Klauder, Ryan

Senior Manager, Product & Business Analytics

Manager: Curtis Salinas (100863)

Evaluated By: Curtis Salinas (100863)

Mid-Year Performance Review

Organization: IT (Curtis Salinas (100863))

Location: AMERICAS : USA : 03601 New York Office

02/01/2023 - 07/31/2023

Overall

Manager Overall Evaluation

Rating: 4 - Often exceeds expectations

Comment: Even though he only recently was promoted to Sr. Manager, in many ways the standard Ryan holds himself to is at a higher level, and it shows in how well he's doing already in his role. I'm so excited for his future as both a leader of the business and specifically the impact he can make here at Chainalysis.

Employee Overall Evaluation

Rating: 4 - Often exceeds expectations

Comment: I would caveat this all by saying that Chainalysis and Curtis have created the environment in which I as an individual can truly flourish and make the most impact. That is to say, when there is a culture of trust, rigor, and transparency - those values in folks can thrive.

I believe I exceed expectations by building and maintaining a high-performing team that is delivering impact. Additionally, I think I go above and beyond to engage in cross-functional collaboration, share my voice on other workstreams (like Data Engineering, Operations, Product Marketing, Product Design, Product Management, etc), and share thoughts during MBR. I believe I exceed by my level of transparency, rigor and authenticity.

Questions

Over the past six months, what were some things that went well?

Manager Evaluation	Employee Evaluation
Response: • I continue to be impressed with how Ryan leads his team. A stakeholder said to me recently how they are impressed by how strong of a manager Ryan is, almost as if he was "born with that gene". I couldn't agree more. This shows in his leadership with his team, the trust he builds through empathy and openness, and his willingness to show vulnerability, all of which feed into his desire and ability to continuously improve as a leader.	Response:

- Ryan has led the team through the delivery of a number of incredibly impactful products and analysis efforts, many of which he has highlighted in his self-review. Execution and high quality work output is an area of strength for him - once he and the team are committed to delivering and making an impact, I am sure that it will happen and that he will hold a high bar for the quality of that work.
- Since the org changes, Ryan has stepped into a role leading across two different functions (Product & Business Analytics), increasing the complexity and scope of his role significantly. I've been pleased with how he has approached building out and supporting both teams, even though we are still early in that journey. In particular, it's obvious to me that he has done an exceptional job of bringing the two functions together in a collaborative way, something that's also highlighted in the peer feedback.
- It shows through both direct feedback and my own observations in forums like the MBRs, but one of Ryan's superpowers is to be able to engage with leaders at any level to discuss, debate, and refine analytical insights. But he particularly knows how to bring these to bear on the direction and strategy of the business, which is such an important ingredient. He is a key member of the MBRs, and he brings this level of expertise and leadership to every forum in which he's a member. I'm very pleased with how he has stepped into this part of his role since taking over the team.
- The feedback I get regarding Ryan is almost unanimously high praise, no matter the level, title, or role. He is on track to have a stellar career here at Chainalysis and I'm simply excited to have the opportunity to work with him and learn from him.

Peer Feedback:

- **Over the past six months, what were some things that were done well?**

- Has a "beautiful mind for data and analytics" (quote from peer) and is thinking about how to apply them to help the business succeed
- Ryan is a wonderful human being to work with and created an amazing collaborative environment to work in
- He works extremely well with others and does well individually or in a group setting
- Leads with empathy and is open to hearing feedback, and he acts on that feedback to continually improve
- He is proactive and has a high attention to detail
- Ryan optimizes his team members' strengths, creates a collaborative work environment, and effectively balances between hands-on and hands-off leadership and mentorship

- Company - Build an analytics Roadmap that is in-tune with the strategy of the company
  - Competitive Intel - Kicked off project to identify competitive advantages, utilizing foresight of market pressures. This has been mentioned in the MBR and we are in a great position to unlock meaningful and impactful insights that can help prioritize Seizing Marketshare during the Downturn.
  - User Segmentation - utilizing foresight to see WAU/MAU might plateau and identify tailored recommendations of where we have opportunities to drive increased engagement/usage.
  - KYT Funnel - utilized foresight of customers not sending data as a leading indicator of churn to proactively engage with a cross-functional team to dive into integrating more customers and providing a more accurate churn/contraction forecast. Resulting in a June "Sending Data" customer count increasing and increased awareness of risk to business.
  - Partner Metrics - provided Salesforce dashboard to partner team, creating a new relationship with a pivotal team moving forward

- MBR - Focused the team on getting the MBR to a repeatable state with each slide having a dedicated dashboard view and subsequent "exploratory" dashboard to provide deeper insights. The result has been qualitative feedback from stakeholders like Sean Allen, Dan and Sanjay that the MBR has more meaningful content. Additionally, after sitting in on 2 MBRs, I approached Dan to make meaningful changes to the sequencing of the slides to enable impactful conversations based on narrative structures. In the most recent MBR, there has been more engagement around pipeline, Finance and Product slides, all which went through reorganization and changes based on recommendations to Dan. While not directly attributed to the recommendations, it is anecdotal evidence.

- Team
  - Hiring - Identified and helped facilitate a seamless transition for Morgan, a top-performer, to develop into Analytics. Secured funding for a Staff Product Analyst and actively recruiting through outbound.
  - Team Development - put together comprehensive Development Plans for each team member with specific development opportunities. Created consistent rituals with Planning, Stand-Up and Analytics Hangout to create a unique, analytics team micro-culture that has enabled us to seamlessly transition to BizTech.
  - Roadmaps - worked extensively with the team to build a robust planning and roadmap process that aligns to being a product team and delivering impact. Feedback on our Roadmap has generated excitement from key stakeholders and motivation for the team.
  - CultureAmp - achieved "outlier" scoring on CultureAmp Survey with a score of 87 by focusing on the above points.
  - Transition - Enabled seamless transition to BizTech by creating opportunities to reduce friction (led by example, joke, linked work to cross-functional teams like Systems/ DE, etc).

- Individual
  - Expanded Team Exposure/Influence - Actively engaging with new stakeholders and influencing them (Region/Geo/Segment transition to PMM, product team execution model with CS, Account Segmentation with Strategy, EntityID<>Salesforce Mapping prioritization, etc)
  - Upleveled Stakeholder Skills - Build significant and meaningful relationships with leaders in R&D, CX, PMM, Revenue and CF. I have build a good rapport with these stakeholders that are benefiting both the Analytics Team and broader BTDA mission.
  - Increased Responsibility - Managing a large budget within the BTDA team and facilitating more investment
  - Authenticity Me - I've leaned into the broader BTDA mission, getting private DMs appreciating my authenticity, leadership and transparency. This has helped me formally and informally support others and support work the broader department has done to improve CultureAmp survey results. I have meaningfully contributed to conversations on OTC, Self-Service and data architecture discussions (Account Service) within the Department.

- Visioning - I have helped craft and contribute to a strategy/vision for Analytics, BTDA and in some regards the company. I have pulled myself away from the 2-3 month view and instead looked 6-12 months out to help influence decisions towards broader milestones (Account Service, Competitive Intel, User Segmentation, Alerts Efficacy, Product Hierarchy for ARR, etc)

Over the past six months, in what areas could you improve?

Manager Evaluation

Response:
- Ryan will need to delegate some of his work, particularly on the Product Analytics side of the team. The ability to delegate will come in time as he hires a Staff Product Analyst, raises up his next level of leaders and is able to trust the quality of the work they are producing. Stepping back from the day-to-day will enable him to also focus on areas that are in need of a maturity boost, which will evolve over time.
- The next step in using the products and analysis his team is building to provide lasting and long-term impact on the business will be for Ryan to learn to influence other teams into action. For areas like KYT usage analysis, this can come in two forms - learning to utilize everyone available (including me) to become more aggressive in both exposing the analysis and our recommendations, and eventually, as he matures in his role, doing that proactive influencing on his own, all the way to the executive level.

Peer Feedback:
- Ryan needs to up-level his team and will need to learn to hold senior team members accountable for the quality of their work

Employee Evaluation

Response:
- I'd like to caveat that in many regards, I am my own worst critic :grimmace:, I am constantly thinking about "what could I have done better". Some of my self-review in an initial review with Curtis was "you're being too hard on yourself" :(though I find it helpful to document it here to share my thinking of my performance and where I can continuously improve.

- Ryan's ability to dive into the details and day to day work can be great, but as the team grows he will need to delegate more in order for the team (and Ryan) to be successful

- Over the past six months, what are some areas of improvement?
  - Company
    - Drive Action - The team needs to do a better job of tapping into the right people to coalesce cross-functional momentum and impact. Our analysis often drives impact for specific teams but we need to do a better job of getting multiple functions to coalesce and take action. This can be formalized through our Insights Communication Plan but also through surfacing the insights to the right level (maybe sharing more with VP level). We should look for opportunities to have specific Action Items/ Recommendations and hold others Accountable.
    - Shape Strategy - We have contributed to shaping strategy and roadmaps on the R&D side, however we have not meaningfully impacted the CF/ Business strategy. This is a priority for me to ensure that Chainalysis is using its data and assets to have a data-informed strategy. I need to further build a seat at the table.

- Team
  - Product Team - I have pushed hard the past 3 months on operating like a product team (which has had its successes!) but we really need to double down on this model to deliver value. I have heard from many stakeholders that "there's just too many dashboards and reports out there" which translates to dashboard debt and confusion. This will require the team to master the art of when to say no, ruthlessly prioritize and how to manage expectations.
  - Measure Execution Level - Up until now I have not had the capacity to monitor the velocity at which we are executing. I hope with increased capacity from hiring and delegating to be able to do this
  - Measure Users - Need to do a better job reporting of users of the products we are building (something we are focusing on this half)

- Individual
  - Delegate - I have to strategically roll-off some of the work to ICs. Example is the People OKR where I did not engage with Chris early on Patricia not contributing as much or executing on scheduling/etc. Within the Analytics Team, I need to have the team step-up and take on even more ownership to enable me to get out of the day-to-day though this will also happen with hiring.
  - Leverage Network - I need to leverage the network I've built over H1 (and 1.5 years) to drive action from the work we are doing. Case in-point is the KYT Funnel - this should have been potentially brought up at the MBR to help Maryse become involved with a pointed action item of providing the OG with deeper insights into a churn/contraction forecast.
  - Drive Accountability - I try my best to lead by example, using myself and my operating model as a template for the quality, rigor and execution rate. However I need to be more explicit when members of the team or other teams are not meeting these expectations. I've seen this with the Health Metrics Financial data, ARR, and Competitive Intel and is something I am actively working on.

Looking forward, what are a couple of goals or objectives you want to focus on to support your growth and development?

Manager Evaluation	Employee Evaluation
Response:	Response:

- Use KYT customer analysis as a prototype for how to manage recommendations to our Product and GTM teams. In the past sharing this analysis with those teams has not resulted in action, so it's essential that Ryan, with my support, learn to influence the right stakeholders to pay attention to the analysis and use it to create an action plan. Also, applying the same framework used for the KYT customer analysis and the action plans we push for, do the same for other Chainalysis solutions.
- Find ways to focus the team in areas of need in Business Analytics, particularly around ARR automation and forming the next generation of MBR/Key Metrics for the company to measure ourselves by.
- Make necessary changes to enable Ryan to have more trust in the output of the team, through hiring, raising up Leads, and establishing the Data Science function. Perhaps a more formal product review process would also help, while ensuring that he can give the input he needs to.

- Looking forward, what are some goals and objectives to focus on to support further growth and development in the role?
  - Company
    - Continue to advocate and champion analytics+data engineering at OG level and higher when in MBR or other meetings
    - Drive impactful recommendations - bring up issues like KYT Funnel or User Segmentation to executive audience to galvanize cross-functional action and predictability to the business.
  - Team
    - Delegation (see Individual Improvement opportunities)
    - Build Leaders - Support Devanshi's growth into a team leader for Business Analytics and hire a top tier candidate for Product Analytics to lead the day-to-day
    - Data Science - Lay the business use-case and strategy for a data science function to help us better study and incorporate statistical modeling into core business functions like health scores, recommendation engines for products and revenue forecasting.
  - Individual
    - Build better work life balance - personally I have been struggling to maintain a healthy work life balance which has taken time away from my family. A goal of mine is to have harder 'stop' or 'away from work' times.
    - Building the 9-18 month vision and get executive buy-in. Up until now I think we've done well at building for the next 3-6months, with increased capacity I hope to be able to focus on the 9-18month roadmap.