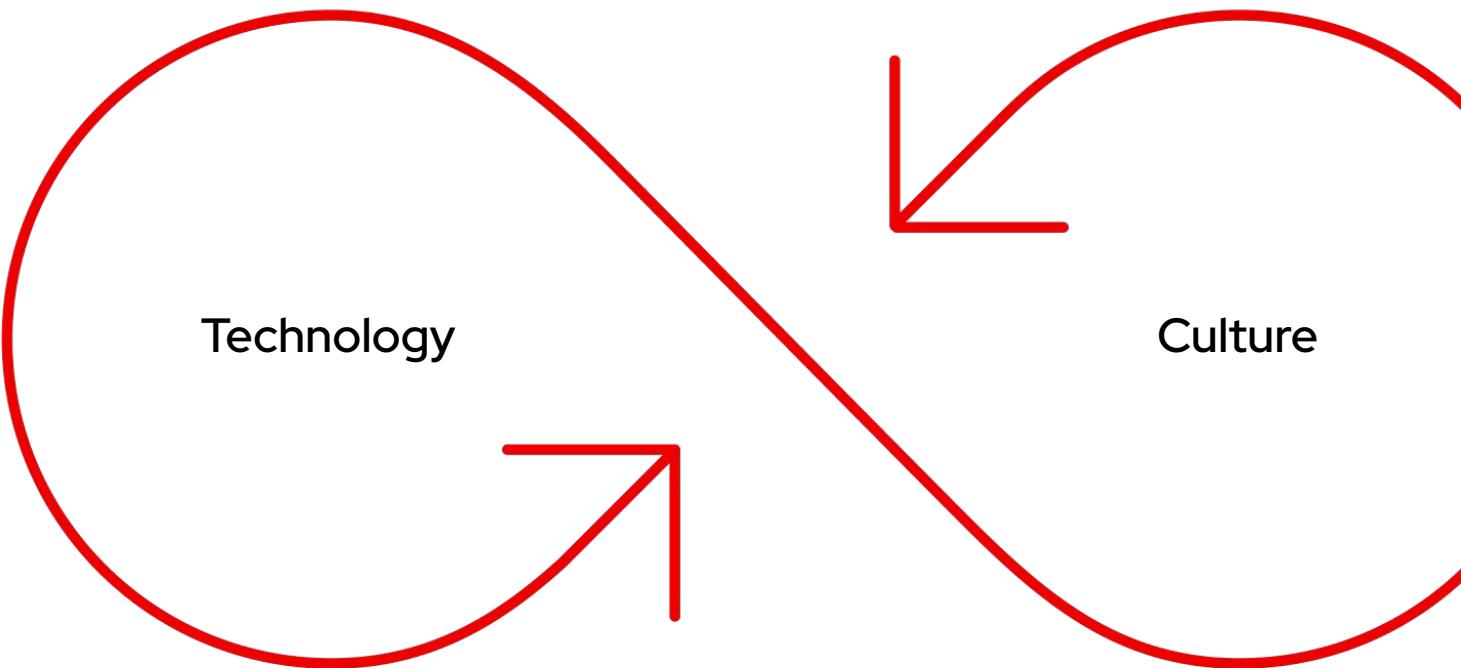
Contribute and connect others to Red Hat's communities and shared purpose.

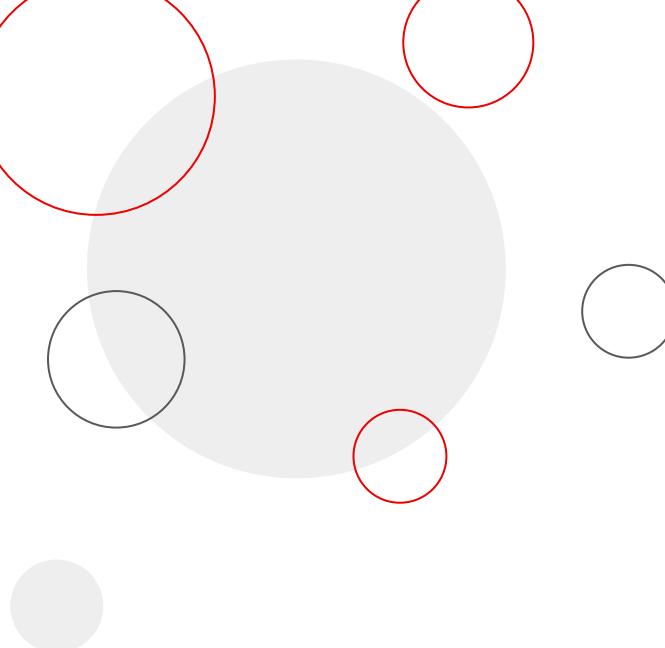
Peers recognizing open behaviors

1. Identify behaviors that reflect the principles you want to cultivate
2. Design a system to reward people demonstrating those behaviors
3. Allow peers to utilize this system to reward one another

Download the Multiplier

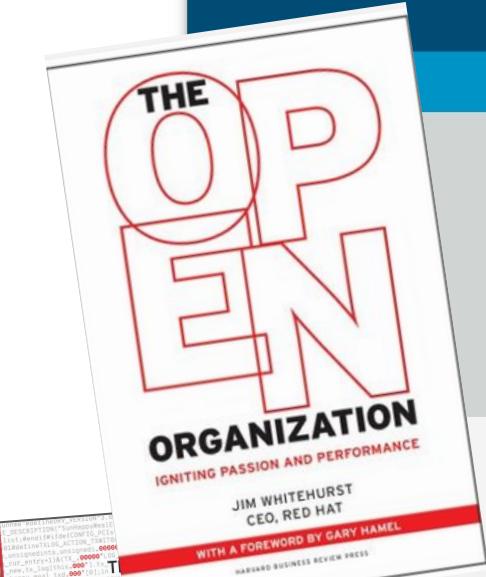
**Open principles
by default.**





**What's one thing you could
change today to help your team
or organization work openly?**

THE OPEN ORGANIZATION



opensource.com
10 year anniversary

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The Open Organization

Join the [open organization](#) community to connect with others who share your passion for open principles like collaboration, and community are changing the way we work. Then [submit your own story](#).

- » Get started
- » Book series
- » Resources
- » Ambassadors community
- » Field Guide
- » Leaders Manual
- » Guide to IT Culture Change
- » Guide for Educators
- » Workbook
- » Organize for Innovation



Commitment issues:
Organizational psychology and
the benefits of managing
openly

Employee engagement is critical in high-performing organizations. But do we really understand what makes people feel committed to their work?

Tracy Giuliani (Red Hat) | Heidi Hess von Ludewig (Red Hat) | 17 May 2020 | 21 ⏲

Book review: Nine Lies About Work

An examination of common work misconceptions and how open organizations are often ahead of the curve.

Ron McFarland | 05 Apr 2020 | 32 ⏲
| 1 comment

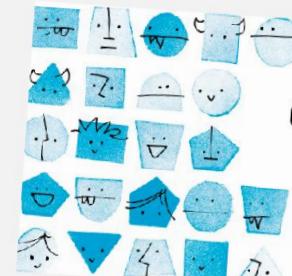


13 reads to save for later: An open organization roundup

Take a moment to dive into one of our community's recent article series.



The Open Organization Definition



The Open Organization Definition

Preamble

Openness is becoming increasingly central to how organizations are working together to achieve shared success. Forward-thinking organizations—whatever their size and industry—know that openness as a necessary orientation toward success can lead to:

THE OPEN ORGANIZATION LEADERS MANUAL
A handbook for building innovative and engaged teams
SECOND EDITION

GET YOUR COPY



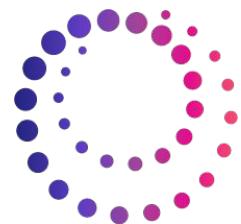
Learn more



theopensourceway.org



theopenorganization.org



openpracticelibrary.com

Learn more



Open leadership enablement program

On demand



View the video series

Thank you

Red Hat is the world's leading provider of enterprise open source software solutions. Award-winning support, training, and consulting services make Red Hat a trusted adviser to the Fortune 500.

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