

## Meritocracy

### WHAT IS MERITOCRACY?

Rewarding the best ideas, no matter where they come from. One of five Red Hat® Multiplier behaviors.

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**Diversity fuels a meritocracy, by bringing in new perspectives and ideas.**

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### Proficiency levels

As proficiency increases, **meritocracy** looks like...

FOUNDATIONAL	EXPERIENCED	ADVANCED	EXPERT
Focuses on the merit of an idea rather than where it came from Respects others' abilities and talents regardless of their role within the company Does not use one's title or leader's title to influence or persuade	Encourages ideas and solutions from all team members; recognizes those who contribute the most Rewards and advances department or team members based on ability and talent	Raises the visibility of departments or teams across the company that are doing their best work Escalates great ideas from anyone within the organization to the appropriate parties	Creates an environment where influence is driven by good ideas and contributions – not titles

### Guardrails

When practicing meritocracy, pay attention to signals of...

UNDERUSE	OVERUSE
Too little meritocracy looks like: <ul style="list-style-type: none"><li>Does not invite diverse perspectives on key decisions or ignores their input</li><li>Does not support decision-maker after giving feedback</li><li>Values only “what” was achieved rather than “how” something was achieved</li></ul>	Too much meritocracy looks like: <ul style="list-style-type: none"><li>Is dismissive of required responsibilities or administrative routine</li><li>Uses meritocracy as an excuse for disrespecting a decision-maker or to push a personal agenda</li></ul>

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### Ways to develop proficiency

- Encourage others to express their best ideas; acknowledge and thank them for their passion and interest
- Invite ideas from people outside of your team and department; acknowledge and promote the best ideas
- Recognize associates who regularly add value to your team or department by going above normal work expectations
- Avoid deferring to power or position when it blocks the best ideas from coming forward
- Reward great ideas and solutions that add value to the business; investigate monetary and non-monetary rewards that are appropriate for the situation

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**“At Red Hat, when someone has good background knowledge and shows enthusiasm for something, they often find themselves in charge of it.”**

*- The Open Organization*

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### WHAT IS THE RED HAT MULTIPLIER?

The Red Hat Multiplier is a set of five behaviors that define leadership in open organizations. 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:

CONNECTION	TRUST	TRANSPARENCY	COLLABORATION	MERITOCRACY
Building a sense of community where associates feel strongly connected to Red Hat.	Demonstrating a general belief in others' ability to make a contribution.	Openly sharing information that contributes to the work of others.	Engaging multiple sources to generate the optimal solution.	Rewarding the best ideas, no matter where they come from.

### Learn more

- Get the Red Hat Multiplier overview and reference sheets about the other four behaviors