



Revisiting Open Source for Managers

It's been 20 years since 1999



1999: The Cathedral, the Bazaar, the Times

"Despite myths about the hacker culture still widely believed outside it (in 1999), none of [the OSS contributor resistance to revenue capture licensing] has to do with hostility to the market. While a minority of hackers does indeed remain hostile to the profit motive, the general willingness of the community to cooperate with for-profit Linux packagers like Red Hat, SuSE, and Caldera demonstrates that most hackers will happily work with the corporate world when it serves their ends." - *Raymond: The Cathedral & the Bazaar*

"Their motivations vary. Many have built formidable reputations with their contributions to open-source programs, and those reputations can translate into lucrative job offers. Others profess an almost moral commitment, arguing that open-source development simply works better than the traditional closed, proprietary environment of commercial programming." - *Harmon/NYT: A Surge in Popularity of Software That Unlocks the Code*

2002: Infonomics & an Economic Turn

"This project remedies the lack of information on Free/Libre/Open Source Software starting at the very beginning: by conducting surveys to generate a unique base of primary data on Free/Open Source Software usage and development; identifying indicators to measure value creation and dissemination in the OS/FS arena; identifying business models based on these indicators; identifying the impact of and recommending changes in government policy and regulatory environments with regards to OS/FS; finally, the development of a base for extending these to the broader economic measurement of non-monetary and trans-monetary activity in the information society, beyond the domain of OS/FS." - *Infonomics FLOSS Final Report - Overview*

2004: Rahtz's *Open Source for Managers*

OSS is not just about programming. The TEI defines guidelines for marking up text.

- Very traditional cathedral model with closed licence
- Now switching to open source licence (GPL) and public development on Sourceforge
- Facing a major cultural shift for all concerned The TEI move is largely driven by a desire to be distributed and used widely.

...

- open source is a fixed legal position, not an attitude
- licensing is orthogonal to development methodology
- community development works
- open source licensing is compatible with doing business

2015: Open Source & Unconventional Management

"My job at Red Hat couldn't be more different. Sure, I still care about numbers -- we are a publicly traded company after all -- but I have an impact on them indirectly by working through our people and culture. I spend the majority of my time thinking about our strategic direction and culture and talking to customers rather than worrying if things are being done precisely as I would choose. A huge part of that means trusting other people to do the right thing -- to be hands-off enough to allow the people in the organization to direct themselves and make their own decisions.

That might sound a bit crazy to many, especially those who came up through conventionally run organizations as I did." - *Whitehurst: The Open Organization*

2015: Open Source & Unconventional Warfare

In Iraq, we could see that our sharing of information was an effective tool. But the centralization of control that came with such access to tactical data was another question entirely. Centuries of technological and managerial developments suggested that ... extending control, and empowering only as a last resort, was a good rule. But the rules of engagement had changed.

When we tried to do the same things tighter and faster under the constraints of the old system, we managed to increase the number of raids per month from ten to eighteen; by 2006, under the new system, the figure skyrocketed to three hundred... We were finding a higher percentage of our targets due in large part to the fact that we were finally moving as fast as AQI [and] because of the increased quality of decision-making. - *McChrystal: Team of Teams*

2019: Open Source is an Organizational Strategy

in ... river basin management?

www.water-alternatives.org

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Lankford, B. and Hepworth, N. 2010. The cathedral and the bazaar: Monocentric and polycentric river basin management. Water Alternatives 3(1): 82-101



The Cathedral and the Bazaar: Monocentric and Polycentric River Basin Management

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Flexible and Remote Work Arrangements


Challenges for a New Manager





Onboarding, Documentation, and Change Management


Challenges for a New Manager





Dynamic Priorities and Resourcing

Challenges for a New Manager





Consensus Building

Challenges for a New Manager





Goal and Mission Definition

Challenges for a New Manager



Problems Everybody Has

LinkedIn's top 10 sectors for employee turnover in 2018 included Tech (Software) at #1 and Government/Education/Non-Profit at #5. Sorry to everyone here.

"[I]nstitutions are paying serious attention to change. Change that is well managed and well led is much more likely to be beneficial and accomplished more quickly. Whether institutions apply formal frameworks or generic best practices, more institutions are including change management as a component of new initiatives and organizational development... Remaking higher education in a digital world calls for constituents throughout the institution, regardless of their role, to better understand the possibilities, limitations, and responsibilities that our technology & data-rich environment has afforded." - *EDUCAUSE: Top 10 IT Issues, 2018: The Remaking of Higher Education*

Collaborative Work Reflects the Work to Come

The chains of command that once guaranteed reliability now constrained our pace; the departmental dividers and security clearances that had kept our data safe now inhibited the exchanges we needed... the competitive internal culture that used to keep us vigilant now made us dysfunctional; the rules and limitations that once prevented accidents now prevented creativity -

McChrystal: Team of Teams

Empowering workers to act unilaterally to changes they observe requires that they have the knowledge and context of the strategy so that they can act appropriately. Engagement, therefore, is a critical element to the distributed management system. - *Whitehurst: The Open Organization*

Community is a requirement, not an outcome

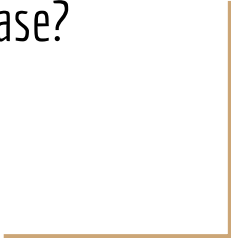
"Another strength of the Unix tradition... is that a lot of users are hackers too. Because source code is available, they can be effective hackers. ...Given a bit of encouragement, your users will diagnose problems, suggest fixes, & help improve the code far more quickly than you could unaided." - *Raymond: The Cathedral & the Bazaar*

"A system requires shared consciousness before it can reap the benefits of empowered execution." - *McChrystal: Team of Teams*



My Experience with Blacklight

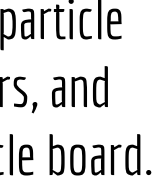
What Even *Is* a Release?





My Experience with Samvera

When you think about it, particle
board is made of splinters, and
everything's made of particle board.



It Takes A Village

"The ITAV project assumed that while there is no single approach to sustainability, there may be common threads among programs serving cultural and scientific heritage organizations that would lead to common needs, and strategies for meeting those needs. The project also assumed that sustainability strategies evolve as the OSS life cycle progresses, technology advances, and community needs change."

Invest in Open Infrastructure

"In the scholarly community, there is a new awareness of the opportunities of open infrastructure (including governance for user communities and contextual relevance alongside the retention of resources within scholarly communities) and new engagement as well as a sense of urgency to work together to support stable, sustainable, interoperable and open infrastructure."



Open Management Strategies Require Experience in Open Organizations

Not-for-Profit Instrumentalism?





Thanks for
Revisiting!

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