

# Introducing open organizational culture



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Positive Intelligence Coach



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



## Our goals today

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



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What is "open," anyway?

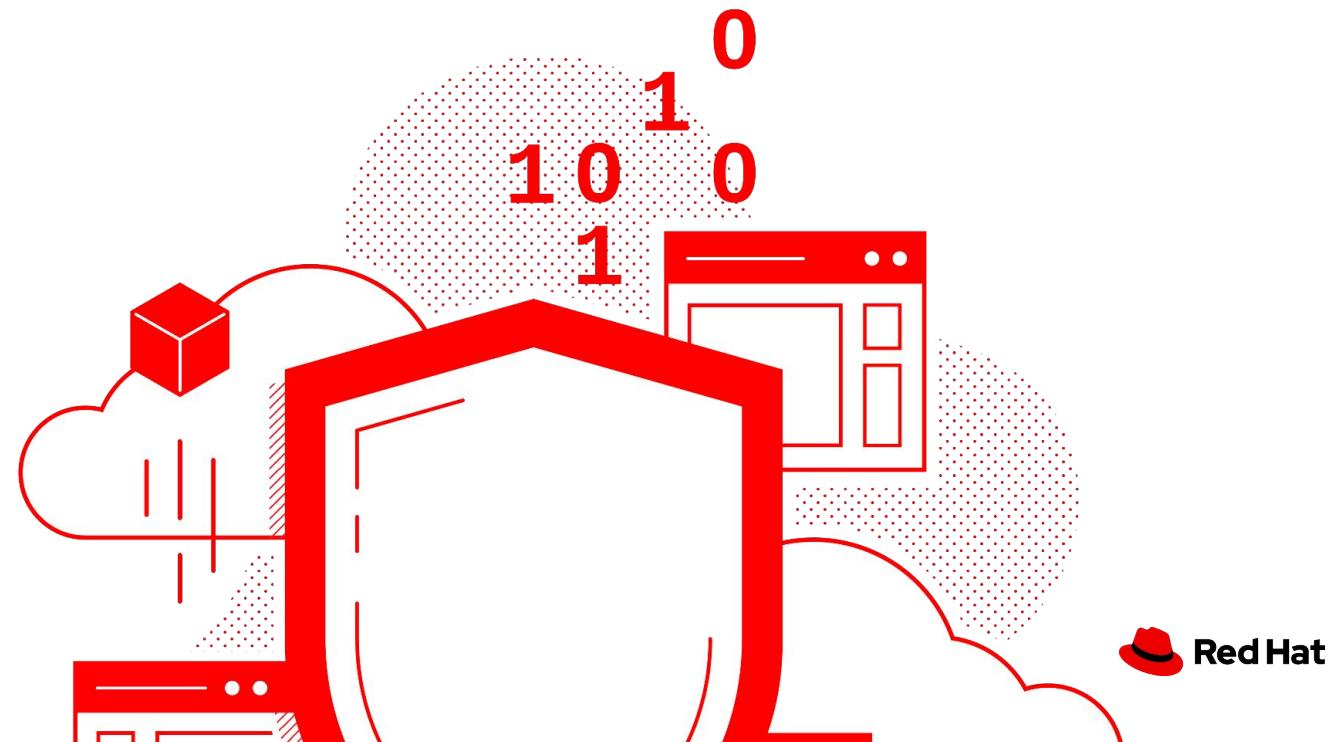
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The term "open source" refers to something people can **modify** and **share** because its design is publicly accessible.

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

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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."

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Edgar H. Schein  
*Organizational Culture and Leadership*

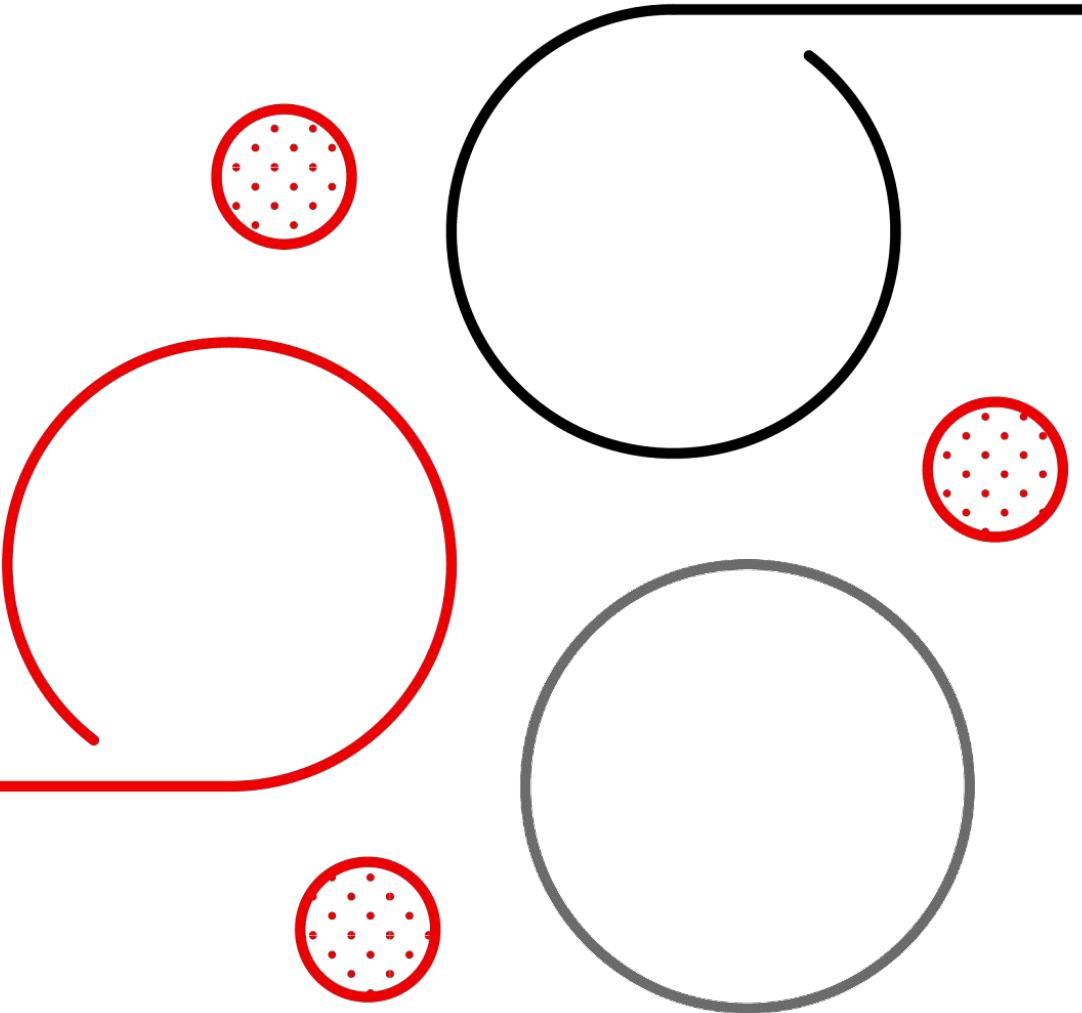


Can vary by team or department

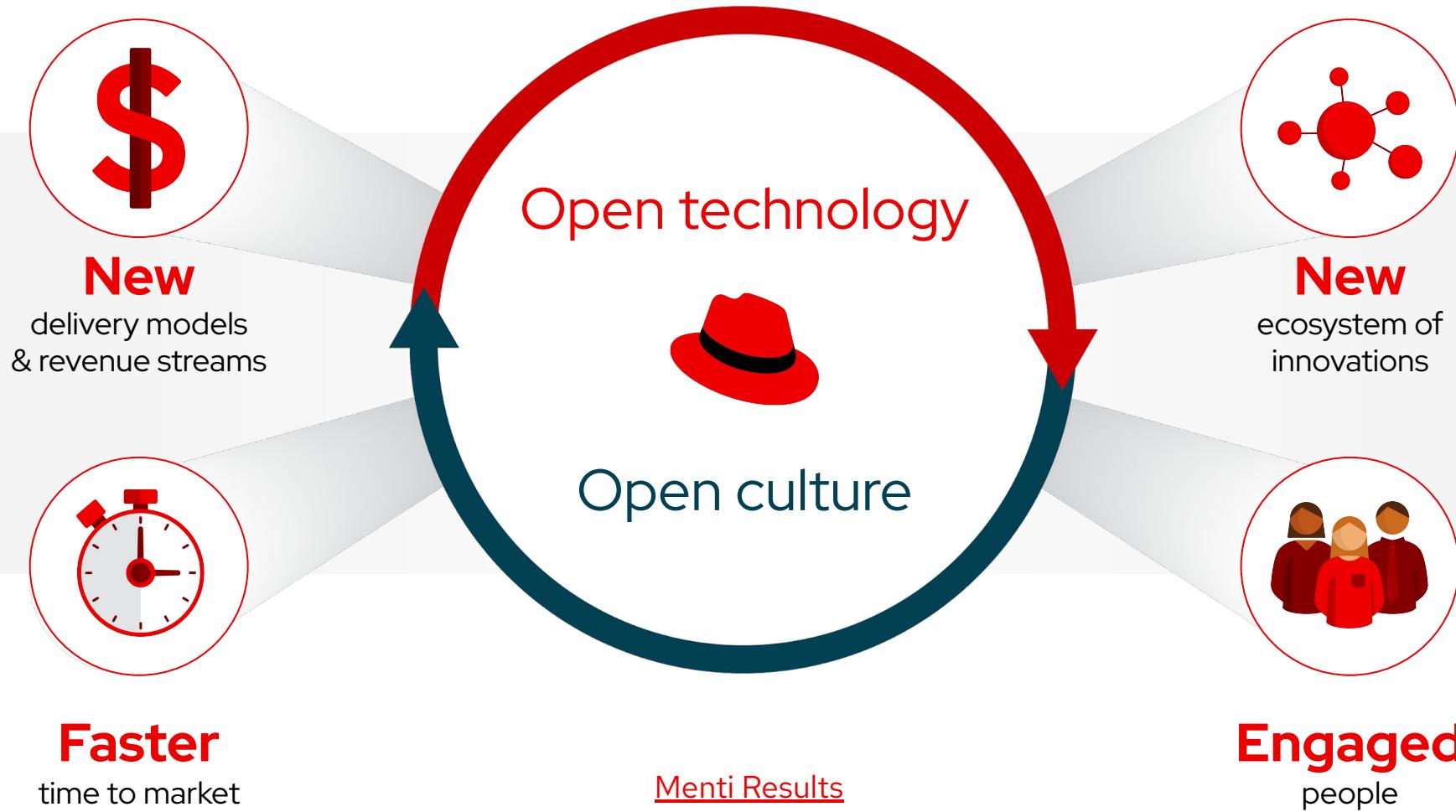


Is unique to every organization

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

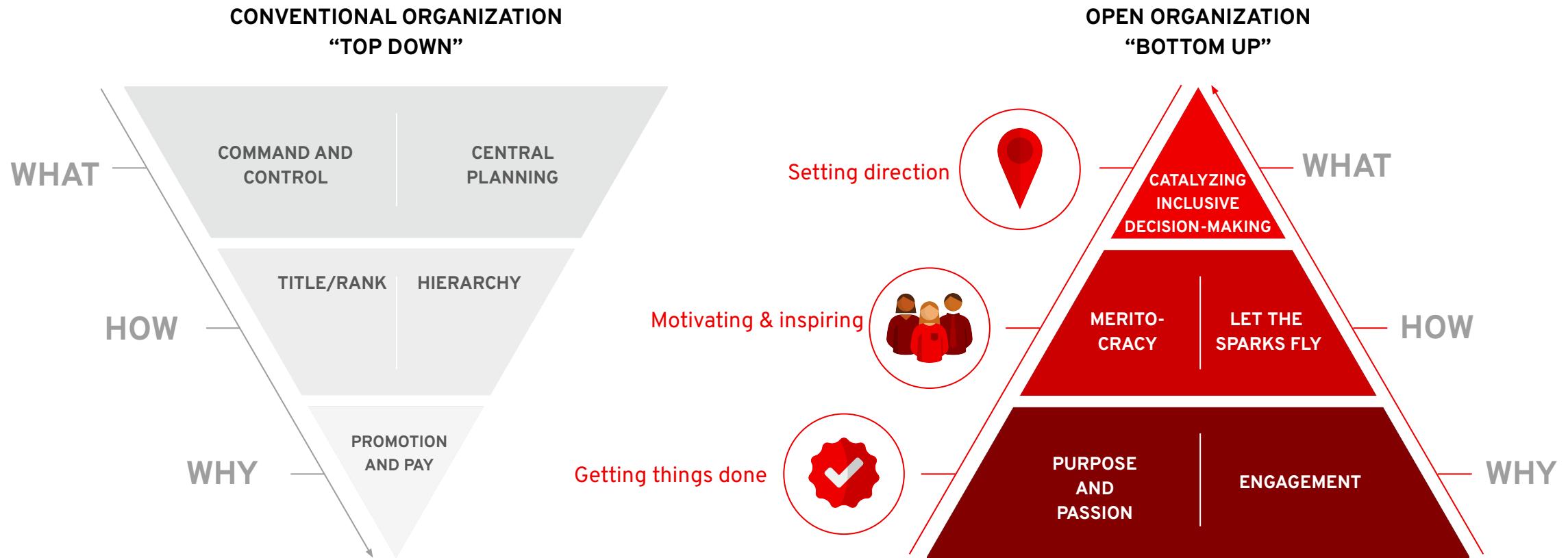


# Keys to our competitive advantage



**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



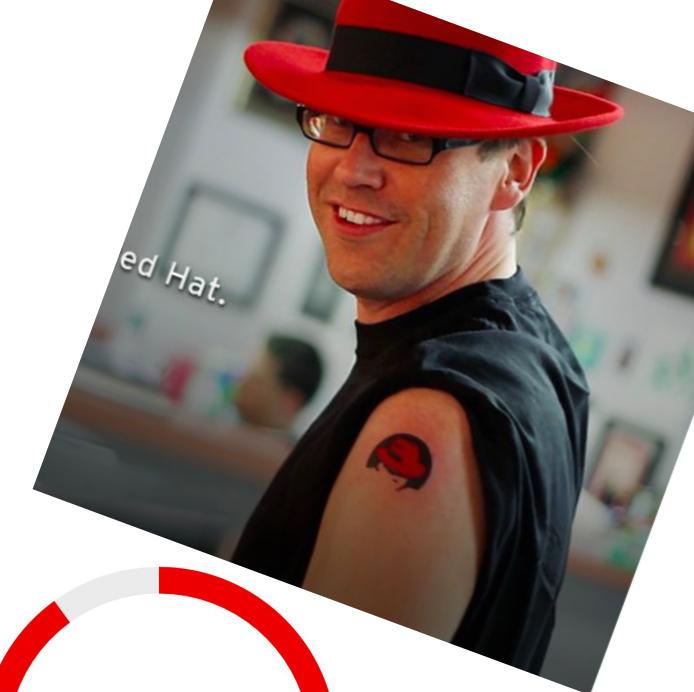
I feel comfortable contributing my ideas..., even when my views differ from my co-workers'.



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



I would recommend Red Hat as a place to work.



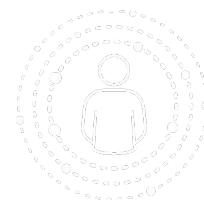


"The skills required to lead a company that relies heavily on the principles of open innovation are vastly different from those needed to run a business based on the hierarchical structure of conventional organization. Changing the way you might be used to leading will be painful, but it will also be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

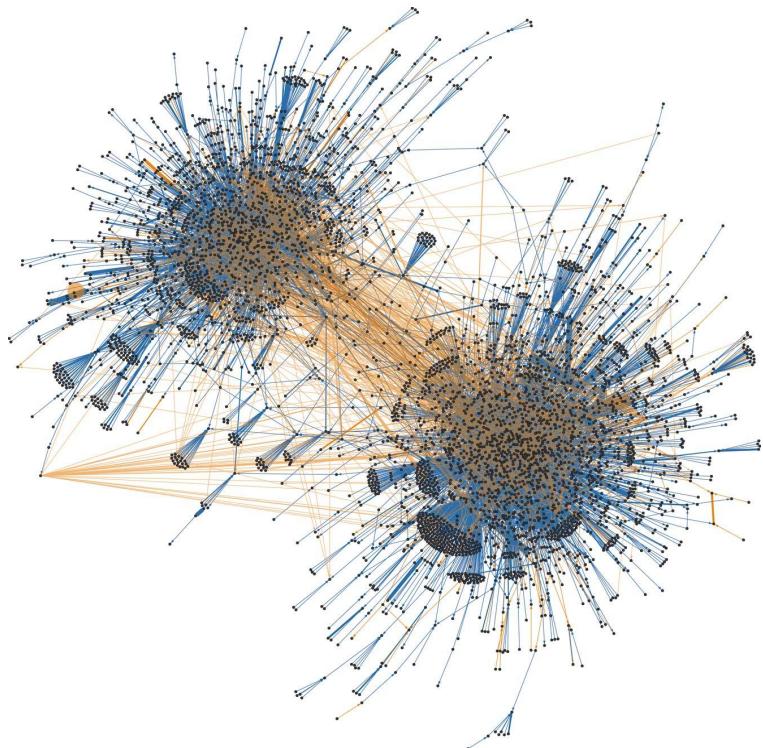
More information:

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

*"We value people who speak their minds freshly  
and openly - provided they mean the same thing  
we do."*

Mark Twain

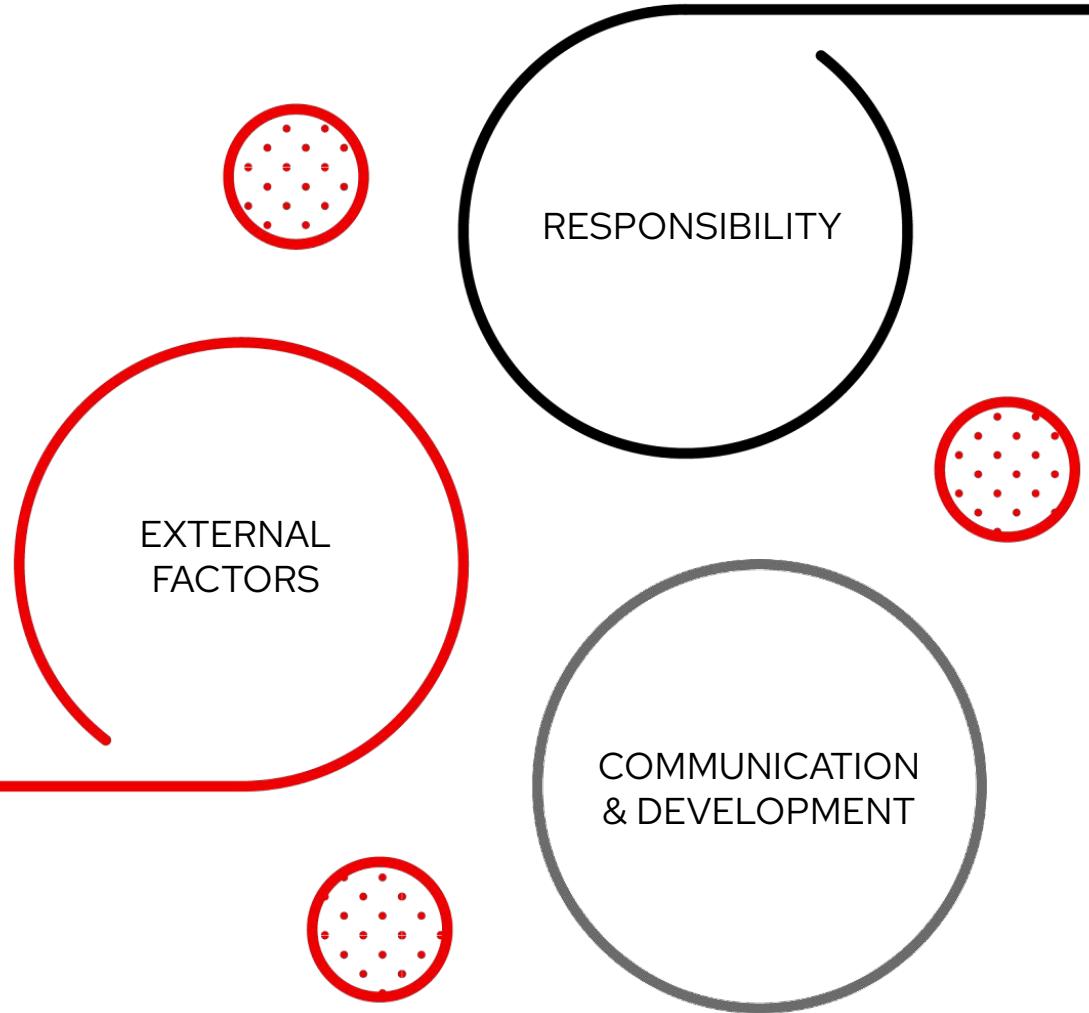
complex



complicated



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



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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, the 'redhat' logo is on the left, followed by menu items: Technologies, Services & support, Success stories, and About Red Hat (which is underlined). A large red hat icon is prominently displayed on the right. The main content area features the heading 'THE OPEN BRAND PROJECT' and the sub-heading 'Help us make our mark'. A text block explains the project: '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](#) [Facebook](#)



##### Follow our progress

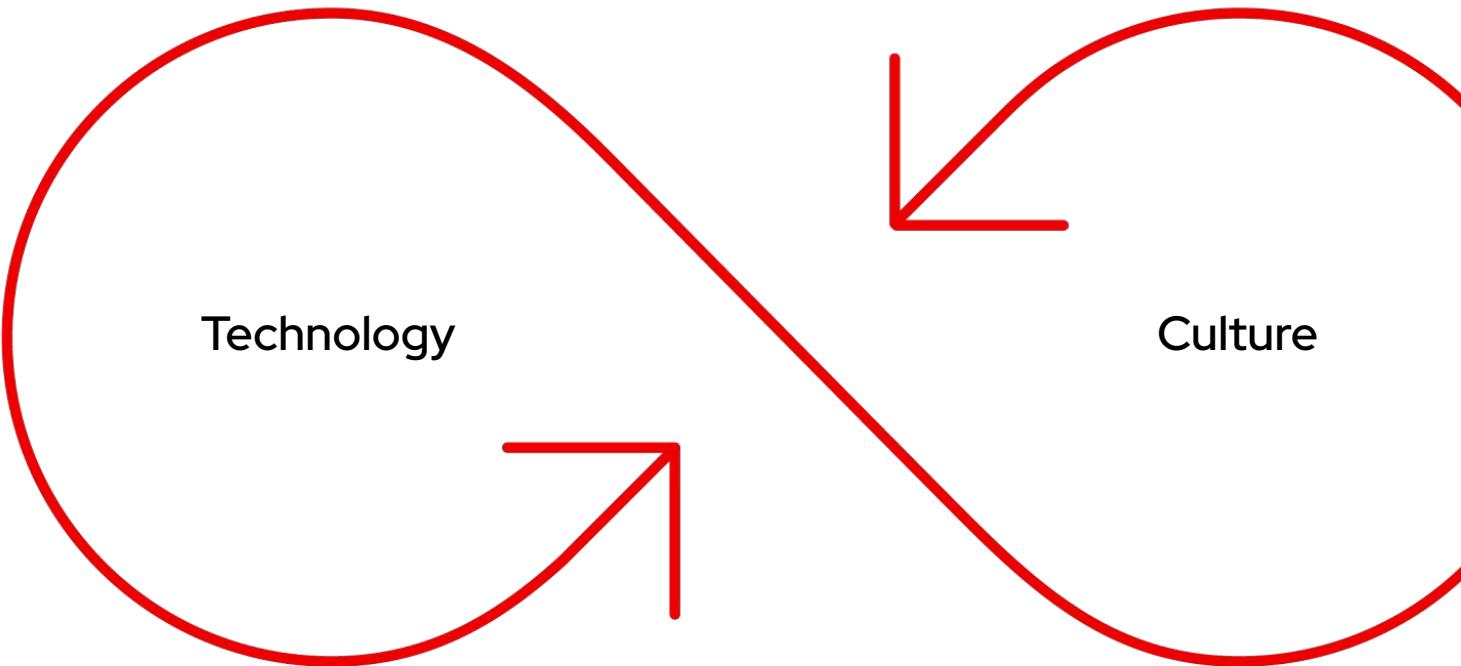
We'll post progress reports on our corporate



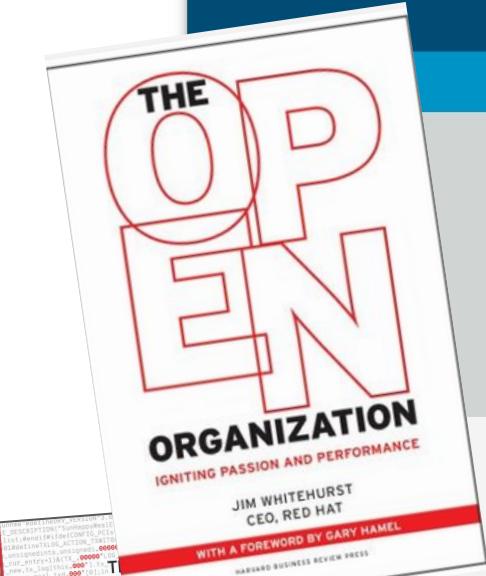
##### Participate throughout

Tweet your comments, suggestions, warnings,

**Open principles  
by default.**



## 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
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- » 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

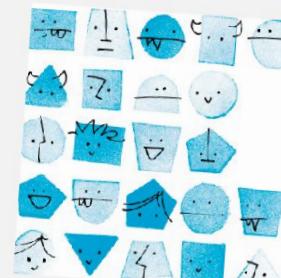


### 13 reads to save for later: An open organization roundup

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



## 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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