



Catalyze DeepDive 360™

Executive Feedback — Key Themes & Findings from Interviews

Elena Marchetti, Chief Executive Officer

Brightwave Analytics, Inc.

Prepared by Kirstin Lynde · Catalyze Associates

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This is an illustrative sample report. The executive, company, individuals, and all comments are fictitious and were created to show the format of a Catalyze DeepDive 360. Any resemblance to real people or organizations is coincidental.

Summary of Key Themes

Findings synthesized from **24 confidential employee interviews** and **5 board & investor interviews**. Themes are ordered by how often they surfaced. Comments are paraphrased only where needed to protect anonymity.

Employee Interviews

Elena's "Superpowers"

- Relentless customer focus — Elena keeps the whole company anchored to the customer. (24 of 24 · p.4)
- A magnet for talent who genuinely develops the people around her. (22 of 24 · p.5)
- Calm, steady, and decisive when the pressure is highest. (20 of 24 · p.6)

Opportunities to Shift

- Elena moves so fast that shifting priorities create “whiplash” for the organization. (23 of 24 · p.7)
- She’s so relationship-driven that real conflict on the leadership team goes unaddressed. (21 of 24 · p.8)
- The company is spread too thin — too many bets at once, not enough focus. (20 of 24 · p.9)
- Vision is crystal clear at the top but doesn’t reliably reach the middle. (18 of 24 · p.10)
- Operational rigor — process, metrics, and accountability — lags the company’s scale. (16 of 24 · p.11)

Board & Investor Interviews

Elena's "Superpowers"

- An exceptional storyteller who attracts capital and builds deep board trust. (5 of 5 · p.14)
- Outstanding commercial instincts and a relentless growth orientation. (5 of 5 · p.15)
- High integrity, highly coachable, and secure enough to be challenged. (5 of 5 · p.16)

Opportunities to Shift

- Bring the same rigor to margins and operating discipline that she brings to growth. (5 of 5 · p.18)
- Strengthen the executive bench — especially a true operating partner. (4 of 5 · p.19)
- Narrow the strategic focus to fewer, bigger bets. (4 of 5 · p.20)
- Tighten forecasting predictability. (3 of 5 · p.21)

EMPLOYEE INTERVIEWS

Key Themes — 24 confidential interviews

EMPLOYEE INTERVIEWS

Superpower #1

Relentless customer focus — Elena keeps the whole company anchored to the customer.

Frequency of mention: **24 of 24** interviews

Some of what the internal team said:

Elena can sit in a customer meeting for twenty minutes and walk out knowing exactly what's broken in our product. Her instinct for what customers actually need is the sharpest I've seen.

Every roadmap debate eventually comes back to one question from Elena: "What does this do for the customer?" It keeps all of us honest.

She still takes the big escalations personally. When a marquee account was about to churn last spring, she was on the phone with their COO within the hour.

What I love is that she turns customer pain into a story the whole company can rally behind. People three levels down can tell you who our customer is and why we exist.

Elena reads the market better than our own analysts do. She called the shift toward embedded analytics a full year before our competitors moved.

She brings the voice of the customer into rooms where it usually gets lost — finance reviews, board meetings, even legal.

I've watched her change her mind in real time when a customer told her something she didn't want to hear. That's rare, and it sets the tone for the rest of us.

Our win rate climbed once Elena pushed us to rebuild onboarding around the customer's first thirty days. That was her idea, and she wouldn't let it go.

EMPLOYEE INTERVIEWS

Superpower #2

A magnet for talent who genuinely develops the people around her.

Frequency of mention: **22 of 24** interviews

Some of what the internal team said:

Half the strongest people on my team followed Elena here from her last company. People simply want to work for her.

She remembers what each of her directs is trying to get better at — and then she creates the stretch assignment to get them there.

Elena handed me a project I wasn't ready for, then quietly made sure I had the support to pull it off. I grew more in eight months than in the prior five years.

She's generous with credit and absorbs the blame. That combination makes people run through walls for her.

I've never seen anyone recruit like Elena. She closed our VP of Engineering over a single dinner after that candidate had already accepted somewhere else.

She invests in people who aren't even on her team. I'm two levels down and she still finds time to be a sounding board for my career.

Elena builds leaders, not just teams. Three of her former directs are running their own orgs now — and they all credit her.

She's developmental even when she's tough. The feedback stings for a day, then you realize she was exactly right and she's already helping you fix it.

EMPLOYEE INTERVIEWS

Superpower #3

Calm, steady, and decisive when the pressure is highest.

Frequency of mention: **20 of 24** interviews

Some of what the internal team said:

When the platform outage hit during our biggest customer's launch week, Elena was the calmest person in the building. That calm traveled all the way down.

She doesn't panic and she doesn't sugarcoat. In a crisis you get the real picture from Elena and a clear next step.

Elena makes the hard call and owns it. When we had to sunset a product people were attached to, she explained the "why" and didn't hide behind a committee.

There's no drama with Elena. Tough quarter or great quarter, she shows up as the same person.

She has a gift for lowering the temperature in a room. Two of my peers were at each other's throats over budget and she had them aligned in twenty minutes.

In board crises she's unflappable. I've watched investors visibly relax the moment she starts talking.

She's comfortable being eighty percent sure and adjusting. She makes good decisions with incomplete information better than anyone I've worked for.

EMPLOYEE INTERVIEWS

Opportunity to Shift — #1

Elena moves so fast that shifting priorities create “whiplash” for the organization.

Frequency of mention: **23 of 24** interviews

Some of what the internal team said:

Elena has more good ideas before 9am than we can execute in a quarter. The hard part is knowing which ones are real and which ones she'll have moved past by Friday.

We've reworked the go-to-market motion three times in eighteen months. Each version had merit, but the churn exhausts the team and confuses customers.

Her speed is a superpower and a tax. By the time we've operationalized last quarter's priority, she's two priorities ahead and the org is strung out across all of them.

I wish Elena would let an initiative run long enough for us to actually learn whether it worked before we pivot.

When everything is urgent, nothing is. We need her to help us sequence, not just inspire.

The whiplash is hardest on the middle of the company. Leadership can absorb a pivot; a four-hundred-person org turning on a dime cannot.

A quick comment from Elena in a hallway gets read as a directive and sets off a week of work she never intended to trigger. She underestimates the weight her offhand ideas carry.

EMPLOYEE INTERVIEWS

Opportunity to Shift — #2

She's so relationship-driven that real conflict on the leadership team goes unaddressed.

Frequency of mention: **21 of 24** interviews

Some of what the internal team said:

Elena will have the hard conversation with you one-on-one, but she's reluctant to make two of her execs hash out a disagreement in front of her — so the turf issues simmer.

Because she values harmony, genuine disagreements between functions get smoothed over instead of resolved. We leave the room “aligned” and nothing has actually changed.

There are a couple of relationships on the leadership team everyone knows are dysfunctional. Elena hopes they'll work it out. They won't — not without her in the room.

She's so loyal that she sometimes protects people past the point where it's good for the company.

When Elena finally names the elephant, it's powerful. The problem is she waits much longer than she should.

Our staff meetings are pleasant and unproductive on the thorny stuff. The genuinely contested decisions get taken offline, and we never see how they were made.

Here are the tensions people named most often — topics they feel aren't openly debated (each mentioned at least four times across the 24 interviews):

- Who really owns the customer relationship — Sales or Customer Success
- Whether the Halo acquisition is being integrated or merely tolerated
- The blurry line between Product and Engineering on roadmap authority
- Pricing — are we leaving money on the table, or pricing ourselves out of deals?
- Whether two long-tenured leaders are still the right fit at today's scale
- Inconsistent remote-vs-office expectations across regions
- The true status of the Atlas platform rewrite
- How aggressively to invest internationally before the core motion is fully scaled

EMPLOYEE INTERVIEWS

Opportunity to Shift — #3

The company is spread too thin — too many bets at once, not enough focus.

Frequency of mention: **20 of 24** interviews

Some of what the internal team said:

We are running eleven “top priorities.” Pick five and I think we’d double the impact.

Elena’s appetite for new opportunities is bigger than our capacity to deliver them. We say yes to too much and then under-resource everything.

Focus is the gift she could give us. Every new logo, adjacency, and partnership is exciting — but the core platform is starving for attention.

I admire that she sees around corners. But we chase the next thing before we’ve finished the last thing, and the debt piles up.

We need fewer, bigger bets. Right now we’re a mile wide and an inch deep on several fronts.

Saying no is the muscle this leadership team — starting with Elena — most needs to build.

EMPLOYEE INTERVIEWS

Opportunity to Shift — #4

Vision is crystal clear at the top but doesn't reliably reach the middle.

Frequency of mention: **18 of 24** interviews

Some of what the internal team said:

Elena is a phenomenal communicator at the all-hands. The problem is the translation layer — by the time the strategy reaches my team, it's lost its edges.

The vision is sharp at the top and fuzzy in the middle. Managers are improvising the “how” because the “why” didn't fully reach them.

We hear big direction from Elena, then spend weeks confused about what it actually means for our roadmap.

Skip-levels with Elena are gold, and far too rare. A little more of her presence two levels down would do wonders for clarity and morale.

Decisions feel clear in the moment and then get reinterpreted five different ways as they cascade. We need tighter follow-through on what was actually decided.

EMPLOYEE INTERVIEWS

Opportunity to Shift — #5

Operational rigor — process, metrics, and accountability — lags the company's scale.

Frequency of mention: **16 of 24** interviews

Some of what the internal team said:

Elena's instincts got us here, but instincts don't scale to a fifteen-hundred-person company. We need the metrics and operating rhythm to match our size.

We don't have a shared scorecard. Different leaders quote different numbers in the same meeting and no one blinks.

Accountability is uneven. Strong performers carry it; weaker areas drift because we don't measure them tightly enough.

I'd love a real operating cadence — clear goals, clear owners, clear reviews. Right now it's heroics and good intentions.

We've outgrown "we'll figure it out." The lack of process is now actively slowing us down, especially in the integrated Halo teams.

EMPLOYEE INTERVIEWS

Other Ideas for Improvement

We lose enormous time to meetings; we should rethink our whole operating cadence from scratch. (9)

As we hire senior leaders out of big companies, our scrappy, candid culture is starting to erode. Protect it deliberately. (7)

Elena is intensely loyal — mostly a strength, but it sometimes keeps people in seats they've outgrown. (6)

She can be so optimistic in external settings that internal teams feel the rosy picture doesn't match their day-to-day reality. (5)

More consistent recognition for the teams outside Product and Sales — Finance, Legal, and People often feel invisible. (4)

Help us kill projects gracefully. Starting things is easy here; stopping them is culturally hard. (4)

A clearer picture of succession for Elena's own role would reassure a lot of people. (3)

Only themes mentioned three or more times are listed here; quotes are chosen as the most representative statement on each theme.

BOARD & INVESTOR INTERVIEWS

Key Themes — 5 interviews

BOARD & INVESTOR INTERVIEWS

Superpower #1

An exceptional storyteller who attracts capital and builds deep board trust.

Frequency of mention: **5 of 5** interviews

Some of what board members & investors said:

Elena is the best fundraising CEO in my portfolio. She walks into a room of skeptical investors and walks out with a term sheet.

Her narrative discipline is remarkable — she compresses a complicated business into three sentences that make you lean in.

Board communications are a model. No surprises, the right altitude, and she over-communicates exactly where we need it.

She's candid about risk, not just upside. That builds enormous trust with us as investors.

When the market turned, Elena got in front of it with us early and honestly. We've backed CEOs who hid bad news; she's the opposite.

BOARD & INVESTOR INTERVIEWS

Superpower #2

Outstanding commercial instincts and a relentless growth orientation.

Frequency of mention: **5 of 5** interviews

Some of what board members & investors said:

She's a born commercial leader. Top-line growth has consistently beaten plan, and she lands logos that punch above our weight.

Elena's read on the market is excellent. Her bet on embedded analytics is looking prescient.

She's genuinely customer-obsessed in a way that shows up in the numbers — net retention is among the best in our portfolio.

Her ability to recruit and motivate a world-class commercial team is a real asset to the company's value.

BOARD & INVESTOR INTERVIEWS

Superpower #3

High integrity, highly coachable, and secure enough to be challenged.

Frequency of mention: **5 of 5** interviews

Some of what board members & investors said:

Elena is one of the most coachable CEOs I've worked with. She asks for feedback and actually acts on it.

Total integrity. What she tells the board is what's actually happening.

She's secure enough to bring in people smarter than her in their domains, and to let the board push her hard.

Rare combination of conviction and humility — she'll defend her view hard, then change it gracefully when the facts move.

BOARD & INVESTOR INTERVIEWS

Miscellaneous Strengths

Her early, proactive move on AI-driven features has been impressive and well-sequenced. (1)

Standing up the customer-success function two years ago was a great call that's paying off now. (1)

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BOARD & INVESTOR INTERVIEWS

Opportunity to Shift — #1

Bring the same rigor to margins and operating discipline that she brings to growth.

Frequency of mention: **5 of 5** interviews

Some of what board members & investors said:

Elena has been growth-first, which was right for the era we just left. The next chapter needs a credible path to profitability, and that muscle is less developed.

I'd like to see the same rigor she brings to revenue applied to margin and efficiency.

The board needs a clearer operating plan — fewer aspirations, more committed numbers with named owners.

She should bring us a quarterly view of unit economics by product line. Today it's more top-line story than bottom-line discipline.

BOARD & INVESTOR INTERVIEWS

Opportunity to Shift — #2

Strengthen the executive bench — especially a true operating partner.

Frequency of mention: **4 of 5** interviews

Some of what board members & investors said:

Elena needs a strong operator beside her — someone who can run the machine while she does what only she can do.

The company is too dependent on Elena. We need a team that could carry it through a quarter without her in every decision.

She hires good people; she should hire at least one person senior enough to push back on her hard.

Succession is thin. It's not urgent, but every well-run company her size has a deeper bench than this one does today.

BOARD & INVESTOR INTERVIEWS

Opportunity to Shift — #3

Narrow the strategic focus to fewer, bigger bets.

Frequency of mention: **4 of 5** interviews

Some of what board members & investors said:

Elena's curiosity is an asset and a risk. I'd like to see her concentrate the company's energy on two or three bets, not seven.

We're funding a lot of adjacencies. I'd rather win decisively in the core before we expand.

The international push feels early. Prove the core motion is fully repeatable first.

Discipline of focus is the single thing that would most increase enterprise value here.

BOARD & INVESTOR INTERVIEWS

Opportunity to Shift — #4

Tighten forecasting predictability.

Frequency of mention: **3 of 5** interviews

Some of what board members & investors said:

The forecast swings more than I'd like — strong early-quarter pipeline that softens at the end is a pattern we should break.

I value her optimism, but the board plans on the number. We need tighter forecasting discipline.

Get ahead of misses earlier. A couple of times we learned about a soft quarter later than we should have.

BOARD & INVESTOR INTERVIEWS

Miscellaneous Suggestions

Lean on the board and the broader portfolio more — many of these answers already exist next door. (2)

Consider adding an independent director who has scaled a company through exactly this stage. (1)

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