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Robert Brubaker  
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To Rob Brubaker:

I am writing this letter to write out my frustrations working at Business Process and Service Management (BPSM) team. I am writing this now because at the time when you first asked me to share these frustrations, I was getting over a cold and I felt that I my state of mind would compromise the things I need to say with gut reactions that were fueled by unrestricted emotions.

I believe this to be the correct course of action because taking this time to reflect and truly analyze the situation, I would have said things that wouldn’t benefit anyone. And I now think that some of my thought processes at the time were misguided.

Now, you are correct in assessing that my initial frustrations when I first arrived to BPSM was due to how the transferred occurred. But that frustration was towards my former supervisors and there, in my opinion, lack of professionalism. And I have to apologize to you if you felt at any point during this time I directed any of this frustration at you. After reviewing that point in time, I felt that I may have acted hostile towards you unnecessarily. Going forward I hope you get to see a better version of myself.

At our last one-on-one you mentioned that you would not like to see me leave the BPSM team; however, there is a concern I have about our interactions during my time at BPSM that leads me to believe staying in this team will not be best for my mental health. I have noticed that after one-on-ones sessions in the past I felt down and disappointed with my performance. This feeling would remain with me and build into anxiety. Then as the anxiety compounded, along with the nature of the position, I was left with a large amounts of stress. And during some points during these stressful moments I would teeter on the edge of depression. I believe our interactions is the source where these feelings begin. I believe that your style of communication during these one-on-one sessions do not inspire me to perform better or harder. I want to make clear that I am not saying your style of communication is out right wrong or bad; just that, it does not work for me.

An example of this type of communication occurred during near the end of Quarter 1 of FY19. During this time I was already feeling stressed over the amount of work left to complete in order for the projects I was working to be marked “Completed”. During our one-on-one session you remarked at how you were disappointed that none of the Trello cards had moved. Now, by all accounts this seems like a simple comment and I cannot assume what your motives were at this time and what you thought you would get out of it by telling me this information. I can only tell you how that made me feel. The feeling of disappointment just stuck with me after the meeting and it festered into anxiety. Combining that with the stress I was already feeling really put me in a dark place. And the outcome of that session was not a feeling of motivation.

Another example during this time, I was actually feeling excited before going in a one-on-one session. I had just made a major discovery about how a system was working and I understood how to proceed with substantial progress. During the session, I has shared this discovery but you didn’t seem at all impressed. Rather, you were focused on how the Trello cards had not moved. And you shared your concerns that the projects will not be finished before the end of Quarter 1. Leaving that session I left feeling disappointed and all excitement was gone.

I feel like I’m doing a terrible job at explaining how these sessions explain my feeling. I just want the take away to be when I look at my calendar and see a one-on-one session coming up I get a feeling of dread and I think to myself, “Great, I wonder how I disappointed Rob today?”

But this is not saying that the communication during our one-on-ones is the only reason I am considering leaving the BPSM team. As we have discussed during previous one-on-ones, the position here is not where I would like for my career to head. I am actively applying for new positions at NAU that appear to be in the direction I would like to go. I just think that if this is how the work process is at the end of every sprint and how our interactions are at every one-on-one session my mental health and overall wellbeing will be in danger.

There is one last thing I want to mention that happened recently and want to make you aware. I feel that I have lost my trust in you. The reason for this has to do with the latest BPSM meeting. Prior to the meeting you mentioned that you were going to give a “shout out” towards me and Davis for our teamwork during Q1 of FY19. While the gesture is appreciated I felt that other teams were just as good at communicating as Davis and I were; just perhaps, we were better at writing it down. I had expressed that I did not feel comfortable with that action and requested you do not give us any recognition. However, during the meeting you ended up giving the “shout out”. I think the situation would have been different if you had not told me about your plan. But as it stands, it feels like you complete disregarded my feelings; and in a way disregard me.

Writing this all down has been very difficult for me as I do not like to express my emotions. But I do want to take this time to thank you for perusing a resolution and recognizing that I was frustrated being here at BPSM. By perusing this issue, it does tell me that you are concerned and wish to see me do better. I am hoping to become a better and more effective employee for my remaining time here at BPSM.

Thank you.

Sincerely,

Talbert Tso.