OPEN DECISION FRAMEWORK MATURITY MODEL

redhat

How to use this maturity model

Use this assessment tool to determine your team's comfort and experience with applying the Open Decision Framework. Want to increase openness? Identify related steps from the Open Decision Framework to build into your processes.

	FOUNDATIONAL	ESTABLISHED	TRANFORMATIVE
COMMUNICATION looks like...	Sponsors and select stakeholders are updated on progress. Project plan, research, and detailed documentation are shared with trusted individuals upon request. Customer/User-focused FAQ and resources published "just in time" with enough detail to help current and future Red Hatters understand the decision or project for years to come.	Sponsors, stakeholders, and others impacted are updated steadily throughout the project, regardless of progress. Project plan, research, and detailed documentation are published to create a common fact base, with restricted access. Robust FAQ and resources published <u>before</u> they are needed to assist customers/users and support team; revised to clarify misunderstandings.	Stakeholders, sponsors, and all impacted users receive a steady, digestible flow of updates throughout project, with links to detailed documents for those interested. Project plan, research, status reports, and detailed documentation are published openly to create a common fact base and are updated as project progresses. (See also: "Transparency") FAQ and resources published and updated throughout project; link to detailed documents; assist customers/users, team, community.
TRANSPARENCY looks like...	Shares info, has uncomfortable conversations, answers tough questions… but not until after decisions are mostly finalized. Sponsors understand rationale for withholding info; team and stakeholders may not. Always recognizes and respects other people's desire for privacy.	Shares detailed info broadly before decisions are finalized... if low-risk or trust is high. Often defaults to maintaining two sets of documents: "open" version and confidential version. Team and sponsors understand rationale for withholding info; stakeholders may not.	Believes shared knowledge is powerful. Defaults to open. Looks for ways to safely share info, and withholds <u>only</u> what creates real risk. Courageous in having uncomfortable conversions and discussing limitations and mistakes throughout the process. When information cannot be safely shared at any point, seeks to build everyone's understanding of why.

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RELEASE EARLY + RELEASE OFTEN looks like...	Does not share early drafts or concepts. Wants to "make sure it's right" before sharing work. Worries about feedback overload, "useless" feedback, and losing control of decision. Offers a preview shortly before launch, or socializes prototypes with small groups, then makes a round or two of changes based on feedback.	Values and seeks input from a diverse group of people. Manages large volume of feedback and expectations. Shares early drafts and prototypes, before becoming attached to a particular solution. Seeks an iterative, phased approach where possible. Respectfully considers all feedback. Helps people give useful feedback.	Engages potential detractors and diverse perspectives. Publishes timeline and sets expectations upfront for a series of feedback opportunities and versions or phase releases. Clearly defines what feedback is needed most. Considers all feedback. Makes it safe to voice concerns. Highlights how feedback is shaping solution. Makes continuous improvement without chasing diminishing returns.
COLLABORATION looks like...	Roles and responsibilities are understood but largely undefined. Project team welcomes new faces, but always seems to have the same few people. Cross-functional collaboration and overcoming barriers can be difficult. Execution depends on mutual trust <u>or</u> top-down mandate.	Roles and responsibilities are defined, and revised as needed with input from project owner, sponsor, and team members. Project team seeks new faces and opportunities for cross-functional collaboration. Expectations and deadlines are clear and agreed upon by all. Leader works to understand and resolve barriers.	Roles and responsibilities are drafted with the OPT model in mind, and revised as needed with input from project owner, sponsor, team members. Project team is known for ability to recruit and inspire new contributors. Cross-functional collaboration is mutually beneficial. Expectations and deadlines are clear, agreed upon by all, published in open place. Project team works together to identify and overcome barriers.
DECISION-MAKING looks like...	• Decision makers are clearly identified, and accountability sits with the person closest to the work. • Hierarchy is informed; provides context and support; avoids micromanagement. • Change management is integrated into the decision-making process.		

"Decision-making at Red Hat challenges your ego. It's not fun. People question and question. But that results in better decisions, better engagement, and better execution." *- The Open Organization*