From: Clark, Aaron
To: Anderson, Narin
Subject: RE: 1:1 Aaron & Narin (Comments From 10-Apr-2025 Discussion)
Date: Monday, April 14, 2025 2:19:52 PM
Attachments: image001.png

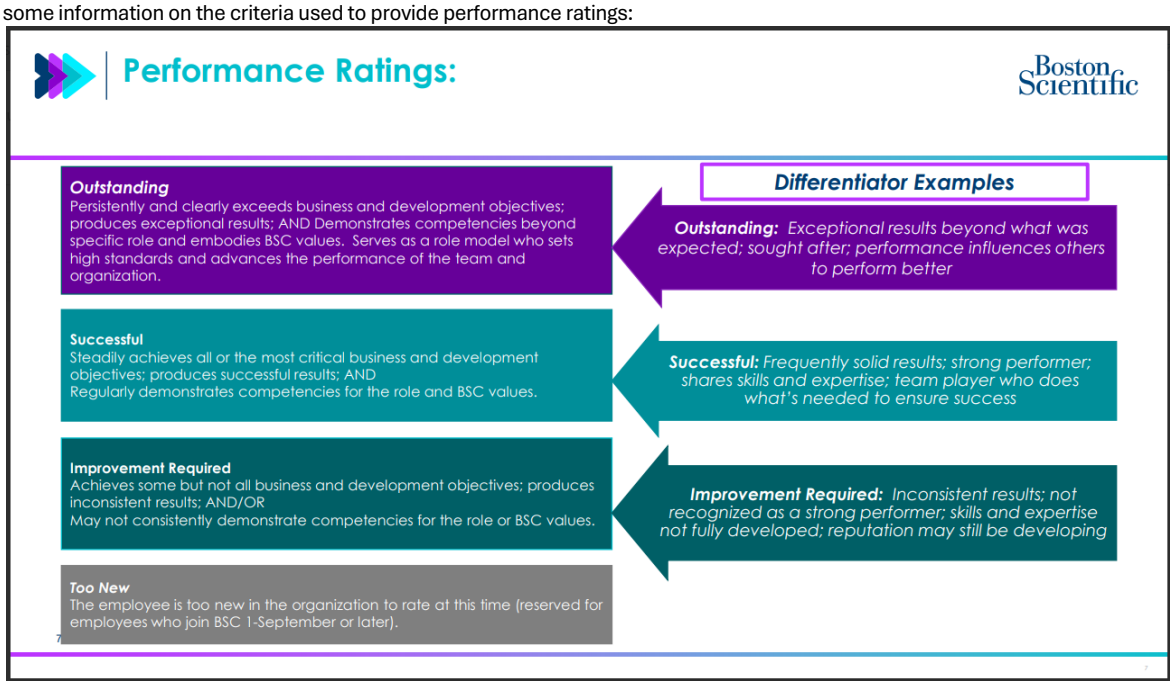
Hi Narin,

I appreciate the open, honest, and difficult discussion during our 1:1 last Thursday (April 10, 2025). It's understandable that you are frustrated with the "Improvement Required" performance rating you received for 2024. We need to continue having open conversations to ensure alignment and work together to strengthen the performance areas that led to this rating.

During our discussion, you expressed dissatisfaction with the rating and questioned how your long workdays, including nights and weekends, to meet workstream deliverables and project business goals under a pressurized schedule could result in an "Improvement Required" rating. While it's true that there was pressure on the project schedule and the goals were met due to your hard work, which is commendable, the focus of our performance feedback discussions has never been about the amount of work or effort you put into your deliverables.

The discussions have centered on your performance in terms of **how** you manage your packaging workstream activities and the resulting negative impact on the project team and coworkers. Your performance has been below the expected level for a P-5 Level Engineer in the areas of collaboration, planning, communication, and deliverable execution. In your 2024 year-end performance review document, I included examples of these areas for improvement and provided feedback gathered from peers to give you added context and examples. I encourage you to review this feedback for a better understanding and interpretation of the issues raised throughout the year.

Here is some information on the criteria used to provide performance ratings:



We are committed to supporting you through this corrective action process. This includes providing you with the necessary resources, training, and guidance to help you improve in the identified areas. Our goal is to ensure you have the tools and support needed to succeed and meet the expectations of your role. Your growth and success are important to our team.

Meeting Transcript: Aaron (Manager) & Narin (Direct Report)

Date: April 10, 2025 **Start Time:** 01:20 **Location:** MAP ConRm MPL3-2 Curie C2-112

Project Updates

Aaron (01:20): Hi. How's it going today?

Narin (01:38): Fine.

Aaron (01:38): How's the tube flaring going?

Narin (01:38): Fine.

Aaron (01:38): Are you making progress?

Narin (01:41): Yes.

Aaron (01:43 - 02:07): I went in there this morning and got a little tutorial on the setup there, because I just wanted to see what it entailed. Sure. And we'll just... It produces a pretty good tube. Pretty nice flared part. It's just that it's... There's definitely a kind of an art to it, as far as the process. I don't know what your thought is there, what you're thinking.

Narin (02:20 - 03:02): Yeah, it's generally pretty consistent. Yesterday before I went home I had set up a small experiment where I had three different temperature settings and then I flared them. That O-ring, that is meant to have a consistent placement or insertion. And then I think to help maintain consistency, it's just a matter of having a single operator versus multiple operators due to the differences in strength of each person. So I've been doing it. I've already told Tom from R&D that since the quantities are small, we probably wouldn't need his time, that Kirk and I can do it.

Narin (03:02 - 03:35): But I think if I can, I'm just going to finish it up myself to help maintain consistency. From the units that I did set up yesterday, I determined one of the three temperatures that worked best. It produced pretty consistent flare ID. It comes out at about 0.20, which is about 15 thousandths more than our ID. And then the flare length is about a millimeter to two millimeter, which is what we want. So I think that should meet GOWI's expectations.

Aaron (03:37 - 03:39): And these are the TL tubes, right?

Narin (03:39): That's right.

Aaron (03:43 - 03:47): Yeah, that's unfortunate. So what's your throughput on those?

Narin (03:47 - 03:57): It goes pretty fast, maybe about a couple of seconds per unit, both ends. Not a couple of seconds, maybe five seconds, both ends. A couple of seconds for one end.

Aaron (03:57 - 04:00): So a few hundred should...

Narin (04:00 - 04:02): Should only be about a few hours.

Aaron (04:05 - 04:14): I guess that's good that you guys can use them. Are you gonna just use those on, I'm assuming, builds that aren't packaging related?

Narin (04:14 - 04:15): That's right. That's the intent.

Aaron (04:16 - 04:31): Okay. And you'll just use the same rationale that you guys already have in place? That's right. So it doesn't really, other than building additional units, it doesn't incorporate any additional rationale or risk, really?

Narin (04:31): No.

Aaron (04:32 - 04:34): Okay. That's good.

Narin (04:39 - 04:48): Do you have specific questions or comments that you would like to make? Otherwise, I can just give you a brief update on where I stand this week.

Speaker 1 (04:49 - 04:59): Actually, from a project standpoint, is there anything pressing, really?

Narin (05:00): No,

Aaron (05:02 - 05:09): I don't need an in-depth update this time. I just wanted to talk. We haven't talked. Really so kind of want to do this talk about just us interactions and stuff.

Speaker 1 (05:14 - 05:17): Yeah, you know, I've been sensing tension and whatnot.

Narin (05:19 - 05:26): I'm focused on work. That's where I'm at. So yeah, that's what I'm I'm pretty focused on work.

Aaron (05:28 - 05:38): No, I told that and that's obviously what it should be so but I just also want to keep have an open dialogue with you because I just want to make sure that we're on the same page.

Narin (05:39 - 05:42): Are we not on the same page on project-wise?

Aaron (05:42 - 05:49): No, I just want to- I'm not saying we're not, I just want to make sure that we're- Okay, I think we are.

Narin (05:49 - 05:57): Yeah, I've updated you consistently on what's going on in the projects and, you know, feel free to send me an email if there's something-

Aaron (05:57 - 06:12): Have you had any thoughts about 25. Any initiatives or development type goals that you want to go after or anything like that?

Narin (06:14 - 06:22): Just executing to the projects that I'm allocated to supporting. So that's what I'm working on. Yeah. Yeah.

Aaron (06:25): How are things going?

Narin (06:26 - 07:12): Going well. I think the design freeze was a big hurdle, so I'm glad that that is over with. And I had my one-on-one with Orla this morning. I was just telling her that with that hurdle behind us, I think it's just a matter of execution. So in that regards, I've been in discussion with Patrick and Kirk getting the shippers sent from the DCs so that we can have them available for our sorting operations here. I've got a meeting set up to meet with Kirk and Patrick and Amy and Mike to just walk through the sequence of events that will happen when we get the units from DV.

Narin (07:14 - 08:13): So that will happen in about a week or two, which is well before we'll receive units from the sterilizers, so that's going well. The other stuff I have ongoing are just following up on some feedback from spec maps that we need to update because I committed to addressing some

of the feedback that was provided during the last round of review. So yeah, I think that's it. Probably the biggest thing that's on the topic discussion this week was some bomb issues related to alignment of the change controls between Boston Scientific and Hematech. So we had a meeting with Hematech this morning with a walkthrough indicating that for projects that are in development, they don't require an AI form, but once it's commercial, they do need that.

Narin (08:14 - 09:14): And I think there was a bit of misunderstanding in the group here, but I think that helped to clarify that. And then I've also got follow-up meeting with a larger group just for internal BSE set up for Monday or Tuesday of next week. And I've got the SFMD guys who will be part of the call. So we're just going to talk through maybe some questions that Patrick still has outstanding on this issue to make sure that we're all on the same page. But generally, I think we're good on that front. Yeah, I think probably the biggest thing was there's a slight misalignment in our bomb structure between Boston Scientific and Hemotech, but everybody recognizes that that is fine since they're controlled separately anyway, so it's just that bridging document that Patrick was able to identify that is the link that will allow us to make sure that what we need to happen will actually be reflected at Hemotech's end.

Narin (09:19 - 09:43): And then for the localized thermal protection project, I told Keith I was going to get back to him on his final ask, which was to come up with additional supporting information on how the project would be a benefit to the business. That is still on my to-do list. I'll probably get that done tomorrow.

Aaron (09:52 - 10:18): How about, um... Yeah, because that would be, you know, that was one of the biggest asks, or not biggest asks, but one of the asks was just how can this be applied?

Narin (10:18 - 10:19): Yeah.

Aaron (10:21 - 10:45): You know with the exploratory project is it worth so I guess I know then when you pitched the um the prototyping and things like that. Is it worth pulling your group together and having a little bit of brainstorming on just to refine the concept that you're going to go after to help streamline that if needed?

Narin (10:45 - 11:02): Yeah. I've informed both Amit and Kurt that if they have any ideas for that, to just move forward with it. But I think it's a good idea to just regroup and see if we can flesh that out some more. So yeah, I'll take that on.

Aaron (11:03 - 11:15): Just because I was thinking it was, you know, when we talked last, it was, you were looking at using those temp dots, and then in the discussion you were like, we could possibly use those data logger.

Narin (11:16 - 11:17): Data logger,

Aaron (11:17 - 11:18): Yeah. Pyro buttons?

Narin (11:18 - 11:19): Yeah, that's right, same.

Aaron (11:20 - 11:26): And so, you know, just things like that might be like, all right, how can we fish that out, so.

Narin (11:26): Yeah, I think that's a good idea.

Aaron (11:44 - 11:49): Oh, I know you mentioned Mitt Kirk. Yeah. Or not. Yeah,

Narin (11:49): Mitt

Aaron (11:49 - 11:53): and Kirk. Might be worth having a brain discussion.

Narin (11:53 - 11:54): That's a good idea. Yeah.

Aaron (11:55 - 12:44): Um, I can go ahead and say that too if you want to. Okay. Um... Just throwing it out there. I don't know. It's just more of a... Just bouncing your idea. Okay. Okay, so prototype refinement. And then just the whole, the topic of, you know, activities for Brittany. You know, what are your thoughts there?

Narin (12:45 - 13:31): Well, your ask for me was to get her engaged with this prototype. I don't think it'll take that much, but we can use her for our DV stuff that's happening for Ranger as well. So I'll involve her as much as I can, because my plan is to actually develop maybe about 30 to 40 prototypes. We'll need to get the components together and then we'll actually need to maybe put a protocol together so she can probably do that and then just monitor the progress of the end result over time. Yeah, we'll definitely involve her with that, but I don't think it will take like 50% of her total time.

Aaron (13:33 - 13:43): Is there something we can have like? Is there a piece of that we can just give her broader ownership of?

Narin (13:44 - 13:45): What are you thinking?

Aaron (13:46 - 13:56): I'm just speaking out loud. I don't know. Like, just something that we can... So between now and... May 19th. Yeah. That's your start date.

Aaron (13:57 - 14:04): Where do you think, also on May 19th, where do you think we'll be with procurement of stuff?

Narin (14:04 - 14:32): It depends on when Keith will get Heather's permission to get some budget for funding because we need design work from a designer to help put that concept together. So if it happens before Brittany arrives, then we should just move forward and not hold off on it. But if it happens after Brittany arrives, then we can hand that off to her. And she can... Yep. Yep. Yeah. Yeah.

Aaron (14:50 - 15:05): And try to make it a positive experience for her. Because she's expressed, she has expressed some desire to get to like, look at new, something new. On our co-op, she just spent the time in the lab,

Narin (15:05 - 15:06): Right?

Aaron (15:07 - 15:08): Just doing test cams and stuff.

Narin (15:08 - 15:27): She'll enjoy this, and it'll also make use of her experiences from last time. Yeah, so for engagement, it will really depend on when the budget will be available for us to charge. It's not much, it's only like a few thousand dollars, but we do need to charge it somehow.

Aaron (15:47 - 15:54): Protocol. Are you envisioning having yourself already do the protocol or do you think that's something we can help have her be involved in?

Narin (15:54 - 16:39): Brittany can drive the protocol. It's not that challenging and I think it'll be a good experience for her to take ownership of that. Yeah, like I said, we can definitely use it for DV stuff, but I don't know to what extent. I'm not sure. Maybe help coordinating. Yeah, I'm not sure on that part yet. Just making sure that parts gets to where they need to get at certain parts of the schedule.

Aaron (16:49 - 16:55): I guess, sorry, I meant like what are you envisioning for like a test setup? Like what are you thinking?

Narin (16:56 - 17:13): Just when the parts arrive in Maple Grove, DA might need help with sorting and repackaging some of the units into smaller shippers. And then just making sure that those shippers get to Arden Hills on a specific date and when they come out of aging, et cetera.

Aaron (17:14 - 17:15): Are you referring to?

Narin (17:16 - 17:17): DV for Ranger.

Aaron (17:17 - 17:21): Oh, I was still, I was talking to Explorer. Oh, okay. Sorry.

Narin (17:21): Yeah.

Aaron (17:23 - 17:27): Okay. So you were saying she could help with, Ranger DV as well part of it.

Narin (17:27 - 17:28): As well part of

Aaron (17:28 - 17:42): it. Okay. Okay. Yeah, I guess I was thinking more on from the exploratory side of the test. Like your concept, testing your concept, what are you envisioning? As far as is it just putting it in an oven or is it some sort of...

Narin (17:42 - 18:21): Yeah, that's what I had communicated in our last meeting with Keith was putting... So we'd 3D print the parts and then we would put the units together. So the phase change material will need to be melted. So that will need to happen in a lab. She'll probably need to use a syringe to actually inject it into the wall, like one of the walls. We'll need to put the aerogel into it. We'll need to cut down the vacuum insulated panel. So all of those need to be put together, and that will be a little bit involved.

Narin (18:21 - 18:26): So it's not like a walk in the park. That will take a bit of practice.

Aaron (18:26 - 18:29): How big is this? What are you envisioning?

Narin (18:30 - 18:53): It depends on how small the supplier can make that micro vacuum insulated panels. So right now I think the largest one was about four inch in length. So I'm asking them to see if they can make it even smaller than that. They say it seems like they can, but it requires a bit more time for them to put it together.

Aaron (18:53): And

Narin (18:53): That's a flat panel?

Narin (18:54 - 19:04): It's a sheet that we can roll into a shape that will be inserted into one of the walls of that container.

Aaron (19:05 - 19:07): The container you're going to print or something?

Narin (19:08): Yeah, the container that we're printing.

Aaron (19:09): So that

Narin (19:09 - 19:19): container will contain three concentric walls. And each wall will incorporate a certain component of that whole technology.

Aaron (19:22 - 19:25): What about the bottom of it and top of it?

Narin (19:26 - 20:12): That will be, yeah, that's part of the thing that I'm trying to flesh out is it really depends on how small the supplier can make that vacuum insulator panel. Because ideally, that's what we want as well. The whole thing should be enclosed such that there's no air gap. Otherwise, there would be leakage through the system, and that's what we don't want. So it really depends. So I think that is a follow-up discussion I need to have with a supplier to see how small they can make it. And then what we'll do is we'll design that chamber in such a way that it will be able to incorporate that in that panel.

Narin (20:13 - 20:34): So the size of that panel will actually be the thing that dictates the overall size of the chamber. Because I think from an aerogel standpoint, we can just cut it down to shape based on what I've seen of what's on the market. It's the vacuum insulated panel that will drive the whole size.

Aaron (20:39 - 20:47): Interesting. So then that, the phase change material, you decided to make it liquid, put it in a syringe, and inject it.

Narin (20:47): That's right.

Aaron (20:54 - 21:07): Sounds cool. Now it's exciting to see like that kind of starting to come to fruition, right?

Narin (21:07): Yeah.

Aaron (21:09 - 21:17): So that's it. You can see the theory, and you can see the potential actual prototype is kind of cool.

Narin (21:40 - 21:44): Yeah, those are really all my updates. Do you have any other comments or questions on

Aaron (21:44 - 21:57): work? Not really the project stuff specifically, right? It's more just how you're doing.

Narin (21:58 - 21:59): I'm doing fine.

Aaron (21:59 - 22:15): I mean, just in terms of, you know, last year was a, you know, it was a major bumpy road there for six months and I just want to make sure you're doing all right. you know, curious of how your dynamic on your team is going, if everything's...

Narin (22:16 - 22:17): Seems to be going fine.

Aaron (22:18 - 22:21): Seeing things are going all right. Make sure you're all right.

Narin (22:21 - 22:26): I think I'm fine, yeah.

Aaron (22:26 - 22:51): I hope so. I'm just saying it feels like, I just sense there's some anger and frustration, which is totally understandable, right? But I'm just, I don't want that anger and frustration channel for me. I feel like it is turned to me, but I feel like I'm not... I shouldn't be necessarily taking the brunt of that.

Narin (22:51 - 22:56): What makes you say that? I mean, what makes you say that I'm channeling it to you?

Aaron (22:56 - 23:07): I just, I just, I just feel that, you know, that just the, you know, in staff meeting, right? You just sit and you just face away. There's no, there's no...

Narin (23:08 - 23:11): I'm looking at the content that you're presenting.

Aaron (23:11 - 23:15): Okay, that's fair. But I'm just saying that's how I perceive it.

Narin (23:18 - 23:27): You know, if the way that I conduct myself impacts work, I think that is what we need to talk about. But if it's not work-related, I think we should...

Narin (23:28 - 23:39): Well, this is work, right? No, I'm just saying that if the way that I conduct myself in the office isn't conducive to work, I mean, please let me know and I'll address it.

Aaron (23:40 - 23:48): Well, that's what I'm telling you. Standoffish feel and non-engagement feel, and that's what I want to make sure.

Narin (23:48 - 23:55): Am I not answering all of the questions that you've asked me? I thought I am, so...

Aaron (24:07 - 24:13): I didn't do anything to you, Darn. I am not your enemy.

Narin (24:17 - 24:18): I didn't say you're my enemy.

Aaron (24:18 - 24:28): I know, but it's that tension, right? I'm trying to help. We need to be on the same page in order for me to help. OK? OK. It's a two-way street.

Aaron (24:30 - 25:09): We need to work together. That's all I got to say. We have to be in this together, right? We had feedback from last year that resulted in a not good it was not the best feedback, right? And if I missed something, we've, like, maybe that should be the question. Is there something that you, that I could be doing better to help you? or that you feel like I could be doing better to help re-engage or anything like that?

Narin (25:09 - 25:17): Are you sure you want to ask me that type of question? I mean, you want me to be honest with you? How I feel?

Aaron (25:17 - 25:51): Well, I just want to know, like... I'm just wanting... to let you know, or I want to be on the same page, that I'm not against you. Okay. When we did, throughout the last, you know, we had discussions on performance and feedback, right? I was just relaying feedback that I was gathering from other individuals and compiling feedback. Okay? It was not coming from me. I'm making observations based on everything that I'm being brought into and told.

Narin (26:00 - 26:13): Okay. Yeah, and that was the driving factor for my performance rating without taking into account the consideration for the output of the overall deliverables of the program.

Aaron (26:14 - 26:16): That was not fully the case.

Narin (26:17 - 26:18): Really?

Aaron (26:18 - 26:19): Yes.

Narin (26:19 - 26:23): Okay. From my perspective,

Aaron (26:23 - 26:25): that's what I feel. Have I ever said you were not putting in...

Narin (26:27 - 26:31): It's not about putting in the effort, it's about being able to deliver for the project.

Aaron (26:31 - 26:38): Yes. That, yes. You were able to deliver and you did, right? Yeah. At some expense.

Narin (26:41 - 26:42): What expense are you referring to?

Aaron (26:44 - 26:48): I'm just saying the amount of time and whatnot that was put in.

Narin (26:48 - 26:59): So you're telling me that you recognized that I was able to pull off and deliver for the project. Is that what you're saying or not saying?

Aaron (27:02 - 27:03): Did you meet your design priest?

Narin (27:05 - 27:28): More than me, design freeze. That design freeze happened one quarter before I was committed. And in addition to that, it also accelerated launch timelines. So yes, I feel like I more than did contribute that because my work had a direct impact on everyone else's ability to do their work.

Aaron (27:28 - 27:30): But it also had an impact on the team.

Narin (27:33 - 27:35): What are you saying? Clarify for me what you're referring to.

Aaron (27:35 - 27:52): The amount of, I'm just saying, the amount of discussions, the amount of feedback that I was getting, right? There was feedback from the team in general around the fact of just needing to get involved in patching Workstream, or the feedback...

Narin (27:52 - 28:41): What new product development project doesn't go into all these challenges that we need to talk through as a team? I think that there might be a discrepancy in the expectations there. All of the projects that I've been involved with, and they're not minor projects, they're all very high visibility projects. In each and every one of my projects, we always encounter obstacles and we work through them as a team. So the experiences that I endured for Ranger, it's For me, it's a typical set of challenges. I think there's probably recognition by the team that, yes, I did struggle because it was a new product line, and I told you multiple times that I needed time to get acclimated to the project.

Narin (28:43 - 29:19): And in my one-on-one meeting with Orla, I don't think she, well before she didn't really understand what that statement that I just made until I explained to her that it's not a

matter of just reading technical reports and DV reports, it's about understanding it to the degree where you're able to connect all the dots. That's what I'm referring to. And things like this, I mean, even though the product is leveraged, it takes time to really understand the nuances and be able to connect all the dots. And it's taken me that long to get to this stage.

Narin (29:20 - 29:54): But now that I'm here, I feel like I've already mastered, my understanding is far superior than it was a year ago. And I think what I don't really like is the fact that my entire rating was based on peer feedback without consideration for the deliverables. That's what I don't appreciate. To be objective, I think as a manager, you should take into account not only the challenges, but the fact that you're able to deliver.

Narin (29:54 - 30:31): Because at the end of the day, that's what the whole team on the project is being judged on, is what we're able to deliver. But in my case, that wasn't taken into account at all. It was all based on peer feedback. And to be honest with you, I remember, I vividly remember that when I had, you know, there was a lot of stuff that I was dealing with. Everything that you said to me in our one-on-one, I remember all of those. And there's a difference between just criticism and constructive criticism.

Narin (30:32 - 30:59): I don't know what your perspective is, but I vividly remember all of our discussions. And while it was tough for me, I still clearly remember them. That I don't meet the standards of a principal engineer, that the feedback that I get from the team is a bad reflection of you?

Aaron (30:59 - 31:58): There was elements of that coming my way. I was not the... Saying that you don't meet the standards of a principal engineer is a very broad statement. There's elements of that. You mentioned that to me multiple times. There's elements of that that was raised during the interactions and the feedback, right? Interactions around planning, right? There was feedback early on in project planning that, hey, I was pulled in in August by the team. Basically saying, hey, I need you to follow up with ARN because We are not getting a straightforward or a clear path or a clear understanding on the packaging work stream.

Aaron (31:58 - 32:36): We don't understand the timing or where it's at or if there's a clear plan. The communication from that aspect was not clear to the team. When the team is coming asking for questions that they're not getting a clear understanding or can find out where things are at, what that clear plan is, that is the execution phase or the planning phase that I'm referring to when I'm saying that we should be able to explain and have a clear laid out path for your work stream to be able to tell your team members, hey, here's what we're doing, this is our plan.

Aaron (32:43 - 32:54): That's one example. So when I was pulled in, And I had asked you for a plan, but there was never a plan.

Narin (32:55 - 32:56): How can you say that?

Aaron (32:56 - 33:13): That was clearly conveyable, right? I was approached by multiple individuals saying, hey, we can't find anything. We don't know where the team, there's nothing in the team site, right? So we asked. You uploaded your stuff to the teams, but it hasn't been touched since.

Narin (33:15 - 33:55): It's because I'm working on them on my network drive and I asked Orla how critical it was for me to upload it there. The problem is just making sure that I'm working on one location of the drive and I just was worried about having other non-work related issues like the performance review being mistakenly uploaded onto the team site. So that was where my hesitation came from. And then regarding the project timeline, I'm in every one of those core team meetings. It's a matter of priorities. At that stage in August, I was trying to finalize the design.

Aaron (33:55 - 34:36): It's not even timeline I'm referring to. It's the overall strategy. Being able to clearly communicate the strategy and plan and to articulate what you're going to be going after, right? Conducting the pre-DV or the concept assessment testing, right? Back in July, when we did the concept, you did an initial feasibility study. There was observations that clips were popping, right? We had a discussion and said, hey, I would recommend doing some small studies to start getting some feel or getting a read to make sure that this stuff is clear, right? A couple months later, nothing. You didn't do the small studies.

Aaron (34:37 - 34:43): And I've been asked why. You just said, I prefer I don't want to do small studies because I don't work like that. I wanted to have captured all the data.

Narin (34:43 - 34:57): That is not true. I told you that you have to factor in multiple parameters in there. You just can't just isolate a particular design problem just to a certain variable. There are a lot of multiple. I understand that.

Aaron (34:57 - 35:14): But what I'm saying is just in terms of that specific concepts like deliverable. It was about, at the time, just reducing lowering the concern or risk that you saw, right? You saw a clip pop, and you're like, oh, maybe we should do something to just double check that we're not having an issue.

Narin (35:15 - 35:42): And I did follow up on that. I did do follow-up experiments on that. So I didn't let it go. When it was brought to my attention, I did address them. But you keep raising up the same point, despite me trying to explain and give you the proper context of a particular situation. It's like, whatever I explain, it just I don't know, I don't know what the thing is. That's what frustrates me.

Aaron (35:42 - 35:55): I'm looking for a way to communicate with you better. I want to get on the same page.

Narin (35:55 - 35:57): Am I not giving you the information that you need for work?

Aaron (35:57 - 36:10): No, that's not what I'm saying. I'm just saying, I want to, I want, I am not against you. And I don't feel like you feel that way.

Narin (36:13 - 36:25): You know why I feel that way? It's because when you offered Mitch to help me when I was in a really tough bind in November, December, I really appreciated that. I thanked you for the help that you gave me. And I was really sincere about that. Then you turn around and it seems like when you responded to Keith, it seemed the tone of it was so resentful of the fact that you need to offer extra help for me as a principal engineer. That really stuck with me vividly.

Aaron (36:43 - 37:22): And if that bug knew that at that point, we should have had a discussion on that. Because there was no intention of trying to rub you that way. Whether you did it or not, it did. I was answering a clear ask from Keith. Keith came to me and said, why do we have to bring extra

resources on this when you show me to use a half of the head? That was his ask. So I had to reply back and just let them know what the scenario was. It was a clear ask from Keith.

Aaron (37:27 - 37:45): And along this whole way, I've been, it hasn't been just me You say you hate this, I hate this, man.

Aaron (37:56 - 37:57): You've been here 25 years, dude.

Narin (38:04): And?

Aaron (38:05 - 38:06): I'm just saying, you've been here 25 years, and...

Narin (38:13 - 38:17): What? I'm not able to advance? No. Like other people?

Aaron (38:17 - 38:18): No.

Narin (38:18 - 38:20): Not accomplished as much as they have?

Aaron (38:20 - 38:20): No.

Narin (38:21 - 38:22): Been here too long?

Aaron (38:22 - 38:24): No, that's not where I was going.

Narin (38:24 - 38:26): Okay. Well, what point are you trying to make?

Aaron (38:26 - 38:33): It's just, we've been here, I've been here 20 years. We've been here a long time.

Narin (38:33): Yeah.

Aaron (38:34): That's all I'm saying.

Narin (38:45 - 38:54): Yeah, what bugs me is that my rating was driven primarily by feedback. That bugs me a lot.

Aaron (38:55 - 39:16): And that's fair, but they are. We had, this year was the biggest year that I can recall, unless you recall another one, where PI pushed for feedback and gathered an absolute ton of feedback. This was the most feedback that I can ever recall we've gotten.

Narin (39:24 - 40:26): From a manager perspective, if I were the manager, I would judge people more fairly, not just based solely reliant on peer feedback. And I think you need to take proper context of a given situation. You have to, I don't know, the way that you and I think, we're just different. At this stage, the project is in a good state. We pulled off what needed to be pulled off. Yeah, it accelerated timeline, so I think that's the outcome that we should just focus on. Orla mentions to me that there's a likelihood that the project may actually launch by the end of the year, but that is unofficial.

Narin (40:30 - 40:49): It's unofficial, but that's what we're striving for from a team perspective. Yeah, if I'm not up to par, you have an issue, just let me know and I will address it.

Aaron (40:51 - 41:26): I want that to work both ways. I'm learning in this role too, Aaron. So I need to gather feedback from you, too. We need to have an open dialogue and open communication. So if there's something I'm doing, thank you for your honesty. I really appreciate that.

Narin (41:27 - 41:32): The damage for me has already been done. That rating, it's done.

Aaron (41:32 - 41:34): That rating was not done.

Narin (41:40 - 41:42): Yeah, it was from feedback from my peers.

Aaron (41:52 - 42:01): No, I got you. You said it multiple times. Yeah, the company got a lot of feedback, and that was what drove the rating.

Aaron (42:06 - 42:10): It wasn't just feedback either, Narin. It was the involvement, too.

Narin (42:13 - 42:14): Involvement of what?

Aaron (42:14 - 42:30): Well, like myself. I got pulled in back in July and August. Which resulted, since August, we've been having regular meetings and discussions.

Narin (42:32 - 43:19): But in those discussions, have you ever thought that, you know, Constructive criticism for me is being able to identify an issue, helping the person that you're trying to help find a solution to it. When you're engaging with me, you said you were involved since June, July of last year. I feel like my team was really who worked hand-in-hand with me trying to solve various problems. In that PIP plan that you put together, I think it's mainly as a platform for me to just give you more regular updates. I still encountered the various issues that I did.

Narin (43:19 - 43:58): I still endured all the stress. Those problems, I still had to figure it out. And during shutdown and Christmas, I was the one who was dealing with them. So even if you're involved, How did it make my life easier? Because I look back at it and it didn't. It just put me under a lot more stress than, yeah, it just put me under a lot more stress. The PIP plan didn't do anything to help me out when I was in a bind. It didn't help me find solutions faster or easier. It just put me under more stress.

Narin (43:58 - 44:04): My focus was on delivering for the project. Getting the deliverables completed, But all of these extra...

Aaron (44:04 - 45:19): That wasn't the intent for the PIP. It wasn't the deliverables of the project. It was the other stuff, the soft skills around the team engagement, the people engagement, the project planning, the coordination, the collaboration. That was what that PIP is for and what most of our discussion is being driven from. Not the deliverables. I know you can do the deliverables. It's the feedback that we got and the way that questions are answered that we have to continuously follow up on, right? The most recent example was with Ryan, when there was a response with that graphic information that included data that was not relevant to what you were trying to communicate or what the question was being asked.

Aaron (45:25 - 45:30): That resulted in multiple meetings, multiple back and forths, multiple communications.

Narin (45:30 - 45:32): What project doesn't go through that?

Aaron (45:32 - 45:41): I'm talking about the way that data was presented before it was sent out.

Narin (45:41 - 45:50): What's the point of a team? I thought the point of a team is to help each other out, right? So if you see some sort of a negative, that's the whole thing, is we try to make each other better, yet what you do is you just focus on my,

Aaron (45:53): You

Narin (45:53 - 45:56): magnify all my missteps and mistakes. That's it.

Aaron (45:56 - 46:13): That is what I'm saying. That's the feedback that I get. It wasn't me that calls it out. People see that and they're like, hey, why is this happening? So then I have to circle back and try to understand. It's not me picking at you.

Aaron (46:31 - 46:58): It's not. In the way this has happened, in the way that some of that is presented, in the way people are seeing that and perceiving the ability or inability to communicate, I'm getting feedback. And quite frankly, I had a team request that you weren't on their team.

Narin (47:01 - 47:02): Mind ranger.

Aaron (47:02 - 47:22): No. Like, so that's where I'm trying to say it. It's not me picking on you. It's I'm being pointed out things or observations, and that's where I'm having to come in and say, okay, how can we address this?

Aaron (47:28 - 47:35): So we need to get on the page with, I want you to embrace me trying to help. Yeah, I'm learning along the way. But we need to work together.

Aaron (48:10 - 48:12): Does that make any more clarity or sense?

Narin (48:13 - 48:20): I understand that. Yeah. Do you have any other comments?

Aaron (48:59 - 49:33): So with that, we just need to keep having an open dialogue and working through, right? I've seen much improvement in terms of the engagement with the team, the awareness, like I've seen it in your tech team, right? Your open communication, your talking, engaging, right? It's just we need to keep working on the ability of articulating and getting that message across.

Narin (49:37): Okay.

Aaron (49:57 - 49:59): Yeah, maybe that.