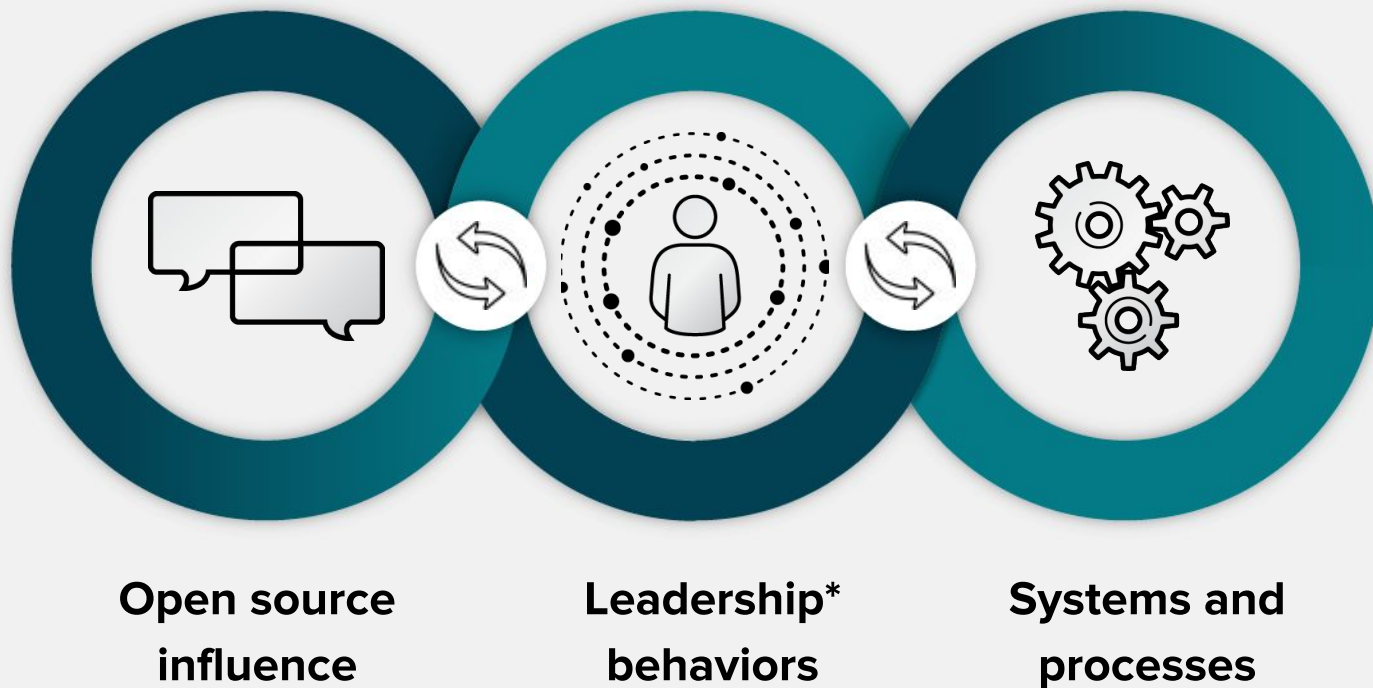# SCALING OUR CULTURE

A summary of data and research

Rebecca Fernandez, Principal Employment Brand Specialist
Mark Rumbles, Principal People Team Architect
Isaac Thompson, Data Scientist

WHAT SHAPES OUR CULTURE

Open source influence

Leadership* behaviors

Systems and processes

* At Red Hat, everyone is expected to be a leader

KEY TENSION AREAS

What we've heard*

INDIVIDUAL FREEDOM
(Most Red Hatters) ⟷ **SHARED COST + COMPLEXITY**
(Often the same Red Hatters)

- I need the freedom to implement systems and tools that meet my team's needs, goals, and values.

- Let me opt out of processes and policies that make my job harder.

- Grant me an exception, for the sake of our business.

- If I'm sweeping the floor, let me choose the broom.

- I need a custom process.

- I can't navigate all these systems and tools. I can't find anything.

- Things are manual, slow.

- I can't find clear policies for anything. Everything is left up to managers or requires multiple approvals.

- Why are we spending so much money driving to stores to buy brooms?

- We need more common processes.

*see "Data sources" in Appendix

redhat.

KEY TENSION AREAS

What we've heard*

OPEN SOURCE PASSION
(Some groups)

BUSINESS DEMANDS
(Other groups)

- I want Red Hatters to use open source tools, even if the tool takes longer to learn or is a bit more time-consuming to use today. If we all file bugs and feature requests, the tool will get better.

- I want Red Hat to implement open source tools before they're enterprise-ready, to help open source vendors and projects be successful.

- "This is what we must do to remain the open source leader."

- I care about open source, but I'm expected to hit the ground running from my first day. I truly don't have time to learn a new tool that takes longer, plus file improvement requests.

- I care about open source, but it needs to be enterprise-ready. I have to keep everything running to support our business.

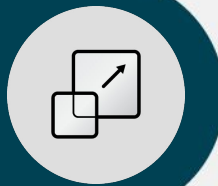- "This is what we must do to remain the open source leader."

see "Data sources" in Appendix

redhat.

KEY AREAS OF CONCERN

What we've heard*

Transparency
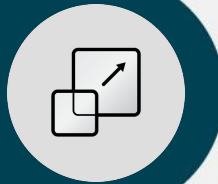
Freedom

Collaboration

Infrastructure

see "Data sources" in Appendix

redhat.

TRANSPARENCY

Continue to openly share information that contributes to the work of others

ESPECIALLY...

When your actions impact me or things I care about

When you're my manager or a senior leader

TRANSPARENCY IS NOT...

Waiting until the decisions are already made

Telling us that you didn't look for an open source solution*

Products and Technologies team

COMMENTS ABOUT TRANSPARENCY WERE CLOSELY LINKED TO...

- Trust
- Respect

- Accountability
- Collaboration

- Whether an associate recommends Red Hat

redhat.

COLLABORATION

Continue to engage multiple sources to generate the optimal solution

ESPECIALLY...

Supporting each other as a
team and a community

Being a diverse, inclusive
meritocracy where great ideas
are valued

COLLABORATION IS NOT...

Failing to make decisions

Perpetuating endless debates

"Terminal niceness"
(productive friction is good)

COMMENTS ABOUT COLLABORATION WERE CLOSELY LINKED TO...

- Meritocracy
- Inclusion
- Ability to make a difference
- Open communication

redhat.

FREEDOM

Continue to give the opportunity to make my own choices and share my views

ESPECIALLY...

Autonomy over my work,
and how and where I work
(location, tools, projects, attire)

Not being forced to use
proprietary technology*

* Products and Technologies team

FREEDOM IS NOT...

Unwritten or unclear
guidelines, policies, processes

Creating inequities

Losing passion for open source

Open source at all cost

COMMENTS ABOUT FREEDOM WERE CLOSELY LINKED TO...

- Trust
- Respect

- Accountability
- Meaning + Purpose

- Passion
- Execution

redhat.

INFRASTRUCTURE

Start building better systems, tools, processes, policies, and guidelines

ESPECIALLY...

When systems and tools make it harder to get our work done

When inefficient, manual processes drain our energy and passion*

* Corporate teams

INFRASTRUCTURE IS NOT...

Mindless bureaucracy

Adding "big company" processes without discussion, input, and explanation

Raleigh / US-centric decisions*

* Teams not based in Raleigh or the US

COMMENTS ABOUT INFRASTRUCTURE WERE CLOSELY LINKED TO...

- Freedom
- Autonomy

- Agility
- Fairness

- Well-being
- Execution

redhat.

[REFINED*] FOCUS AREAS

Our hypotheses for where to focus as an organization

CONTINUE

Reinforcing and living Red Hat values and Red Hat Multiplier leadership behaviors
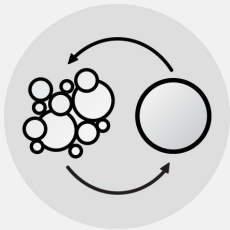- Key focus areas: Inclusive meritocracy and cross-functional collaboration

STOP (RESOLVE)

The endless debate over what technologies Red Hatters use
- Publish a position on the internal use of open source and proprietary tools--one that respects our open source roots and our business realities

START

Creating clear, mature, scalable processes and procedures that make our jobs easier and Red Hat successful, with flexibility for exceptions where justified and possible
- Use our Open Decision Framework, values, and leadership behaviors

see "Reactions to hypotheses" in Appendix

redhat.

APPENDIX

DATA SOURCES

Cross-linked related themes and dug into comments:

Red Hat Associate Survey (2016 results)

- Specifically, key drivers to "recommending Red Hat" and "recommending my department" were analyzed

"Scaling our culture for the future" online discussions

- Associate responses from Mojo and memo-list were categorized and tallied by multiple raters

Exit survey data

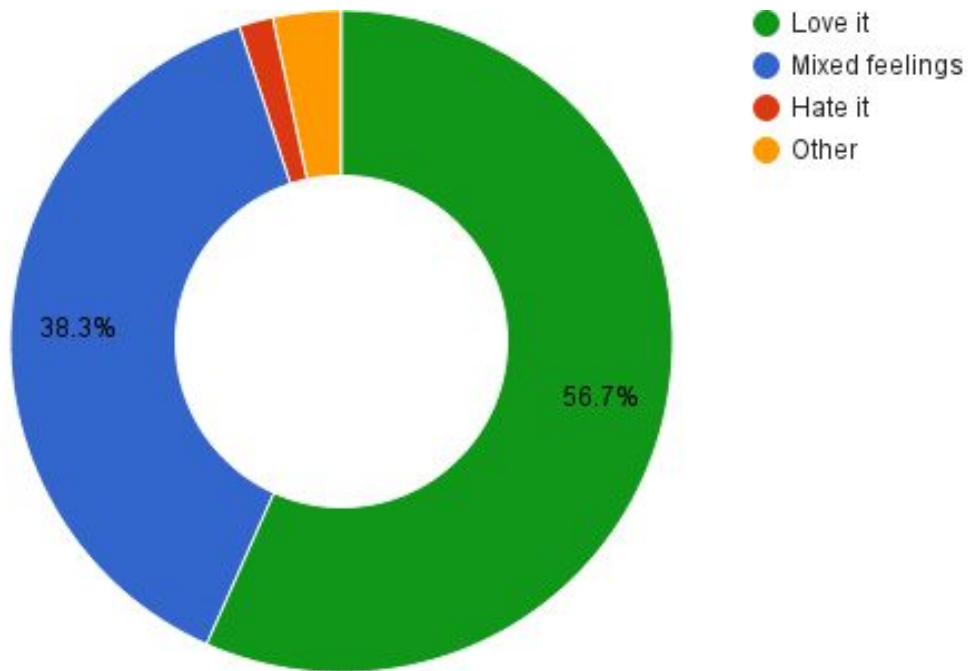- Top culture pros and cons from those leaving Red Hat

Scaling our culture live discussions

- Responses from 30+ associate-led group discussions were categorized and tallied

redhat.

REACTIONS TO DATA + HYPOTHESES

- 360+ Red Hatters viewed the slides
- 60+ responded to poll

What do you think about the data and hypotheses?

Legend:
- Love it
- Mixed feelings
- Hate it
- Other

38.3%

56.7%

REACTIONS TO DATA + HYPOTHESES

Key themes

"Love it" responses

- Strong support and recognition for the tension between individual freedom and shared cost/complexity
- Support for creating an official position on open source

"Mixed feelings" responses

- Uncertainty about how we would use a position on open source

  - Would it be used to stifle healthy debate? Would people be accountable for using it? Would people it to justify bad decisions?

- Do more to quantify negative sentiment

  - Some felt we over-value negative sentiment ("the vocal minority"); others felt we under-value it ("the brave few").

- Ensure all voices are heard and included in decisions

redhat.

REACTIONS TO HYPOTHESES

Details and conclusions

#1 - Continue reinforcing and living Red Hat values and Red Hat Multiplier leadership behaviors. Key focus areas: inclusive meritocracy, cross-functional collaboration

- Lots of associate support. Little conversation, just "Yes, go do it."

#2 - Stop (Resolve) the endless debate over what technologies Red Hatters use. Publish a position on the internal use of open source and proprietary tools--one that respects our open source roots and our business realities.

- A mix of support and uncertainty from associates. Some strongly supportive. Others said, "I need to see the position to know for sure..." (Some fear this is a way to stifle discussion via top-down mandate.)

- **Conclusion**: Proceed... and get lots of input. What's in it, how we develop it, and how we use it are all important considerations.

redhat.

REACTIONS TO HYPOTHESES

Details and conclusions

#3 - Start creating clear, mature, scalable processes and procedures that make our jobs easier and Red Hat successful, with flexibility for exceptions where justified and possible. Use our Open Decision Framework, values, and leadership behaviors.

- Heard mostly agreement on the "why" and the "how." Some concerns about the "what" -- there's a genuine fear that we will implement won't have the necessarily flexibility, and we will lose things that make Red Hat special.

- **Conclusion**: Proceed in a thoughtful and open manner. Release early and release often. Check in with associates and teams to see how we're doing. Make adjustments as needed.

NEXT STEPS: Cross-functional working groups and project plans.

redhat.