

Manager

Rating
Comment

3 - Exceeds Expectations

3 - Ryan deserves the highest ranking as he consistently demonstrates the ability to perform at expectation-exceeding levels. His managerial skills are shining, his mentorship across the rest of the company is unparalleled and his impact continues to expand; I'm extremely excited for Ryan's future at Chainalysis.

Employee

Rating
Comment

3 - Exceeds Expectations

I think I've exceeded expectations of my role over the past 6 months and executed at a level above and beyond that of a domain manager. The past 6 months have been some of the most rewarding of my career and I am looking forward to more challenges with the expanded scope.

I'd be remiss if I didn't mention that I have really relied on Joe as a friend and mentor, leveraging his vast Chainalysis experience and network, something that I will surely miss. Joe was the biggest selling point for me joining and ultimately staying at Chainalysis. His ability to give me the autonomy to execute and strategize has enabled much of my success the past 1.5 years. I am deeply thankful for his partnership and friendship. I wish you the best of luck on your amazing adventure.

Question

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

Manager

Answer

The last six months Ryan has done an amazing job giving structure, leadership and direction to a growing product analytics team. He has also shown the ability to flex his muscles outside of core responsibilities, going "above and beyond" in other important areas such as the FTX impact analysis, R&D AWS cost efficiencies, Finance analytics and MBRs.

His success is best measured by the strong team he has cultivated that covers all main areas of our product. I've seen his management skills shine through the fast ramp of the team and consistent delivery of both their insights and steady-state analytical reporting. In the last six months they've built sustainable dashboards/reports across our product portfolio, worked with product stakeholders to define new metrics (KYT waterfall, integration statuses, power users, license sharing) and liaised beautifully with a ramping Core Services engineering team to continually stay atop of ingesting new data sources.

Ryan continues to bring his genuine self and keen crypto interest to the company. He also embodies and implements superb "best practices", and takes feedback well, which all together have strong ripple effects across teams.

In collecting feedback from VP+ stakeholders, Ryan is "accountable, diligent, detail oriented, proactive, and his followthrough is amazing!" "Ryan is eager to make an impact and will ask for help where needed. For example, his team created a cross-sell opportunity list for Storyline and asked for help to get it actioned" "Ryan is great to work with and keeps things moving. I truly enjoy working with him!

Employee

Answer

- Team
 - Ramping and scaling team → I've dedicated a lot of time on laying the foundation for an efficient and scalable product analytics team. Developing best practices and high standards to execute on
 - Developing ICs → Demonstrated with Sahana, I think I've done a great job building up and tapping into ICs potential, upleveling their performance and impact. Primarily around Sahana with the Crypto Layoff Analysis, License Sharing, managing Stakeholders, etc.
 - Increasing exposure → over the past 6 months the Product Analytics team has been identified as a high-impact, highly effective team across the organization. We've become recognized as being a valuable resource which has helped us unblock or develop with different stakeholders
 - Roadmapping + strategy → I've helped set a strategy for us to bring value and unlock areas ripe for analytics (product-informed cross-sell, R&D partnerships, etc)
- Projects
 - FTX Impact Analysis --> a highly impactful analysis that helped identify risk to the business and market

- Product Cross-Sell Opportunities --> Playbook and Storyline, has directly led to increased ARR or opportunity pipeline
- Insights Delivered → a highly in-demand ask that we were finally able to deliver on in a scalable way. This has led to so many conversations that previously could not happen
- KYT:Cluster:Market Analysis → this has led us to prioritize using KYT data in clustering more and helped Data Intel prioritize clustering and attribution areas.
- MBR Dashboard Build out → this was a huge success and has enabled us to provide deeper insights during the MBR. It has also enabled more users to self-serve, giving us bandwidth to take on higher value projects.
- Portfolio Dashboard → this was a huge success and helped us have honest conversation with PMs. It has also enabled more users to self-serve, giving us bandwidth to take on higher value projects.
- Pendo Enablement → has helped improve the data use and adoption in Engineering, Product Management and Product Design.
- Personal
 - Building brand → the past 6 months I've helped build and maintain a personal brand that has extended to the Product Analytics team. This was a key priority for me personally to set us up for success
 - Increasing trust from stakeholders → Since May, I've been severely worried about my tenure and others trust in me at Chainalysis. Knowing that ultimately the events with Paxos were of my own doing, I was worried that it would hinder my ability to work with stakeholders and gain exposure. I worked really hard at mitigating this and to double down on my commitment to Chainalysis which has increased trust and confidence. I've seen others trusting in me and bringing me into strategy discussions.
 - Strategy → I've prioritized setting up the strategy of the function and letting ICs run their book of business. I've been able to cast a vision and have others (even cross-functionally with Core Services, Storyline Engineering, Data Intel, Product Marketing) buy in and execute for me in certain areas.

Question

Over the past six months, what are some areas of improvement?

Manager

Answer

There are no major areas that Ryan needs to make improvement in. Minor growth opportunities will center around his ability to think strategically outside of R&D, encourage his team to magnify their reach and increasingly find new ways to push insights to stakeholders.

Ryan can also improve by further building his personal brand with the company, particularly senior leaders in the GTM & CF. He cares deeply about his work and team so I have no doubt he will continue to grow his brand here by building strategic relationships with the LT.

Another area of improvement is to develop his team's ability to distill and present their findings to the LT+ level. Ryan's ability to scale and team's magnification may be limited if his team cannot present analyses at the level and effect he can.

In collecting feedback from senior stakeholders, Ryan should look to build his muscles outside of just R&D in order to increasingly see the "bit picture" and the interplay of Product Analytics into other strategic areas of the business. Ryan should also ask / demand more from supporting functions when they either aren't pulling their weight or there is a dependency on his team delivering on said support function.

Employee

Answer

- Team
 - Increase execution rate → I want to lead the team to increase velocity and execution rate. The team should move from forming to performing, driving more impact and autonomy. The past 6 months I've been more accommodating but will need to be more accountable moving forward.
 - Increase exposure → The team should focus on areas to improve visibility of how valuable this function is. I wanted the team to develop into a cohesive unit but we now need to leverage that cohesion into a high performing, high visibility function.
- Projects
 - Efficiency → Drive needle moving, high impact projects within both Product, CF and Revenue. We were brought into some areas (AWS costs) but we should help lead out areas of using product data with business objectives
 - Delivering on User Maturity Model → with GBB pricing being rolled out, we really need to deliver on the User Maturity Model to give the business confidence in this pricing and packaging change.
- Personal
 - Increase personal exposure and network → I need to go out of my comfort zone and engage with more stakeholders, build relationships and networks. One of the biggest areas I need to develop in is building a comprehensive network (internally and externally) to help the team evolve, get exposure and support.

Question

Looking forward, what are some goals and objectives to focus on to support further growth and development in the role?

Manager

Answer

Although this is pretty evident with his impending future here, but Ryan's near term objectives should center around his ability to expand his breadth > depth and rely more on his team to cover his previous depth in areas that he won't be able to focus as much on going forward with his role expansion.

His team should also continue to embed themselves with the Product teams and gain the trust of the team while realizing that each team will have differing working styles / approaches that they will need to adapt to.

Another longer-term objective should be gaining more ability to influence the data architecture and roadmap brewing in the various engineering teams as it will have a high return on the Analytics team's future productivity and success.

Employee

Answer

- Team
 - Build a high performing, efficient Analytics function
 - Not allow the team to get drawn into ad hoc requests but instead be viewed, seen and elevated into a strategic function.
- Projects → execute on high impact, high visibility projects to help Chainalysis succeed
 - User Maturity Model for Reactor and KYT
 - Competitive Intelligence
 - Product-Led Growth
- Personal
 - Double down on networking and building relationships. One of the things I've admired about Joe during my time at Chainalysis is his ability to know the players and who to contact when and why. I hope to model that behavior and building a similar network.
 - Strengthen my voice → I've been able to share my thoughts and perspectives with others, documentation in confluence but the next 6 months I will need to cast this vision to a broader audience and build buy-in. I need to elevate these ideas for the team and organization.