

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 behaviors differentiate Red Hat and multiply our results. This is how we win.

Behaviors

The Red Hat Multiplier includes the following behaviors.

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.

Proficiency levels

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

FOUNDATIONAL	EXPERIENCED	ADVANCED	EXPERT
Passionate about Red Hat values and culture	Drives company climate within and outside the department or team	Drives company climate across functions	Cultivates Red Hat's climate and culture

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.