

Question

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

Manager

Response

- Ryan continues to excel as a Sr. Manager and exceeds my expectations in his current role.
- He does an excellent job of working with and mentoring his direct reports, creating clear career pathways for them.
- Ryan's team trusts him implicitly, as does my leadership team and our business partners. His approach, which invites diverse perspectives and collaboration, has earned him trust across the company. He's at the crossroads of almost every department and operates well across them.
- During the last cycle, I asked Ryan to focus on making the KYT usage analysis actionable, and to work across teams to use it to drive change. Ryan and his team have made a direct impact by not only showing that (and related) analysis, but using it to drive operational changes that will help the company as they take more solid form. This is seen through the strong adoption by the Revenue org of analytics products like Customer 360 and the Book of Business, and in anecdotal feedback from his peers.
- Ryan continues to operate at the next level in some ways as well. His work with the OG and most senior LT members to build out sensible KRs for our company Objectives stands out in this regard. He is trusted by those same leaders for input on a vast array of topics, and he knows more about how Chainalysis works (and our products) than most people in the company. As he continues to put this knowledge to work and to help others get to the same level, his impact will only grow.

Employee

Response**Building Trust**

- I continued to build trust in key areas of the business the past half both as an individual and team:
- GTM / RevOps - Marie and Max were net new stakeholders that we could finally engage with as the changes in GTM settled. We timed the business perfectly to deliver key analytical products that have gotten the company to better forecast churn/contraction through Utilization, offset GTM software savings with richer Customer 360* insights and better understand their business (Book of Business and Account Penetration). These were ideas I conceived of and had the team build which have been our top analytical products, generating 25+ WAU with a 30%+ Retention Rate (monthly we even achieved up to 70+ MAU!). They have enabled us to start bridging and organizational gap between RevOps/Finance so that they see the same pipeline, deals and performance while offsetting software costs and increasing productivity. Our Utilization work has been brought up to Sales Leadership and is now a regular staple of how both Finance and Customer Success talk about churn/contraction forecasting.
- Product - significant inroads (being invited to Leadership Offsite!) with Yusuf, Andy and Li. While I have stayed a trusted partner to Pratima and Li, I've deepened the relationship because of the key metrics we've been reporting on and our teams recommendations around KYT Churn/Contraction, Sending Data Customers, Alert Efficacy and Reactor License Utilization. Additionally I've built relationships with numerous Engineering

Leaders (Noush, Klaus, Kasper, and Mert) strategizing on both product and DataCloud ideas (what data gets in, when and why). I've created a relationship with Jacob (Chief Scientist) and seeded the idea of Whitespace Analysis via DataCloud which he is extremely excited for (and invited GIT support). While we did not meet our OKR goal, we achieved higher quality results through influencing the product and company roadmap with License Utilization, Txn Utilization, KYT Onboarding and Sending Data/Alert Efficacy. These were not asks that a group specifically asked for, instead insights we derived on our own that shaped the strategic priorities of the business - enabling us to successfully be viewed as a trusted, strategic partner that other teams can consult with. Additionally, we drove nearly 100% Retention of Product Leadership (Pratima and Directors) for the Product Dashboards that we built.

- Finance - while there is still opportunity, I think we have done a better job at equipping Finance with the data they need for churn/contraction conversations (eg Book of Business/Utilization), ARR by Product (line item data) and begun the journey of Self-Service (via Rasheed/Mitchell). While there were hiccups, things are moving in the right direction.
- Product Marketing - Sean and MB really trust my recommendations and view points which has enabled us to slow down on SKU changes to some extent and the credit usage based monitoring and reporting. I specifically called out to Sean that not suppressing line items would cause more work and then lead to reporting gaps, even having Matt say on the call that best practice is to keep a revenue by product attribution somewhere (if not in SFDC then at least in some sort of a master pricebook).

Strong Convictions

- Execute on a Vision - H2 demonstrated the success in my believe of operating as an analytical product team. We set out on a Roadmap and were able to deliver outsized value. Instead of becoming a reporting function, we doubled down on incremental feature improvements to larger analytical products that drove higher engagement and (unquantifiable) business decisions. The Book of Business Performance dashboard and it's usage is enabling GTM Leadership to understand churn/contraction risk which the company has now been getting much better at. This led to a Churn/Contraction taskforce where Utilization is now being actively leveraged in forecasting. Customer 360* is becoming our one-stop-shop for all Customer asks and leading the business with what new features they would like. We did this with Product Analytics shifting focus to work on Reactor License Utilization and extensive User Management QA/QC as well as KYT Sending Data/Alert Efficacy. Incremental, continuous improvements to improve processes (around Account Administration, Product Features such as Alerts and where to prioritize efforts) and be more efficient.

Team First

- Throughout the layoffs and massive changes this year, the team has been able to operate with minimal disruption or issues. Through anonymous surveys, skip-level and business partner feedback - the team has been continuously motivated and executing and gotten positive reviews. I've spearheaded a culture of continuous feedback through surveys and creating an inclusive environment, encouraging folks to contribute and share their ideas.
- Analytics is fully integrated into BTDA and I've been able to engage cross-functionally with others in the department to help unite our efforts. The collaboration with Chris' team has enabled us to really focus our efforts on meaningful initiatives that are leading the business (eg Account Service, Usage Service, People Service, etc).

Question

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

Manager

Response

- Ryan has excelled at individual development of members of his team, particularly in Product Analytics, and he now needs to focus on development of the organization and individual development of leaders and team members in new and emerging spaces. The same way he has mentored the Product Analytics team will need to be harnessed to build a clear vision for Analytics and build up the individuals who will lead these teams or build out net new ones, like Data Science or around Blockchain Analytics.
- Ryan does struggle at times to tailor his messaging and content to the audience. This was seen in some iterations of the MBRs where we experimented with different approaches and the depth of analysis, and was called out by peers with regards to other exec presentations.
- We did not make progress on ARR automation / clean-up or with iterating on the top level on the top level health metrics. For the former, much of this is outside of Ryan's control, but I would like to see him advocate more strongly to get ARR (and other metrics) to a better place.

Employee

Response

- Loosely Held - While I have Strong Convictions, the biggest fail I had this half was the transition of the MBR and erring on too much change instead of heeding the feedback from others. I had a vision in my head of what it could be but did not adequately consider the MBR audiences preferences even when some stakeholders were voicing it. It ultimately led to a flop in a "MBR Report" (in supplement of "MBR Presentation"). While I do feel the goal posts changed (we got initial sign off from Sari and others that was then retracted and we were told after we switched back to ppt that we dont need to show all of the metrics), I should have internalized the feedback I was getting and instead taken a more incremental approach. I will improve on this by prioritizing incremental Feedback Integration.
- Strategic Involvement - There are bigger opportunities for me to have more influence (such as GTM, Finance, Product and OG) - therefore I need to strike a better balance of the areas I can insert myself into that will deliver outsized impact. I am increasingly getting stretched thin (more in next question) so I must focus on driving strategy decisions. For instance, the ThoughtIndustries LMS implementation - I was brought in post vendor selection to understand reporting and analytics requirements. While this seems like an important initiative and I have plenty of thoughts on it, it is not a productive use of my time relative to other areas of the business (Finance, Credit Usage Based Monitoring and Reporting, Product Roadmap, etc) I have begun decoupling and will continue to do this in the next half. To maintain a better work-life-balance and quality of work/leadership - I need to be more intentional about what I will and will not engage in and extend that to the team.

Question

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

Manager

Response

- With partnership from myself and others, define the future state of Analytics, organizationally and from a capability perspective. Work with each member of the team to show them their potential career progression within that vision.
- Focus on defining how you present data to various audiences. We have to take baby steps with some of our business partners, as they are at different stages of maturity in their analytics journey - let's meet them where they are.
- Build and lead a specific ongoing program to iterate on our health metrics, driving those discussions with each stakeholder. What do they want to measure and why? What is our perspective on what measures matter? How can we make these measures more actionable? With those, direct the team down a path that will result in automated delivery of these metrics and not increased manual or ad hoc processes.
- Continue to build stronger relationships with his business/ops stakeholders, especially those that have been challenging. Be aware of his demeanor and tone as he interacts with each of them. I know Ryan to be one of the kindest and most compassionate leaders at the company, so I was surprised to see feedback in this space that he is sometimes "hard to read" and can be perceived as condescending.

Employee

Response

- Embed myself into the Operating Group - Having sat in some of the OG OKR/Strategy House sessions and chatting with Andrew Lee afterward, I believe there are key insights into the business I/the team can surface that would be incredibly valuable to the OG. Andrew mentioned that having me in those sessions was super helpful to gut check and provide a deeper perspective. There is an opportunity to help educate the OG on key metrics and initiatives across the company which can drive organizational alignment, velocity and quality of execution.
- Hiring - I have not been able to hire a senior member of the team that will enable me to get out of the day-to-day decision making and engage in more meaningful strategic conversations. While i have been pulled into more strategic conversations, helping shape the direction of initiatives like Credit Usage Based Monitoring and Reporting, Self-Service, Product Operating Model, Company and Departmental OKRs, Company Strategic Pillars, etc - I am often getting caught multi-tasking to support junior analysts needs. This has led me to be stretched very thin cognitively as I try to balance the continued success and development of the team with individual development. Morgan and Yash on the team have asked me to provide more guidance which I currently do not have the bandwidth for.
- Set a vision for the next phase of Analytics Team - Because I've been so involved in the day-to-day (which was requested last Performance Review) i have not been able to "pull up" and set the 1 year strategy cohesively. While I have a clear vision and understanding, I have not been able to get it documented and socialized.