

Célie Bru

Director Data & Analytics

KOHO

Monday mornings used to be a nightmare

Broken pipelines. Numbers nobody trusted that we shared anyways

This is the story of how that changed



Koho

250 Employees

Fintech

We hold people's money.

2020 Data Team

Miserable

Everything ad-hoc

No trust

When the data team can't answer a question confidently, it's a problem

Anchor 1 – Agency

Dynamism

Taking initiative, not waiting for a playbook

Craft

Excellence for its own sake. Quality because you're proud of it

3 things that matter

Clarity

Define the roles, build competency matrices

Show people how to win

Protect the work

Say no to more requests than you accept

Create space for experimentation

And failure

Analytics Management - Competency Matrix

Category	Sub Category	Manager	Senior Manager
Foundational Skills			
Foundational Skills	Technical Skills	Maintains Senior Analyst technical proficiency (SQL, DBT, Visualisation, Git, AI-assisted development). Reviews team's technical work for quality and sets standards within domain. ~50%+ IC work, balancing hands-on contribution with team development. Makes collegial decisions with Principal Analysts on technical matters.	Manager + Reviews key deliverables with focus on scalability and team-wide patterns (vs. domain-specific). ~30% IC work, prioritizing urgent and/or strategic work from leadership. Drives technical strategy for function (tooling adoption, standards, technical debt priorities) with Principal Analysts. May manage vendor selection when needed.
Foundational Skills	Workload Management	Balances personal workload across weeks and months. Drops unnecessary work or delegates autonomously without director input. Recognizes when to push hard during high-intensity periods and when to recover. Manages energy sustainably while meeting management responsibilities in koho's fast paced environment	Manager + Models sustainable performance for function. Coaches managers on workload balance and delegation. Normalizes the natural intensity fluctuations of Koho while preventing team burnout.
People Management			
People Management	People Development & Performance	Manages seniorities up to Senior Analysts. Provides coaching on technical skills, soft skills, and career development. Delivers performance feedback autonomously. Owns hiring and onboarding for direct reports.	Manager + Manages teams that may include Managers, Principals, or ICs at any level. Coaches managers on their management practice. Manages team skill growth and competencies. Owns hiring strategy and standards for function (what skills to hire for, team composition, leveling decisions).
People Management	Team Operations & Culture	Builds psychological safety and team morale within direct team. Drives team processes effectively and ensures smooth day-to-day operations.	Manager + Shapes culture across function. Designs and owns how teams collaborate, share knowledge, and operate. Gathers and actions team feedback.
Strategic Leadership			
Strategic Leadership	Planning & Business Partnership	Translates business goals into executable team plans. Contributes to quarterly roadmap planning for their ownership area, and identifies how data can contribute to the goals. Maintains deep understanding of Koho's strategy, financials and features.	Manager + Owns 6-12+ month strategic thinking for function. Shapes how data strategy serves company goals.
Strategic Leadership	Team Effectiveness	Ensures team delivers on timelines. Balances learning opportunities with delivery expectations. Accountable for direct reports' delivery and outcomes.	Manager + Accountable for overall analytics function effectiveness and outcomes. Innovates on processes to improve team output and impact. Balances pragmatism with technical excellence. Designs systems that enable high autonomy and accountability.
Strategic Leadership	Influence	Influences owned domains (typically 1-3 product/functional areas). Manages relationships with domain partners (product, tech, marketing). Shapes how partners work with data and make data-driven decisions. Trusted advisor to domain stakeholders.	Manager + Influences multiple departments and senior leadership autonomously. Can represent data function in company-wide strategic forums. Contributes to strategic discussions beyond data topics. Reconciles competing stakeholder priorities.
Delivery			
Delivery	Prioritization & Capacity	Manages team capacity and workload within owned domains. Protects team from low-value work. Coordinates dependencies with partner teams.	Manager + Manages capacity and prioritization across entire analytics function (borrowing / lending capacity outside of reporting line where needed). Coordinates complex cross-functional initiatives. Co-accountable for function performance with other data leaders.
Delivery	Communication	Proactive communication with domain stakeholders on progress, risks, and blockers. Manages stakeholder expectations on timelines and feasibility.	Manager + Maintains high visibility across organization through proactive communication with cross-functional teams and senior leadership. Can represent data function in

Note

Anchor 2 – The Referee

Unbiased.
Visible.
Honest.



What executive see

- How fast questions get answered
- The quality of every document another team brings into a meeting
- The dashboards they open every morning
- The day something breaks and how fast it's fixed

The necessary condition: metric definition

Active accounts

Marketing

Logged in
last 30 days.

Finance

Made a
transaction
last 90 days.

Product

Completed
onboarding.

Own how the company measures success

Common definitions keep the game fair

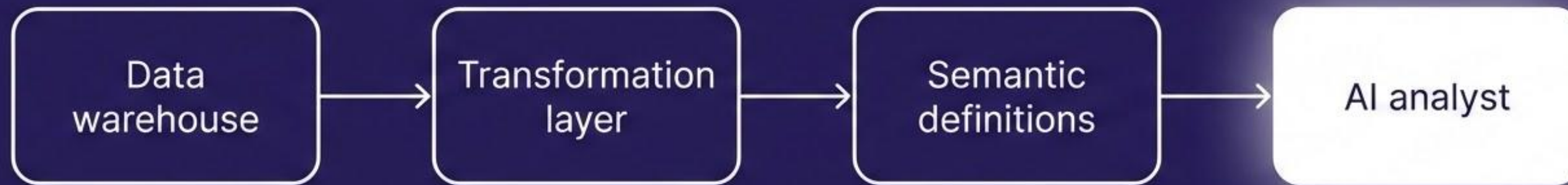
Anchor 3 – The homework

In 2022 we scrapped everything

Before	After
Undocumented pipelines	dbt, fully documented
Ad hoc queries and tickets	Long term data assets, governed mart
"Which source do we trust?"	Single source of truth. Tested daily
Tribal knowledge	Anyone can onboard in a month

The migration was a success but the foundations are never done

Everyone talked about AI, I didn't, yet



Agency

What does your team need to take ownership and drive impact?

The Referee

What does the company need to trust what you're telling them?

The Homework

What foundations will support the rest?

**Figure out where you
need to go build trust**

THANKS!!

Célia Bru

celia@koho.ca

<https://www.linkedin.com/in/celia-bru-data/>

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