

# open collaboration

Open Education Day 2022 • Workshop Open Collaboration • Berne, May 14, 2022

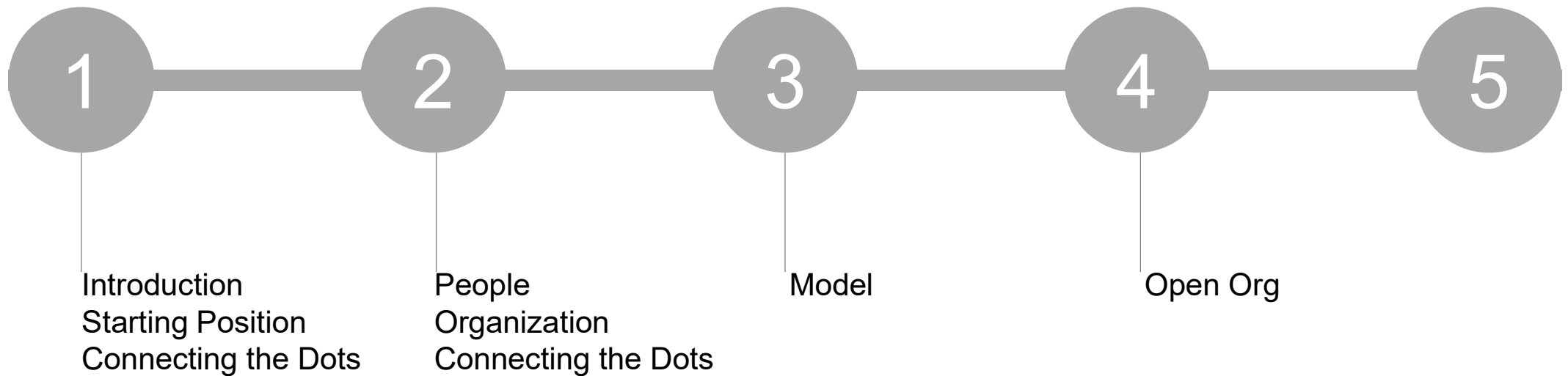
Thomas A. Bryner  
Red Hat Switzerland  
tbryner@redhat.com

Ameya Khare  
Red Hat Switzerland  
akhare@redhat.com

# who is who

...and why the heck are you here?

# how this workshop is organized



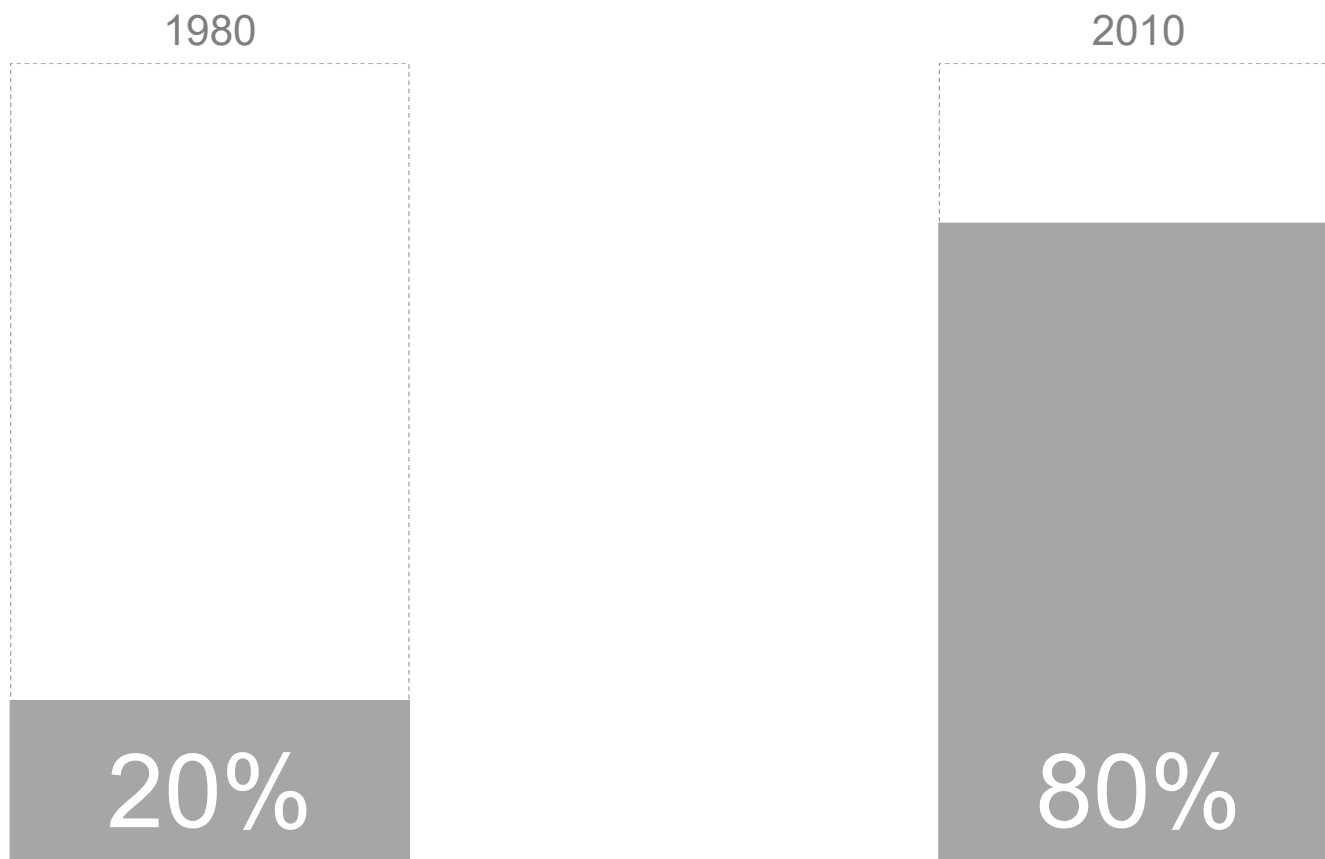
# what to expect

What this is about:

- The nature of (open) collaboration.
- Not about technology... unless forced to.
- No science lecture but research based.
- Not exhaustive but pragmatic.
- Connecting dots to help you navigate your collaborative experience.

Some logistics and hygiene:

- When you have a question – ask, don't wait.
- This is a workshop.







Introduction  
Starting Position  
Connecting the Dots

# official definition of collaboration

“ ...

**Collaboration** (from Latin *com-* "with" + *laborare* "to labor", "to work") is the process of two or more people, entities or organizations working together to complete a task or achieve a goal.<sup>[1]</sup> Collaboration is similar to cooperation. Most collaboration requires leadership.<sup>[vague]</sup> although the form of leadership can be social within a decentralized and egalitarian group.<sup>[2]</sup> Teams that work collaboratively often access greater resources, recognition and rewards when facing competition for finite resources.<sup>[3]</sup>

Structured methods of collaboration encourage introspection of behavior and communication.<sup>[2]</sup> Such methods aim to increase the success of teams as they engage in collaborative problem-solving. Collaboration is present in opposing goals exhibiting the notion of adversarial collaboration, though this is not a common use of the term.

**In its applied sense, "(a) collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome."**<sup>[4]</sup>

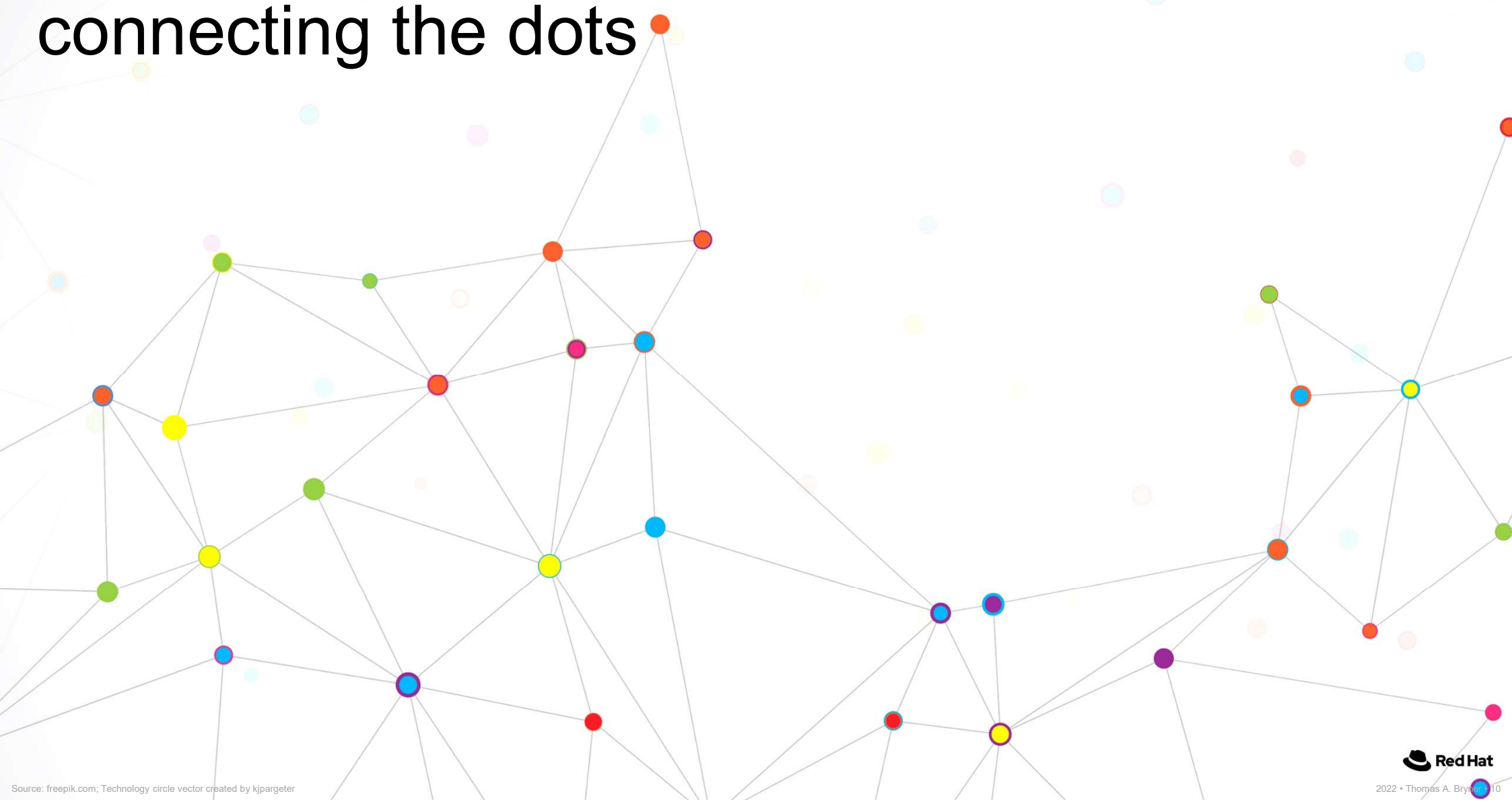
...”

\_ Wikipedia.org





# connecting the dots

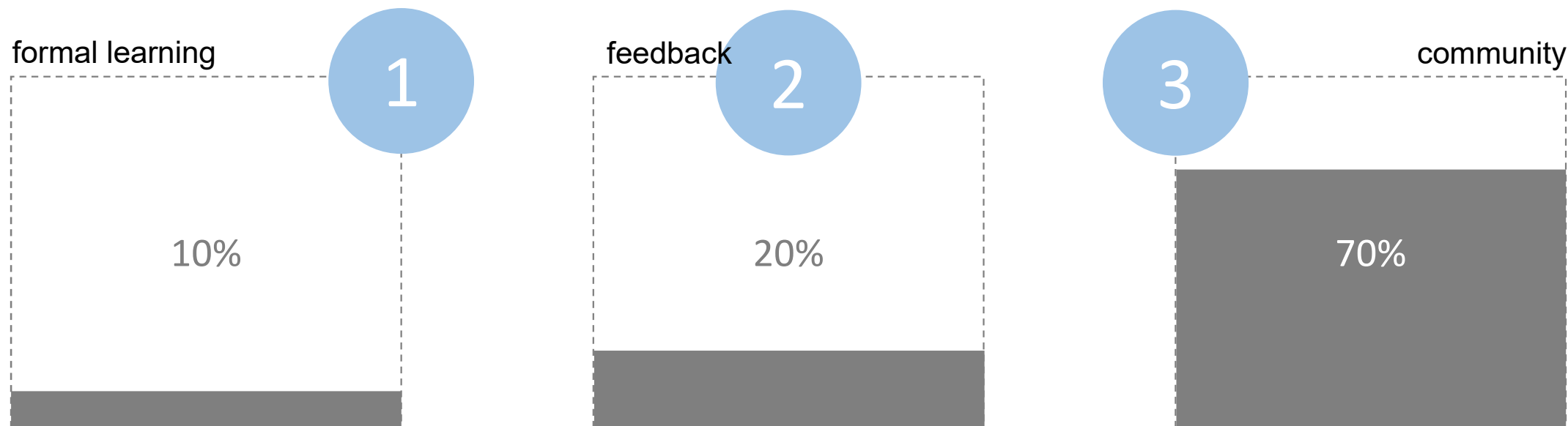




People  
Organization  
Connecting the Dots

# the learning impact

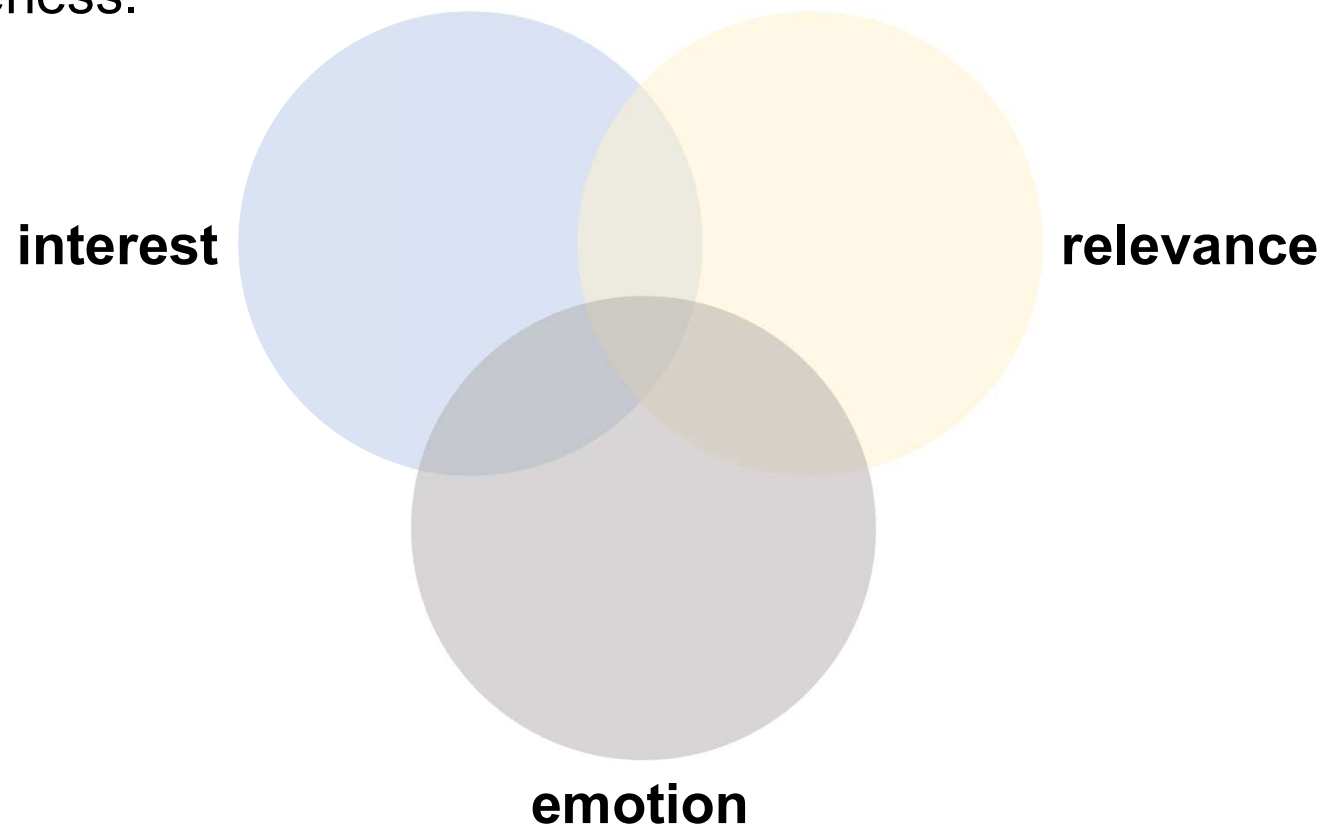
Research suggests that learning occurs only at about 10% in formal ways, i.e. class room, teacher/trainer, e-learning etc. situations. About 20% of “human learning” is based on feedback – and the majority of our learning experience is when “we talk with our peers”: community and peer-based learning.



In this aspect you can also refer to the expert dilemma: while most businesses offer trainings of different flavors the expert-level opportunities are scarce. Since experts are few in numbers and learning occurs mostly when discussing and exchanging one’s experience and results, thoughts etc. with peers the development gap becomes apparent.

# impact the learning!

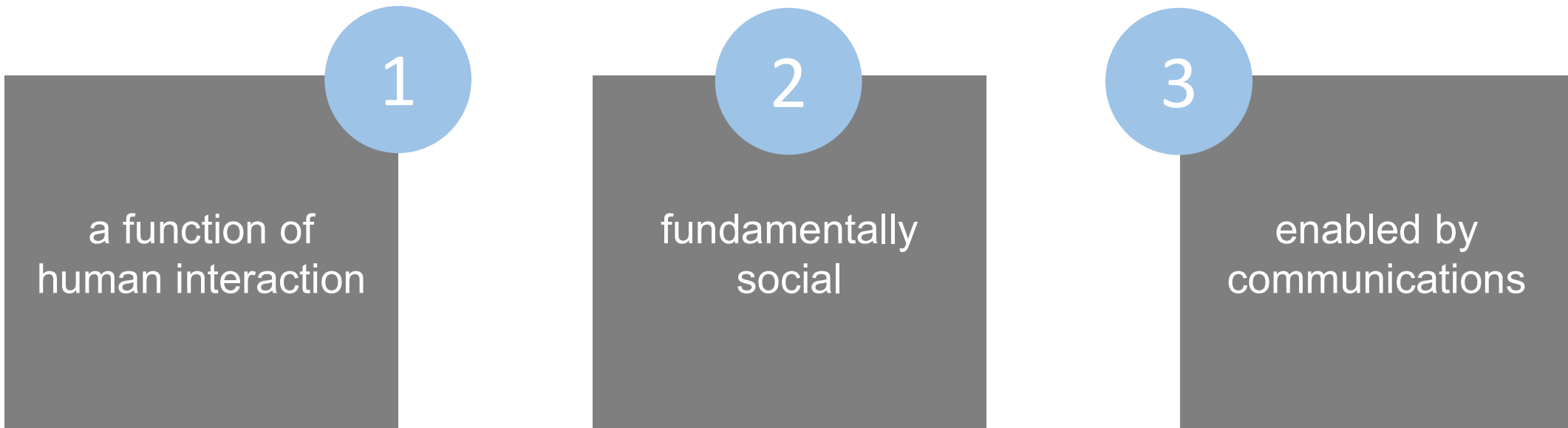
Eric Kandel<sup>1</sup> outlined, as part of his Noble Prize awarded research about how the efficiency of synapses can be modified, what factors most for human long-term memory effectiveness.



<sup>1</sup> <https://www.nobelprize.org/prizes/medicine/2000/press-release/>

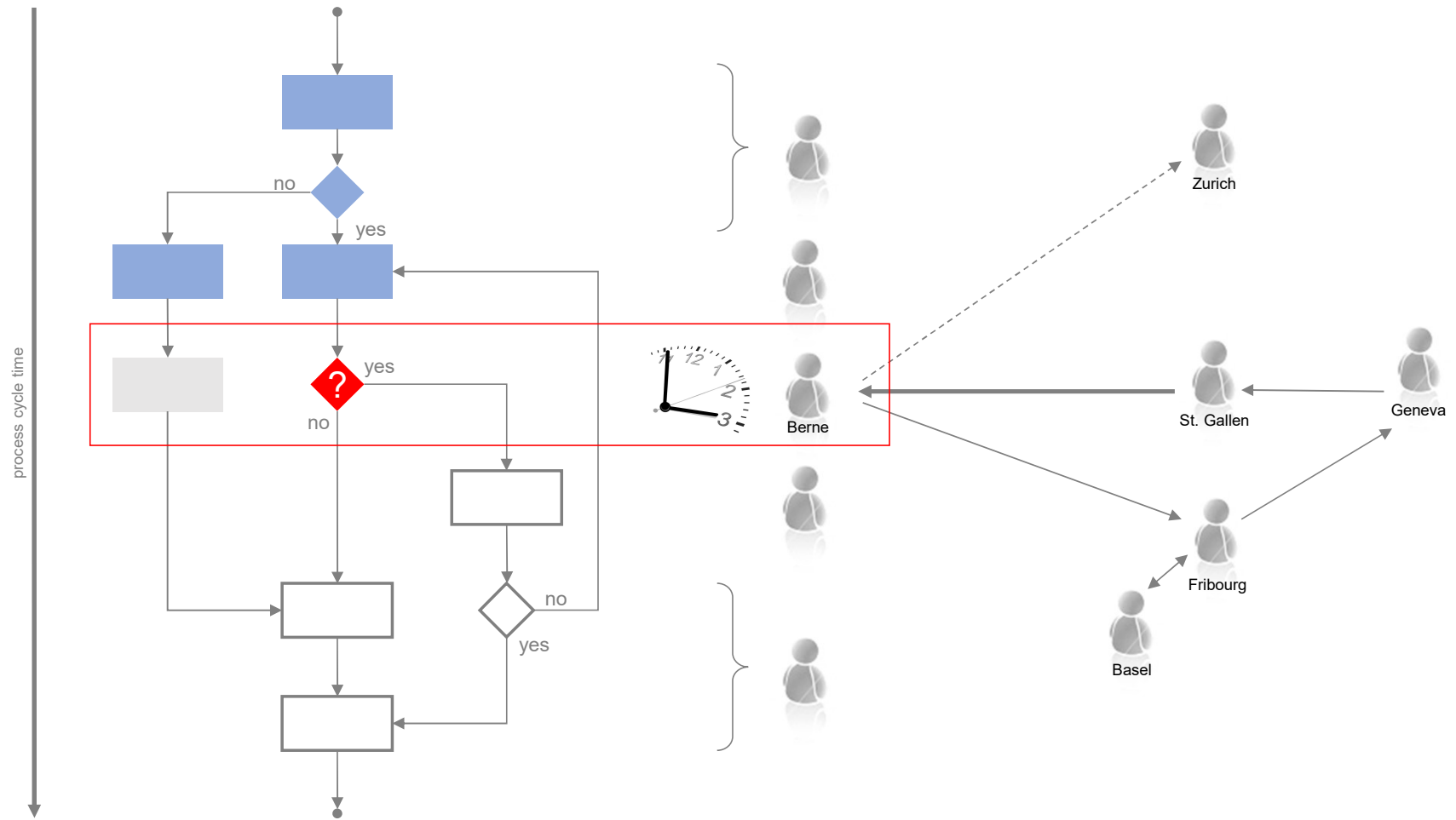
# collaboration

is three things:



Collaboration is one of the two major value creation drivers in any organization. The other one is transactions based on processes and systems.

# why do we collaborate?





# loose ends are pain points



the people you know... or not



your potential & interest



what you know



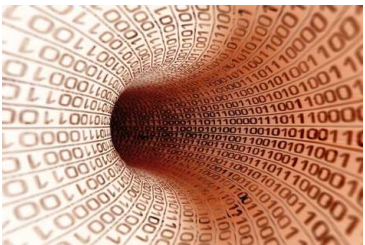
your experience



YOU



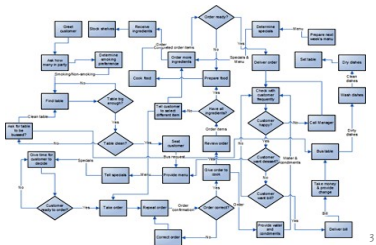
the skills you have



all this (big) data you have



the organization you live in

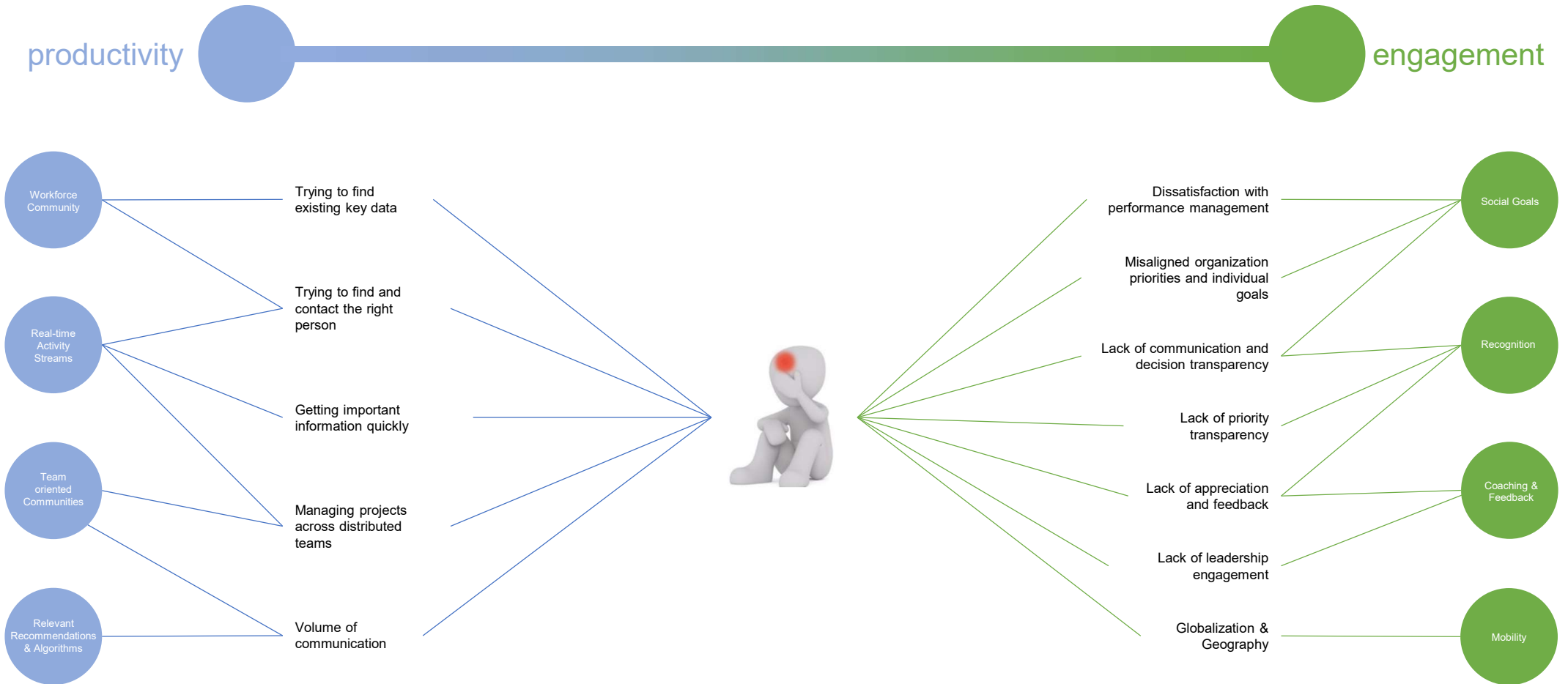


the processes you run

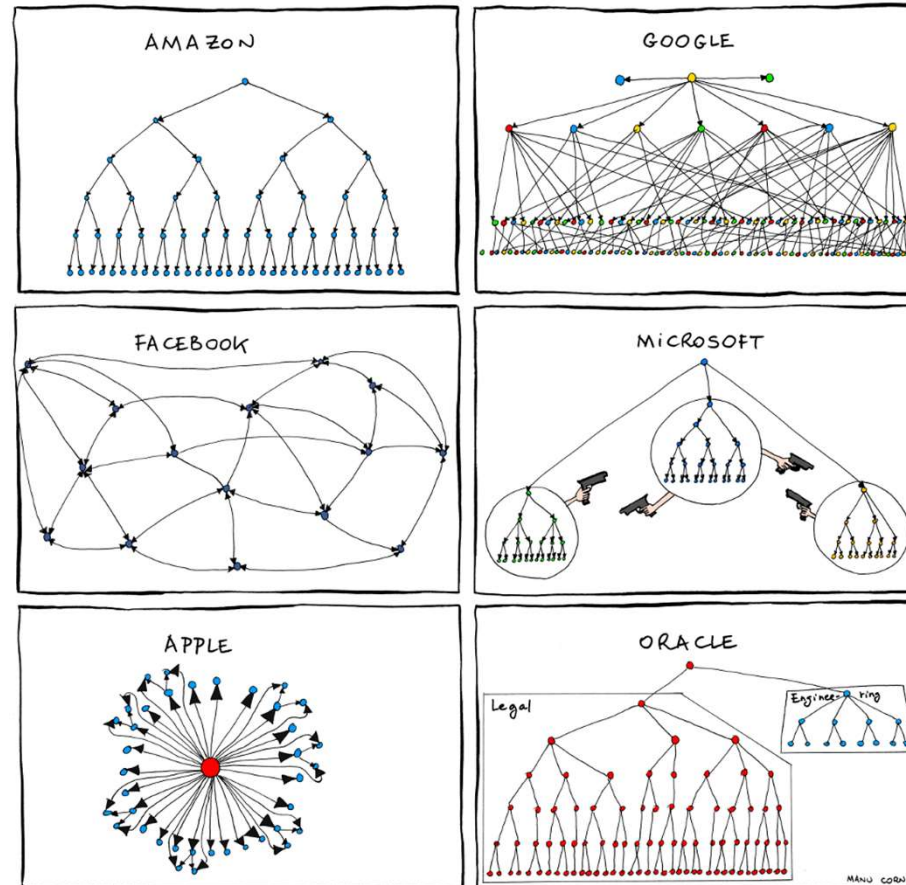
Pictures: 1) greenbookblog.org (inverted), 2) sandiego.ncsy.org, 3) itsmwatch.com, 4) lionnelweb.com, 5) youngstapreneur.com, 6) scienceonline.com, 7) wertefabrik.wordpress.com, 8) go4blog.ch; 123rf.com



# pain points beyond loose ends



# communication

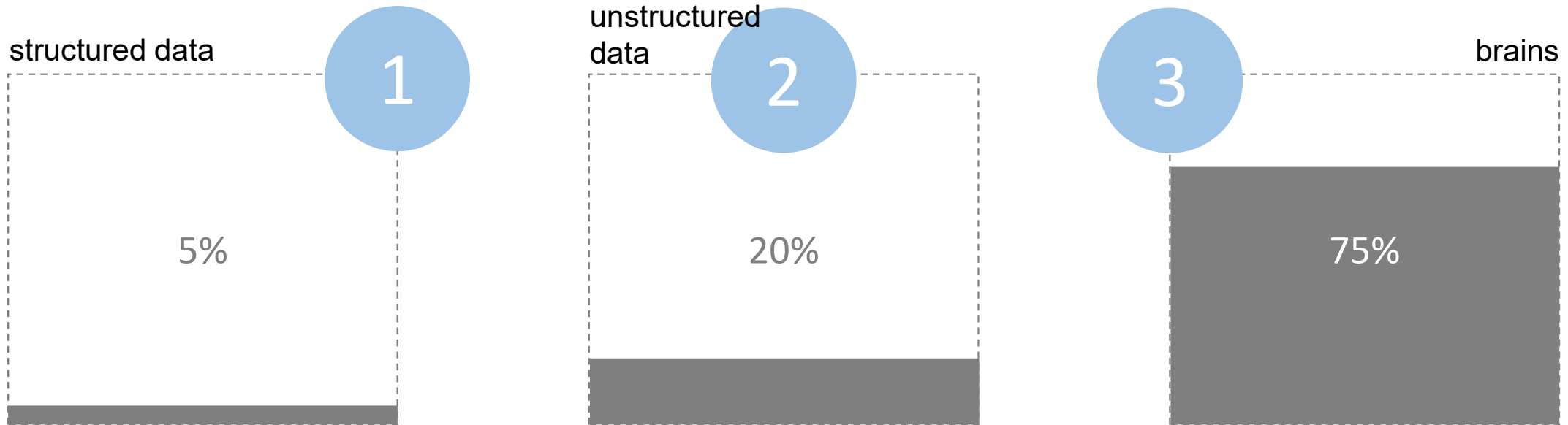


knowledge

cannot be  
managed!

(pssst... but shared!)

# where corporate knowledge is



# unleashing knowledge

**Visualize the people fabric  
to enable tapping brains.**

# culture [map]

FIGURE 2.1. ANGLO-DUTCH TRANSLATION GUIDE

What the British say	What the British mean	What the Dutch understand
With all due respect...	I think you are wrong.	He is listening to me.
Perhaps you would think about...I would suggest...	This is an order. Do it or be prepared to justify yourself.	Think about this idea and do it if you like.
Oh, by the way...	The following criticism is the purpose of this discussion.	This is not very important.
I was a bit disappointed that...	I am very upset and angry that...	It doesn't really matter.
Very interesting...	I don't like it.	He is impressed.
Could you consider some other options?	Your idea is not a good one.	He has not yet decided.
Please think about that some more.	It's a bad idea. Don't do it.	It's a good idea. Keep developing it.
I'm sure it's my fault.	It's not my fault.	It's his fault.
That is an original point of view.	Your idea is stupid.	He likes my idea!

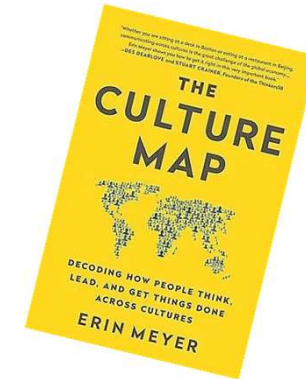
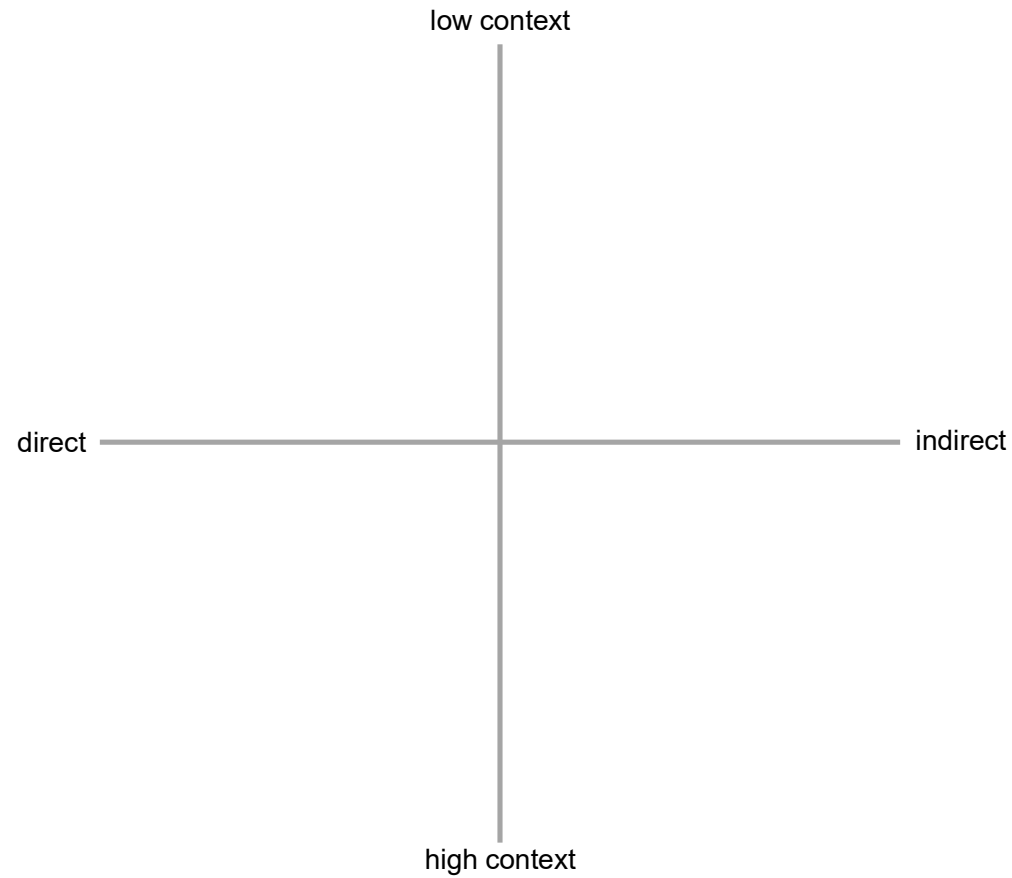


IMAGE: COURTESY OF NANETTE RIPMEESTER

# culture [map]

Effective collaboration mandates that cultural socialization is considered.



Example: Feedback

# labor – a contractual commodity?

There is a considerable level of debate in the public internet and amongst research organizations whether human labor can be seen a commodity (“just an asset”).

The International Labor Organization’s [ILO] founding documents clearly state “no”. However, if looked at under the principles of economics, there are reasons to judge otherwise, too.

From a collaboration perspective, the implications are important:

- Bermuda triangle: Salary                      market-level, rises, salary bands, ...
- Bermuda triangle: Appreciation            performance reviews, promotion, development, benefits, expense...

The question is, how is this being lived up and what is the perception?



# engagement

**52%**

said it hurt financial performance

**43%**

reported a negative impact on the EX

**35%**

experienced a decline in employee productivity

**37%**

said it negatively shifted organizational culture

**40%**

reported a negative impact on employee engagement

**50%**

said it had a negative impact on employee wellbeing

# engagement

## What is sustainable employee engagement and why is it important?



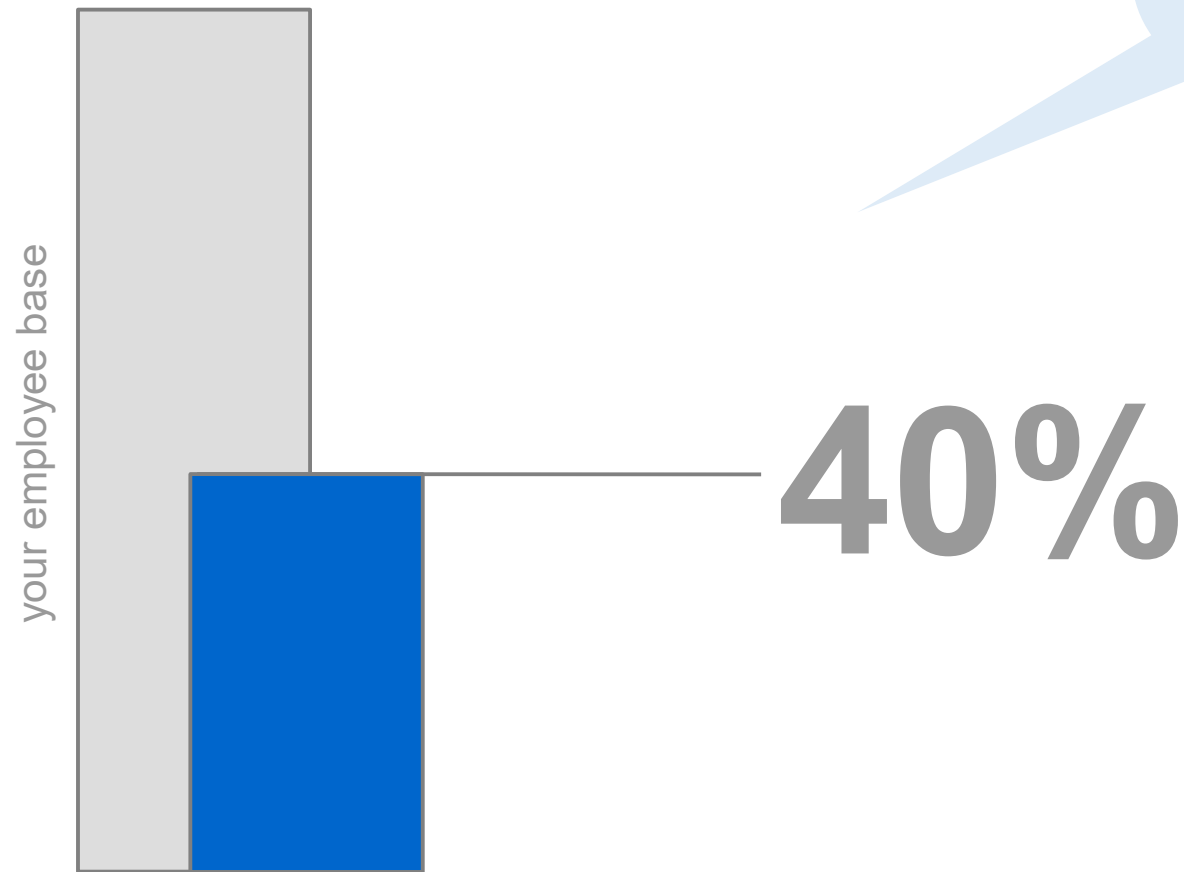
Sustainable engagement is achieved when an employee is engaged, enabled and energized.

**ENGAGED:** To give committed effort requires believing the goals of your exertion are worth it. Otherwise, why bother?

**ENABLED:** In short, enabling work is making it easy to get things done. An employee will stay late to complete that one extra task if there are no obstacles to that work and the systems to deliver it are efficient.

**ENERGIZED:** Energizing employee performance is putting fuel in the tank. An employee fatigued from a day's work is unlikely to take that customer call at quitting time.

# switched on?



This is a slide I used in 2011.

# engagement

Figure 1: Changes in Engagement Level by Country

Country	2015	2018	2020	Change 2018–2020
Argentina	13%	15%	15%	0%
Australia	14%	16%	13%	-3%
<b>Brazil</b>	<b>16%</b>	<b>14%</b>	<b>18%</b>	<b>4%</b>
Canada	15%	17%	16%	-1%
China	19%	6%	8%	2%
Egypt	-	15%	14%	-1%
<b>France</b>	<b>15%</b>	<b>17%</b>	<b>13%</b>	<b>-4%</b>
Germany	14%	14%	15%	1%
India	17%	22%	20%	-2%
Israel	-	-	15%	-
<b>Italy</b>	<b>14%</b>	<b>16%</b>	<b>11%</b>	<b>-5%</b>
Japan	-	-	13%	-
South Korea	-	-	6%	-
<b>Mexico</b>	<b>14%</b>	<b>13%</b>	<b>16%</b>	<b>3%</b>
Netherlands	-	10%	12%	2%
Russia	-	-	15%	-
<b>Saudi Arabia</b>	<b>-</b>	<b>16%</b>	<b>21%</b>	<b>5%</b>
<b>Singapore</b>	<b>-</b>	<b>20%</b>	<b>11%</b>	<b>-9%</b>
<b>South Africa</b>	<b>-</b>	<b>16%</b>	<b>19%</b>	<b>3%</b>
Spain	13%	16%	14%	-2%
Sweden	-	-	11%	-
Taiwan	-	-	8%	-
<b>United Arab Emirates</b>	<b>-</b>	<b>26%</b>	<b>19%</b>	<b>-7%</b>
United Kingdom	14%	15%	15%	0%
United States	19%	17%	19%	2%

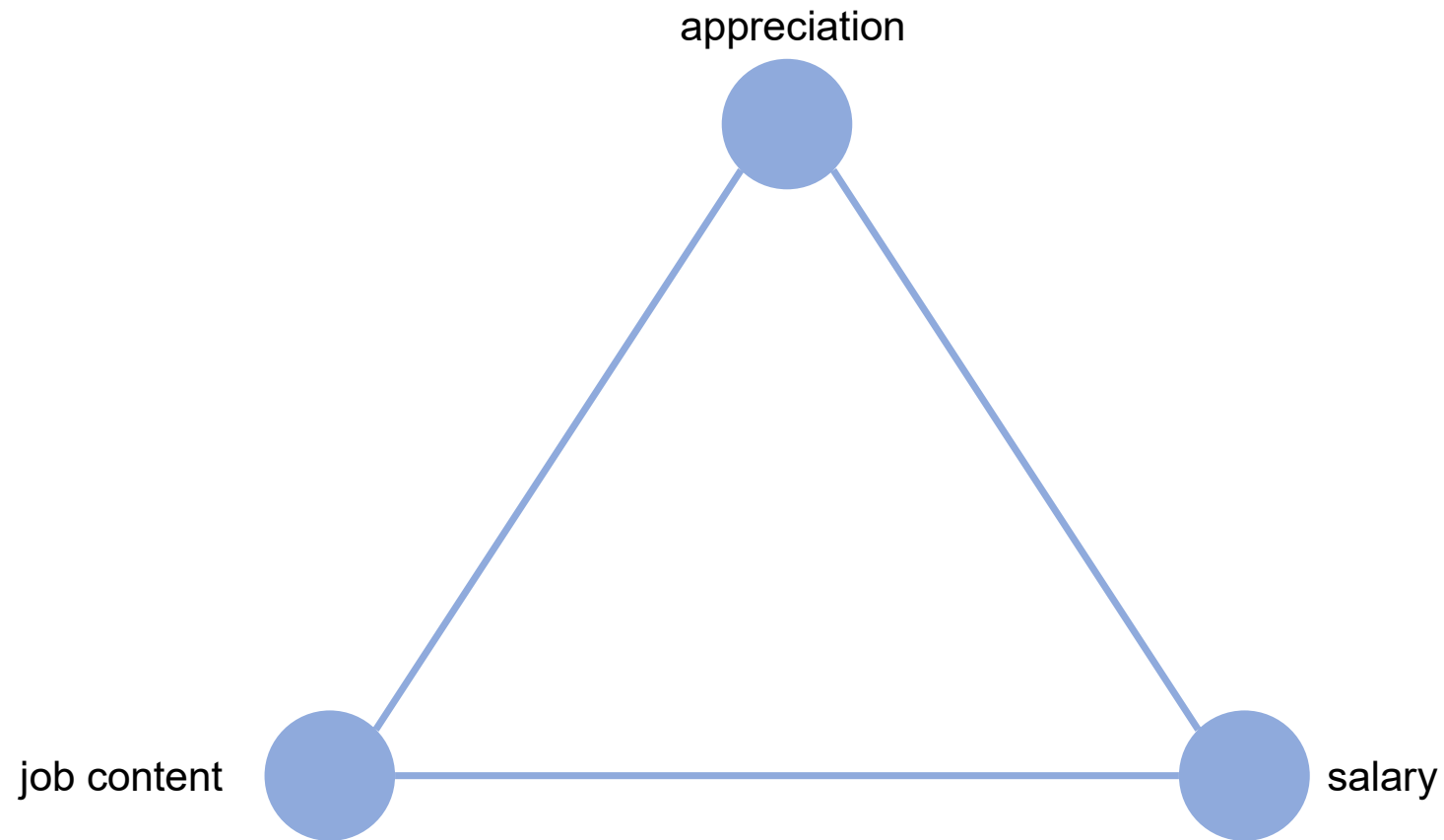
- Biggest Gains
- Biggest Declines

# engagement



# boreout

# bermuda triangle of engagement



# organizational



Create a socially safe environment and strictly enforce against any toxic attempts.

## Open Decision Framework WHAT IS AN OPEN DECISION?



## OPEN DECISION FRAMEWORK

### PHASE: IDEATION

Steps you can take to be open	Questions to ask	Common framework triggers
<p><b>Lead with transparency</b></p> <ul style="list-style-type: none"> <li>Publish a problem statement and possible approaches</li> <li>Identify any aspects of the project or decision that cannot be open</li> <li>Publish your ideation process</li> </ul> <p><b>Build diversity of thought + an inclusive environment</b></p> <ul style="list-style-type: none"> <li>Engage internal customers and stakeholders early on, especially those who may disagree</li> <li>Seek out diverse perspectives (geographies, departments, levels)</li> <li>Champion collaboration and provide channels for feedback</li> <li>Address risks, limitations, and potential cultural impacts, especially with historically controversial issues</li> </ul> <p><b>Begin to define roles + responsibilities</b></p>	<ul style="list-style-type: none"> <li>What is the potential impact on the organization? On the culture?</li> <li>Who do we need to include in planning?                             <ul style="list-style-type: none"> <li>Whose problem are we trying to solve?</li> <li>Who will we need or want help from?</li> <li>Who else could be impacted?</li> </ul> </li> <li>Who has solved a similar problem?</li> <li>Who is likely to disagree, dissent, reject, or opt out? Who else may care?</li> </ul> <p><b>Key considerations</b></p> <ul style="list-style-type: none"> <li>Confidentiality, privacy, and regulatory requirements</li> <li>Potential to generate controversy</li> <li>Impact on Red Hat's culture and future decisions</li> <li>Where to publish</li> </ul>	<p>There are a handful of issues that often generate controversy and upset within Red Hat, including:</p> <ul style="list-style-type: none"> <li>Decisions, policies, or changes that impact associates, such as rewards and wellness programs</li> <li>Changes to associates' work environment</li> <li>Implementation of proprietary technology</li> <li>Use of proprietary formats</li> <li>Data privacy and sharing</li> </ul> <p>If your project or decision involves any of these themes, take extra steps to make your process open, inclusive, and transparent.</p>

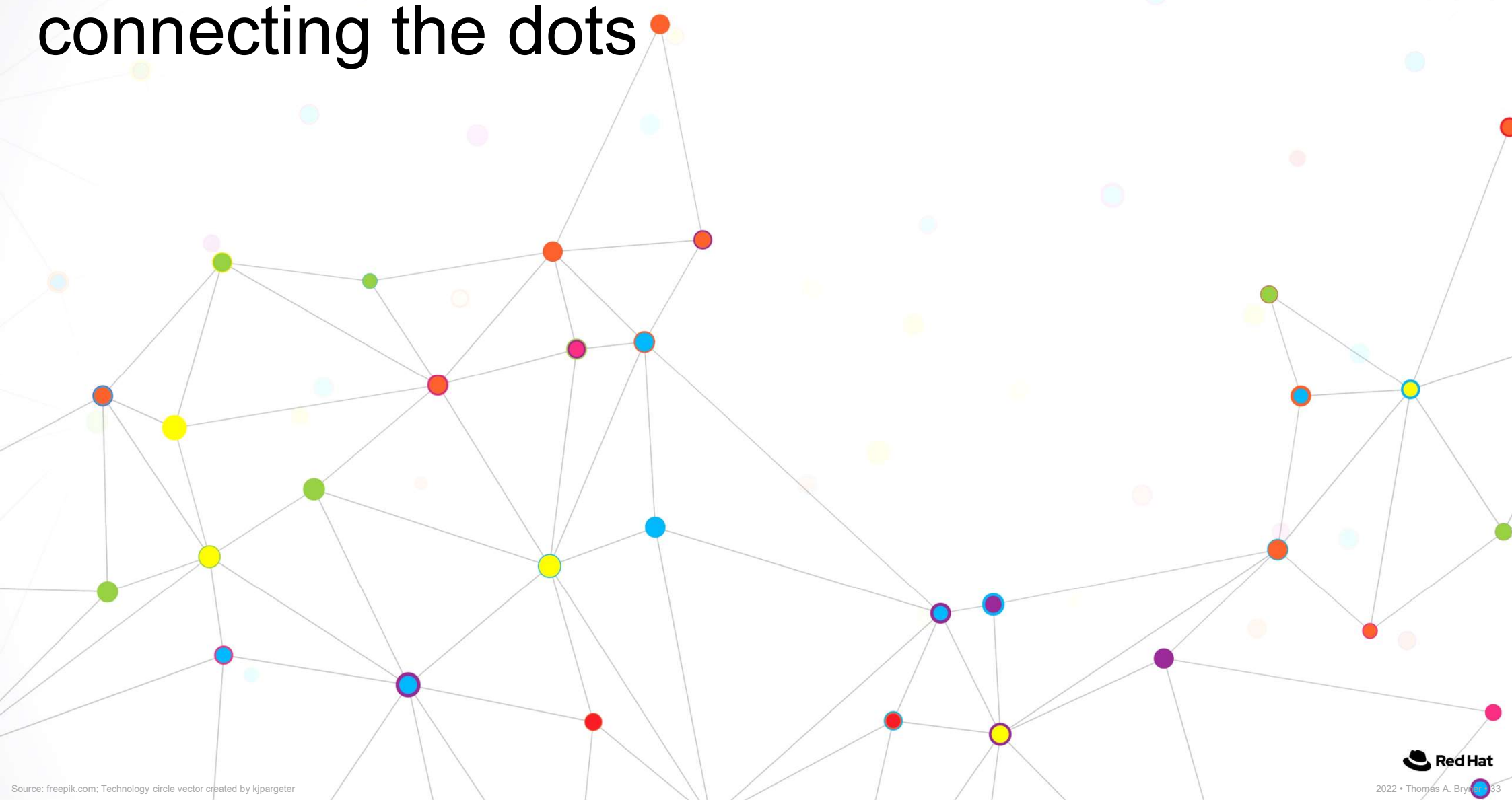
<https://openpracticelibrary.com/practice/open-decision-framework/>

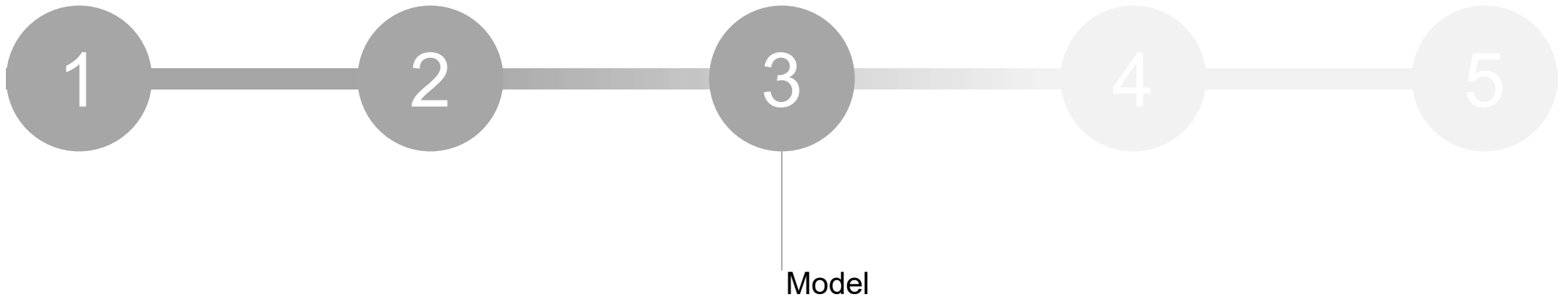
# + organizational

- Make sure there is a goal and that it is clearly understood
- Goals usually have deadlines – explain the why
- Meetings shall have an agenda
- Diverse Teams
- The principle of “Good Intent”
- No to Yea-Sayers
- Actively deal with narcissists
- Pay attention to “Can not” vs “Want not”
- Try FLIP when commenting on ideas
- ...

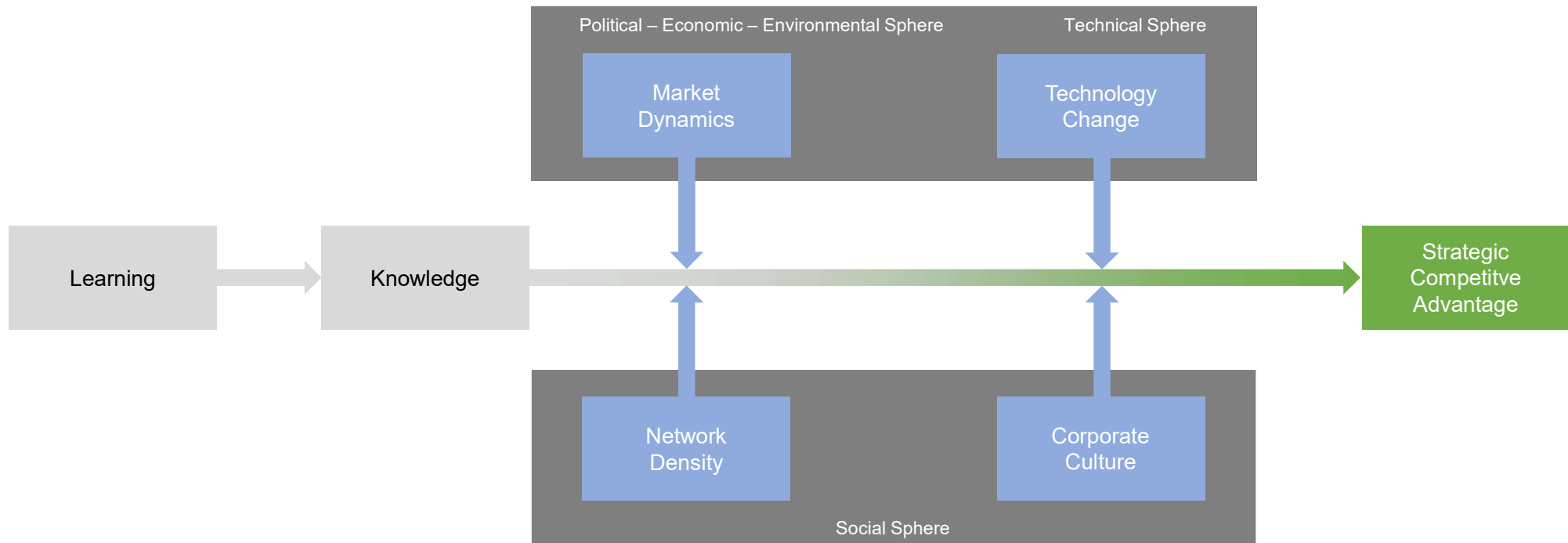


# connecting the dots

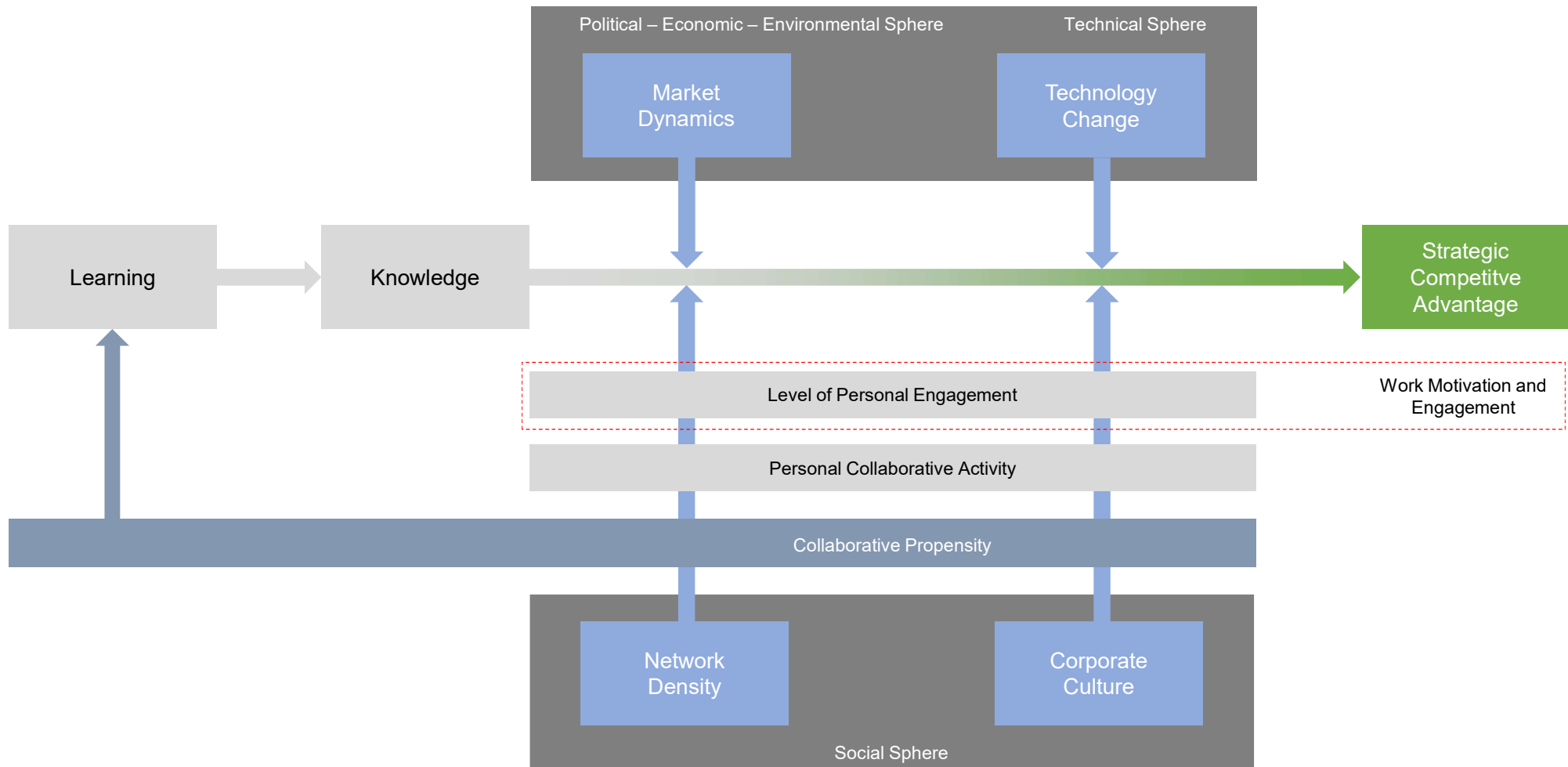




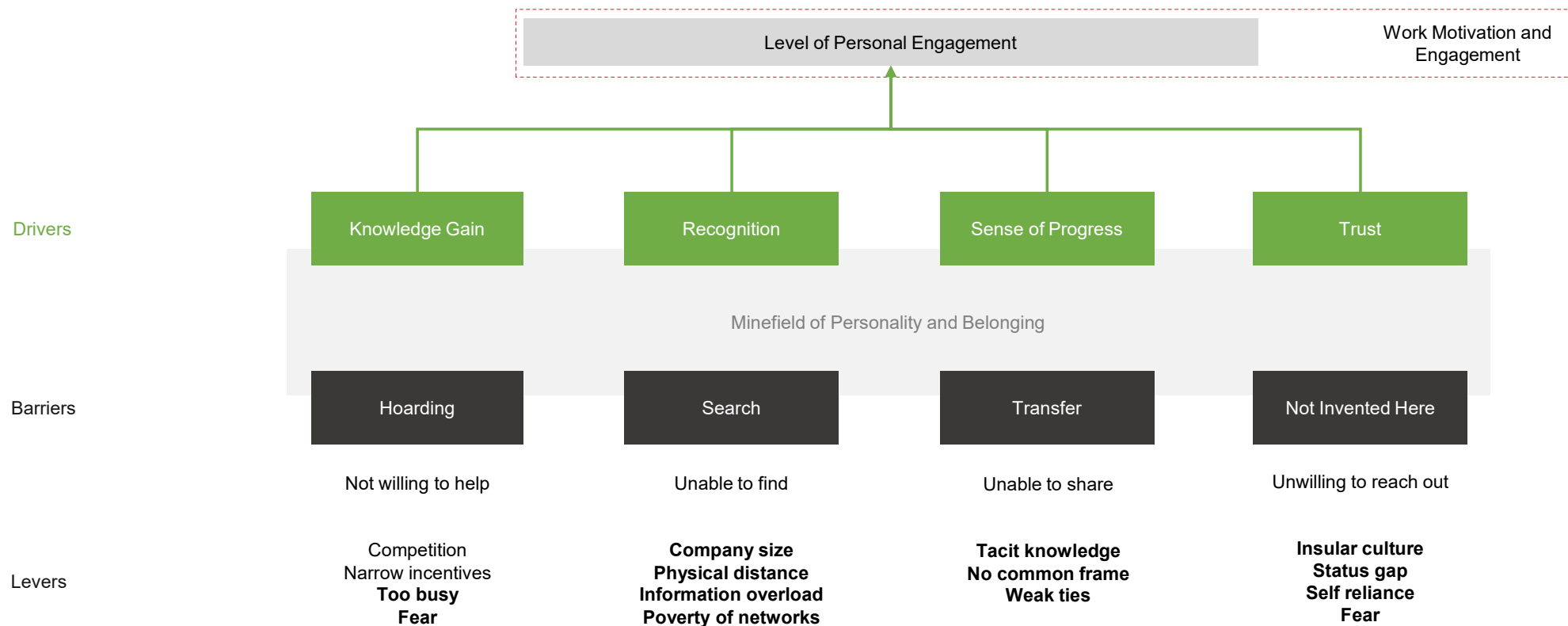
# collaborative impact model



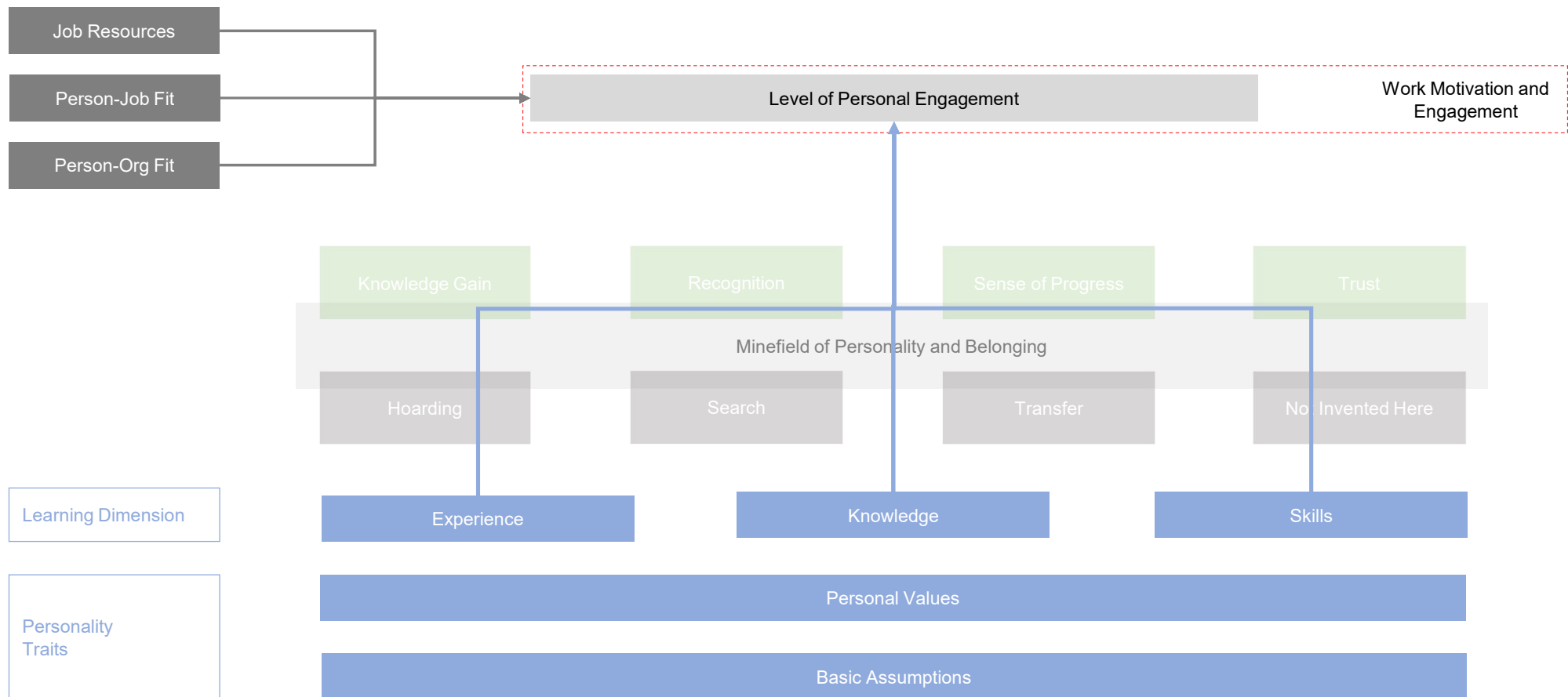
# collaborative impact model

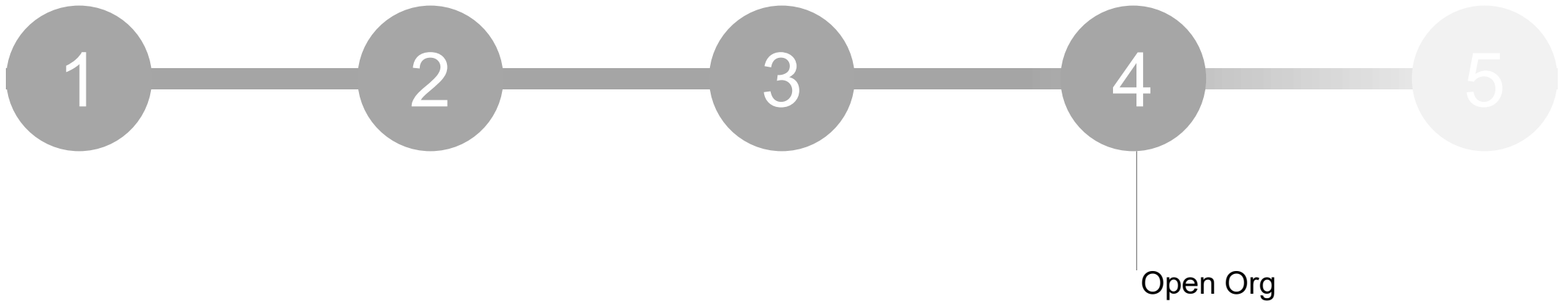


# collaborative impact model



# collaborative impact model



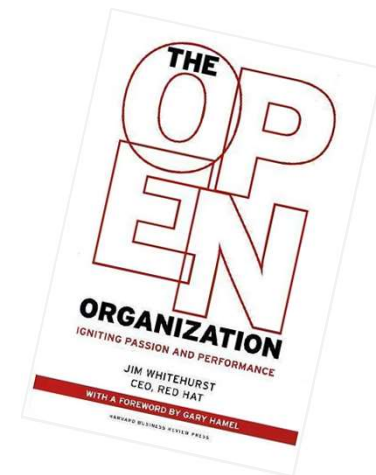


# open organization

“[...] an organization that engages participative communities both inside and out—responds to opportunities more quickly, has access to resources and talent outside the organization, and inspires, motivates, and empowers people at all levels to act with accountability. [...]”

## Building Blocks:

- Igniting Passion
- Building Engagement
- Meritocracy – not Democracy
- Letting the sparks fly
- Make inclusive decisions (see “Open Decision Framework”)
- Direction





# open organization



## Freedom

Open source depends on a free exchange of opinions, ideas, and expertise. Freedom fuels our growth and propels progress.



## Accountability

When we hold ourselves accountable to our customers, shareholders, and communities, we are working and creating in the open. Any other way, there is no real freedom.



## Courage

Exercising freedom takes courage and costs something because trusting in freedom is a frequent challenge.



## Commitment

Commitment means staying fixed on our goals, believing in our approach, trusting one another, and seeing innovation through to the end.

# open organization

## How we work together

Over time, we have learned that many of the ways open source communities function are also effective approaches to running our business. These five ways of working together multiply our efforts, compound innovation, and build lasting value. Collectively, they are known as the Red Hat® multiplier.



### Connection

Empathy, respect, and shared purpose build a sense of community.



### Trust

We believe in the ability of others to make a meaningful contribution.



### Transparency

We openly share information that contributes to the work of others.



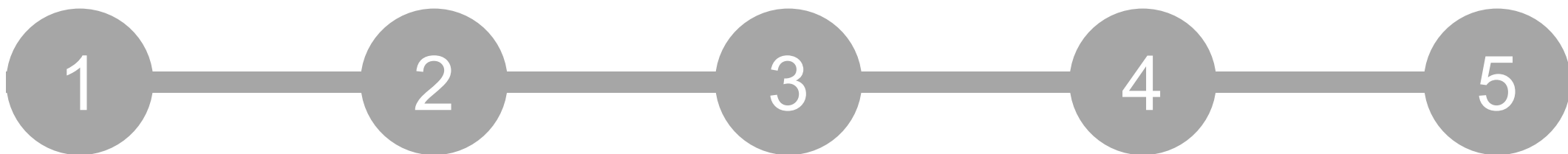
### Collaboration

We never work alone, because multiples lead to optimal outcomes.



### Meritocracy

We run with the best ideas, no matter who or where they come from.



# summary

# thank you

Thomas A. Bryner  
Head of Cloud  
Red Hat Switzerland  
tbryner@redhat.com  
+41 79 664 57 12

[LinkedIn](#)

