INTRO TO THE OPEN DECISION FRAMEWORK

Applying open source principles to business decisions and projects

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EVER HAD THIS THOUGHT?

"If they only understood..."

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HOW ABOUT THIS ONE?

"If I had only known..."
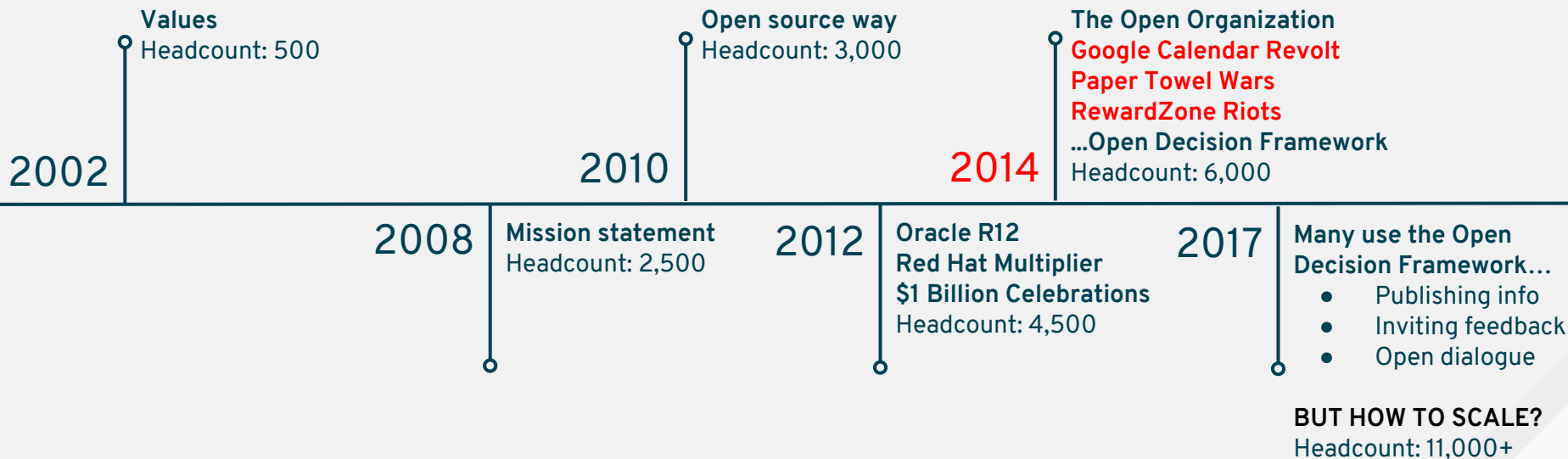
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There is a better way.

(We call it the Open Decision Framework. You can [find it](#) on GitHub.)

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A BRIEF HISTORY OF OPEN DECISION-MAKING

Important tools, influences, and moments

Values
Headcount: 500

2002

2008

Mission statement
Headcount: 2,500

2010

Open source way
Headcount: 3,000

2012

Oracle R12
Red Hat Multiplier
$1 Billion Celebrations
Headcount: 4,500

The Open Organization
Google Calendar Revolt
Paper Towel Wars
RewardZone Riots
...Open Decision Framework
Headcount: 6,000

2014

2017

**Many use the Open
Decision Framework...**
- Publishing info
- Inviting feedback
- Open dialogue

BUT HOW TO SCALE?
Headcount: 11,000+

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SCALING OUR OPEN ORGANIZATION
FY18-19 PROJECTS
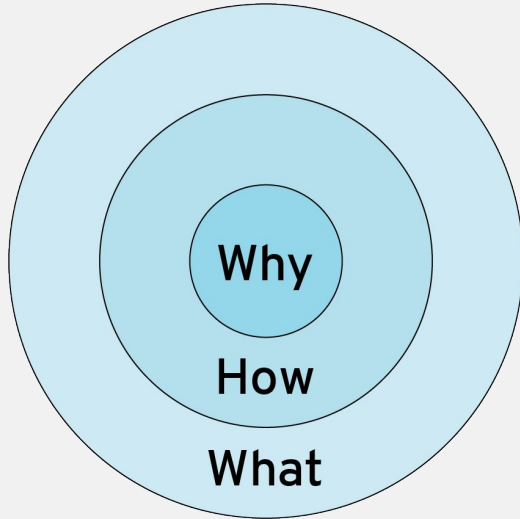
WHY   **Rediscovering Red Hat's Why**

Our shared purpose

HOW   **Making Decisions The Red Hat Way**

Using our Open Decision Framework, Red Hat Multiplier, position on internal technology decisions, values, etc.

WHAT   **Red Hat Strategic Framework 2.1**

What we do to get there

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THE POWER OF OPEN

As Red Hat grows, we want to continue to be an open organization where every Red Hatter can influence decisions and outcomes.

Open discussions allow everyone to contribute and build upon each other's feedback, ideas, and perspectives.

The practices in the Open Decision Framework help Red Hat unlock our full potential as a diverse, inclusive meritocracy.

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OPEN SOURCE PRINCIPLES

The Open Decision Framework applies them to decision-making and project management

Open exchange
Freely sharing ideas and info

Participation
Everyone has a voice (not a vote)

Release early + often
Continuous shared improvement

Meritocracy
Letting the best ideas win

Community
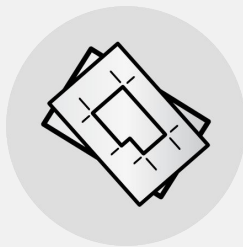We can do more together

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OPEN EXCHANGE

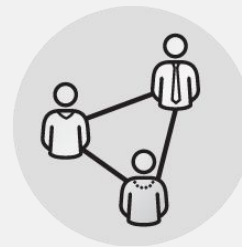Tips from the Open Decision Framework

LEAD WITH TRANSPARENCY

And identify any parts of the process that cannot be open

PUBLISH YOUR WORK AS YOU GO

Roadmap, research, progress, milestones, difficult trade-offs, business requirements...

SET EXPECTATIONS UPFRONT

And manage expectations along the way

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PARTICIPATION

Tips from the Open Decision Framework

ENGAGE CUSTOMERS + STAKEHOLDERS EARLY AND OFTEN
Especially those who may disagree

MAKE IT SAFE TO VOICE CONCERNS
And remain open to new ideas and perspectives

BE SPECIFIC ABOUT WHAT FEEDBACK YOU'RE LOOKING FOR
And who is making the decisions

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RELEASE EARLY, RELEASE OFTEN

Tips from the Open Decision Framework

PUBLISH PROGRESS OPENLY

Encourage people to help you see things you've missed

SHOW HOW FEEDBACK IS SHAPING THE PROJECT

Highlight changes made in response to feedback

REITERATE REQUIREMENTS + CONSTRAINTS

Help people make sense of the work you're doing

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MERITOCRACY

Tips from the Open Decision Framework

IF A SUGGESTION ISN'T FEASIBLE, EXPLAIN WHY

Point back to your business requirements and constraints

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COMMUNITY

Tips from the Open Decision Framework

ACTIVATE YOUR AMBASSADORS

Equip the community to help you promote your project and clear up misinformation

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LEARN MORE

Where to go from here

Download the Open Decision Framework
(and share it with others!)

Join the Open Organization community
on Opensource.com

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THANK YOU

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