# **Leadership Behaviour: Drive to Impact**

*(Fully Met — Achieved all and exceeded)*

This year, I demonstrated “Drive to Impact” by setting ambitious aspirations, creating clarity in ambiguous spaces, and accelerating execution across both MATA and Generative AI initiatives.

**MATA (Index Analytics / FXPM):** I set bold targets to elevate how we understand client workflows and successfully secured stakeholder buy-in to conduct structured user discovery interviews — a first for the MATA product group. By leading 10+ deep-dive sessions with portfolio managers, traders, and analysts, I surfaced previously hidden workflow inefficiencies and unmet needs. These insights shaped our experience designs, informed feature prioritization, and improved alignment with real front-office pain points. Acting with speed and simplicity reduced downstream rework and increased confidence in our roadmap direction.

**Aiden Banker (Client Meeting Prep / PitchBook Creator):** I partnered closely with bankers across seniority levels to rapidly distill their behavioral observations and job-to-be-done needs into clear product hypotheses. I synthesized signal from qualitative feedback, usage patterns, and meeting preparation workflows to define high-impact MVP capabilities that return meaningful time back to bankers. My contributions accelerated product clarity, reduced dependency on assumptions, and helped steer the GenAI strategy toward the highest-value surfaces.

Across both domains, I focused resources on what matters most to clients, eliminated ambiguity through structured discovery, and collaborated cross-functionally to deliver tangible progress in emerging capability areas.

# **✅ Leadership Behaviour: Adapt Quickly, Always Learn**

*(Fully Met — Achieved all and exceeded)*

This year, I demonstrated adaptability by responding to changing team capacity, business priorities, and evolving GenAI requirements while maintaining high delivery quality.

**MATA (Index Analytics / FXPM):** When our design capacity shifted unexpectedly, I proactively stepped into a gap outside my traditional scope to ensure development timelines remained intact. I leveraged generative AI tooling, rapid prototyping techniques, and close collaboration with stakeholders to produce usable FXPM design assets under tight deadlines. By experimenting with new methods and learning quickly, I prevented delivery delays, enabled engineers to begin build work on time, and strengthened team resiliency during a critical phase.

**Generative AI (SEC, News, Earnings Agent requirements):** In a fast-evolving solution space where business priorities were changing frequently, I acted as a bridge between business and engineering. I iterated BRD requirements in real time, helped refine scope, and translated ambiguous asks into actionable development items. Through continuous negotiation and prioritization, I guided the team toward the most impactful capabilities for MVP while preventing scope inflation. This required flexibility, curiosity, and the ability to simplify complexity for diverse stakeholders.

Across both responsibilities, I embraced uncertainty with a learning mindset, experimented with intelligent risk, and adjusted my approach rapidly to maintain momentum and deliver meaningful progress.

# **✅ Leadership Behaviour: Unlock the Potential of Our People**

*(Fully Met — Achieved all and exceeded)*

This year, I focused on elevating the capability and confidence of cross-functional team members across both MATA and Generative AI initiatives. I modeled a coaching mindset, shared knowledge proactively, and created space for others to develop stronger product judgment.

**MATA (Index Analytics / FXPM):** I actively coached junior product managers and designers on how to conduct non-leading, insight-driven client interviews to surface real workflow needs versus stated preferences. I emphasized the art of questioning, bias avoidance, and synthesizing signal from qualitative data. In addition, I partnered closely with engineers to translate business logic and downstream client implications, empowering them to think beyond implementation tasks and make product-aware decisions independently. This strengthened team autonomy, increased shared understanding, and improved decision quality across the development lifecycle.

**Aiden Banker (Client Meeting Prep / PitchBook Creator):** I worked with business stakeholders and junior developers to deepen their understanding of end-to-end GenAI agent workflows, metadata requirements, and evaluation criteria. I created recurring forums to answer detailed questions, clarify assumptions, and align on responsible automation boundaries. More recently, I began mentoring QA resources on how to conduct GenAI-specific evaluations, teaching prompt testing techniques, edge case scenario design, and rubric-based quality scoring. This helped build new organizational muscle in a rapidly emerging competency area.

Across both responsibilities, I invested time in uplifting others, enabling them to work with greater clarity, confidence, and ownership — ultimately raising the collective capability of our teams.

**Speak Up for the Good of RBC**

Throughout the year, I consistently spoke up to protect client trust, strengthen product decision-making, and uphold RBC values. I respectfully challenged assumptions when requirements introduced unnecessary complexity, technical risk, or limited client impact. I proactively elevated dependency risks, data quality concerns, and compliance considerations early, enabling teams to mitigate issues before they became blockers.

I regularly shared diverse stakeholder perspectives to ensure we prioritized enterprise value over local optimization, and I encouraged balanced discussion when teams were under pressure to deliver quickly. I voiced alternative approaches rooted in evidence, user research, and long-term sustainability, even when doing so required uncomfortable conversations.

By speaking candidly with empathy, listening actively, and focusing on outcomes rather than ownership, I helped team members align on responsible choices and preserve the integrity and reputation of RBC. I consistently acted as one team, demonstrating courage to challenge the status quo while creating a safe environment for others to express their viewpoints.