A black and white portrait of an elderly man, Jim Waters, smiling. He is wearing a dark suit jacket over a light-colored collared shirt. The background is a soft, out-of-focus indoor setting.

# **Jim Waters**

---

A Legacy of Delivering Benefit

*October 7, 1925 - May 17, 2021*

“Benefit is always in the eyes of the receiver”

# What Waters do

Waters™



**Kieran Neeson**  
**Informatics Director**  
**Waters Corporation**



experimenting with agility & flow at Waters Corporation

**“We don’t know how you don’t know”**

**“You lack discipline. You need to estimate better”**

**“This is really difficult, and it doesn’t seem to be working”**

**“You are not listening to us...which makes us scared to speak up”**

# A chance encounter



**Matt Turner**  
**Partner**  
**Sooner Safer Happier**



hapus

# Movement at Grass Roots



2020



# Experiment 1: New Style of Leadership

Waters™

**Target Condition:** Aligned and Empowered PO Team



# Experiment 2: New ways to get aligned

and

region



A traditional connection worker

## Waters Corporation Names Udit Batra President and Chief Executive Officer

*Announces Preliminary Second Quarter 2020 Sales*

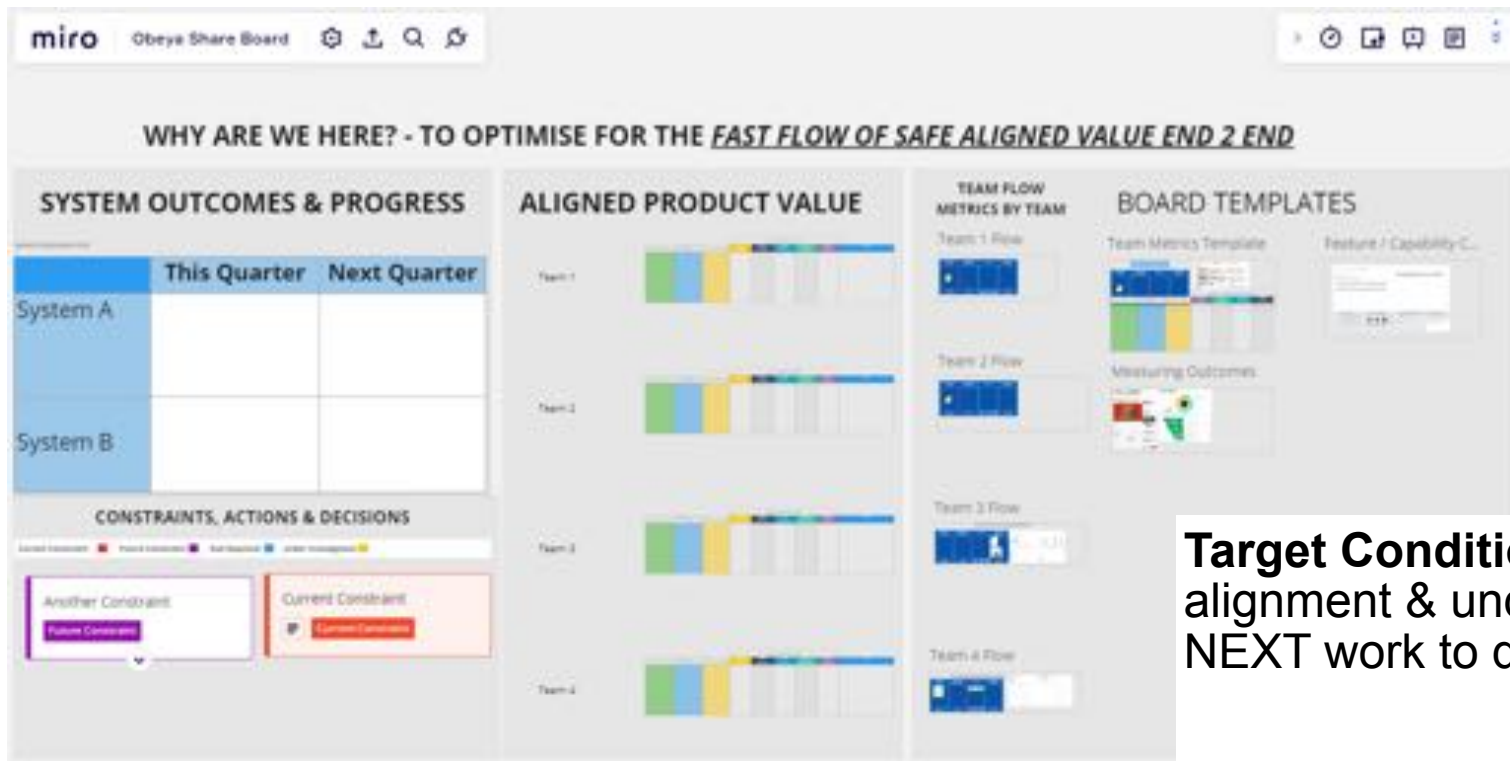
July 15, 2020 08:00 AM Eastern Daylight Time

MILFORD, Mass. --(BUSINESS WIRE)--Waters Corporation (NYSE:WAT) ("Waters" or the "Company") today announced that Udit Batra, Ph.D. has been named the Company's President and Chief Executive Officer, effective September 1, 2020.

# A change at the Top

## Experiment 3: New Ways to prioritize & Make Work Visible

Waters™



**Target Condition:** Cross Org alignment & understanding of NEXT work to do

2021

# Experiment 4: Focus on Outcomes

Q4 OKR			Objective Sponsor:
<b>Goal/Value Outcome:</b> Confirm a first customer order for the system by 31 <sup>st</sup> Dec 2021 so that revenue can be realized in January of 2022			Objective Lead:
Key Results: <Describe the <u>time-boxed work</u> that ALL needs to be completed in order to meet the objective>			Total Score [0-1]
#	Key Result	Key Result Lead	Scores [0-1] <b>Score: 0.64</b>
1	Increase confidence that FC1.0 will be Compliant Ready with a compliance assessment pass across all agreed system software workflows by Nov 15  <b>Score: 0.4</b>	Ian P	Before Nov 15 <sup>th</sup> = 1.0 Within 2 Days = 0.8   Within 1 week = 0.6 Within 2 weeks = 0.4   Within 3 weeks = 0.2 Within 1 month = 0.0
2	Increase confidence that FC1.0 will deliver the value proposition with empirical measurements confirming improved performance across the System Workflow Metrics against 15 <sup>th</sup> as measured by the agreed comparative value prop experiment defined here: <a href="https://code.waters.com/confluence/x/KAQwPq">https://code.waters.com/confluence/x/KAQwPq</a> General Workflow consists of: <b>Method Development, Routine Analysis, Analysis Review</b> <b>Score: 1.0</b>	Kieran	Top score overall across all 3 workflows = 1.0 2 <sup>nd</sup> overall across all 3 workflows = 0.5 3 <sup>rd</sup> overall across all 3 workflows = 0.0
3	Verification complete by Oct 15 <sup>th</sup> so that Validation can commence  <b>Score: 0.4</b>	Paul B	Before Oct 15 <sup>th</sup> = 1.0 Within 2 Days = 0.8   Within 1 week = 0.6 Within 2 weeks = 0.4   Within 3 weeks = 0.2 Within 1 month = 0.0
4	Future (12-18 months) waters_connect roadmap clarified by Oct 31 <sup>st</sup> so that commercialisation can commence  <b>Score: 0.4</b>	Kieran	Before Oct 31 <sup>st</sup> = 1.0 Within 1 week = 0.8   Within 2 weeks = 0.6 Within 3 weeks = 0.4   Within 4 weeks = 0.2 Within > 1 month = 0.0
5	Validation complete by 10 <sup>th</sup> Nov so that commercialization can be completed to fulfill a 1 <sup>st</sup> customer order by Dec 31 <sup>st</sup> ( <b>1<sup>st</sup> Customer Order does NOT involve or include shipment of the order</b> )  <b>Score: 1.0</b>	Paul B	1 <sup>st</sup> order received before Dec 31 = 1.0 Within 1 week = 0.8   Within 2 weeks = 0.6 Within 3 weeks = 0.4   Within 1 month = 0.2 > 1 month = 0.0

**Target Condition:**  
Cross-Org alignment  
on what is to be  
achieved

## Waters

Waters Corporation unlocks the potential of science through analytical measurement technology, deep scientific expertise and reliable insights to enhance human health and well-being.

Serving the life, materials and food science industry for more than 60 years, our **specialty measurement** technology delivers insights scientists count on to ensure the purity of the medicines we take, the quality of the products we use and the safety of the food we eat.

Browse our site to learn about the products we sell, the industries we serve and the people that make it all happen.



# Experiment 5: New ways to talk about measurable Value

**Target Condition:** An aligned approach to how we define, measure and prioritize Value





# Success!

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Waters Corporation  
10mo • 🌐

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2022

# Experiment 6: Dynamic Prioritization Utility

ID	Compliance Assessment Priorities	Ajjan What would you bet that this Feature has Value for the User?	Charlie What would you bet that this Feature has Value for the User?	Heather What would you bet that this Feature has Value for the User?	Normalised Value What would you bet that this Feature has Value for the User?
1	1 Feature 1	Holiday	Holiday	Post	Holiday
2	2 Feature 2	Car	Car	Car	Car
3	3 Feature 3	House	House	Car	House
4	4 Feature 4	Car	Car	House	Car
5	5 Feature 5	Car	Car	Car	Car
6	6 Feature 6	Salary	Holiday	Holiday	Holiday
7	7 Feature 7	Salary	Holiday	Salary	Salary
8	8 Feature 8	Car	Car	Salary	Car
9	9 Feature 9	Car	Salary	Holiday	Salary
10	10 Feature 10	Salary	Salary	Holiday	Salary
11	11 Feature 11	Car	Salary	Car	Car
12	12 Feature 12	House	Car	House	House
13	13 Feature 13	Holiday	Salary	Salary	Salary
14	14 Feature 14	Car	Salary	Car	Car
15	15 Feature 15	Car	Salary	Salary	Salary

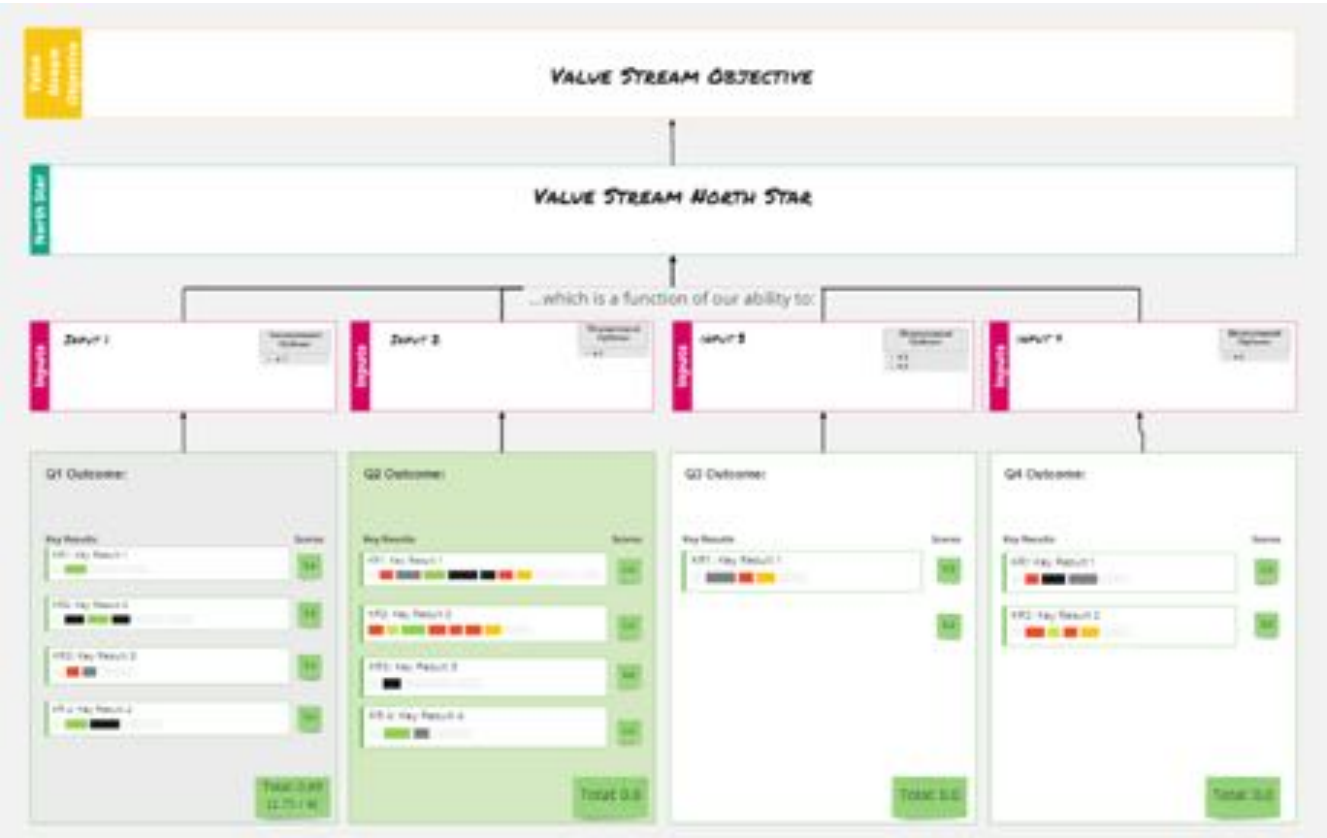


**Target Condition:** A consistent mechanism to facilitate meaningful conversations on prioritization and attain better alignment across diverse stakeholders



ID	Compliance Assessment Priorities	What would you bet that this Feature has Value for the User?	Forecast - How much will it cost to build?	Dependencies	V2W Ratio	V2W Recommended START Order
1	3 Feature 3	House	House		1	1
2	13 Feature 13	Car	Holiday		1	2
3	24 Feature 24	Car	Holiday		1	3
4	22 Feature 22	House	Salary		1	4
5	13 Feature 13	Salary	Holiday		2.5	5
6	13 Feature 13	Salary	Holiday		2.5	5
7	13 Feature 13	Salary	Holiday		2.5	5
8	14 Feature 14	Car	Salary		2	6
9	10 Feature 10	Salary	Salary		1	7
10	13 Feature 13	House	House		1	8
11	13 Feature 13	Holiday	Holiday		1	9
12	13 Feature 13	Holiday	Salary		0.4	10
13	6 Feature 6	Holiday	Salary		0.4	11
14	26 Feature 26	Salary	House		0.33333	12
15	34 Feature 34	Salary	House		0.33333	13
16	38 Feature 38	Salary	House		0.33333	14
17	40 Feature 40	Salary	House		0.33333	15
18	31 Feature 31	Holiday	House		0.33333	16
19	37 Feature 37	Holiday	House		0.19999	17
20	41 Feature 41	Holiday	House		0.19999	18

Experiment 7:  
North Star links to help identify and define our Outcomes



**Target Condition:** Direct and lineage between Strategy and the measurable Outcomes we want to achieve

# Experiment 8: Probabilistic Forecasting & Planning

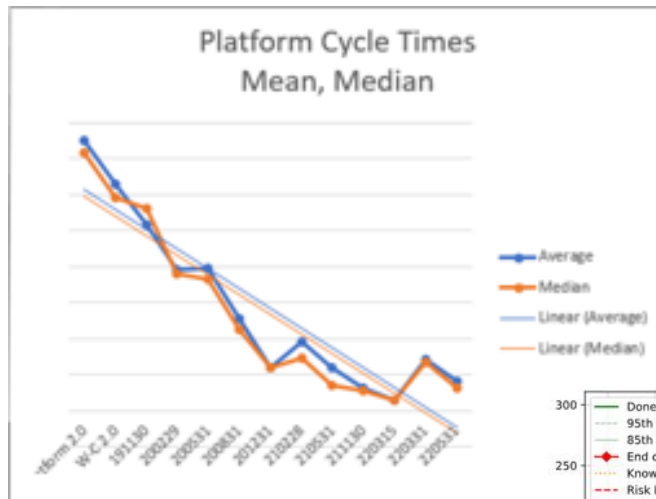
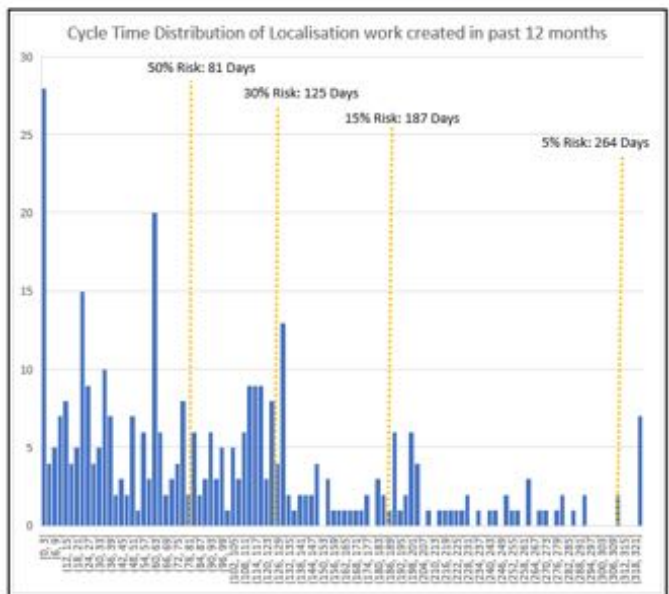
Work Item Quantity	Percentiles	Index	Cycle Time (Days)
359	50%	180	81
	70%	252	125
	85%	306	187
	95%	342	264
	98%	352	310

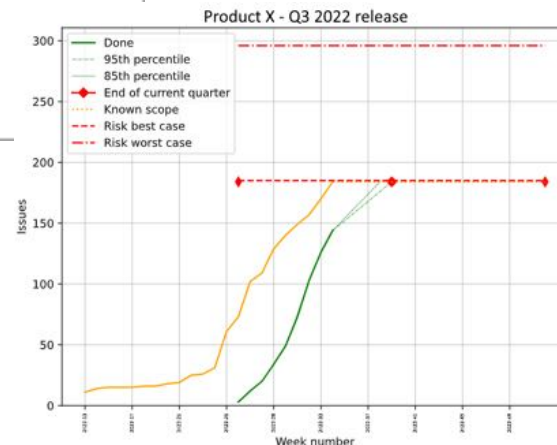
Mode	1
Median	81
Mean	97

weibull	3.82716
---------	---------



**Target Condition:**  
Better credibility with improved predictability and confidence in delivery plans



# A lovely moment

Waters™

Waters Corporation  
2d + 1

Our waters\_connect informatics platform was selected as "Analytics Solution of the Year" by **BioTech Breakthrough**. The winning selections for 2022 showcase life sciences and biotechnology companies that push ingenuity and exemplify the best in biotech solutions across the globe. Learn more about our connected science platform here: <https://bit.ly/3Uydn5S>

#WatersInnovation



Things we  
mucked up  
BUT  
we learned  
from and  
intend to try  
again...

- OKRs
- North Stars
- Wardley Maps
- Dynamic Prioritisation
- Team Topologies (Platform as a Product)
- Outcome Canvas

**Kieran Neeson**  
**Director Informatics**  
**Waters Corporation**



**Thank You!**



hapus