

How Can You Foster a Better Culture Around Optimization?



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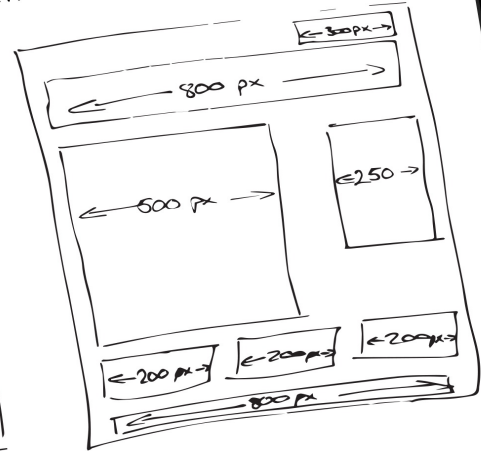
what is growth?

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creating an unnatural curve.

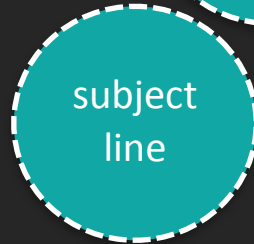
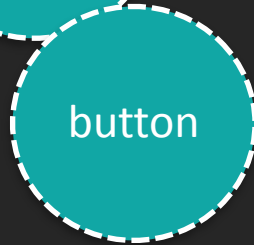
what do we mean by
testing?

Website Wireframe

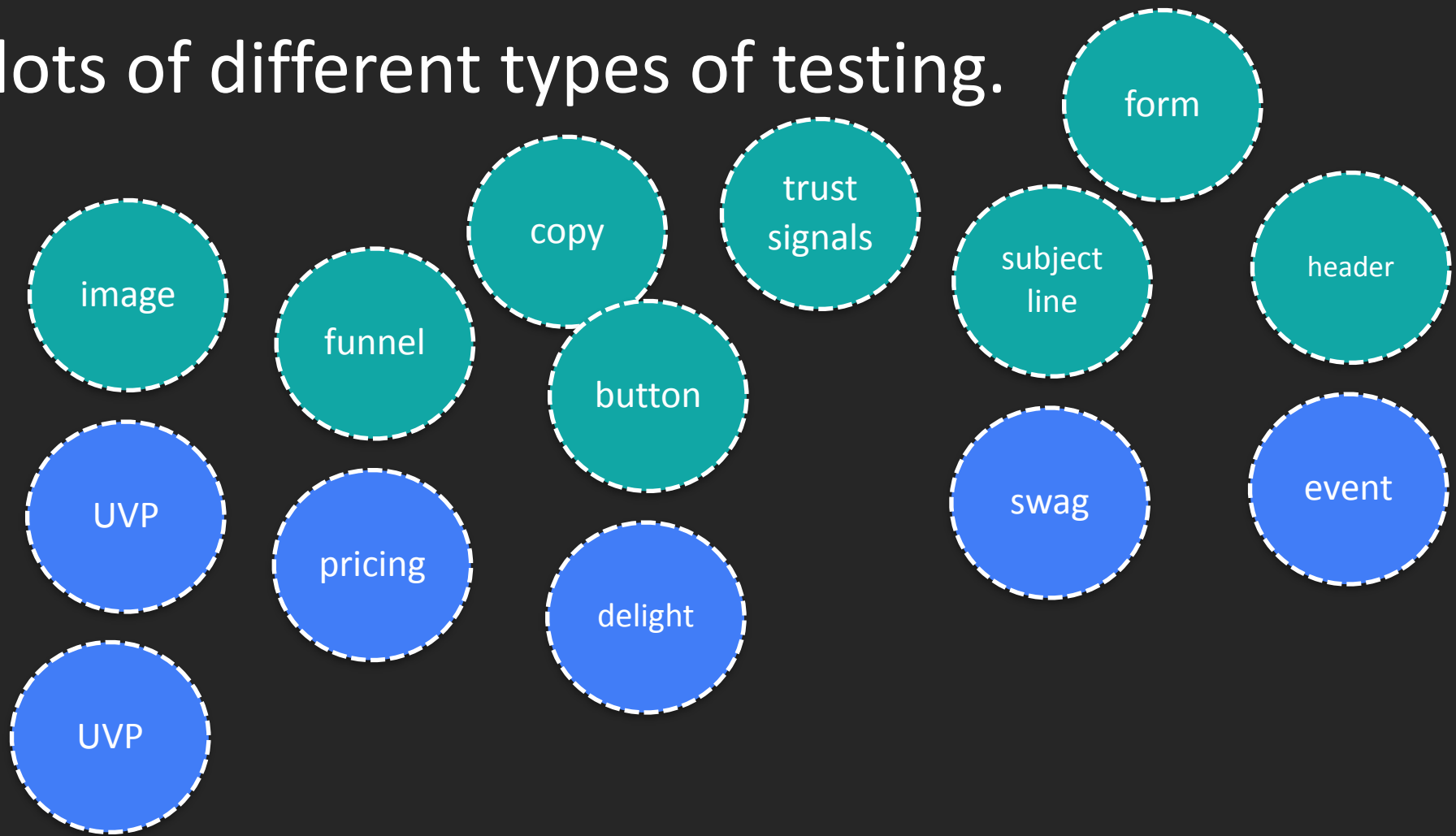


lots of different types of testing.

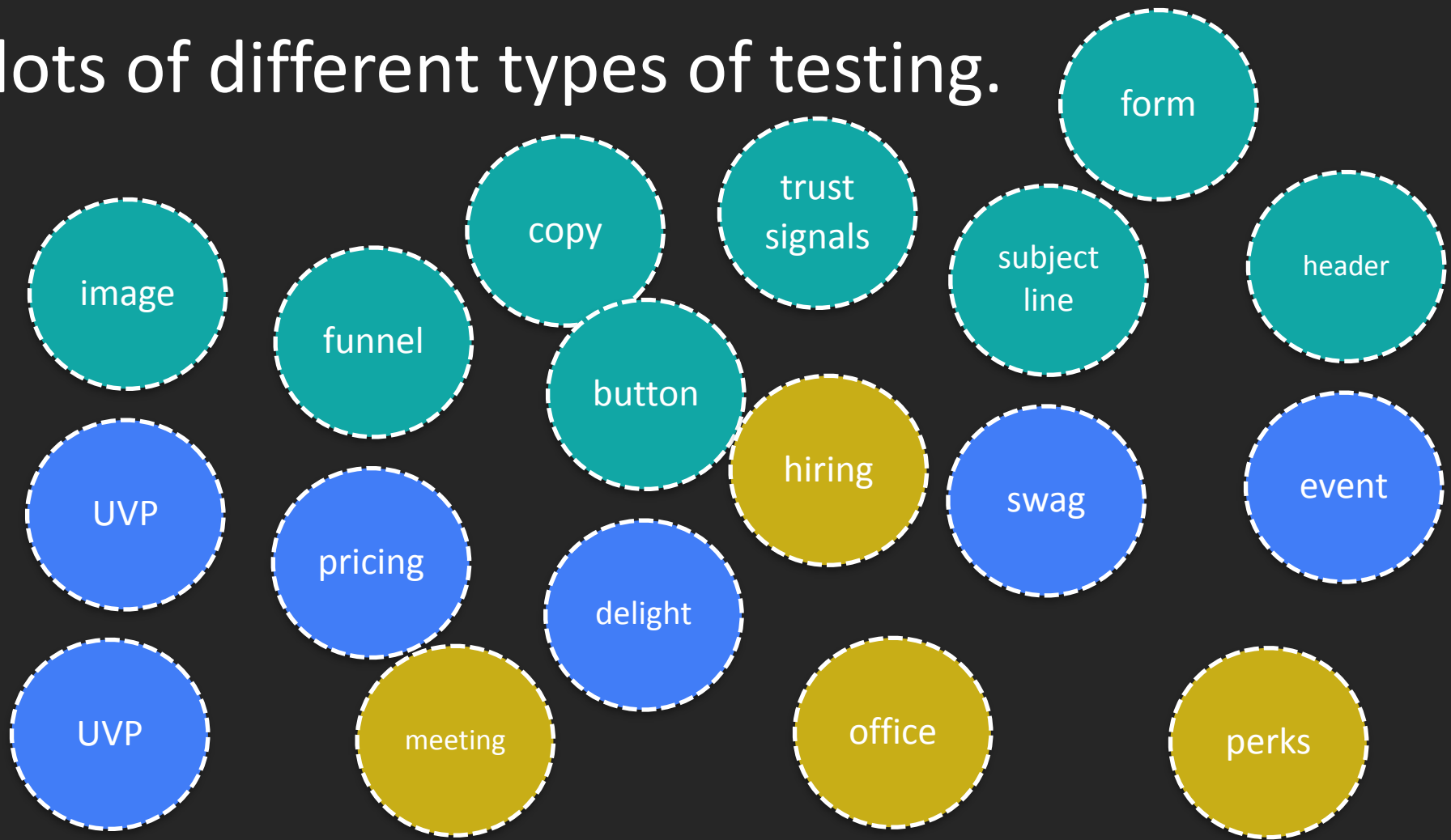
lots of different types of testing.



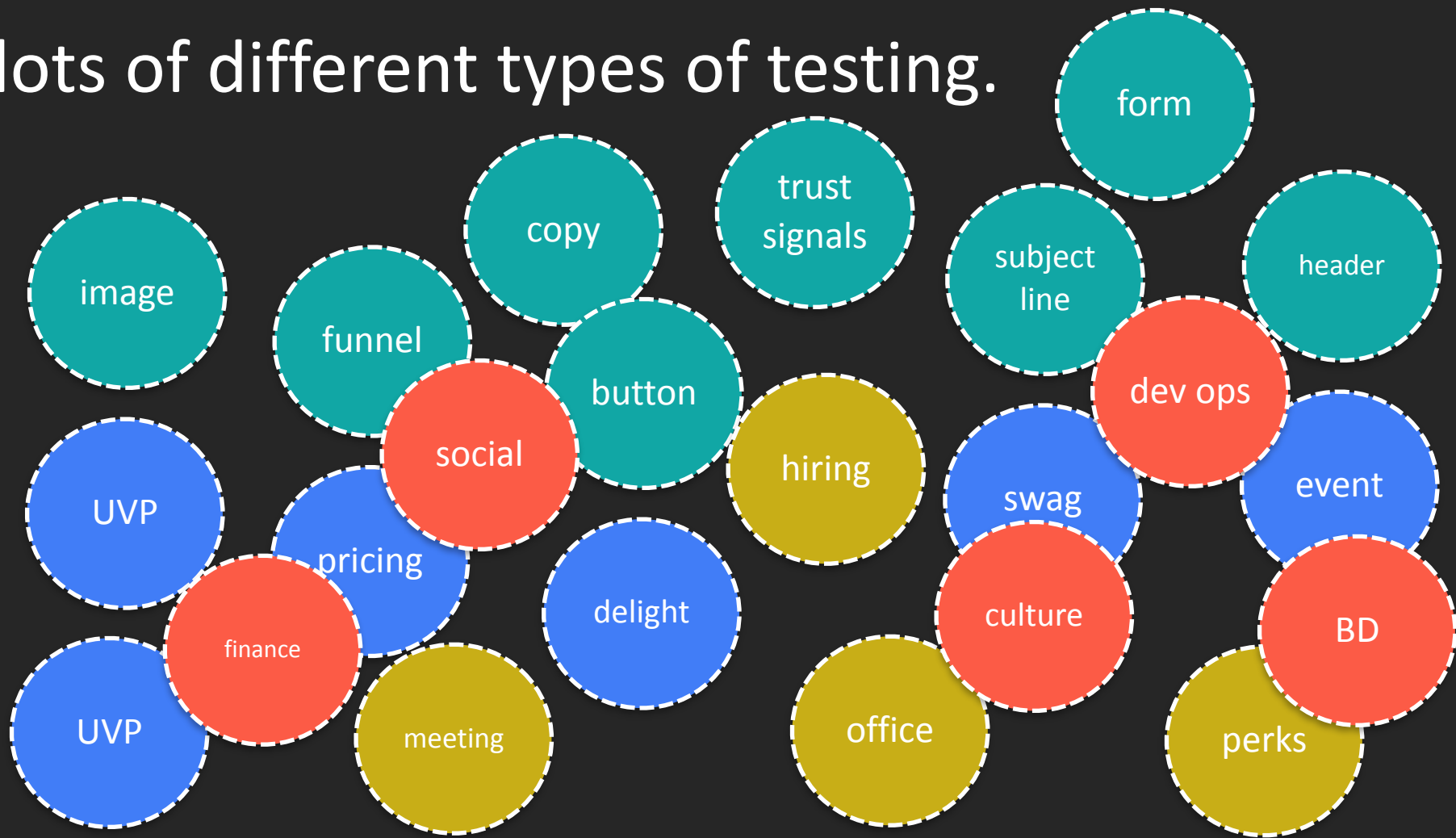
lots of different types of testing.



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lots of different types of testing.



A large, solid red circle is centered in the frame. It has a dashed white border. The background is a dark blue night sky filled with numerous out-of-focus light spots (bokeh) in various colors like green, yellow, and white. At the bottom of the image, there is a horizontal band of fine, golden-brown glitter or sand.

that's when the magic
happens.

so who OWNS testing?



testing is not part of your job,
its part of your culture.





a testing culture
is a
business advantage.

“61% OF COMPANIES CARRY
OUT LESS THAN FIVE TESTS
EVERY MONTH.”


-Bryan Eisenberg






so how do we get there?

first a few **reframes**.

A black and white photograph of a vintage open-top car stuck in a deep mud pit. Three men are in the car: one in the driver's seat, another in the front passenger seat, and a third in the back seat. They are all looking towards the front of the car, which is partially submerged in the mud. The background shows a wooded area with trees and a dirt path. A blue circular graphic with a dashed white border is overlaid on the left side of the image, containing the text "[reframe] You can be wrong.*".

[reframe]
You can be wrong.*

*without being fired.



[reframe]
this is an infrastructure
Investment*

*like...i mean...real money.



[reframe]
you either have it or
you don't*

*if you just asked yourself if you do, you probably
don't.



1

“We think
testing is a really
good idea”



1

“We think
testing is a really
good idea”



2

“We do it just
enough to cover
ourselves.”



1

“We think
testing is a really
good idea”



2

“We do it just
enough to cover
ourselves.”



3

“Testing is our
gateway to the
future.”



1

“We think
testing is a really
good idea”



2


“We do it just
enough to cover
ourselves.”



3

“Testing is our
gateway to the
future.”

show me the goods.



PRINCIPLE #1:
success looks
different for
everyone



DONE IS BETTER THAN PERFECT

WHAT WOULD YOU DO IF YOU WEREN'T AFRAID?

MOVE FAST AND BREAK THINGS

Zappos Core Values

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and a Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships With Communication
7. Build a Positive Team and Family Spirit
8. Do More with Less
9. Be Passionate and Determined
10. Be Humble

Adopted by the Board of Directors on February 17, 2011, as amended

[An Introduction from Jeff Weiner](#)

[Our Values and Culture](#)

Whether you've worked at LinkedIn for awhile now or just joined, you know about our mission: *to connect the world's professionals to make them more productive and successful.*

This mission drives our values. Let's look at our **Values** (or, the criteria we use to make good judgments and measure our performance as a whole). Our **Values** are critical to the way we do business. They're so important, in fact, they are the source of our entire Code—a sort of ethical backbone. They are:

Our Members Come First

We encourage employees to know and understand our members and to ensure that we foster the long-term vitality of the LinkedIn ecosystem.

Relationships Matter

By fostering trust with colleagues and partners, we all succeed. We fundamentally believe that doing what is right is more important than being right. We manage compassionately by recognizing that people have experiences and perspectives that may differ from our own. We put ourselves in the shoes of others before drawing conclusions.

Be Open, Honest and Constructive

We expect our employees to communicate with clarity and provide feedback with consistency in a constructive way.

Demand Excellence

Our employees are encouraged to lead by example, seek to solve big challenges, set measurable and actionable goals, and continuously learn, iterate and improve.

Take Intelligent Risks

Taking intelligent risks has been paramount in building the company to date. No matter how large we become we strive to never lose our startup mentality.



Vision:

People: Be a great place to work where people are inspired to be the best they can be.

Portfolio: Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people's desires and needs.

Partners: Nurture a winning network of customers and suppliers, together we create mutual, enduring value.

Planet: Be a responsible citizen that makes a difference by helping build and support sustainable communities.

Profit: Maximize long-term return to shareowners while being mindful of our overall responsibilities.

Productivity: Be a highly effective, lean and fast-moving organization.

"Our vision serves as the framework for our Roadmap and guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable, quality growth."



MOST FAST
BREAK THINGS



TAKE RISKS
STARTUP MENTALITY

GROWTH

ALWAYS LEARNING



AGILE & LEAN
FAST, EFFECTIVE




PRINCIPLE #2:
empowerment
demands
freedom





“In experimentation cultures more ideas see daylight instead of being killed off on whiteboards. You stop speaking in the abstract and switch to speaking in next steps.”


- Wyatt Jenkins, VP of Product

An iceberg floating in a blue ocean under a blue sky with light clouds. The visible tip of the iceberg is small, while the much larger, jagged base is submerged underwater. A red circle with a white dashed border is centered over the image, containing text.

PRINCIPLE #3:
you need to see it
to believe it



- Weekly tests round up
- Open every update
- Open every meeting
- Fully resources testing team

A photograph of two hippos in a body of water. The hippo on the right is in the foreground, its head tilted back and mouth wide open in a trumpeting sound, with water spraying from its mouth. The hippo on the left is partially visible behind it, also with its mouth open. A large teal circle with a white dashed border is superimposed over the center of the image, containing the text 'PRINCIPLE #4: humble trumps hippos'.


PRINCIPLE #4:
humble trumps
hippos



NETFLIX

“We embrace the empirical focus because it keeps us humble. We don’t know up-front what customers want.”

- Neil Hunt, CPO



PRINCIPLE #5:
every fire
needs fuel

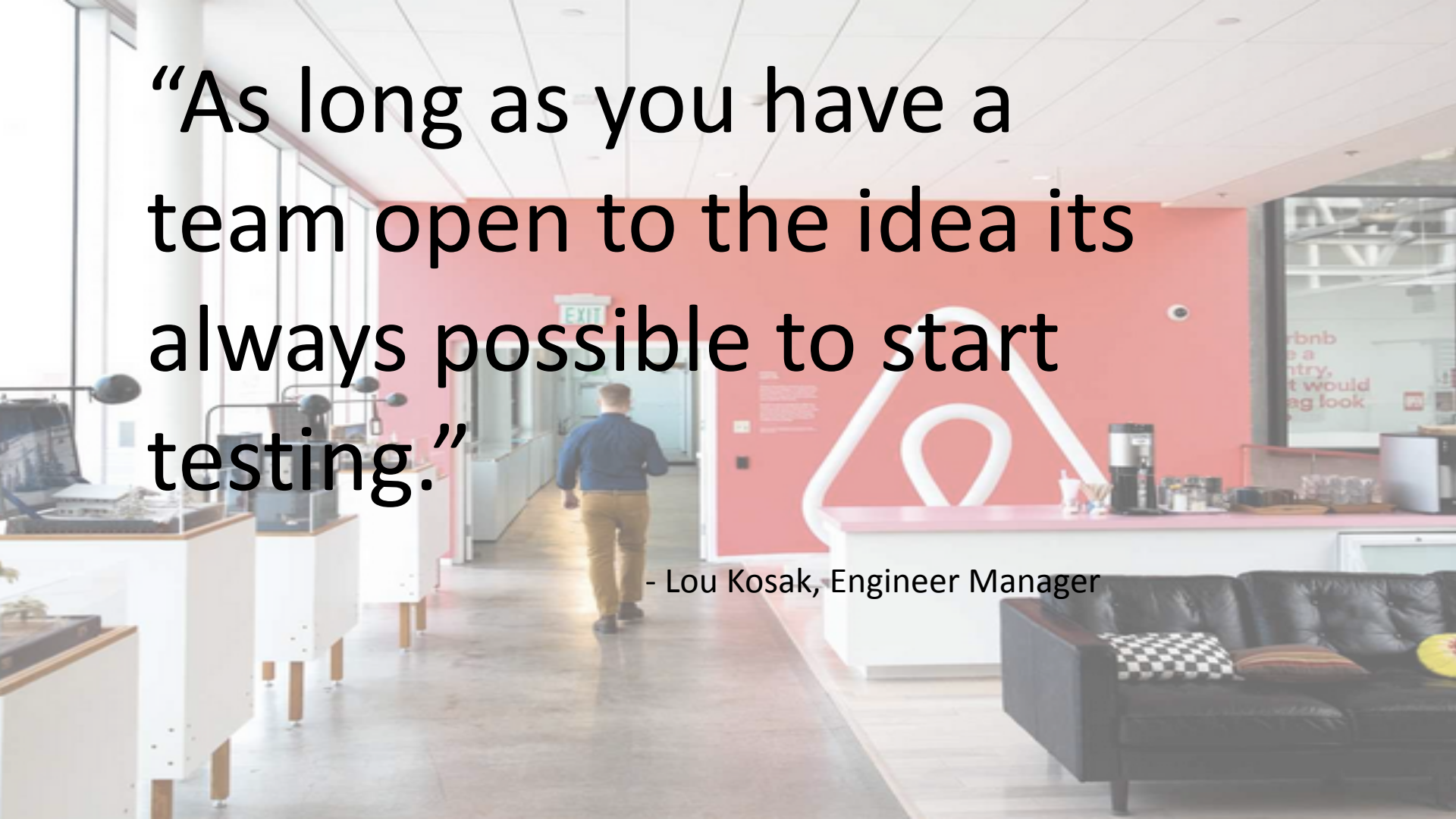


- Mr. Sparkles: #hero
- ATP call out tests
- SLT expected to support
- LTI. LTI. LTI.

Remember it's a flywheel.

Remember it's a flywheel.

...but you have to start
somewhere.



“As long as you have a
team open to the idea its
always possible to start
testing.”

- Lou Kosak, Engineer Manager

THANK YOU!



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