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OPEN

ORGANIZATION

IGNITING PASSION AND PERFORMANCE

JIM WHITEHURST
CEO, RED HAT

WITH A FOREWORD BY GARY HAMEL

HARVARD BUSINESS REVIEW PRESS

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“We live in an increasingly open world, and in *The Open Organization: Igniting Passion and Performance*, Jim Whitehurst uses his experience in open source technology as a blueprint for leadership. Jim clearly demonstrates how building avidly engaged communities of employees, partners, and customers can ignite the kind of passion and innovation that drive outsized results for businesses and for society as a whole. This is a great read for anyone hoping to lead and succeed in a society being redefined by expectations of transparency, authenticity, access—and yes, in a word, openness.”

—**MICHAEL DELL**, Chairman and CEO, Dell

“In a wired world, everyone knows that management needs to change from ‘command and control’ to leadership based on transparency, collaboration, and participation. But the question is, how do you actually lead that way? How does a leader give up so much power for something that looks like chaos? How do you get the leap in performance that comes from unleashing people’s passion and creativity? Jim Whitehurst’s interesting tale of his own reinvention as a leader, with lessons from other leaders in companies such as Whole Foods, Pixar, Zappos, and others, finally provides the blueprint that leaders have been seeking.”

—**CHRIS ANDERSON**, cofounder and CEO, 3D Robotics; former Editor in Chief, *Wired* magazine

“Many people are wary of change. If it’s out of one’s control, highly visible, and potentially volatile, it has the makings of a nightmare. For executives who worry about Millennial employees and the power of the internet, it is scary indeed. Yet those same employees could offer valuable new perspectives, ideas, and passion. The question is,

how do today's managers capture those desirable attributes without setting off the perfect storm? The answers are in Jim Whitehurst's book *The Open Organization: Igniting Passion and Performance*."

—**JEANIE DANIEL DUCK**, former Senior Partner and Managing Director, The Boston Consulting Group; author, *The Change Monster*

"In today's disruptive economy, only the leaders—and their organizations—who are open and learn to adapt to the fast-changing needs of customers and employees will survive. Whitehurst speaks from personal experience about what works—and what doesn't—to foster openness and speed. If you have even an inkling of a desire to lead an innovative, fast-moving, and engaged organization, this book is for you."

—**CHARLENE LI**, founder and CEO, Altimeter Group; author, *The Engaged Leader and Open Leadership*

"Drawing from the lessons he's learned leading an organization born directly from the principles of open source, Jim Whitehurst offers us an invaluable guide to success for the modern organization based on true openness, collaboration, and shared commitment. With *The Open Organization*, Whitehurst takes us where all leaders need to be if we want to succeed in the future—outside of our traditional comfort zones."

—**JOHN CHAMBERS**, Chairman and CEO, Cisco



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