

Promote Inclusive Meritocracy

WHAT IS PROMOTE INCLUSIVE MERITOCRACY?

Empower others to contribute ideas and value solutions based on their merit, regardless of source. One of five Red Hat® Multiplier behaviors.

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

What this means: Meritocracy is one of the core tenets of open source -- the best ideas should always rise to the top and in turn, inform and create the best solutions. As an open organization, Red Hat tries to embody not only a meritocracy, but an inclusive meritocracy: we encourage and actively source the diverse input, voices, and feedback that create the best solutions. Doing this helps Red Hat capitalize on the diverse perspectives and talents of associates across the organization and raises the visibility of departments or teams across the company that are doing their best work. This approach to valuing the best ideas also translates to valuing the input of all individuals, respecting others' abilities, and acknowledging talents regardless of an associate's role within the company.

Proficiency levels

At any level in the organization, you can practice being inclusive of others in meetings by sharing meeting airtime, not interrupting others, or asking for opinions from more quiet members of the group. When launching a new project, try to evaluate your stakeholders list and include a variety of diverse perspectives from different regions, levels, functions, backgrounds, and tenure at Red Hat, as well as including other associates who could be detractors. At more senior levels, promoting inclusive meritocracy might look like highlighting great ideas and solutions from across the organization in all-hands or team calls, or championing great ideas of your team members to help bring them to life.

KNOWLEDGEABLE	EXPERIENCED	ADVANCED	EXPERT
Uses the behaviors to enhance personal work effectiveness. 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. 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. 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. Builds through programs, processes, and systems. Is recognized as an authority or thought leader in area of expertise.

Guardrails

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

UNDERUSE	OVERUSE
May ignore or fail to understand the perspectives and needs of associates in other locations, other geographies, or of different backgrounds; might value only “what” was achieved rather than “how” something was achieved	May use meritocracy as an excuse for disrespectful behavior; may be dismissive of required responsibilities or administrative routine

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Ways to develop proficiency

- **Include other voices:** Often, loud voices or dominant personalities can control the conversation. In your next meeting, take a look around and ask yourself “has everyone had an opportunity for equal speaking time?”, “Is everyone being heard?”, or “Is anyone struggling to participate fully?” Invite input from quiet or overlooked individuals while recognizing contributions to help recognize the unique expertise they bring to the conversation.
- **Associates in other locations:** Understanding a wide variety of perspectives is critical to creating shared purpose. To expand your viewpoints, try to interact regularly with associates in other physical locations.
- **Internal communities:** Join an internal, peer-led community like Toastmasters or a role-related group to help you gain perspective outside of your immediate team and interact in a meaningful way with individuals you might not otherwise have an opportunity to meet.

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.