

What is the Red Hat Multiplier?

A UNIQUE LEADERSHIP CAPABILITY

The Red Hat® Multiplier is the way we act when we are living the Red Hat values in balance (Freedom, Courage, Commitment, Accountability). These actions create our unique culture and reinforce the climate we aspire to create. Simply put, it is how we lead the Red Hat Way. On our best days, these open leadership behaviors differentiate Red Hat and multiply our results. This is how we win.

Behaviors

The Red Hat Multiplier includes the following behaviors.

CONNECT	EXTEND TRUST	BE TRANSPARENT	COLLABORATE	PROMOTE INCLUSIVE MERITOCRACY
Contribute and connect others to Red Hat's communities and shared purpose.	Show confidence in the ability of others to contribute.	Openly share information and intentions.	Invite cooperation and productive dialogue to create better solutions.	Empower others to contribute ideas and value solutions based on their merit, regardless of source.

Proficiency levels

As proficiency increases, the Red Hat Multiplier looks like...

KNOWLEDGEABLE	EXPERIENCED	ADVANCED	EXPERT
Uses the behaviors to enhance personal work effectiveness. <ul style="list-style-type: none">Demonstrates an understanding of the concept.Practices consistently across similar situations.	Uses the behaviors in a way that contributes to the effectiveness of the team. <ul style="list-style-type: none">Shares understanding with others.Practices across new or unfamiliar situations.	Uses the behaviors in a way that contributes to the effectiveness of multiple teams or a department. <ul style="list-style-type: none">Models and teaches to others.Demonstrates depth and breadth of knowledge in applying concept.	Uses the behaviors in a way that contributes to the effectiveness of the company. <ul style="list-style-type: none">Builds through programs, processes, and systems.Is recognized as an authority or thought leader in area of expertise.

LEARN MORE

See what each behavior looks like, as you become more proficient in using it. Learn to identify when you are overusing or underusing a behavior. Get the reference sheets.

“Our culture—the unique ways that we work and lead—is a crucial source of our strategic competitive advantage.” - Jim Whitehurst, CEO, Red Hat

About the Red Hat Multiplier

WHY WE CREATED IT

Red Hat's continued growth requires a broader diversity of thought and openness to divergent perspectives, especially at the senior level. Yet as we began hiring more and more people from other companies where authority comes by rank rather than influence, we found that we needed a common language for explaining what it takes to be successful in Red Hat's unique culture and work environment.

“At Red Hat, not everyone is a manager, but everyone is expected to be a leader.”

HOW WE CREATED IT

Beginning in 2011, the People team held workshops throughout Red Hat to understand what constitutes a great leader at any level of our company, in any role or department. Some of what we learned confirmed what we already knew. Leaders can be individual contributors or managers. They're the catalysts who rally others around a shared purpose. They inspire people to act in ways that benefit the larger organization. But we also found that leading the Red Hat way requires the mastery of some specific behaviors that we dubbed the Red Hat Multiplier.

WHY IT'S CALLED THE RED HAT MULTIPLIER

Red Hatters who embody these behaviors are so influential that their efforts become multiplied throughout the company.

HOW IT IS USED

The Red Hat Multiplier translates our leadership culture for those who may not intuitively understand it. The Multiplier is also used to highlight clear development areas for people who want to become leaders—whether they want to be better managers or more influential individual contributors—by providing guardrails and guidance on what success as a leader looks like. While some people are more naturally inclined to behave in this way than others, each of the five is a skill that anyone can build and develop.