

# Co-creating engagement

## using the Open Decision Framework

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PASSION LED US HERE



Set a direction



# 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

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# The ODF Application: A 4 Phase Approach

# Overview

## What it is

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

## When to use it

For decisions and projects that are likely to:

- ▶ impact our culture or
- ▶ affect people 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



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- 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
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- 2012 - 2013
- Grew from People team to PMO**
- Project Management Office's effort to create an open project management methodology
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- 2014 - 2015
- Tested and used internally**
- By PMO, IT and Engineering, example Google Calendar bridge working group.
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- 2016
- Published on GitHub**
- Using [Creative Commons Attribution ShareAlike 4.0 International](#) (CC BY-SA 4.0)

# What is an open decision?



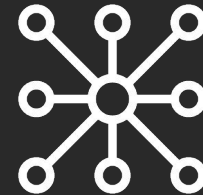
## Transparent

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, stakeholders, and the community

## 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 people
- Build trust and respect via collaboration

## OUTCOMES

- Increased buy-in
- Stronger and faster adoption
- Best ideas win
- Fewer bugs, issues, and unanticipated impacts
- Higher people 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.



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How about that vision  
then?

## Invited people to drive the decision



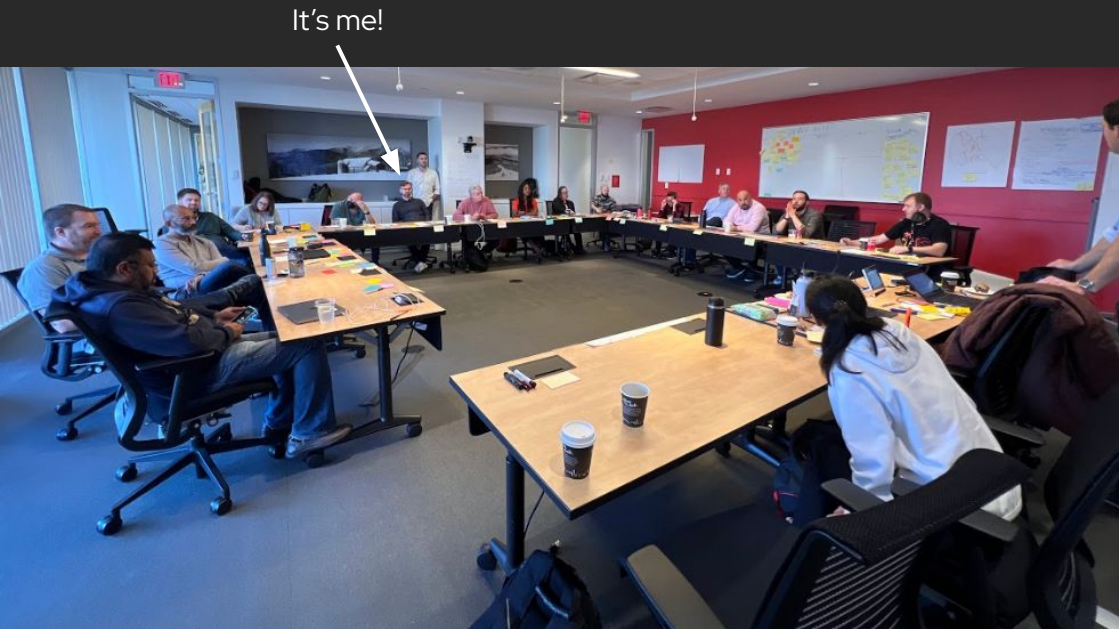
- ▶ Call for volunteers issued
- ▶ 22 people chosen from 100+ volunteers
- ▶ Willing to give 20 hours of their time over a period of 3-4 months
- ▶ Diverse, inclusive group

## Remember our Problem Statement?

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

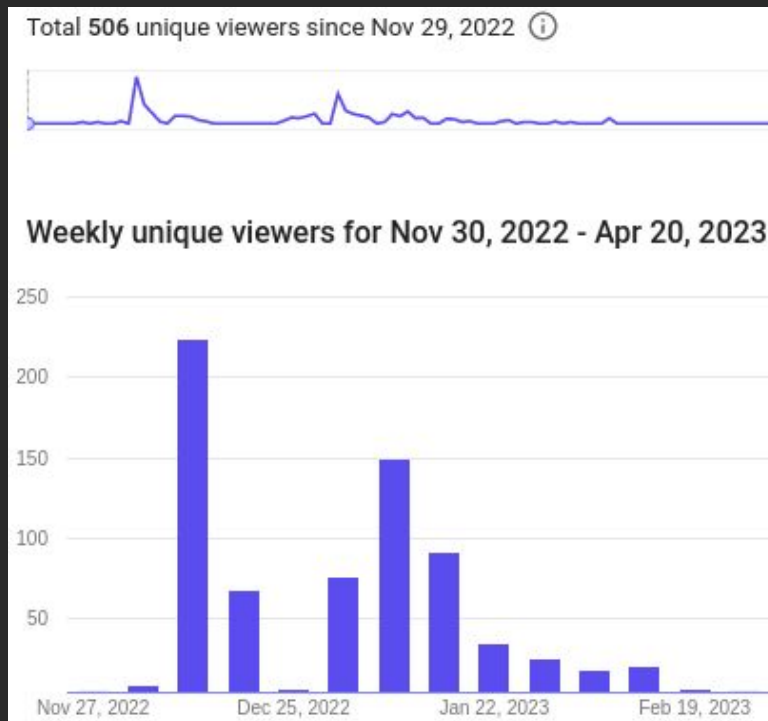


## We gathered to Ideate and bound the ODF



- ▶ 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



Vision Statement document v 2.0

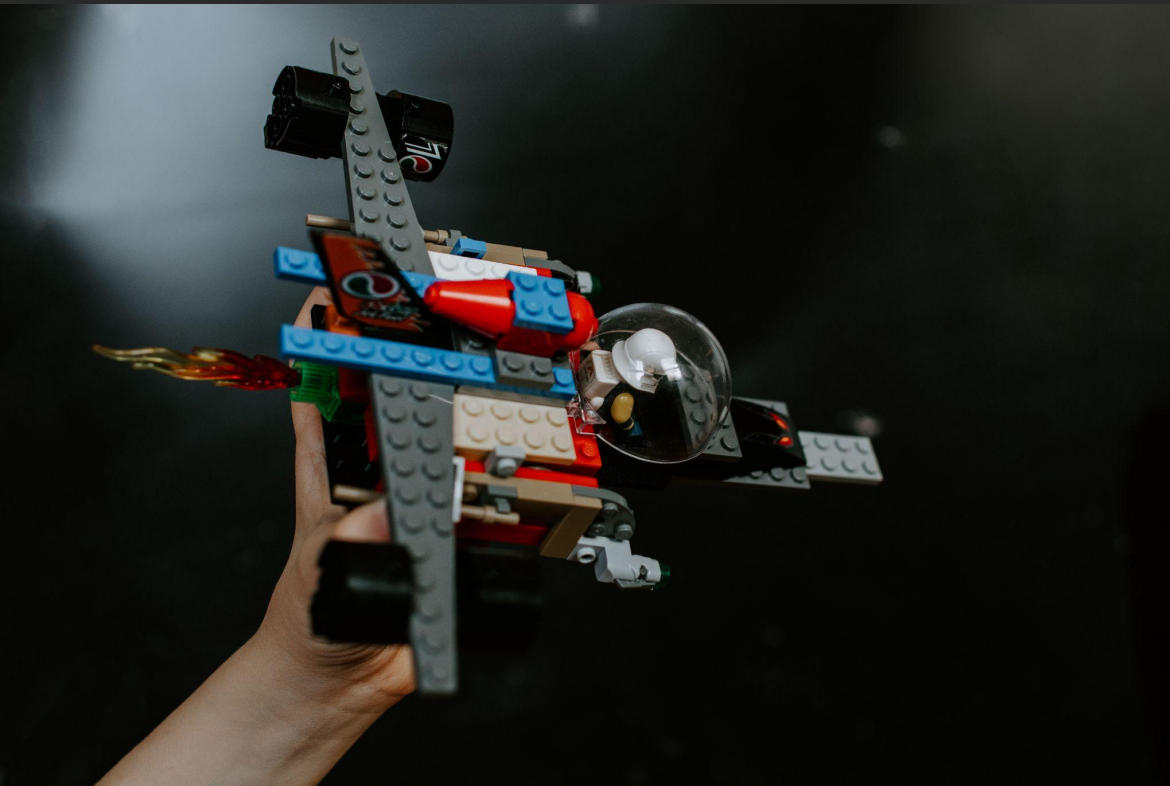
- ▶ Vision Statement v 1.0
  - 22 unique viewers
  - 42 comments, 55 replies
- ▶ Vision Statement v 2.0
  - 502 unique viewers
  - 113 comments, 239 replies
- ▶ Vision Statement v 3.0.1
  - 131 unique viewers
  - 60 comments, 141 replies

## 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

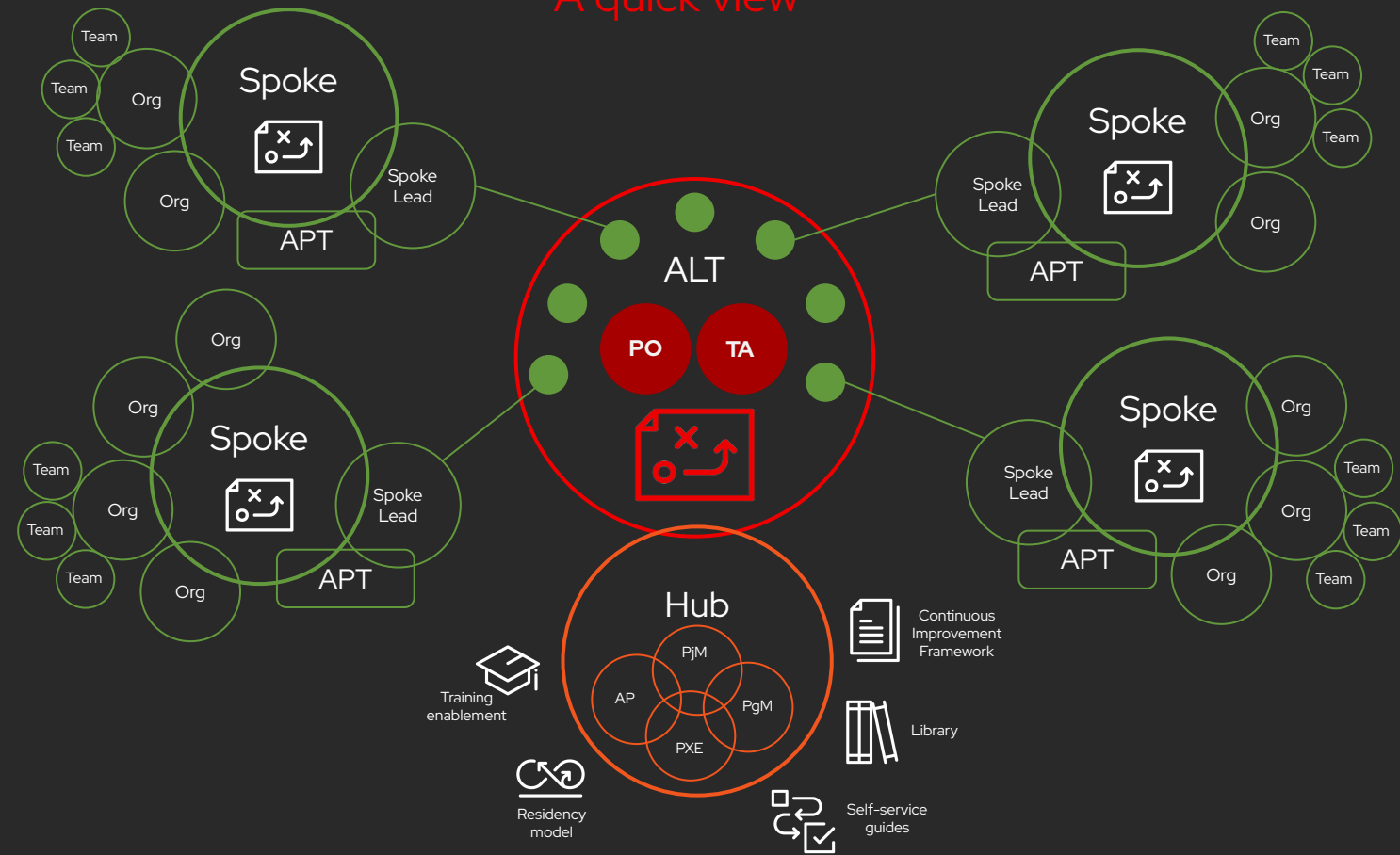
# Launch and continuance



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

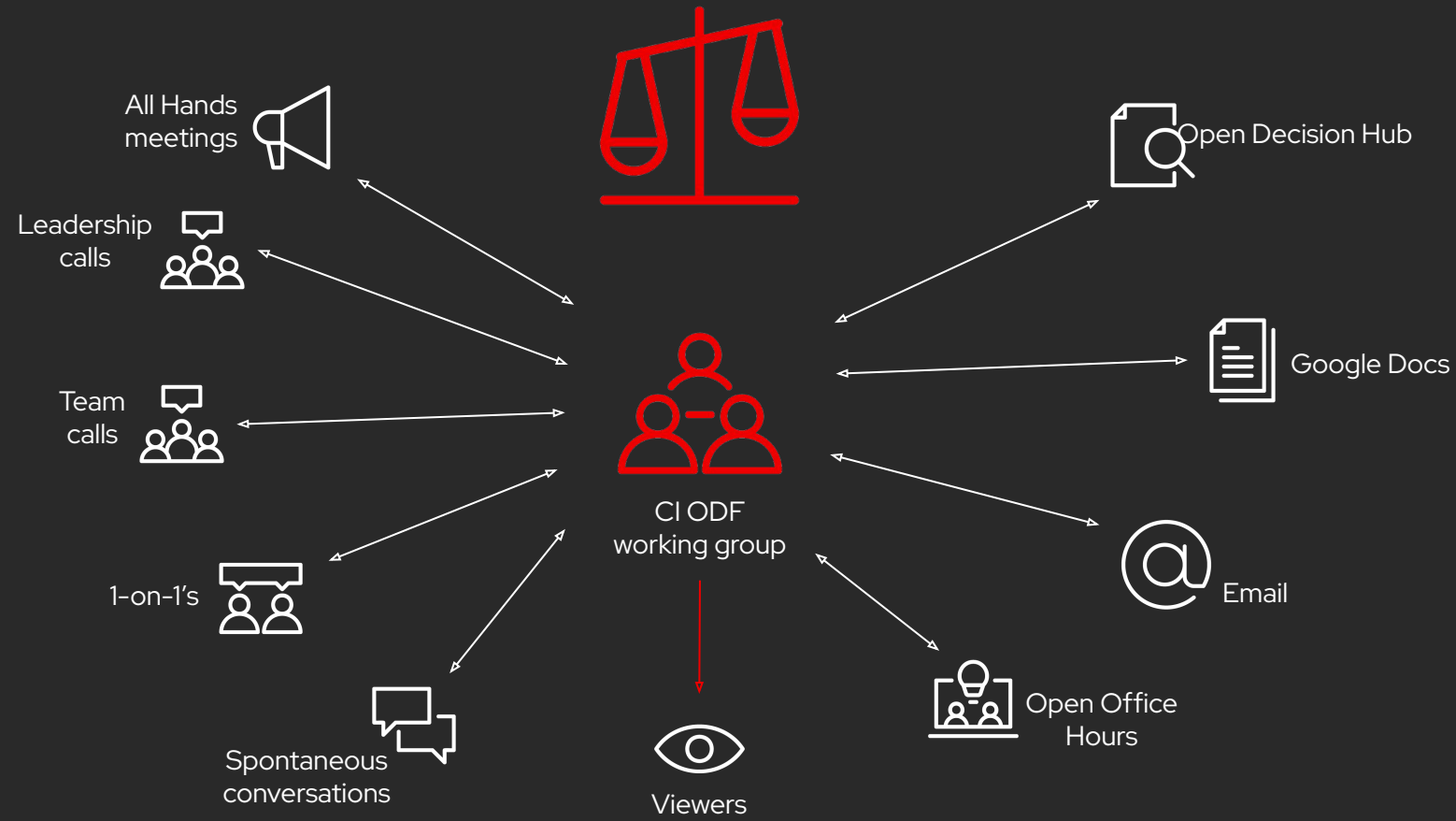
# How did it go?

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

Get involved!

# 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' and has 1 branch and 2 tags. 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 the subtitle 'A community version of the Open Decision Framework'. The 'Background' section describes the project's purpose: '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



## Give feedback to Jimmy

Scan this QR code



Or go to

<https://talk.ac/jimmy>

and enter this code when prompted

FN24

Powered By 

# Thank you

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<https://www.hellotux.com/>



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