October 4, 2018

Robert Brubaker  
Northern Arizona University  
Flagstaff, Arizona 86011

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.