

Co-creating a vision in the open with 5000+ people

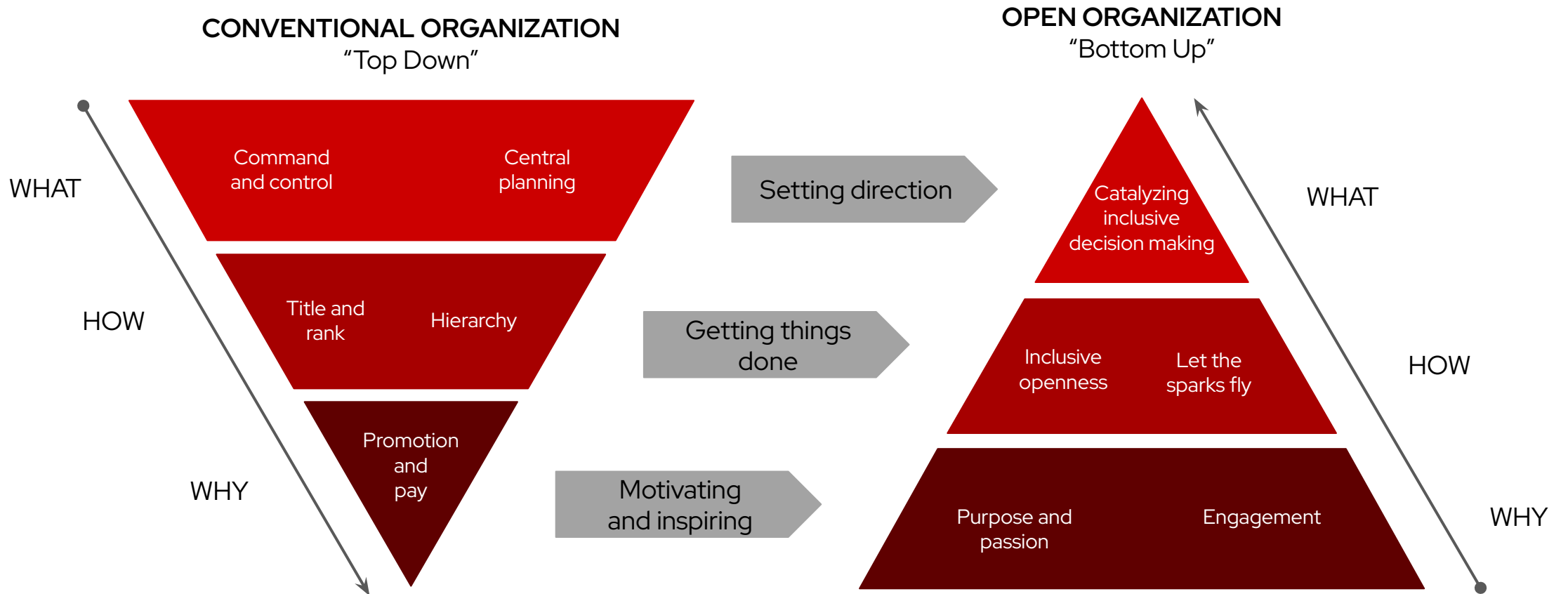
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Principal agile practitioner



PASSION LED US HERE

Set a direction

Invert the pyramid



Background

Or The beginning of our problem statement



- ▶ 5000+ Associates working on our core products
- ▶ Pockets of Continuous Improvement happening
- ▶ Demand from customers for faster releases at the same quality
- ▶ A challenge to have a coordinated view of our Products Portfolio

The ODF Application: A 4 Phase Approach

Overview

What it is

- ▶ A flexible, open approach to making business decisions and leading projects

When to use it

For decisions and projects that are likely to:

- ▶ impact our culture or
- ▶ affect associates beyond your immediate team

How to use it

- ▶ Build steps from the Open Decision Framework into your project plan or decision-making process



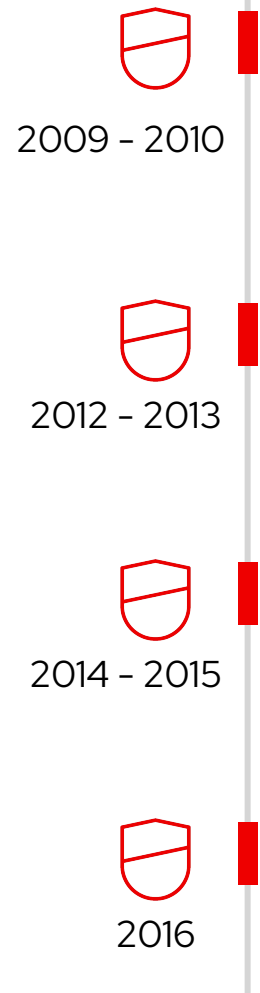
2009 - 2010

Based on principles practiced by open source communities
Developed by Red Hat People team based on research by Duke
University's Fuqua School of Business, Diana Martin, and
additional community resources

Why the framework exists

A collection of proven practices that:

- ▶ Drive better alignment between business decisions and our company strategy, goals, culture, values, and mission
- ▶ Demonstrate “what good looks like” in decision-making and communication
- ▶ Offer consistent guidance for teams and leaders on Red Hat cultural expectations, balancing transparency and confidentiality
- ▶ Improve associate engagement, signal-to-noise ratio on memo-list

- 
- 2009 - 2010
- Based on principles practiced by open source communities
 - Developed by Red Hat People team based on research by Duke University's Fuqua School of Business, Diana Martin, and additional community resources
- 2012 - 2013
- Grew from People team to PMO
 - Project Management Office's effort to create an open project management methodology
- 2014 - 2015
- Tested and used internally
 - By PMO, IT and Engineering, example Google Calendar bridge working group.
- 2016
- Published on GitHub
 - Using [Creative Commons Attribution ShareAlike 4.0 International](#) (CC BY-SA 4.0)

What is an open decision?



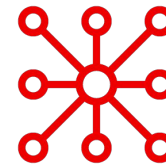
Transparent

Explain who is making the decision, what problems you're trying to solve, the requirements and constraints involved, and the process you will follow.



Inclusive

Engage others for feedback and collaborate throughout the decision-making process.
Seek out diverse perspectives, including potential detractors.



Customer-centric

Think of people as customers with competing needs and priorities.
When a decision will help some customers, but disappoint others, manage relationships and expectations while getting stuff done.

Open decisions are made using open source principles

Open exchange

Transparency with customers and stakeholders

Release early & often

Adapt iteratively, a key agile principle

Participation

Involves those most impacted by the change
Ideas can come from any part of the organization

Community

Builds trust and respect, through collaboration

How open source principles lead to better decisions

PRINCIPLES

- ▶ Open exchange
- ▶ Participation
- ▶ Release early + often
- ▶ Community

PRACTICES

- ▶ Transparency with internal customers and other stakeholders
- ▶ Customer involvement
- ▶ Gain feedback and adapt iterative changes
- ▶ Ideation with customers
- ▶ Build trust and respect via collaboration

OUTCOMES

- ▶ Customer buy-in
- ▶ Stronger and faster adoption
- ▶ Best ideas win
- ▶ Fewer bugs, issues, and unanticipated impacts
- ▶ Higher associate engagement
- ▶ Decisions aligned to strategy and culture

You can't please everyone

But when you make open decisions, people feel ...

- ▶ I understand why the decision was made and how it aligns to our strategy, goals, and mission.
- ▶ There was visibility to the business requirements, research, and evaluation criteria.
- ▶ The decision-making process was inclusive and transparent.
- ▶ Although I wasn't the decision maker, I was able to contribute to the process.
- ▶ I may not agree with the decision, but it's obvious that the decision makers understand our values and culture.
- ▶ I might be disappointed, but I wasn't surprised.
- ▶ My voice was heard and valued.



Concept, Define, Ideate

Lead with transparency.

Define a Problem Statement.

Identify who will contribute and who will sign off.

Build diversity of thought and an inclusive environment.



Plan, Research

Gather input.

Make it easy to participate.

Explain the obvious and publish your research.

Remain open to new information and perspectives.



Design, Develop, Test

Build your community.

Promote open exchange.

Make it safe to voice concerns.

Publish progress in an open place.



Launch, Deploy, Close

Begin with the end in mind.

Show how feedback shaped the decision.

Default to open.

Contribute upstream.

How about that vision
then?

Invited people to drive the decision

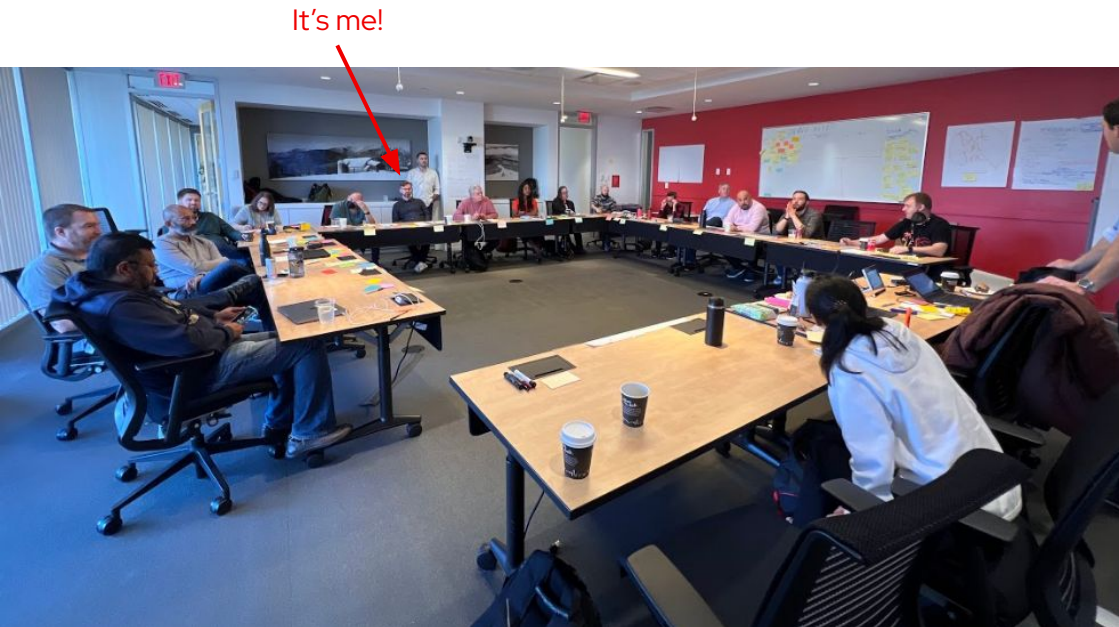


- ▶ Call for volunteers issued
- ▶ 22 people chosen from 100+ volunteers
- ▶ Willing to give 20 hours of their time over a period of 3-4 months
- ▶ Diverse, inclusive group

Remember our Problem Statement?

- ▶ Faster to market
- ▶ Same quality or higher
- ▶ Coordination across product streams
- ▶ Associate wellbeing and avoiding burnout

We gathered to Ideate and bound the ODF



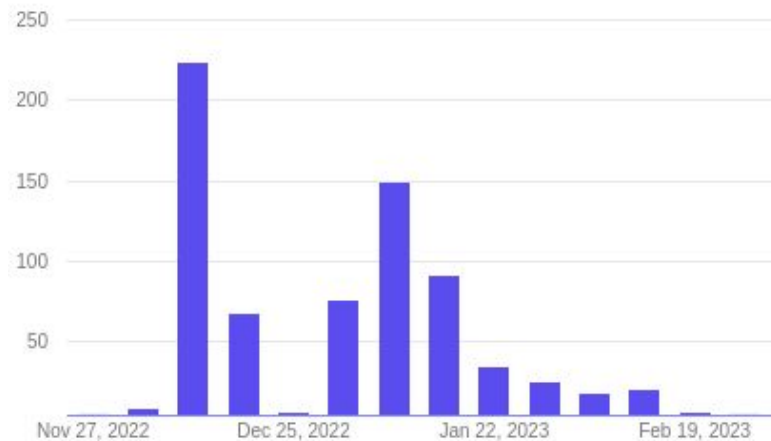
- ▶ Reiterated the problem statement
- ▶ Redefined scope
- ▶ Defined 4 Key Objectives
 - A unifying Continuous Improvement Vision for the entire Organisation
 - A singular view of our products
 - Roles and Responsibilities for this brave new future
 - Training to enable it all

Collaboration

Total 506 unique viewers since Nov 29, 2022 ⓘ



Weekly unique viewers for Nov 30, 2022 - Apr 20, 2023



Vision Statement document v 2.0

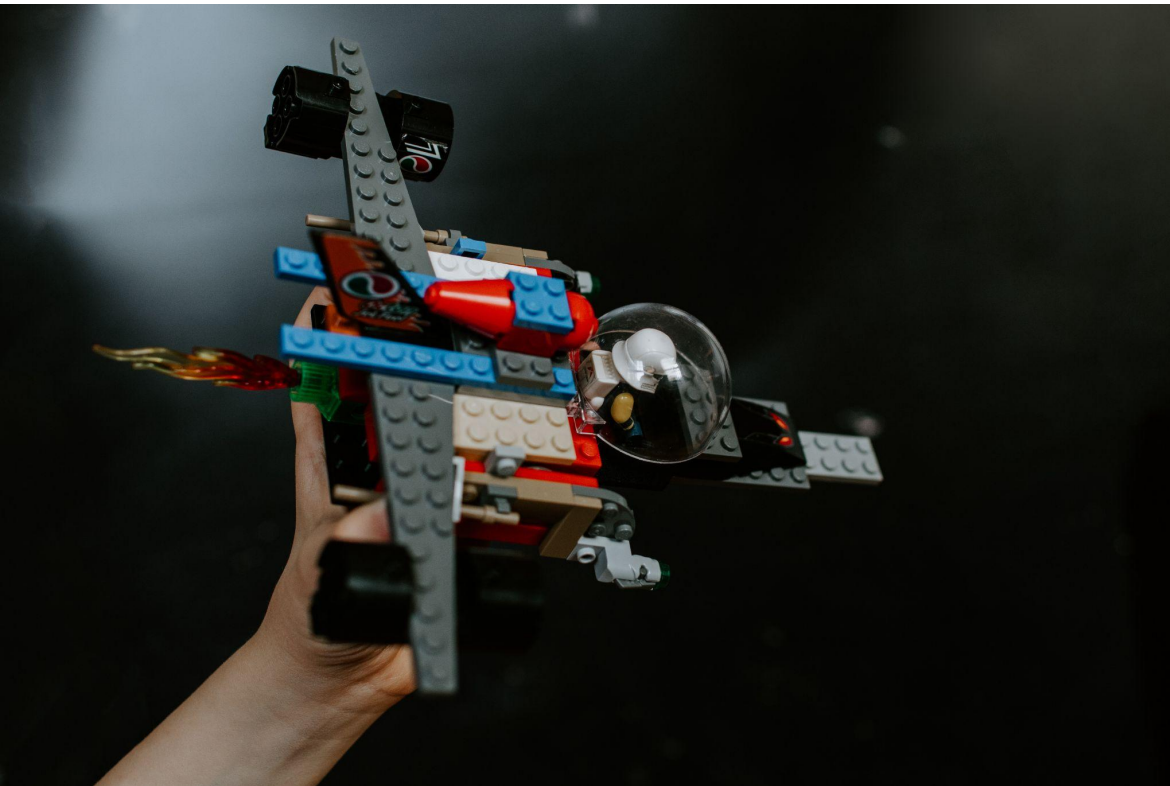
- ▶ Vision Statement v 1.0
 - 22 unique viewers
 - 42 comments, 55 replies
- ▶ Vision Statement v 2.0
 - 502 unique viewers
 - 113 comments, 239 replies
- ▶ Vision Statement v 3.0.1
 - 131 unique viewers
 - 60 comments, 141 replies

Shared, discussed, presented



- ▶ Office hours
- ▶ Engaged 1:1 with those giving deep feedback
- ▶ Went on team calls and leadership calls at all levels
- ▶ Engaged our leadership to provide direct feedback in the documents
- ▶ Moulded a set of outcomes that we could call Version 1.0
 - This will grow and evolve as the action plans get implemented

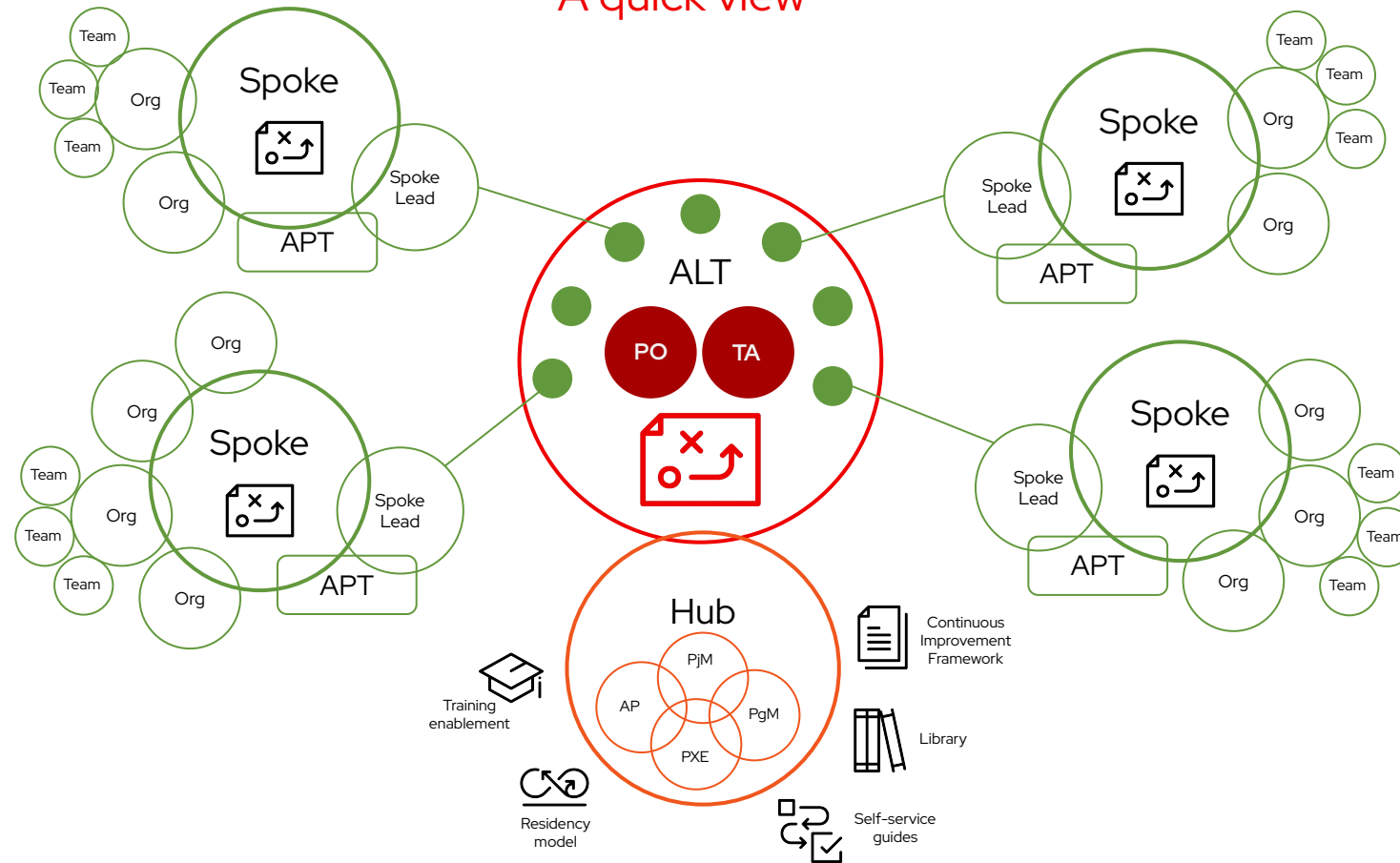
Launch and continuance



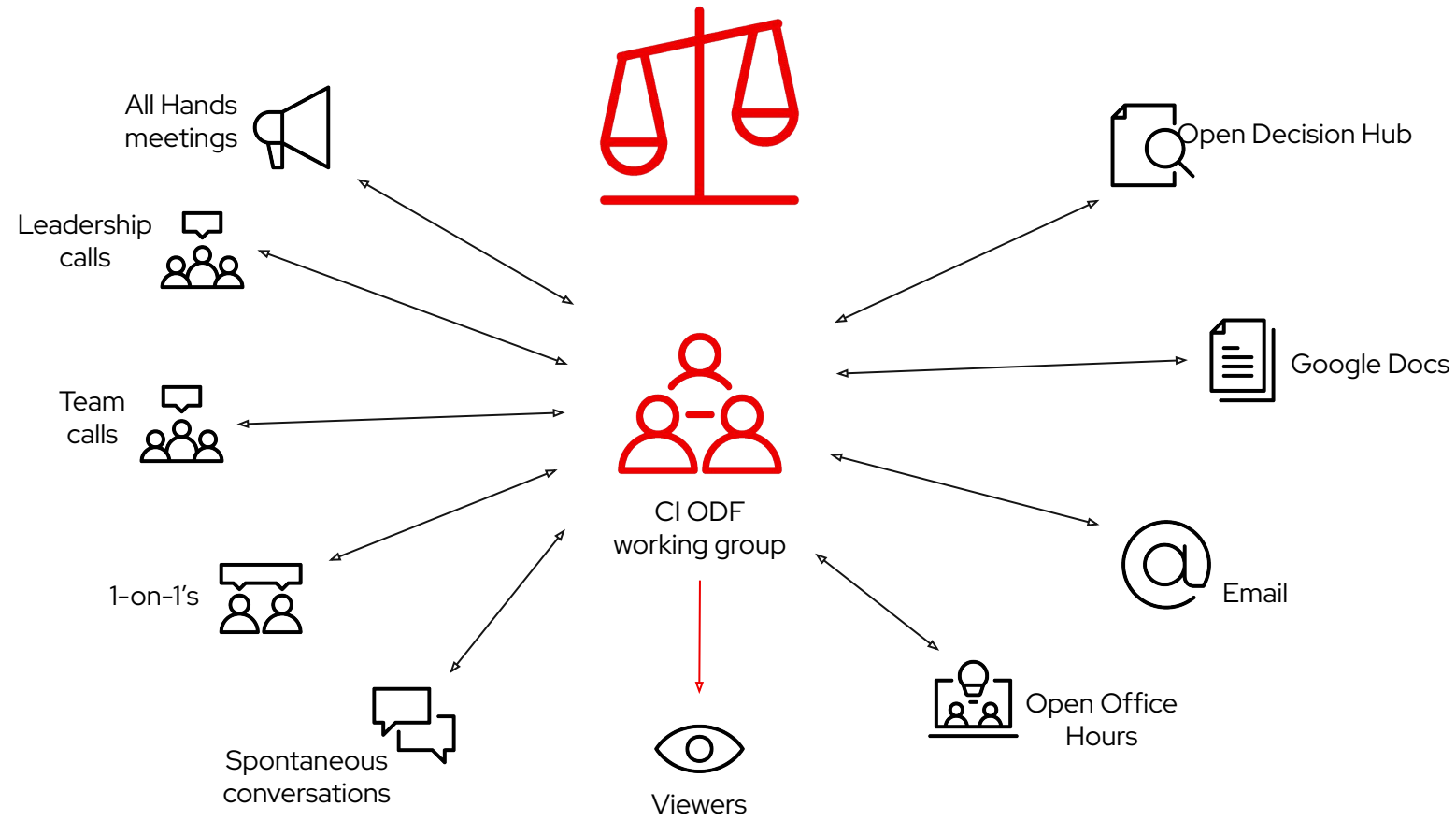
- ▶ Launched on the 10th of February 2023
- ▶ Hub and spoke model for continuance
 - Refine
 - Harden
 - Learn by doing

How did it go?

A quick view



Lower the barriers vs Too many channels



Concluding thoughts

<https://github.com/red-hat-people-team/open-decision-framework>



- ▶ Effective feedback loops
- ▶ Whole organization involvement, everyone inputs to strategy
- ▶ A graduating pathway from Vision to Objectives to Actions

Open Decision Framework

<https://github.com/red-hat-people-team/open-decision-framework>

The screenshot shows the GitHub repository page for 'open-decision-framework'. The repository is public and has 85 watchers, 122 forks, and 792 stars. It is managed by the 'red-hat-people-team'. The repository contains a list of files and folders, including 'badges', 'common-fact-base-template', 'de_DE', 'fr_FR', 'it_IT', 'ko_KR', 'maturity-model', 'pt_BR', '.gitignore', 'CONTRIBUTING.md', 'LICENSE.md', 'ODF-community.md', 'ODF-community.odp', 'ODF-community.pdf', and 'README.md'. The 'README.md' file is selected, showing the title 'Open Decision Framework' and a description: 'A community version of the Open Decision Framework'. The 'Background' section of the README states: 'For the past few years at Red Hat, we've been grappling with the challenges of growing an open organization and sustaining our culture along the way. One tool we've been developing and testing is the Open Decision Framework, a collection of best practices for applying [open source principles](#) to business projects and decisions.'

- ▶ Engage
- ▶ Feedback
- ▶ Contribute
- ▶ Improve

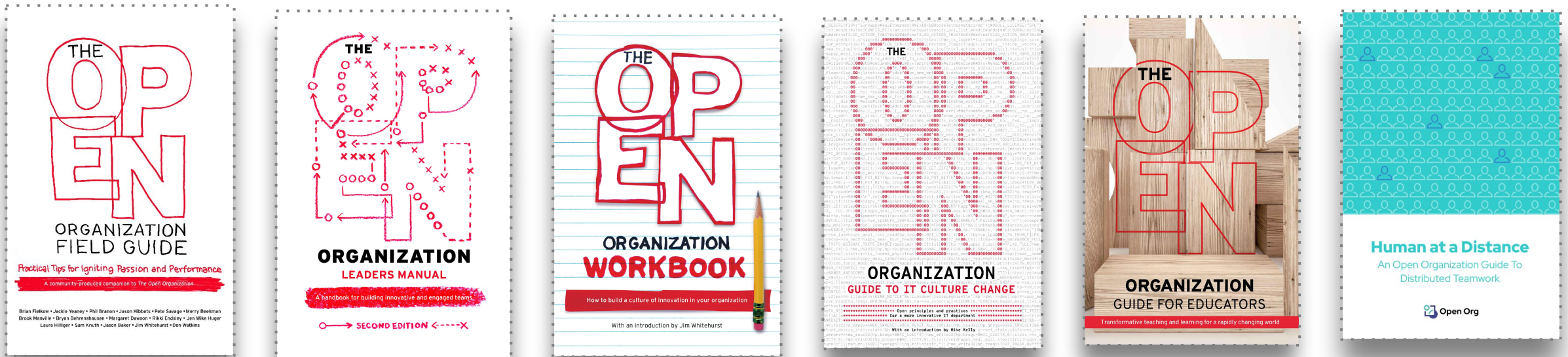
One more thing ...

From book to community



The book series

theopenorganization.org/books



Contributing to the Open Organization community



Something for everyone

- Read and share our work with others
- Connect with the community and ask a question
- Publish your story or interview someone
- Help grow and manage our brand
- Edit a chapter (or write your own)
- Localize a resource
- Test our resources (and help us improve them)
- Share a tool you find useful

Where to find us

- theopenorganization.org—the best place to get started
- theopenorganization.community—our forum
- theopenorganization.tv—our YouTube channel
- github.com/open-organization—the home of ongoing editorial projects
- opensource.com/open-organization—dedicated section of Opensource.com
- [the-open-organization](#)—search for us on LinkedIn

Thank you

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