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What I want wanted to chat with you about was um. It kinda came to my attention that, that, and this is always difficult to know where one's loyalties lie and what you should say, um. That you may have passed on something that Deb Rice said to you to Dr. Burton.

Jacobus: hm

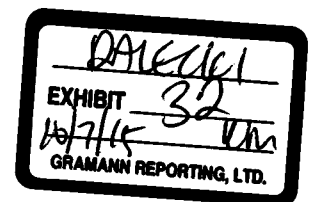
Dalecki: and, um, it seems like there are no other alternative pathways by which that information could have been delivered other than, than you and so it's hard not to make the conclusion that perhaps that's what happened and it's since resulted in about an hour and a half of my time being spent dealing with the problem that erupted from it as well as future time that might be looking at

Jacobus: Hum

Dalecki: as well as maybe costing you the trust of somebody who kind of presumed that maybe what she passed on to you wouldn't necessarily move on to anyone else, and uh it's always difficult, I know, because I can remember very vividly these kinds of things that when you're starting out graduate school that uh it's not exactly clear, kind of betwixt and between, you're not really a professional yet but you're not really an (unintelligible) anymore. So, you're sort of in this nether region where it's not clear what the rules are.

Jacobus: Yea

Dalecki: And there's a certain amount of (unintelligible) that exists and uhm..



I know that Deb is pretty upset (deep sigh) um that she felt like a conversation that had no particular reason to be passed on to anybody would have moved on to the person. And it isn't exactly clear why necessarily that would have happened or what would have been gained by it.

Jacobus: Hm

Daelcki: um and now we're dealing with (sigh) the fallout of that, so, (sigh). um I want to caution you, that uh, first of all, um to be very very careful what you pass on to other people. uh Silence is usually golden. And um

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It's hard sometimes to see that there's much benefit in um, in acting as a conduit for anybody or for anything. (unintelligible) it will come back and will ultimately to haunt you either in terms of people will no longer include you, or, uh, or who knows what and uh I think that, uh, from what I've heard from people that you are astute enough to know that you want to stay away from the politics of the department (unintelligible).

Jacobus: Oh yea.

Dalecki: because frankly I think the politics are a sign of a dysfunctional department not a functional one, but that's being addressed and I've been working on it for a year and a half and we're not done. Uh, And politics are primarily a consequence of people who place themselves ahead of the mission of the group. And when I see people who do that I know what drives their behavior and it means I don't trust them necessarily to put that mission first because I can't tell what they're gonna do.

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And, uh, I would think at this point that you would have seen enough from what has gone on over the last six months to understand that there are deeper issues here than you're necessarily privy to and

Jacobus: Oh yea.

Dalecki: that the smartest move is to

Jacobus: Stay as far away a possible.

Dalecki: Well, it's , there's nothing you're going to do that's gonna make a difference except that if something explodes in the face you'll get hit by shrapnel

Jacobus: Yeah

Dalecki: and the best thing for you to do is stay away from where that happens. And um

I've been doing, not necessarily chair stuff, in this department but similar kinds of stuff for a long time and uh, one of the things that you learn in such positions is that everybody else thinks they know what they would do in the position but none of them know everything the chair knows. And if they knew what the chair knew then they would, in some cases, shut the hell up and in other cases they'd cut the chair a break because they know the chair is taking a hit for everybody.

Jacobus: Yeah.

Dalecki: (unintelligible)

Jacobus: No, and I think politics is a perfect way to make a, um, compare the two, because you often see that when somebody is running for something and they haven't been in that seat they'll kind of say the same thing when they get there and they change their mind when all of a sudden they're on an intelligence committee or something and go woa ok, (unintelligible) not do that. Yea.

Dalecki: That's the case here. And there are people who have drawn conclusions about things who have no idea what they're talking about and frankly they're less well thought of in some cases, because, they're playing the fool because they assume that what piece of the whole they've gotten represents the entire whole and it does not. And ah, you will never know, no one will ever know because some of them are personnel issues that you simply cannot be privy to and I know how that sounds but that's also the way it is. and um one should always take what anyone tells them with a grain of salt because you don't know what self-interest is driving those kinds of things and I, ah, would just caution you that you think twice and maybe thrice before you pass information on to anyone uh, that frankly they don't necessarily need to know. And, uh, in this case it may cost us a significant amount of time and effort that ultimately won't result in any changes but it will be a huge time suck. and That's the last thing in the world I want and the last thing anybody needs is for my attention to be distracted by stuff that really doesn't have to happen anyway.

So, if I were you I might ah, think about going and having a conversation with Deb and see if you can't make amends

Jacobus: Ok

Dalecki: over that. And she may just tell you to go to hell I don't know, and say I have nothing to say, I mean you have nothing out of it but um.

This is sort of a mentoring conversation between you and I, um. No one else is privy to it and it's not designed to be a corrective kind of thing but rather to be little bit of advice. and I recall when I was a master's student (unintelligible)

Jacobus: (Laugh)

Dalecki: a mistake and rather than cut me off at the legs and let me crawl away bleeding I was given a chance to demonstrate that it was a long time affair and all of that. And, um, If you find yourself unable to maintain a professional discretion about what people say then it's probably best to remove yourself from the situations where you've been (unintelligible sounds like "learning") because that's not going to help anybody, and in the end you will get caught in the shrapnel. Because the explosion that occurred and I've been in departments where they do occur and some where they don't occur. They're never pleasant and never particularly functional. I've served in, one two three four, five, four or five departments in my life. Two of which have been a blessing and some of which have been less so. And you can assess sometimes, the degree to which someone's interests are the mission or their own by the number of times they use the word "I" in their conversations. And the more they do, the more my experience says, tells me where the person's real loyalty lies. (unintelligible) That's just my sense of (unintelligible) I don't know, you know, whether, ah, that makes any sense to you or not but it's kind of a word of advice that as you get older and you meet more people and you get burned a few times. (unintelligible)

Jacobus: (laugh)

Dalecki: what uh is

Jacobus: the reality is of those situations

Dalecki: and it it makes (unintelligible) but the reality is there are people out there who like to do stuff for themselves. that I got defeated on city council by a person who's sole reason for being on city council was to make sure that city employees had 40 hours a week instead of 37. And then of course they got back and discovered that he didn't have the money to do it. Wanted to take a shot and and they also had to defend the fact that (unintelligible) 37 hours to the amount of work produced by the city employees hadn't changed any. Which tells me (unintelligible) overpaid for three hours. So, but I mean I just kinda laugh at that stuff because in the end the people who made the decision got the government they deserved.

Jacobus: (laugh)

Dalecki: (unintelligible) I'm sorry.

Jacobus: That's the way it falls sometimes.

Dalecki: Well, I'm glad to be here I don't know if it's good or bad but the net result is that uh they picked the government they deserve, so.

So, uh just kind of a word to the wise. I would uh watch the

Jacobus: Well certainly whatever has been going on here. Uhhm these people I respect them. Different areas or whatever, I don't really know where the stuff falls out (unintelligible) but so, yea. I'll just try to ah stay out of everybody else's hair.

Dalecki: Well, you don't you don't know the whole story

Jacobus: no, and that's what (unintelligible)

Dalecki: I suspect you'd be (unintelligible) and um all I can do is try to treat people fairly and if they can't deal with that then that's how it is. And ah and I think I do try to do that it's up to them whether they will recognize that or not and, ah that doesn't mean everybody is treated the same all the time because a lot of people (unintelligible) egalitarianism or equality with everybody is the same thing all the time the same way which is not how it is.

Jacobus: no

Dalecki: (unintelligible) when I have the time and ability to do it. Um so.

13:24:

Watch, um, when someone says something to you it's generally private information. Now I know you could say "well, you didn't tell me not to say it" but then that results in something else (unintelligible) which is, ok you know somebody (unintelligible) will never say anything because they can't be trusted to exercise professional discretion in terms of what they heard. And some of these people just rant sometimes people just gotta get something off their chest and once it's done it's done. That doesn't mean it has to be passed on to anybody in particular and end up when you do those sorts of things deciding to cast your lot in with one side or another (unintelligible) side you should cast your lot in with is the person who is paying you.

Jacobus: yea. or just out of the lot altogether

Dalecki: Yea. (unintelligible) Well,

Jacobus: (laugh) yep so

Dalecki: so, that's what I wanted to to, chat with you about. But, When you get a chance I mean she won't not want to talk to you I don't know. Go talk to Deb and see what she has to say about it so,

Jacobus: ok

Dalecki: um so, that's all I had.

Jacobus: Ok, yea, it was actually, I don't want to depart too far off the subject but there was a, I read somewhere about the emails that go from somebody lower to somebody higher and that the lower individual is usually, typically, when they feel unconfident about the position, will use "I" and "me" more than anything else, to a superior.

Dalecki: Well, that may be true of emails but I'm talking about in general.

Jacobus: yea, no, I just thought, that was something I came across probably six months ago. I thought huh, that's interesting so to have you bring it up again um gives it another context.

Dalecki: (unintelligible) The people who I like are the "we" and the "us" people. The "I" and "me" people, in my experience, are, tend to be less uh focused on mission and I've had enough experience with people to say that's the way to bet. It's not an absolute, nothing's an absolute. but There's another element too, which is (unintelligible) that if everybody felt compelled, say, to write an email to the Provost you'd never get anything done. Most problems could be solved at the local level all people need to do is simply talk about it and (unintelligible). Some people have a propensity to do everything by email, which is a huge time suck as well. The nuances of personal face to face communication are lost. The ability to ask clarifications are lost. 99% of problems can be solved quickly and easily simply by people who will trust each other and engage in a collegial relationship with each other. Those who tend not to do that tend to have more difficulties and that's also something that's true. So, being a colleague means focusing on the mission and helping everybody with their job and I've been in collegial departments where it's almost a delight to be there, because you know people have your back. And I've been in departments where you didn't turn your back because you didn't know who was going to plunge a knife into it.

Jacobus: oh yea.

Dalecki: and it's much more fun to be in the former than the latter. And one thing we don't want to do in this department is contribute to any propensity for people to do that. (unintelligible) I'm not here because it's an accident. The Dean didn't just suddenly say "oh boy let's change chairs." Anybody who's got enough experience in either politics or academia or anything else knows that those things don't just happen.

Jacobus: yea, I think we know.

Dalecki: and I didn't go looking for this job she came and asked me. So, I have theories as to why she might have thought I was suitable for the position. That's up to her whether it would be consistent with what she really did, I don't know. But um, be careful in terms of where you affix, um, loyalties. It's fine to be loyal, its another thing to be (unintelligible sounds like "blindly") loyal. And um the one thing you don't want to do is end up with difficulties so if I were you I would try to steer a course down the middle as much as you can. And, uh, that's the best advice you can probably give anybody.

Jacobus: yea I think so

Dalecki: So, hopefully you'll take that the right way

Jacobus: (chuckle)

Dalecki: and uh recognize that uh maybe made a mistake, so

Jacobus: hm

Dalecki: You know what we do with mistakes?

Jacobus: Own em, Fix em, Learn em

Dalecki: Then learn

Jacobus: Alright.

Dalecki: ok

Jacobus: alright