Robert, FYI in confidence, kindly do not share, I simply wanted you to be aware of what I sent...

**From:** Bob Walker <[Bob.Walker@azwestern.edu](mailto:Bob.Walker@azwestern.edu)>  
**Sent:** Tuesday, August 11, 2020 9:06 PM  
**To:** Ihab Saleh <[Ihab.Saleh@azwestern.edu](mailto:Ihab.Saleh@azwestern.edu)>  
**Subject:** Re: Clarifications

Hello Ihab,

I'm glad you asked, as I was planning to write to you and reiterate what I explained during the ITSS team meeting on Monday as well as during our meeting together yesterday. I had nine meetings today or I would have written to you sooner.

My intent is to meet with EVERY manager and staff member every two weeks for 20 minutes. I have found that my responsibilities take me away from day-to-day operations and important interaction with our staff.

If you ask your managers you will find that I explained that they would work with you to set their goals, and in turn, they would work with their direct-reports to set goals using the same SMART format.

What I DID NOT expect was to have you send your managers the same goals and spreadsheet I provided for you. In some/all cases the file was still named Ihab Saleh's goals when I met with them. What I explained to you during our meeting was that I wanted you to have a one-on-one conversation with each of them and collaborate on creating a set of goals that would include: (1) PORTIONS of the goals I gave to you; (2) other goals like ITIL training/certification; (3) reading the "Mindset" book we have purchased for everyone; (4) learning and/or certification goals specific to each role; and (5) areas of technology that interest each of them that they can present to the team, etc.

I expect you to spend this time one-on-one with each manager and subsequently help them set goals for each of their respective team members. What you have done yesterday and today is NOT acceptible, and I expect you to put in the work to collaborate and customize goals for each manager.

Please practice listening and understanding. If there is something you do not understand, please ask for clarification. You will not likely find a more unthreatening environment in which you can ask for assistance or explanation. Practice listening to me when I am speaking to you - instead of thinking of a reply while I'm talking. Please also practice listening to your managers when they speak. They have a wealth of experience and knowledge that can help you manage more effectively.

If you have any other questions please feel free to ask. Also, ALWAYS feel free to schedule time on my calendar, as I want you to be effective in your role and enjoy your work as much as everyone else.

All the best,

Bob

**From:** Ihab Saleh <[Ihab.Saleh@azwestern.edu](mailto:Ihab.Saleh@azwestern.edu)>  
**Sent:** Tuesday, August 11, 2020 5:36 PM  
**To:** Bob Walker <[Bob.Walker@azwestern.edu](mailto:Bob.Walker@azwestern.edu)>  
**Subject:** Clarifications

Hi Bob,

Based on our meeting yesterday, I was under the impression that I will be leading my own team. However, there is some confusion as my team is meeting individually with you to set goals and objectives and I was not aware of this.  Can you help me understand how this supporting me as a leader and helping me bond with my team? How do I facilitate and support my team with their individual goals and objectives? I am truly trying to build a strong team and a winning culture and I appreciate your support.  I would like to understand and to be on the same page to meet your expectations. Thank you.

Ihab Saleh

Technology Service Desk Director

Arizona Western College

2020 S. Avenue 8E

Yuma, AZ 85365

Direct: (928) 317-6211

Fax: (928) 344-7724

[Ihab.Saleh@azwestern.edu](mailto:Ihab.Saleh@azwestern.edu)

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