

11 THINGS

Lucia Van Den Brink Exposed
At Experimentation Elite
About Growth, Experiments,
And Why Lone Geniuses Are
Overrated



TL;DR

Some of your best
experiment ideas will
never come from your
CRO team

*AKA: Your bubble is quietly
limiting your ideas.*



1 The setup

On paper, your experimentation programme looks fine

Picture this

- experiments running weekly
- data-driven culture
- positive ROI
- experimentation close to product

On paper...

- ✨ Thriving ✨

And yet the question remains:

**What's
next?**

**(If you've ever hit this ceiling, keep
reading.)**



2 The YouTube left-hander moment

**5–10% of YouTube videos were
uploaded upside down.**

- Everyone looked at the data.
- Everyone analysed the system.
- Everyone missed the answer.

Until a **left-handed** person tried it.

The bug **wasn't**
technical.

It was
perspective.



3 The uncomfortable realisation

Lucia ran 100+ tests a year and noticed something weird

Some winning ideas:

- didn't come from CRO
- didn't come from product
- didn't come from UX

3 The uncomfortable realisation

Winning ideas came from unexpected roles

They came from:

- developers
- customer support
- people who actually build the thing

Ideas she
personally
would **never**
have had.

That's the
bonus.



4 The data

Across multiple programmes

One CRO lead → lower win rate

Multiple contributors → higher win rate

- Again.
- And again.
- And again.

Until the pattern became **undeniable**

Not vibes.
Data.

**More
perspectives**

=

**More winning
experiments**



5 The caveat

Sometimes collaboration can lower the win rate.

Why? Because...

- teams weren't psychologically safe
- people filtered ideas to "what leadership likes"
- diversity existed on paper, not in thinking

If everyone
says the same
thing in
workshops,
something is
broken.

Hint: it's usually safety, not intelligence.



6 The rules of the Collaboration Bonus

**Reorder the rules so
psychological safety comes
first.**

**Why? Because without it, none of the
others work.**

- Psychological safety exists
- Problems are genuinely complex
- Perspectives remain distinct
- Programme maturity is high

It's not:

Invite everyone
to the stand-up.

It is:

Designing **for**
cognitive
diversity on
purpose.



7 Why brainstorming usually sucks

Because the safest idea always wins

Because

- we're social animals
- we want agreement
- we avoid sounding stupid

7 Why brainstorming usually sucks

So instead of perspective

We leave with

- the safest idea
- the most familiar idea
- the one leadership already likes

Meanwhile,
the
developer's
**weird but
brilliant** idea
dies quietly in
the room.



8 Fixing the brainstorm

Use Silent ideation first.

Individually:

- think alone
- write ideas down
- protect the weird ones

8 Fixing the brainstorm

Then collaborate.

Use the power of more minds to:

- share
- combine
- prioritise

Your job is **not**
to decide ideas.

It's to **protect**
the
uncomfortable
ones.



9 Quantity ≠ chaos

More ideas don't dilute quality.

They create optionality. Because:

- small, safe ideas coexist with big, risky ones
- you're no longer buying a single lottery ticket
- you're building a portfolio of options

And **that is**
experimentation
maturity.



10 You can't rent this

Collaboration has to be owned

Because you can't outsource:

- psychological safety
- collaboration
- experimentation culture

**You can rent
tools.**

**You can rent
consultants.**

**You cannot rent
trust.**



11 The practical takeaway

**Start measuring where ideas
actually come from**

Find out

- how many people suggest ideas
- how many teams are involved

11 The practical takeaway

Listen more than you broadcast

Then

- talk to customer support
- talk to legal (yes, really)
- talk to developers

Growth hides in
~~conversations~~
you're
not ~~having.~~



Final mic drop

Experiments plateauing?
It's not your test design.

It's your perspective.

If you're still the smartest person
in every room,
you're costing your programme
money.



Question Who Gets To Generate Ideas.
Not Just Which **Ideas Get Tested.**
