Untold Story of Building an Open Source Program Office

Brian Hsieh, Uber Technologies
A little bit about Uber Open Source

- 2012/11, first open source project on Github
- 2015/08, uber.github.io online
- 2015/12 deck.gl
- 2017/08 kepler.gl
- 2017/11 Jaeger donated to CNCF 2017/09
- 2018/05 kepler.gl
- 2018/08 Ludwig
- 2018/11 Linux Foundation gold member
  OpenChain project platinum member
- 2018/12 Horovod donated to the LF Deep Learning Foundation
- 2019/02 Pyro donated to the LF DL Foundation
- 2019/03 Kraken
In a perfect world

Vision → Strategy → Execution → Sustainability
Sometimes this happens
While you are trying to put traffic lights
This is still happening...
With or without strategy

Vision

Execution
  Consume
  Contribute
  Create
    Policy
    Process
    Compliances

Sustainability

Strategy
“the conversation”
Vision in open source management

Consumption
The common starting point for organizations with open source software is as a consumer. Aggressively consuming open source components will increase your bandwidth to differentiate while reducing overall time and cost to deliver your products or services.

Participation
Once successfully using open source software in products or services, companies can begin to expand their strategy to participate in the open source community.

Contribution
Contributing to strategic open source projects can help the organization gain additional value. Contributions help shape future features and accelerate the project in a direction favorable to your needs and requirements.

Leadership
Leadership roles in open source projects are earned by establishing trust with the project members and by maintaining a high level of continuous contribution to the projects.

Credit: Ibrahim Haddad
Do you know what you want?

What’s for dinner?
What’s for dinner

<table>
<thead>
<tr>
<th>菜單</th>
<th>2006.10.1新版</th>
</tr>
</thead>
<tbody>
<tr>
<td>湯類</td>
<td>大碗加50元,小碗加30元</td>
</tr>
<tr>
<td>1.</td>
<td>(1)經典牛肉麵（2006台北國際牛肉麵節產品） -- 150元</td>
</tr>
<tr>
<td>2.</td>
<td>(2)牛肉湯麵/粉絲（沒有牛肉） -- 150元</td>
</tr>
<tr>
<td>3.</td>
<td>(3)牛肉麺/粉絲（紅燒清淡口味） -- 200元</td>
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<tr>
<td>4.</td>
<td>(4)牛肉湯或豬肉湯 榨菜肉絲麺 -- 200元</td>
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<tr>
<td>5.</td>
<td>(5)牛肉湯或鴨肉湯 蝦花麺 -- 200元</td>
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<tr>
<td>6.</td>
<td>(6)半筋半肉牛肉麺/牛筋麺 -- 250元</td>
</tr>
<tr>
<td>7.</td>
<td>(7)三合一牛肉麺（牛肉/歸元/榨菜肉絲） -- 250元</td>
</tr>
<tr>
<td>8.</td>
<td>(8)麻辣牛筋牛肉麺（微辣/小辣/中辣/大辣） -- 300元</td>
</tr>
<tr>
<td>9.</td>
<td>(9)牛爸爸牛肉麺（牛肉/牛筋/歸元/榨菜肉絲） -- 300元</td>
</tr>
<tr>
<td>10.</td>
<td>(10)溫哥華牛肉麺（港式原湯加牛肉原汁） -- 300元</td>
</tr>
<tr>
<td>11.</td>
<td>(11)牛爸爸+精品湯麺 -- 380元</td>
</tr>
<tr>
<td>12.</td>
<td>(12)精品紅燒牛肉麺（沒有牛肉） -- 480元</td>
</tr>
<tr>
<td>13.</td>
<td>(13)清燉牛肉粉絲湯（沒有牛肉） -- 500元</td>
</tr>
<tr>
<td>14.</td>
<td>(14)回味無窮的蕃茄牛肉麺 -- 500元</td>
</tr>
<tr>
<td>15.</td>
<td>(15)精品牛肉麺 -- 600元</td>
</tr>
<tr>
<td>16.</td>
<td>(16)貴賓牛肉麺（一人份） -- 1,000元</td>
</tr>
<tr>
<td>17.</td>
<td>(17)聯合國牛肉麺（一人份） -- 1,500元</td>
</tr>
<tr>
<td>18.</td>
<td>(18)3,000元牛肉麺（一人份）（2000年成名之作）</td>
</tr>
<tr>
<td>19.</td>
<td>(19)元首牛肉麺（2004年新產品）</td>
</tr>
</tbody>
</table>

乾麺（附清湯）
1. 炸醬乾拌麺 -- 200元
2. 三合一乾拌麺（牛肉/歸元/榨菜肉絲） -- 250元
3. 牛肉/牛筋,半筋半肉 乾拌麺 -- 250元
4. 牛爸爸乾拌麺（牛肉/牛筋/歸元/榨菜肉絲） -- 300元
Easier?

• Everyone knows about open source
• Not everyone understands it
• Few is aware of open source management
• Education, executive education is important.
What if I just don’t want Chinese food!!!
“need, want, desire”
Need

• Keep the lights on
• Compliances
• Protect intellectual properties
• Avoid tech debts
• Project sustainability
• Not calculated move
Want and Desire

- You can want a horse and desire to have a unicorn.
- Better branding or company image
- Influence on technology roadmap
- Simply better hiring goals
- Or just good will
- It takes time and education
“the revolving door”
Open source management decisions

Some decisions are consequential and irreversible or nearly irreversible – one-way doors

But most decisions two-way doors. If you’ve made a suboptimal Type 2 decision, you don’t have to live with the consequences for that long. You can reopen the door and go back through.

~ Jeff Bezos
“before we go”
Sometimes you might feel like
But you are doing good
And

Every step you take helps the sustainability open source community and every step counts.

“Share your knowledge. It’s a way to achieve immortality.”
~ Dalai Lama
OPEN SOURCE LEADERSHIP SUMMIT