

## Transparency

### WHAT IS TRANSPARENCY?

Openly sharing information that contributes to the work of others. One of five Red Hat® Multiplier behaviors.

**When you share information, you give other people the context they need to make better decisions and do great work.**

### Proficiency levels

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

FOUNDATIONAL	EXPERIENCED	ADVANCED	EXPERT
Performs work openly, or explains why work cannot be shared Involves stakeholders in work through open dialogue Is viewed as honest in dealings with others Seeks feedback and dialogue continuously	Shares information with the department or team or explains why information cannot be shared Communicates what decisions were made and why Invites others' perspectives and dialogue	Solicits input and feedback when making decisions that affect the organization Communicates what decisions were made that affect the organization and why Invites others' perspectives and dialogue	Sets the example of when and how to make decisions openly Insists on and models open dialogue and communicates as much as possible with associates, customers, partners, and communities

### Guardrails

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

UNDERUSE	OVERUSE
Too little transparency looks like: <ul style="list-style-type: none"><li>Withholds information that is meant to be shared and would benefit others</li></ul>	Too much transparency looks like: <ul style="list-style-type: none"><li>Uses transparency as an excuse for rude or inappropriate behavior</li><li>Shares information that is meant to be kept confidential</li></ul>

## Transparency

### Ways to develop proficiency

- Share information freely. Talk with others about your plans, activities, and projects. If any aspects of your work cannot be openly shared, explain why.
- Routinely ask team members how your work can be better coordinated with theirs and then make the necessary changes.
- Share your goals and information about your work in a way that they can be easily reviewed by other Red Hatters in similar jobs.
- Default to open in your everyday work. Share and gather feedback on prospective policies, plans, programs, and projects that have broad organizational impact. Be prepared to make changes to improve receptivity and impact.
- Use and be an evangelist for tools like the [Open Decision Framework](#)

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**“Thousands, if not millions, of decisions are made within an organization every day. Transparency helps us make faster and better decisions than the competition.”** - *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