

Question

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

Manager

Response

Domain Vision, Expertise and Collaboration

Ryan has a deep knowledge of the industry, technology, and Chainalysis products and has a strong vision of what the company should do to win. As such, Ryan is a strong cross-functional collaborator, working with Product, RevOps, Finance and Corporate Strategy. His insights and strategic thinking help align teams and support business initiatives via thorough analysis and insights like retention and user behavior. Ryan has also been a tireless advocate for ensuring that product data is accurate and that derived metrics can influence business decisions.

Team Leadership

Ryan always sticks up for the team (especially when it comes to compensation), celebrating their wins and showing appreciation for their contributions. He provides valuable guidance and advice, helping others navigate challenges and align on key initiatives. His availability and willingness to offer support are highly appreciated.

Problem-Solving and Innovation

Ryan brings a positive, solution-oriented attitude, offering alternatives to overcome blockers. He continuously brings innovative ideas, particularly around the market, measuring product usage and improving products. In addition, Ryan has had to step in and personally produce work due to attrition on his team which he did without reservation nor complaint.

Finally, it should also be noted that Ryan's team was merged with the Data Engineering team during Q3. During that period, Ryan went above and beyond to ensure a smooth transition and a unified front for the good of the team. I will always appreciate Ryan's grace and openness during that time.

Employee

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Company

- Supporting Operational Maturity and Direction - the past year I felt I have voiced and advocated for future organization design which will help both the department and company long-term. Specifically I was a vocal advocate for a BizOps function and for RevOps maturity/enablement. Constantly advocating for that across the BTDA department and outside the department, I believe has contributed (albeit probably small) to the hiring of Kate, Shawn and possibly Eric. I highlighted the process and policy gaps that has impacted the Analytics Team's ability to deliver value over the past year and contributed to performance gaps, especially around Churn/Contraction.
- Company Strategy / M&A - the team and our work has continued to contribute towards key company strategy initiatives / OKRs. While I doubt it would ever be directly correlated, the widely read (and organically thought of) "Thoughts on Network Penetration" advocated and likely contributed to thoughts on acquiring Hexagate / Alteryx. As outlined in the analysis, our Private Sector growth for Centralized Entities has largely been saturated and opportunities with Token Smart Contracts and DeFi services remain a large market opportunity. I shared this and advocated for this both with Andy, Yusuf, Pratima, Rishabh and Corp Dev. This was an organic idea conceived of and executed on by the team to help

"Re-accelerate Growth" and align with company strategy

https://docs.google.com/document/d/13EZerehvEMhsTJPjY7zNEz09vg_r4OEBiPtvDycnj2Q/edit?tab=t.0

- Execute Good-Enough - in spite of the changing company political landscape, gaps in some partner departments maturity and general company demoralization - I kept the team laser focused on high-impact work that is strategic and value focused. For instance, all of the Alerting we built out and did multiple enablement sessions, Book of Business, C360*, Product Dashboards - all maintained high/growing usage even in the face of GTM/Marketing Org Changes, user churn, etc. With some of the recent leadership additions, the value of these products is getting more recognized and I suspect can provide higher value in FY26 with the roadmaps for GTM/Finance.

Team

- Development to End-of-Tenure - Many folks on the team were approaching constraints (pay and promotion) and so we actively planned and worked towards a natural end-of-tenure. Having quarterly IDP sessions (and in some cases, monthly) - I worked with team members to align career growth with projects for development and networking opportunities. Sahana was growing frustrated with the inability to fully transition to Data Science which was a reality of the maturity of the company and department so we worked on innovative projects such as the Deconflation Network Graph, Health Score, Revenue Contribution, etc throughout the year to build her data science resume. Her desire for a much higher salary than what was possible meant this was an amicable resolution for the company. Morgan was growing frustrated with the Business Analytics domain space and was more keenly interested in Product since that is his passion. We worked on building Product Manager experience with the C360* ownership and feature enhancements as well as shadowing Sahana - giving him more exposure to the product teams as well as opportunities to use product data. I worked with him on Product Management processes such as SDLC, "Technical marketing", "product design" and initiated his development to build more experience with Engineering. I supported and helped influence interest in the Compliance product space leading to retention of his key talents and experience. Jennifer wanted to branch out into more Data Science / Experimentation and while we were unable to broach this (given the experience with Sahana), I was able to influence and get buy-in on projects such as Alerts Simulation / Alert Efficacy which has made impact to both the company (OKRs) and helped build her confidence to explore outside opportunities. While I was unable to get her additional compensation at the company through my advocacy, we focused on skills that could help her achieve higher compensation externally.
- Collaboration / Cooperation - In spite of the company performance headwinds and changes, I have consistently received feedback that the team trusted each-other, collaborated and shared information (except for the Sahana/Eleni offboarding debacle). While folks have left / are leaving - they remain close which is a marked success of the team culture I wanted to create. I have witnessed collaboration within the department as well, with Morgan identifying Marketing Automation opportunities and advocating for Enterprise Data Engineering to support which notched a quick-win and high visibility. Additionally helping build departmental relationships between R&D and BTDA-EDA through the IAM work, Pendo, etc has helped create brand awareness and potential opportunities in the future for BTDA to have influence with R&D Engineering.

Individual

- Transparency / Honesty / Collaboration / Cooperation - the past 6 months have been difficult for myself and for members on the team to navigate, though regardless I have conveyed optimism and excitement. That includes leaning in to be supportive of core EDA projects such as Top Metrics, processes and freely sharing relationships / context. I have also shared insights into relationships and department dynamics.
- Thought Leadership - in spite of the uncertainty around transition, I have provided my strategic thoughts on areas such as Product Hierarchy approach (prioritize SKUs instead of products), Top Metrics, Churn/Contraction, MAU/MAA definitions, Alerting instead of dashboarding, Healthscore, etc. This ensures that regardless of a transition, the team is set up for success in prioritizing opportunities which

will make an impact to the business.

- L.E.A.D program and Mentorship - the LEAD program gave me the opportunity to have unbiased, unique perspective sthat I likely would not have gotten otherwise. I really leaned in and leveraged this opportunity which provided me invaluable perspectives and input. It really helped me isolate - what can I control vs influence vs have no control of and has made me more deeply reflect on the past 1.5 years at Chainalysis.

Question

Over the past year, in what areas could you improve?

Manager

Response

Team Management: While Ryan is personally organized, his team may need more daily oversight and direction for workflow and project management especially when it comes to accountability and prioritization. He may benefit from delegating this to his managers or a team member who excels in this area. This will provide additional support as well as help build trust and respect within the team while allowing Ryan to focus on his strong suits.

Ryan could also improve in identifying when direct reports are struggling and providing more direct, hands-on support until their performance stabilizes. This is especially true of new team members or for those who have recently changed roles.

Escalation and Influence: As Ryan progresses in his career, he should become more aware of when roadblocks can be managed through escalation or influence, helping him manage frustration and ensure smoother workflows for his team.

Proactive Communication and Alignment: It may be a function of Ryan's tenure but he sometimes assumes that whomever he is talking to has the same level of knowledge or can infer viable next steps. This can come across as condescension and lead to a misunderstanding and a negative experience.

Employee

Response

Company

- Executive Presence - I did not do a good job of navigating the executive landscape and leveraging some of our insights at the Executive level. For instance, Reactor Utilization was something that I shared with multiple levels of leadership but did not cohesively share in an impactful way to the entire executive team. I can improve on this by escalating fast and earlier.
- Marketing - I did not effectively market the successes we've had and leverage

that work. Instead I have kept prioritizing impact/value - meaning that some of our wins (such as Utilization trends, Health Score, C360*, Wallet Monitoring Upsell, etc) became pigeon holed within the awareness of some groups that were not champions of D&A or may have not had a vested interest in addressing. I can improve on this by broadening my network and maintaining diverse relationships and nudging some of the products/analysis we've built.

Team

- Managing Conflict - I did not manage the conflict with Devanshi/Yash effectively and if I take an honest look (something I expressed to Chris) - in hindsight, I made the wrong decision in promoting Devanshi to manage the Business Analytics team. While the feedback from Devanshi was that I did not give her enough autonomy/authority - the reality (in hindsight) is that she was not best suited to be a manager for analytics. I tried to give Devanshi the space that she requested in navigating the relationship/transition instead of clearly stating my role in the situation vs hers. I should have thought of opportunities outside of pure Analytics (such as the role she is in now) and helped her realize that there were other opportunities outside of analytics, especially becoming aware of her advocacy for "program management". I can improve this by trusting my gut irrespective of the political landscape and leaning in more when I feel I need to. I should dig deeper into passive interest of folks to ensure that they are in a role that will inspire themselves and others.
- Explainability - I and others on the team often assume that folks have experience or background in SaaS or blockchain and do not take the time to get back to first principles. Moving forward, I and others on the team need to take much more time to explain and come to the same ground-truth before deciding to move forward. This was exemplified in the Health Scores, Utilization, MBR metric definitions, etc - take time with new folks to clearly lay out things so that they have the same level of understanding as to why we got to a certain place.

Individual

- Optics - I have the sense that there are prevailing narratives around fundamental issues / things being broken about Data & Analytics which I have not done a good job of politically navigating. For instance, I have heard in many calls that "Product Hierarchy" is broken meanwhile after a review there were mild (to no changes at all bc records were not on active SKUs/Opportunities) changes needed for the existing hierarchy. After folks such as Charlotte and Eleni dug deeper into it (and as other teams such as Finance/ RevOps started to use it) - these were largely resolved and instead confirmed that our volume of SKUs and GTM strategy is the contributing factor to the issues in aggregating revenue metrics - which the Product Hierarchy helps solve for. I have more recently learned that they are actively using this for Top Metrics and other reporting considerations. Another example is ARR - where a prevailing narrative was that we were manually maintaining ARR and not providing the data needed. In reality, process and policy gaps by upstream teams (RevOps/Finance) were the reasons why it is not automated - even today. I should have escalated gaps earlier and more clearly instead of trusting that teams were working towards the same mission and allowing narratives to play out.

- Boundary Settings - when I look at the last year, I should have done a much better job at setting boundaries for myself in what I can/would succeed at vs what is set up for failure. I should have not agreed to support ARR automation and should have pushed to transition ARR to finance (which is something I commend Chris for taking an active role in doing, though it appears Yash is still owning ARR). I will work on this more by stating clearly what I and the team can/cannot do.

Question

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

Manager**Response**

As Ryan moves on to building out a new team under a new leader, a couple areas were noted by stakeholders that could be useful for him to consider:

Actionable Analysis: Analysis could be more closely tied to specific actions, helping the larger team understand what steps need to be taken based on the insights provided.

Engaging with Users of Analytic Products: More engagement with end-users of his team's analytics products can lead to a better understanding of their needs and how these products can be improved

Employee**Response**

- Clear and vocal escalation - Moving forward I need to escalate concerns/issues the team or I see and be clear that I am escalating. I have found myself expressing concerns around Retention, Low-Comp for team members, speed of deliverables such as Account Service/Product Service without formally escalating them.
- Leveraging Relationships - over my 3.5 years at Chainalysis I have tried to avoid conflict, maintain relationships and be a neutral party committed to the mission/company goals. That has meant sacrificing personal and team brand for relationships at the cost of impeding folks like Morgan and Jenn having a solid retention/compensation increase plan as well as the optics of the team. Moving forward, I need to be more strategic in leveraging relationships that elevates the team, our brand and output more effectively.
- Cast a vision - while I excel at sharing the bigger picture at the team/individual level - I need to do a better job at casting a vision for whatever team I lead with external stakeholders that can get them excited, bought in and advocates for the work. This happens in pockets but not cohesively. I need to maintain a clear roadmap of Big Rocks that link towards multi-year transitions.