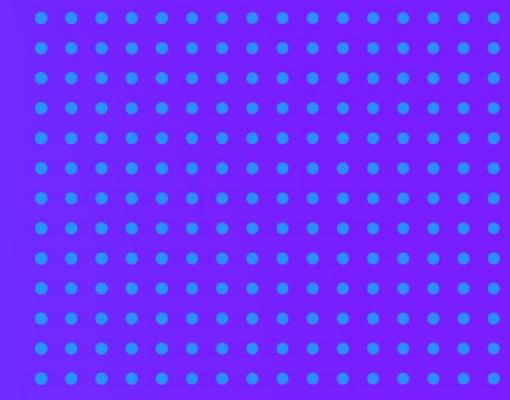




The Power Of Incrementalism

David Carlile

Senior Director Product Strategy



01

Introduction

**Hi... Nice to meet
you #Opticon23**



David Carlile

Sr Director, Product Strategy

Throughout my career I've been fortunate to work with many amazing global brands. Over the last decade, I have developed deep subject matter expertise in experimentation. I currently work on the Optimizely Product team with a focus on our Experimentation platform.



Expertise & Industry

Experimentation Experience

10 years building and scaling programs as a professional consultant and at Optimizely

4+ year managing Optimizely's most strategic experimentation customers

Industry Specific Experience

Retail/eCommerce, Financial Services, Healthcare, B2B and B2C



Education & Certification

University of North Texas

Bachelors of Sciences, Economics



Key Areas of Focus

Scaling Experimentation Program

Developed enterprise experimentation programs from simple tests to high complex server-side testing

Building a Centralized Experimentation Team

Established a Center of Excellence including processes, governance and roles & responsibilities for multi-team experimentation programs

Enabling Evidence-Based Optimization

Provided web assessment guidance on using data to determine test ideation as well as testing strategy and roadmap advice



Agenda

- ~~1. Introduction~~
2. Incrementalism
3. Organizationally
4. Managerially
5. Individually

02

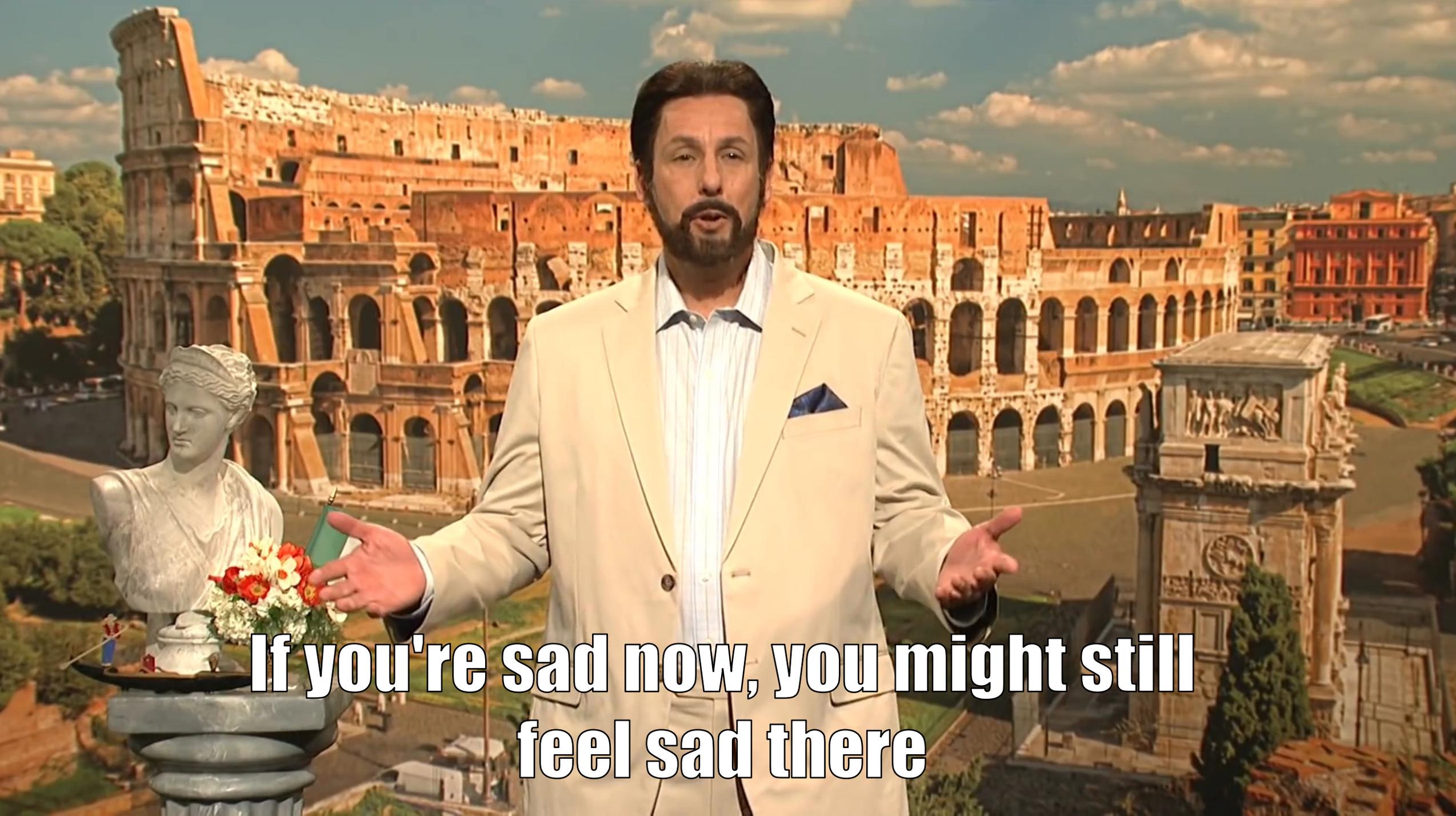
Incrementalism

A theory of decision-making and policy implementation that suggests that changes and decisions are typically made gradually and in small, manageable steps rather than through dramatic or revolutionary shifts - **ChatGPT**





 Joe Romano, ROMANO TOURS



**If you're sad now, you might still
feel sad there**



You're still gonna be *you* on
vacation

CAN

-TAKE YOU
ON A HIKE

-ITALIAN
RIVIERA

-ZIPLINE

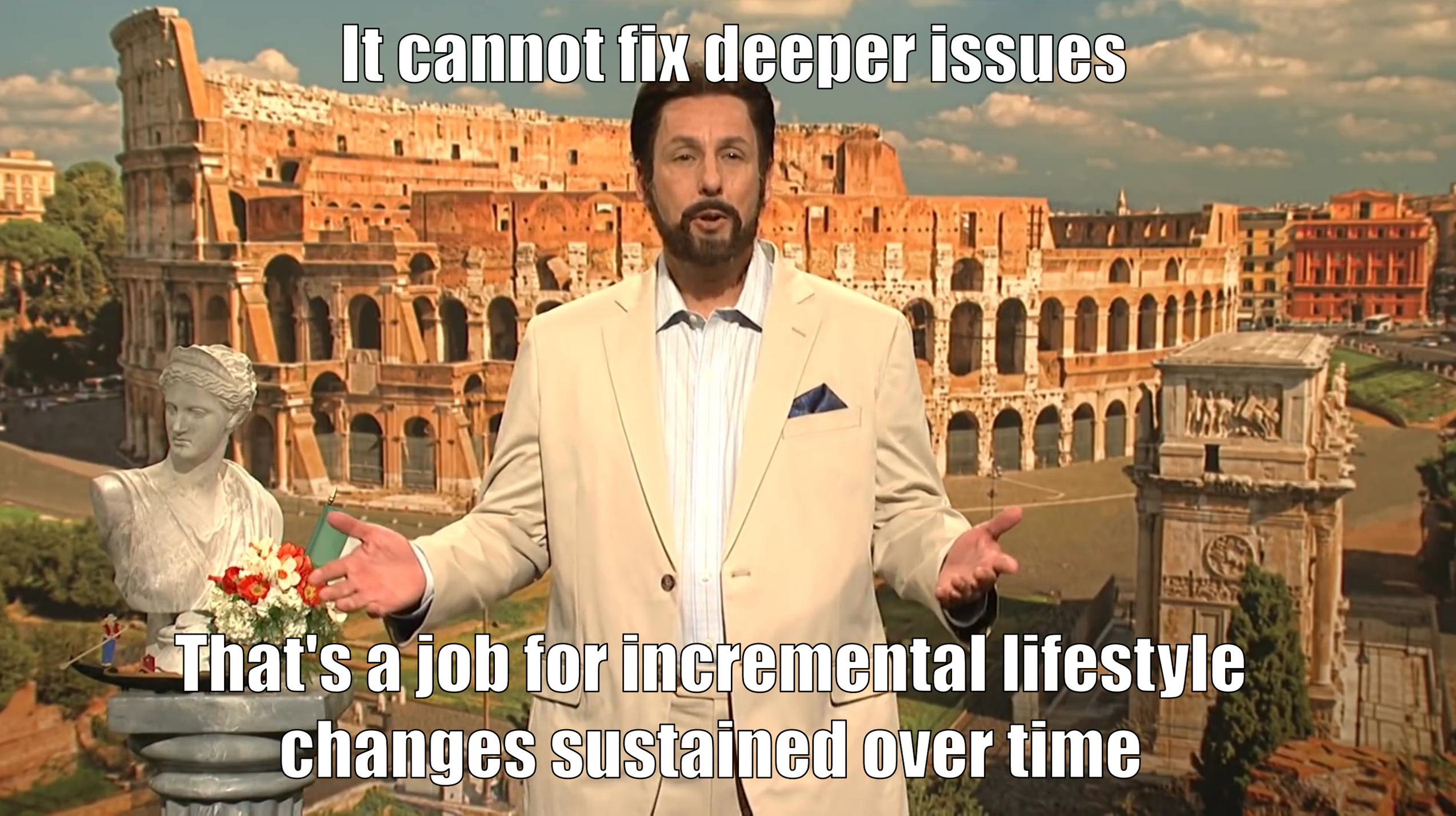
CANNOT

-MAKE YOU
LIKE HIKING

-COMFORTABLE
IN SWIMSUIT

-“WHEE!”
(GENUINE)



A man with a beard and mustache, wearing a white suit jacket over a light-colored striped shirt, stands with his arms outstretched in a gesture of explanation or emphasis. He is positioned in the center of the frame. The background is a panoramic view of the Colosseum in Rome, Italy, under a clear blue sky with some light clouds. In the foreground on the left, there is a white marble bust of a woman's head and shoulders, resting on a pedestal. To the right of the man, there is a stone structure with a relief sculpture. The overall scene is brightly lit, suggesting a sunny day.

It cannot fix deeper issues

**That's a job for incremental lifestyle
changes sustained over time**



Premium

romano tours



Home



Shorts



Subscriptions



YouTube Music



Library



History



Your videos



Your movies & TV



Watch later



Downloads



Show more

All

Shorts

Unwatched

Watched

For you

Recently uploaded

Live



Romano Tours - SNL

3.6M views • 4 years ago

SNL Saturday Night Live ✓

Joe Romano (Adam Sandler) clarifies what his tours of Italy can and cannot do for

CC



Joe Romano, ROMANO TOURS | Tower of Pisa | They Saw Paddington

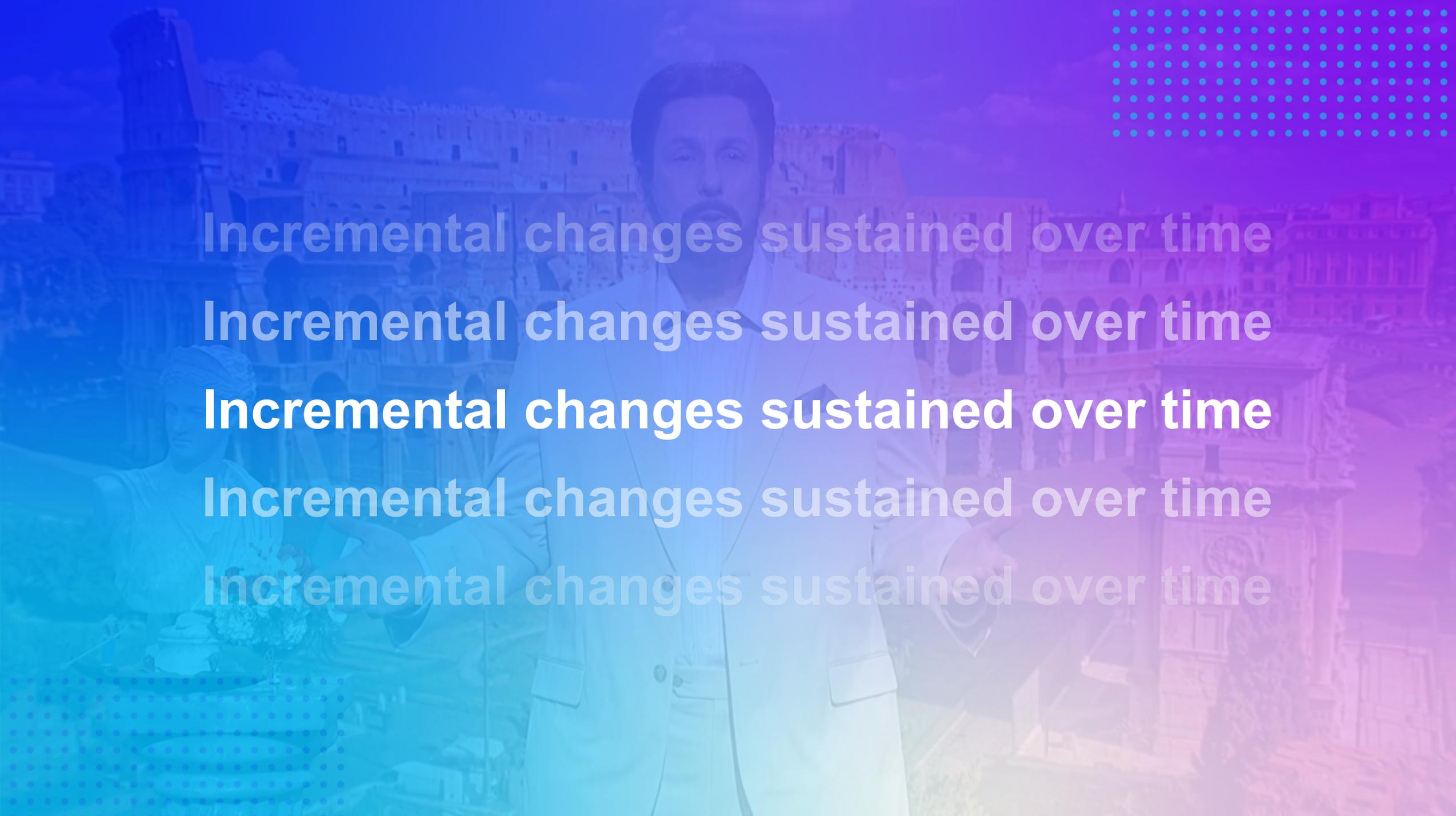


Perillo Tours 2019 TV ad: Kitchen 60 seconds

35K views • 4 years ago

 Perillo Tours

Soon to be a classic, another iconic TV Commercial from Steve Perillo and Perillo



Incremental changes sustained over time
Incremental changes sustained over time
Incremental changes sustained over time
Incremental changes sustained over time
Incremental changes sustained over time

03

Incrementalism

**How Does This Work
Organizationally?**

“Digital Transformation”



A photograph of a narrow, stone staircase in a rustic setting. The stairs are made of large, weathered stone blocks and lead upwards. On the left side, there are several potted plants in terracotta pots. On the right side, there is a small vase with red flowers. The walls are made of light-colored, textured stone or plaster. The lighting is warm and natural, suggesting an outdoor or semi-outdoor environment.

~~“Digital
Transformation”~~

“Digital
Progress”

Things that disappear on second day of your “transformation”

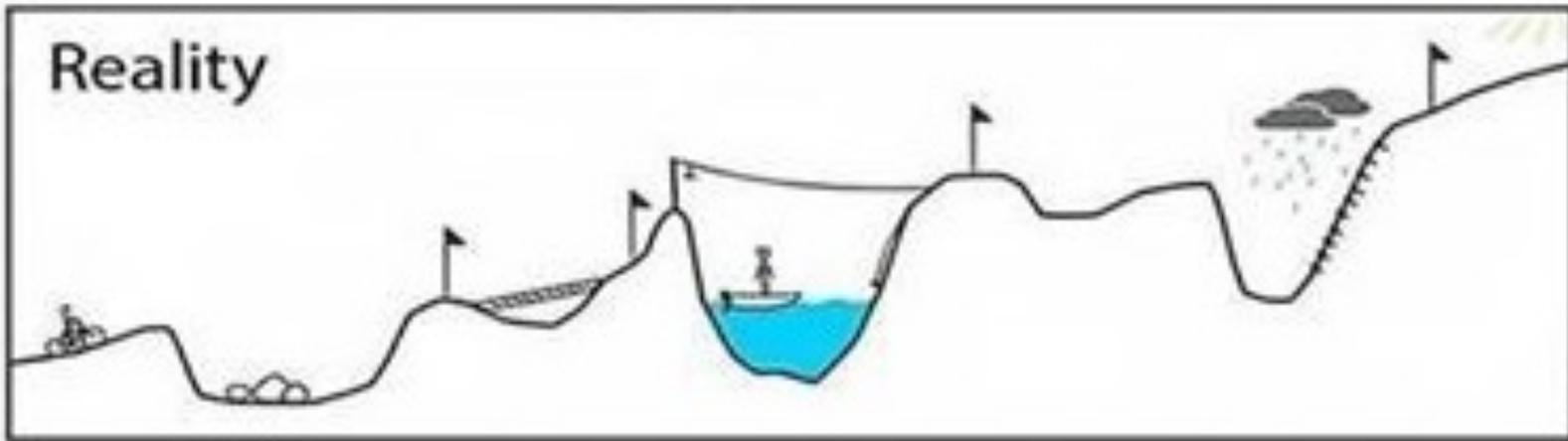
- Your budget
- Your staff
- Your contractors
- The attention of the C-level
- Any sense of urgency
- Your enthusiasm
- Your job?



Your plan



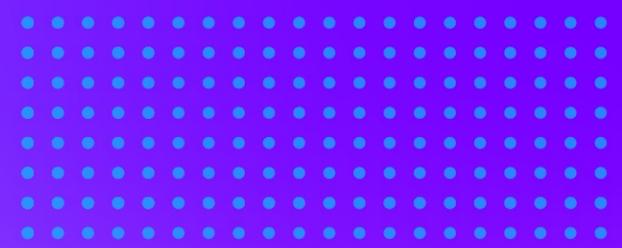
Reality





The Great Wall Of China

- **Location:** From Shanhaiguan to Lop Lake, China
- **Started:** Circa 400 B.C.
- **Total time:** 2,000 years
- **Fun fact:** The Great Wall of China is the longest structure ever built by humans. And contrary to popular belief, you can't see it from outer space.



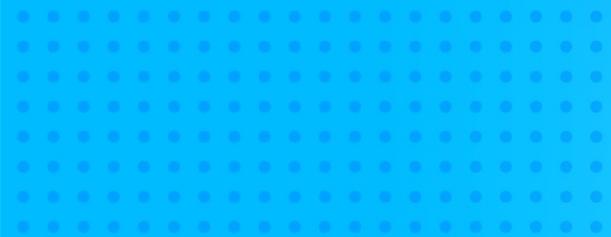
Stop focusing on ~~transformation~~

Stop focusing on ~~transformation~~

Start focusing on digital progress

Stop focusing on ~~transformation~~

Stop focusing on ~~transformation~~



04

Incrementalism

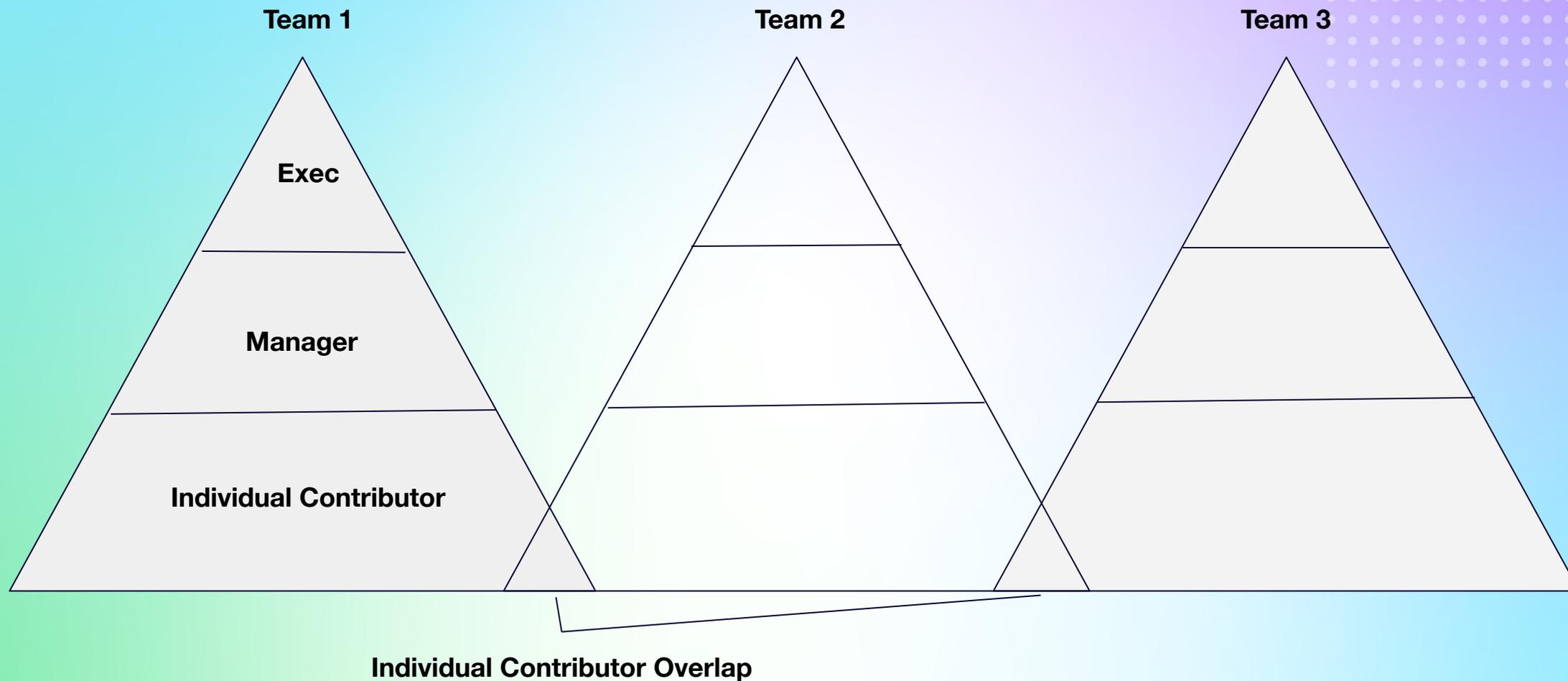
**How Does This Work
Managerially?**



As a manager its your job to cut through red tape and breakdown silos, enabling your team to make incremental improvements

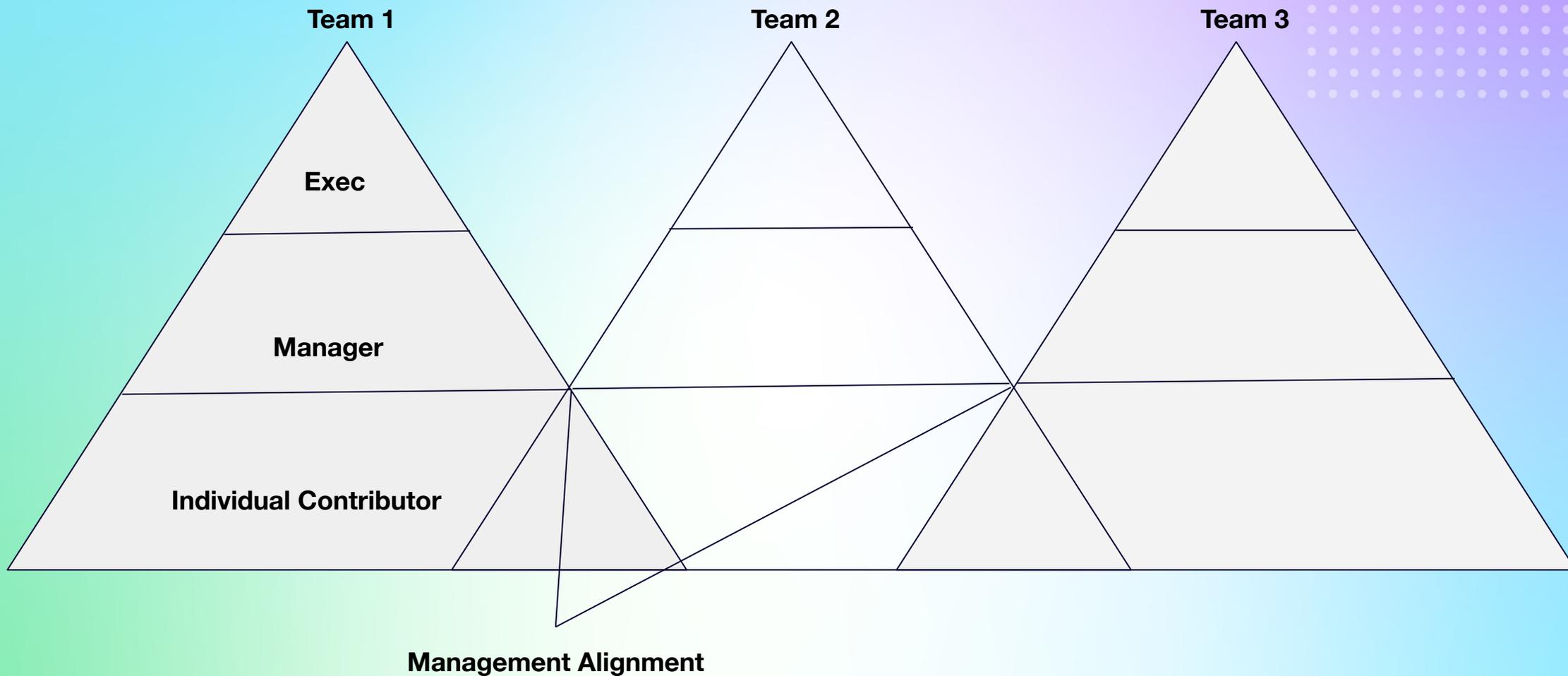
Low Managerial Maturity

Cross Functional Silos



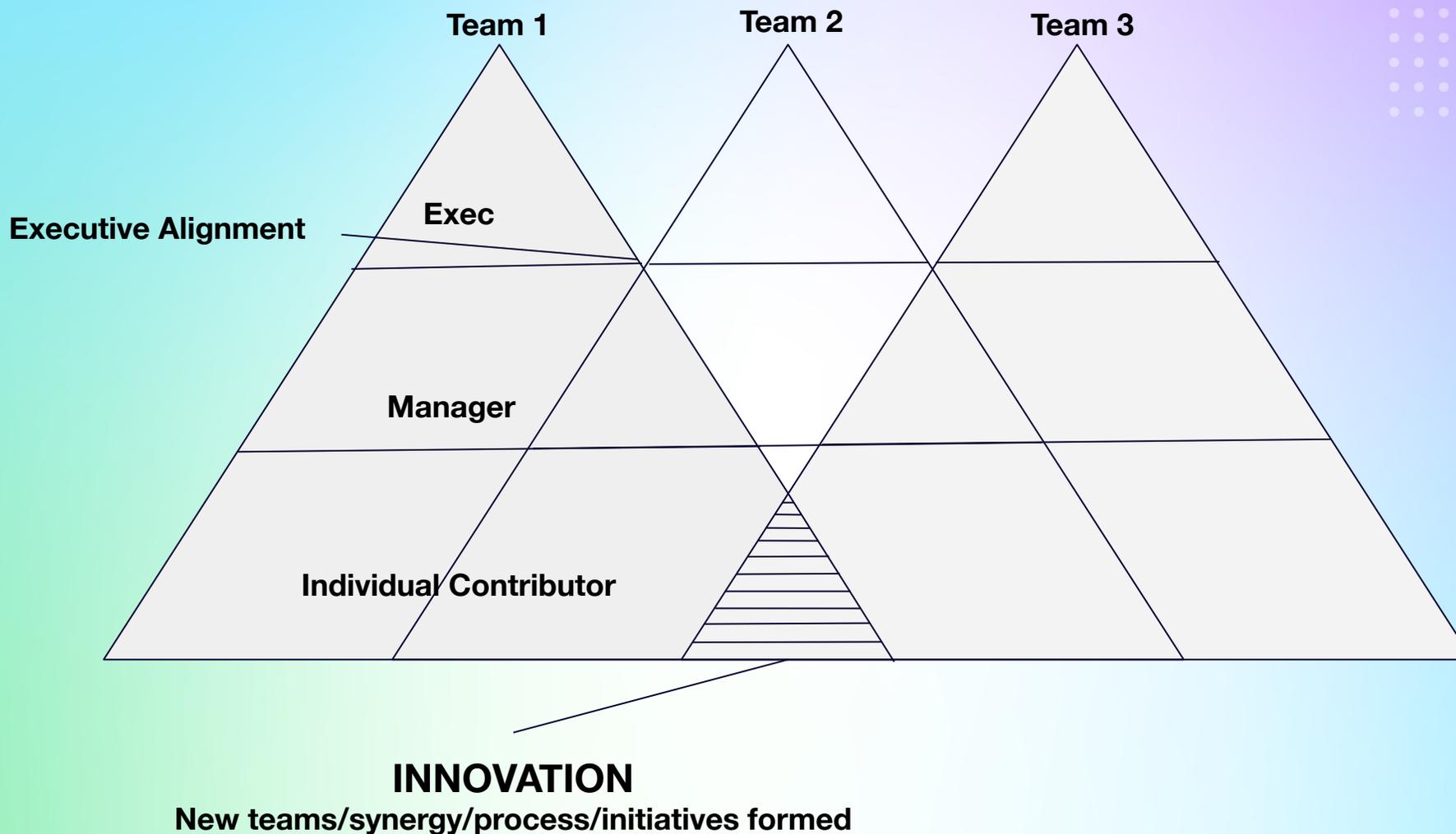
Medium Managerial Maturity

Beginning of Operational Excellence



High Managerial Maturity

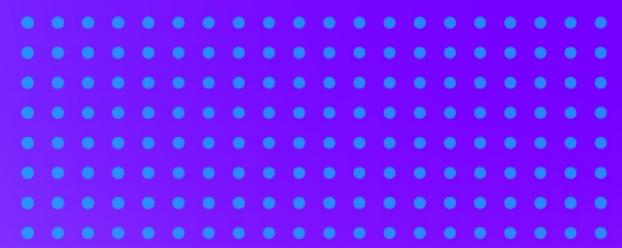
Culture Of Innovation





The Pyramids Of Egypt

- **Location:** Giza, Egypt
- **Started:** Circa 2,570 B.C.
- **Age:** ~4,000 years
- **Fun fact:** The pyramids were built as monuments to house the tombs of the pharaohs, a reminder of the ancient Egyptian glorification of life after death.



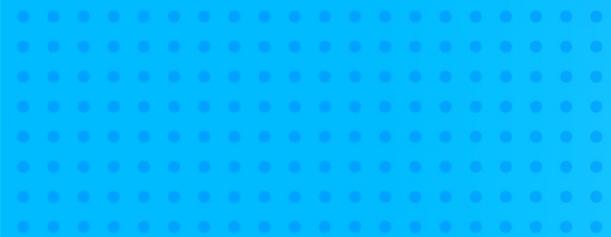
Enforce shared goals to break down silos

Enforce shared goals to break down silos

Enforce shared goals to break down silos

Enforce shared goals to break down silos

Enforce shared goals to break down silos



05

Incrementalism

**How Does This Work
Individually?**

**Stop focusing
on the goals**



ACHIEVING YOUR WILDLY
IMPORTANT GOALS



The 4 Disciplines of Execution



CHRIS McCHESNEY

SEAN COVEY

THE NEW YORK TIMES BESTSELLING AUTHOR

JIM HULING

FOREWORD BY CLAYTON CHRISTENSEN

ACHIEVING YOUR WILDLY
IMPORTANT GOALS



The 4 Disciplines of Execution



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FOREWORD BY CLAYTON CHRISTENSEN

You can't **do** a goal

ACHIEVING YOUR WILDLY
IMPORTANT GOALS



The 4 Disciplines of Execution



CHRIS McCHESNEY

SEAN COVEY

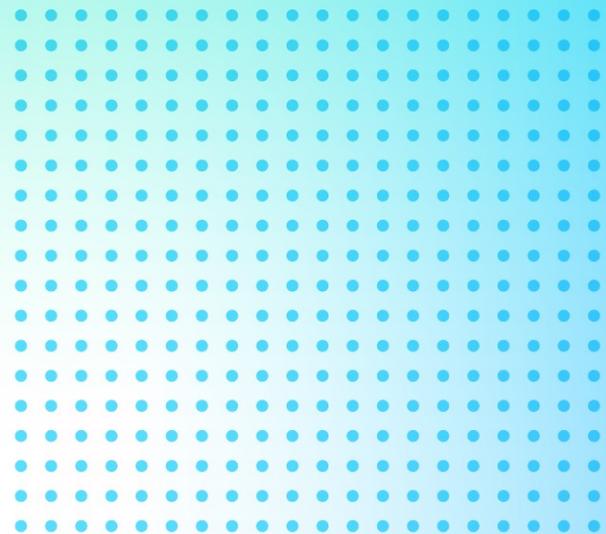
THE NEW YORK TIMES BESTSELLING AUTHOR

JIM HULING

FOREWORD BY CLAYTON CHRISTENSEN

You can only **do** activities
which can result in goals

“I’d like to lose 10 pounds”

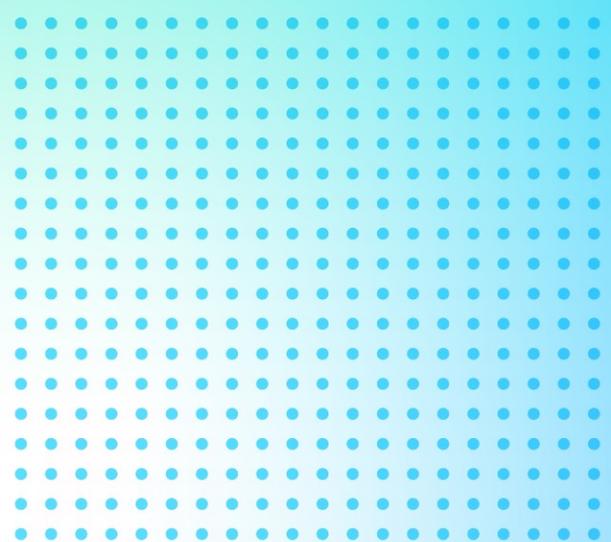


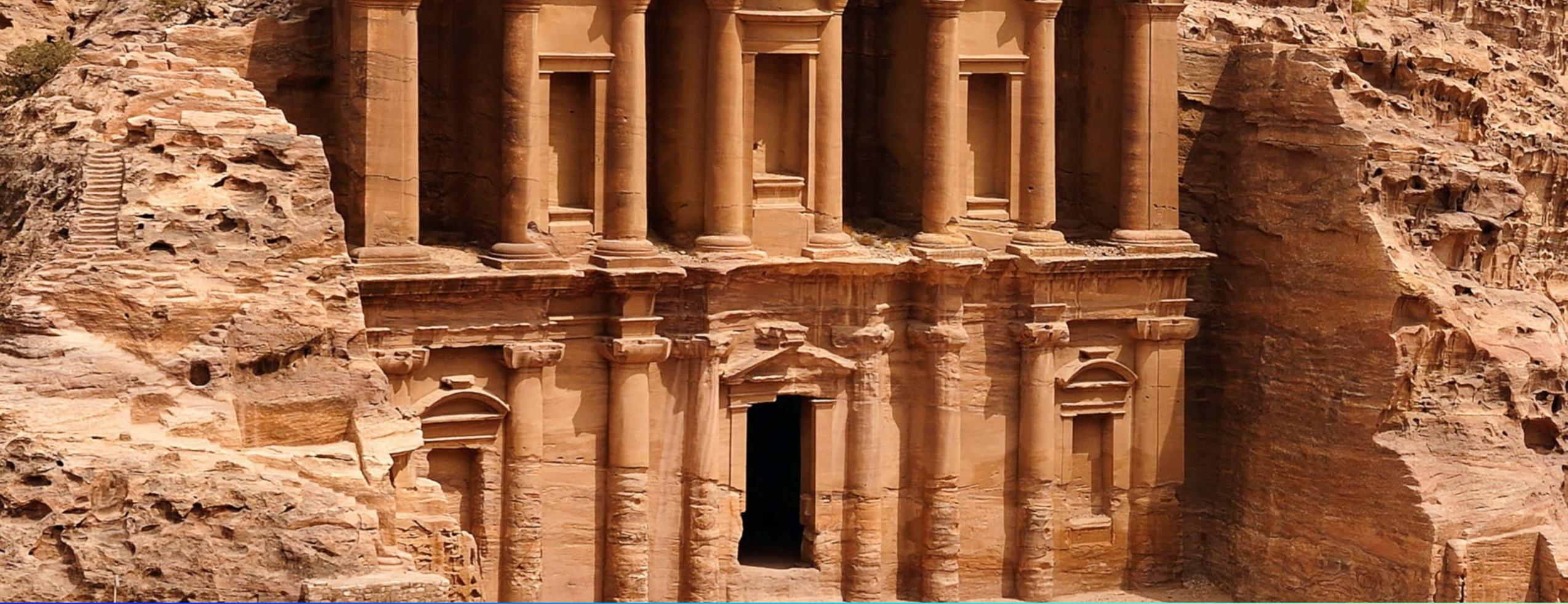
“I’d like to lose 10 pounds”

Goal

- I will “go to the gym four times a week”
- I will “have five sugar free days per week”
- I will “only eat one cheat meal per week”
- I will “weigh myself every morning”

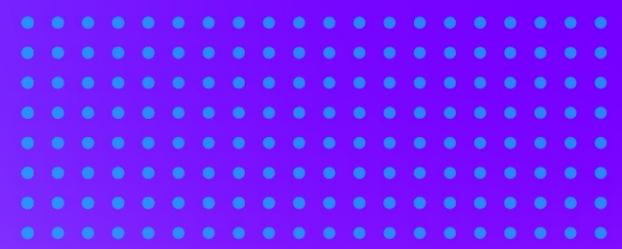
Activities





Petra

- **Location:** Hashemite Kingdom of Jordan, Petra
- **Construction started:** Circa 600 B.C.
- **Duration:** 850 years
- **Fun fact:** Petra was a bustling trading center between 400 B.C. and 106 A.D., then sat in obscurity until it was discovered by a European traveler disguised in a Bedouin costume in the early 1800s.



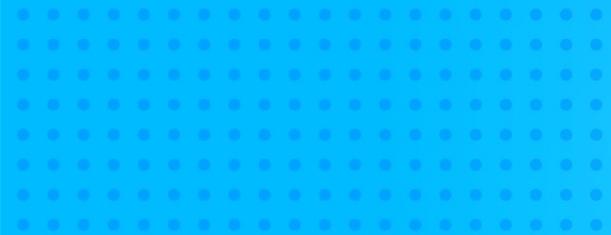
Incrementalism rewards measurable progress

Incrementalism rewards measurable progress

Incrementalism rewards measurable progress

Incrementalism rewards measurable progress

Incrementalism rewards measurable progress



Lastly...

Change is constant and inevitable...

What's Your Change Style?

Conservers	Pragmatists	Originators
Accept the structure	Explore the structure	Challenge the structure
Prefer that change is slow and steady	Prefer that change is functional	Prefer that changes is expansive

- Does your *organization* require you to be a specific change agent?
- Does your *team* require you to be a specific change agent?
- Does your *boss* require you to be a specific change agent?



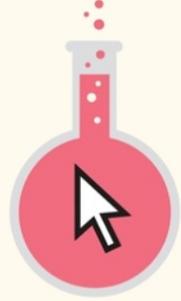
EXPERIMENTATION
WORKS

THE SURPRISING
POWER *of* BUSINESS
EXPERIMENTS

STEFAN H. THOMKE

HARVARD BUSINESS REVIEW PRESS





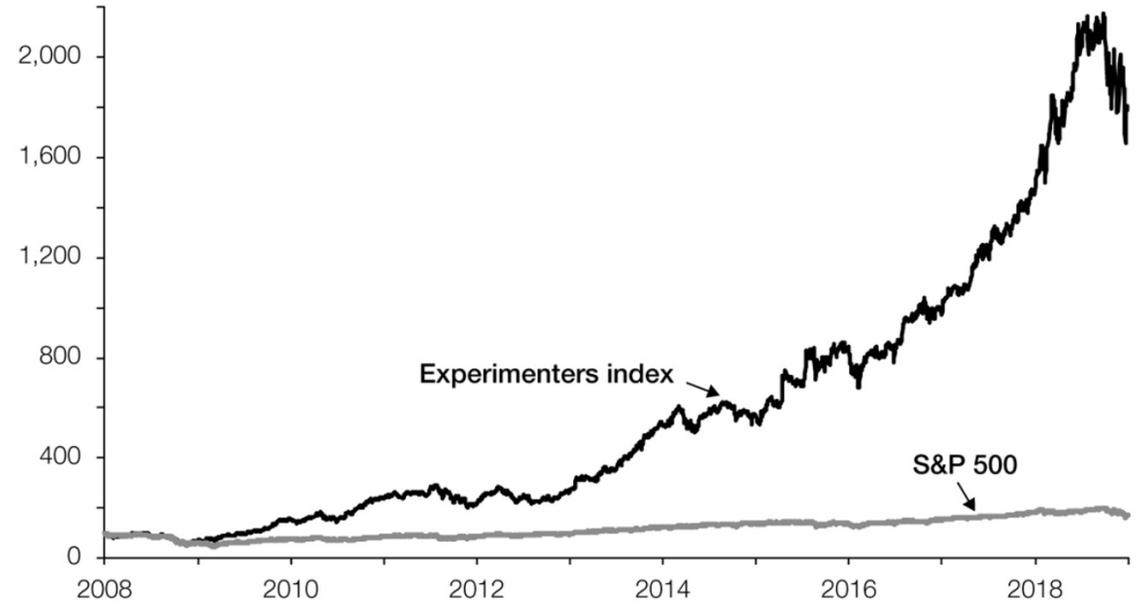
EXPERIMENTATION WORKS

THE SURPRISING
POWER of BUSINESS
EXPERIMENTS

STEFAN H. THOMKE

HARVARD BUSINESS REVIEW PRESS

An equally weighted index consisting of Amazon, ETSY, Facebook, Google, Microsoft, Netflix, and Booking Holdings. These companies have spent years building infrastructures and cultures for large-scale experimentation.



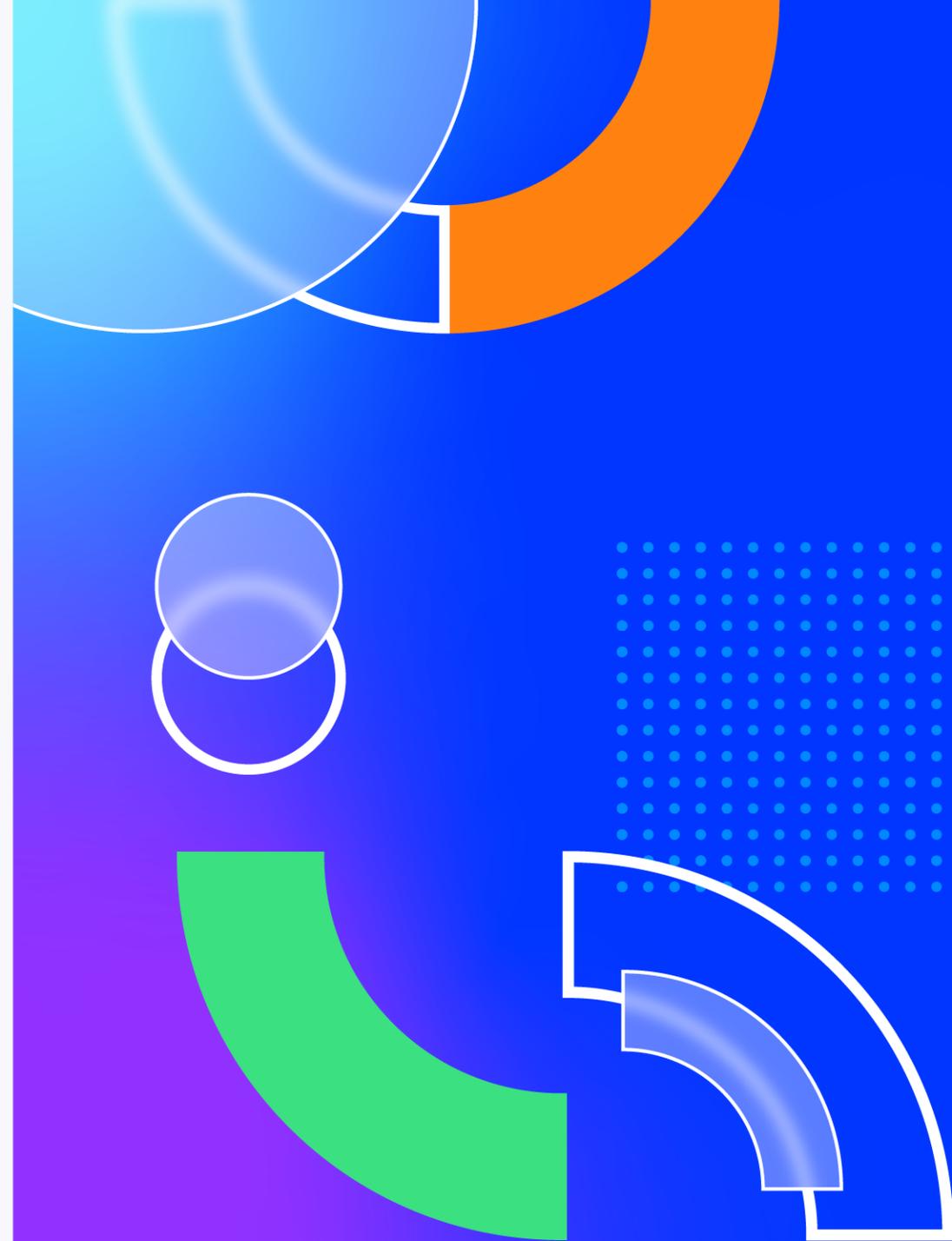
Source: Bloomberg 2019.



In Conclusion

Making incremental improvements based on experimentation is the safest way forward...

- Stop focusing on transformation and start focusing on progress
- Force managers of all levels to share goals to breakdown silos and create a culture of innovation
- Focus on the activities that will progress toward your goals, and know that change is constant and inevitable



Thank you
#Opticon23