

Quadrant	Region	Code	Description	Examples	Motivation Construct
Inter-Personal X Achievement	Advancement	Achieve a top level in the company hierarchy	When the person mentions success as growing in positions or in hierarchy at the company or community.	"Work for the CEO, be the number two" (P1) "Being in a position to cooperate, suppress ideas, or decrease" (P10) "Achieve higher positions in the company" (P20) "I became a member of the association that manages the [project_name]" (P21)	Career
Inter-Personal X Achievement	Advancement	Be part of a recognized community or company	When the person considers success when is contributing for a well-known OSS community or working with OSS at a well-known company.	"I have been in an Open Source company for 4 years, which has a world view, today we can hire the best people in the world, regardless of where they live or not. Being in such a company is an indicator that you are being good at what you are doing." (P20) "Be in an influential community that is well recognized, a community that you say the name and people know what is" (P21) "[community_name] is not just having a really tiny impact. It's actually affecting the whole open source ecosystem and having impact there and we are starting to see this impact. The events that we have had a lot of interest BE SOLD OUT tickets every time." (P22) "A successful open source contributor is someone that is working on a big project" (P23) "Realize the "dream" of being a [large_project_name] maintainer" (P24)	Career
Inter-Personal X Achievement	Advancement	Receive job offers and choose next step of own career	When the person mentions success as receiving job offers and being able to choose where to go, set the minimum requirements or choose the next job or project in the career.	"Become well enough known that you can write your own ticket. Jobs you want to work on projects that you want to work on, conversations you want to have with with other people." (P12) "Receive job offers to work with open source free software is a good indicator that you are working well" (P18) "A software engineer makes contributions and can put that on his resume as a reference. If he is well evaluated for that in the market. If he starts to have job opportunities, if he can apply these free software concepts that he has learned to other environments, that is success." (P19) "If you are a [project_name] developer, you can practically join any company in the world" (P19) "Be hired by a large company" (P21)	Career
Inter-Personal X Achievement	Advancement	Salary increase	When the person cites salary or financial earnings, representing ascend, grow, or advance in career.	"Is your salary going up?" (P16) "It has to do with financial, as people from certain countries have a complicated job market, who don't pay as well as outside their countries, and then he contributes, gets hired and disappears from contributions" (P21)	Career
Inter-Personal X Achievement	Advancement	Influence decisions about the product roadmap	When the person considers success as being able to decide or influence decision about the strategy and product roadmap, like which features are going to be included or removed for next releases.	"Be part of a committee of people as the final deciders for the projects and have my actions being rewarded" (P7) "Be part of a steering committee to decide where the project should go or not" (P23)	N/A
Inter-Personal X Affect	Cooperation	Provide opportunities for contributors to grow	When the person mentions success as creating processes and infrastructure for the members of an OSS community be able to do different things, move up, develop, grow, achieve different positions.	"Providing support for people going up the contributor ladder of an open source project, starting out and then gradually getting into more and more senior positions, not being in those positions forever" (P7)	Altruism
Inter-Personal X Affect	Cooperation	Help the community sustainability	When the person mentions success as working to have the OSS community to continue existing and growing.	"Make sure the conversation continues to stay centered on what moves open source forward as I want to see it [the_community] be as great as it can possibly be" (P15)	Altruism

Inter-Personal X Affect	Cooperation	Increase the community's inclusiveness	When the person mentions success as working to bring more people to the OSS community, increasing all kinds of diversity (in terms of gender, role, background and others), creating an inclusion atmosphere, letting people participate.	"Investing in creating the structures of inclusivity and diversity" (P3) "Get to the multicultural, there are opportunities for these businesses to contribute in a non code way" (P3) "Making sure that people feel heard, that you're able to unwind it, that there are consequences for detrimental behavior that are appropriate to the situation" (P3) "Making sure that newcomers are welcome, being open to new ideas, letting people participate, whether that could be coding, helping you figure out what the roadmap is, identifying features, identifying bugs, kind of all those things coming together" (P4) "Having the community be brand" (P5) "Make their voice heard and their opinion matters" (P7) "Being able to help to bring people together to help shine a light on the things that other people are ignoring" (P8) "Inclusion work" (P11) "Have more diversity, that people feel more included" (P13)	Altruism
Inter-Personal X Affect	Cooperation	Mentor and develop the team	When the person mentions success as mentoring other contributors in OSS projects or helping the members of a OSS team to grow and develop themselves.	"The people that I work with growing and becoming more present and productive in the community" (P15) "Mentor and collaborate with the person who is having to contribute" (P20) "Manage to get students to work with [project_name]" (P21)	Altruism
Inter-Personal X Affect	Cooperation	Have contacts in several different communities	When the person considers success as knowing people in different OSS communities, projects, companies, in order to ask help, opinions, change experiences.	"I have people everywhere, I mingle with people in all these groups. And I mingle with people on the outside, and I mingle with people at the corporate level." (P8) "Connect with and share ideas with peers across the industry, across academia, across the entire, install base is really valuable" (P17) "Have a network of contacts that defends the future of the projects under the organization" (P21)	N/A
Intra-Personal x Achievement	Creativity	Create new knowledge and implement ideas	When the person mentions success as creating and contributing with new ideas or knowledge to OSS projects.	Create new knowledge, I think it's about dispersal, propagating ideas, maybe thought leadership" (P10)	N/A
Inter-Personal X Achievement	Factual Contribution	Sell products built upon OSS	When the person considers success as working on a OSS product and then be able to sell it in terms of product, service or support.	"Build a platform to sell something else, getting users that can then sell the platform" (P6) "Allow the company to deliver the products it has to deliver to customers" (P18) "Be an open source entrepreneur" (P19)	Gift economy/reciprocity
Inter-Personal X Achievement	Factual Contribution	Bring contributions to an OSS project	When the person mentions success as providing contributions that were accepted to an OSS community	"Be 100% familiar and inserted in some community, very mature, participating actively with reviews, with contributions" (P2)" "Getting a change that you wrote, accepted. Can be a code change me documentation change. But getting something you made, merged in with the larger projects is, is a really big deal." (P12) "In Open Source everything will be open, you need to contribute" (P20) "The guy may want to write documentation for this software. He does, he doesn't want to get involved, and that's success too. He did what he wanted." (P21)	N/A
Inter-Personal X Affect	Perceived Contribution	Outreach - Make people's lives easier	When the person considers success as having outreach by providing solutions that facilitate any existent problem being faced by people.	"Getting something that makes people's lives easier" (P5)	Altruism
Inter-Personal X Affect	Perceived Contribution	Outreach - Produce value to users	When the person considers success as having outreach by providing any kind of value through the Open Source Software to users	"If the software is being used, if has actual end users, and is producing value for the people who are putting it out there in the world" (P17)" "When your products are reused by other developers and used by users" (P21)	Altruism

Inter-Personal X Affect	Perceived Contribution	Outreach - Impact the most possible amount of users	When the person considers success as having outreach by providing solutions that can impact or reach many users	"I want to get massive user ship, I want as many people to use this code as possible, because I value impact" (P6) "Have a high adoption of the technology. If I produce something I could think will this is used by others, is this useful by others.." (P9) "Feeling as if I have an impact on people in the world. One of the things typically like outreach" (P11) "Be involved in a project that is being adopted by communities and people" (P18) "Work on a widely used project, that the results of this are used by everyone" (P21) "I am having an impact. For me, it was always about making an impact" (P22)	N/A
Inter-Personal X Achievement	Performance	Have a periodic plan for project releases	When the person mentions success as having a plan to release new versions of the Open Source Software product.	"Get out a major release every six months. If they don't have the processes in place to do that, or the mechanisms in place to make that happen, then they are not going to be successful" (P4)	N/A
Intra-Personal x Affect	Recognition	Be recognized by other people	When the person mentions success as being recognized by others, when other people appreciate their work, including any type of contributions, code-related or not.	"Knowing that the key stakeholders in your thing know you do the thing" (P1) "Get some recognition, you are creating community, people you do networking" (P9) "Being recognized by the community and the people involved in the project" (P13) "There's also a little bit about ego boosting and being recognized for the work by others" (P22) "If many people think that you are a good maintainer, you're doing great" (P23)	Reputation
Intra-Personal x Affect	Satisfaction	Enjoy doing the work, hapiness	When the person mentions success as the feeling about enjoyness or happiness.	"Having a job that I want to wake up for every day" (P1) "Are you happy?" (P16)	Enjoyment and Fun
Intra-Personal x Affect	Satisfaction	Have more friends	When the person mentions success as knowing more people as having more friends.	"Make a ton of friends and people, people that I would hang out with or chat with, about non technical stuff. I think that's really nice. For the same reason that you like doing stuff with your friends, open source is fostering a community that is conducive to that." (P5)	Enjoyment and Fun
Intra-Personal x Affect	Satisfaction	Sense of belonging	When the person considers success as being part of the Open Source Software world, its communities and projects.	"Participating in the world that that is being created" (P10) "Work on distributed software, which the creator is a person from Austria, the person who develops the most is a person from Russia and another from Germany, in addition to many others who collaborate in the Brazil, Spain, Australia, China ..." (P21)	Kinship
Intra-Personal x Affect	Satisfaction	Be able to express yourself	When the person considers success when is able to participate by exposing your ideas and the ideas are being considered in the Open Source Software project/community.	"Be able to have the opportunity to participate, in sort of co-creating an existence where I feel that my ideas are present" (P10)	N/A
Intra-Personal x Affect	Security	Living from OSS	When the person mentions success as having the security by earning money through Open Source Software to live or for own sustain .	"You will not be able to work on a OSS project if you have nothing, you will prioritize what supports you" (P19) "Receive money as an OSS developer, having sustenance, earn a living" (P24)	Pay
Intra-Personal x Achievement	Self-Development	Be prepared to serve as a project key member	When the person considers success as acquiring the necessary skills and following a path to have the promotion to be the maintainer or any other key role of an Open Source Software project.	"I reviewed other people's code to improve my review skills to become a maintainer." (P20)	Career
Intra-Personal x Achievement	Self-Development	Become capable to join any size or type of OSS projects	When the person mentions success as achieving a seniority level of knowledge so being able to contribute to any kind or size of Open Source Software project.	"Be capable of effecting change in an open source project in any, from the small to the large, whatever that means" (P7)	Learning
Intra-Personal x Achievement	Self-Development	Learn new skills	When the person mentions success as learning or aquiring any kind of new skills	"Learning new skills" (P16) "Acquire skills" (P20)	Learning