

## Be Transparent

### WHAT IS BE TRANSPARENT?

Openly sharing information and intentions. 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.**

**What this means:** In open source development, the source code provides all contributors access to the same information at the same time. This concept of open source transparency has become part of how we operate - Red Hatters are expected to share ideas and information openly and often. While decisions are not always made by consensus, Red Hatters expect you to be transparent in your process so others who are interested are able to follow and engage in the journey. While decisions made this way can be more challenging and take more time to reach, we reach better decisions and conclusions by opening the process to everyone.

### Proficiency levels

At more junior levels, being transparent might look like sharing your plans with team members and routinely asking how your work can be better coordinated with theirs, or providing feedback when it is requested. At more senior levels, create impact by communicating clearly and openly: communicate what decisions were made and why, and invite others' perspectives and an open dialogue about your decision making.

KNOWLEDGEABLE	EXPERIENCED	ADVANCED	EXPERT
<b>Uses the behaviors to enhance personal work effectiveness.</b> Demonstrates an understanding of the concept. Practices consistently across similar situations.	<b>Uses the behaviors in a way that contributes to the effectiveness of the team.</b> Shares understanding with others. Practices across new or unfamiliar situations.	<b>Uses the behaviors in a way that contributes to the effectiveness of multiple teams or a department.</b> Models and teaches to others. Demonstrates depth and breadth of knowledge in applying concept.	<b>Uses the behaviors in a way that contributes to the effectiveness of the company.</b> Builds through programs, processes, and systems. Is recognized as an authority or thought leader in area of expertise.

## Guardrails

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

UNDERUSE	OVERUSE
May withhold information that would benefit others, either intentionally or unintentionally	May use transparency as an excuse for rude, disrespectful, or inappropriate behavior; shares confidential or sensitive information inappropriately

## Be Transparent

### Ways to develop proficiency

- **Make sharing a routine:** Set time to routinely meet or check-in with colleagues and team members to discuss what you are working on and how your work can be better coordinated or aligned. If any aspects of your work cannot be openly shared, explain why.
- **Embrace the Open Decision Framework:** Working on a project that will have impact beyond your immediate team? Review the [Open Decision Framework](#) and ask probing questions to listen to associates at all levels of the company, function, or team who will be impacted; make a concerted effort to drive a two-way conversation and not just one-way information flow.
- **Manage a project:** Practice being transparent by managing a project within your team, function, department, or area of interest. Working to balance the need for feedback and transparency with business requirements and the needs of end users helps in understanding the nature of being transparent with information and intentions.

## 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 behaviors are skills that anyone can build and develop:

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.

**Learn more.** Get the [Red Hat Multiplier overview and reference sheets](#) about the other four behaviors.