

How to make everyone happy

# Open Decision Framework





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## Open Decision Framework

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How to make everyone happy

TITRE : Open Decision Framework

SOUS-TITRE : How to make everyone happy

## ABOUT ME

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- My name's Damien Clochard
  - Founded a PostgreSQL consulting company in 2005
  - Involved in the Postgres community at various levels
  - <https://github.com/daamien>
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## ABOUT POSTGRESQL

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### OUR STORY

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We built a FLOSS company using FLOSS principles :

- Worker-owned / Cooperative
  - Transparency by default
  - Open discussions
  - Decentralized / Working remotely
  - Horizontal structure / Elected management
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## PROBLEMS

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- Consensus does not scale
  - Dull meetings + Hundreds of endless email threads
  - « Did we decide something ? »
  - Silent Disapproval
  - Not taking a decision is a decision itself
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## THE OPEN DECISION FRAMEWORK

- Developed by Red Hat, published on github in 2016
  - We translated it in French in 2017
  - Then we “forked” it to our fit our own needs
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## WHAT IS AN “OPEN DECISION” ?

Open decisions are made using open source principles:

- Transparent
  - Inclusive
  - User-Centric
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## 4 BASIC STEPS

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1. Concept, Define, Plan, Ideate
  2. Research, Analyze, Complexify
  3. Design, Develop, Test
  4. Launch, Deploy, Close
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## PHASE 1

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### CONCEPT, DEFINE, PLAN, IDEATE

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#### QUESTIONS

- What is the problem ?
  - Whose problem is it ? Who else could be impacted?
  - How will we make the decision?
  - Who is likely to disagree, dissent, reject, or opt out?
  - What's the roadmap
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#### POTENTIAL FRAMEWORKS

- Communication channels
  - Confidentiality
  - Deadlines
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## PHASE 2

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### RESEARCH, ANALYZE, COMPLEXIFY

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#### QUESTIONS

- Who already tried to solved this? How did it work?
  - What are the hidden problems behing this?
  - Get user Feedback
  - Who is likely to disagree, dissent, reject, or opt out?
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#### THIS IS THE MOST DIFFICULT PART

- Most people want to rush to a solution
  - Embrace complexity
  - Maintain a safe environment and let people expose their problems
  - Take your time
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## PHASE 3

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### DESIGN, DEVELOP, TEST

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### QUESTIONS

- What if.... ?
  - Where are the beta-testers and early adopters ?
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### THIS IS THE FUN PART

- Build a prototype
  - Search for alternative solutions
  - In the end, simplify and reduce the options
  - Prepare an escape plan :)
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## PHASE 4

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### LAUNCH, DEPLOY, CLOSE

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### QUESTIONS

- Did we answer the initial question ?
  - How do we monitor the impacts of our decision ?
  - How do we make revisions based on feedbacks ?
  - What are we leaving to the “future generation” ?
  - What have we learned ?
  - Do we need to revisit the decision later ?
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### BE PROUD !

- Write an announcement
  - Tell “the story” of your decision
  - Contribute upstream
  - Stay engaged with those who reject the decision
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## IN PRACTICE

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We used the framework in 6 different workgroups for marketing decisions

- Each phase can take between 1 and 4 hours
  - Each group is composed of 3-5 persons
  - Some people find the framework a bit awkward
  - For other it's easier to get involved
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### RESULT : SUCCESS

We solved a particular problem that was bothering everyone for the last 5 years.

We found a compromise in a situation with 2 strong opposite groups

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### RESULT : FAILURE

It's not magic : some decisions failed...

... but they failed fast ;-)

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## BUILD YOUR OWN FRAMEWORK

Red Hat

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

Gitlab

<https://about.gitlab.com/handbook/leadership/#making-decisions>

Valve

<http://www.davidmidgley.net/2013/01/valves-cabal-system-for-game-design/>

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## **HACK YOUR COMPANY !**

Let's use FLOSS principles for corporate management

Treat your company like an open source project !

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THANKS !

## **THANKS !**

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Feedback

<https://submission.fosdem.org/feedback/6112.php>