

It Starts With Us – Conflict Theatre Part 3 – Conflict Engagement

Wednesday Aug 4, 2021

12:00-2:00 pm

00:01:04.620 --> 00:01:12.810

Roslyn Goldner: Good afternoon, we are still admitting people from the waiting room so we'll give it another minute or so and then get underway.

00:01:24.570 --> 00:01:25.800

Roslyn Goldner: Yup. The numbers are going up.

00:02:15.210 --> 00:02:22.470

Roslyn Goldner: Okay. I don't want to take any time away from our great play this afternoon, so I will get started now.

00:02:23.460 --> 00:02:39.390

Roslyn Goldner: I'm Roslyn Goldner. I'm the Executive Director of the Office of Respectful Environments, Equity, Diversity, Inclusion in the Faculty of Medicine. And I thank all of you for joining us from the many sites of our faculty. And if you put up the next slide, Kenny?

00:02:41.250 --> 00:02:44.730

Roslyn Goldner: Oh sorry, Adrian! Thank you.

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Roslyn Goldner: I want to

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Roslyn Goldner: acknowledge that the Faculty of Medicine's distributed programs are located on traditional, ancestral, and unceded territories of Indigenous people across the province.

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Roslyn Goldner: I'm located on the ancestral, traditional, and unceded territory of the Coast Salish peoples - Musqueam, Squamish, and Tsleil-Waututh. As an immigrant to this place, I am grateful for their stewardship of these lands on which I live, work, and play.

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Roslyn Goldner: Please take a moment to reflect on where you are and to feel gratitude, while not forgetting the great cost that is borne - been borne - by Indigenous peoples and communities, because of our presence here.

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Roslyn Goldner: So, I'm very excited to welcome you to another session of It Starts With Us, which is one component of the Faculty of Medicine Transforming Culture Initiative.

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Roslyn Goldner: This is Conflict Engagement, Part Three. Participation in this session is not dependent on having attended parts one and two.

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Roslyn Goldner: The earlier sessions have been recorded, though, and are available on the ready website at [REDI.med.ubc.ca](http://REDI.med.ubc.ca). I do recommend for those new to conflict engagement and new to these

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Roslyn Goldner: sessions that you might want to look at the didactic portion that has been recorded, as that will deepen your appreciation and understanding of the concepts that we touch on today.

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Roslyn Goldner: But, as I say, you can just enter this cold and it will still be marvelous.

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Roslyn Goldner: So we've asked, in the Faculty of Medicine, our amazing collaborators for Conflict Theatre to return to do another session of the play, The Department. And did this, in part, because feedback from our earlier sessions indicated a enthusiasm for more.

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Roslyn Goldner: I joked that Tom had become a bit of a rock star in the Faculty of Medicine. People were very enthusiastic about working with him again.

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Roslyn Goldner: So I would like to introduce Tom and Roquela, and I'll leave you in their capable and creative hands. I know we're going to have a rich and fun experience today so

00:05:09.870 --> 00:05:16.020

Roslyn Goldner: enjoy. Participate! Please participate, that is what makes it rich and fun. Tom.

00:05:17.100 --> 00:05:27.870

Tom Scholte: Thank you so much Roslyn. Thank you for that very generous introduction. I hope I can, I hope I can live up to the hype and who knows, maybe I'll plug in my guitar a little later. I mean I

00:05:28.440 --> 00:05:34.590

Tom Scholte: I do actually have a rock band on the side, so maybe I'll push my luck and see if I can make that name stick.

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Tom Scholte: And thank you for the very meaningful territory acknowledgement today, I really appreciate it. And I really appreciated the extra focus you provided for us to, the responsibility of all of us to not just recognize past harms but to recognize ongoing

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Tom Scholte: ongoing inequities and struggles that are the result, as you've so pointedly put it, are the result of our presence on this land, and the responsibilities that entails. So thank you very much for that really meaningful

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Tom Scholte: territory acknowledgement. Thank you so much for the generous invitation to be here again, and thank you to all of you who've chosen

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Tom Scholte: to spend some time with us in the middle of, even though in the summer. There's never any shortage to do at UBC, and I'm sure there's never any shortage of things to do in the Faculty of Medicine.

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Tom Scholte: Just want to express my sincere thank you to all of you for all of the work that you do do. Obviously it

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Tom Scholte: sometimes takes something like a global pandemic to make us

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Tom Scholte: not take for granted the incredible labour of our of all of our healthcare professionals,

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Tom Scholte: from the nurses and technicians, surgeons, doctors, administrators and, of course, the educators who keep providing us such incredible service

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Tom Scholte: all the time, and in times of heightened distress in particular. So huge thank you to all of you. Just massive respect for the work that you do.

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Tom Scholte: Um, I'm going to ask Roquela to, if there's a few things you want to sort of let people know about? Roquela is the Program Manager of Conflict Theater. She is my

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Tom Scholte: partner in all of this work, and I'm very blessed to not only have a partner who has got organizational skills that, like many professors,

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Tom Scholte: I am desperately lacking - not to paint all professors - with the same brush.

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Tom Scholte: But it's also an incredible thought partner, and all of our our curriculum and all of the program we do is, you can see, Roquela has amazing influence on all of it. So I'll turn it over to Roquela just for a couple of words before we carry on.

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Roquela Fernandez: I just want to echo what Tom said, we have a fantastic work together here and I'm so grateful to be here. But right now, I just have to walk through a couple of the logistics.

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Roquela Fernandez: Because we want you to have the best viewing experience and we've been doing this for a while online, and so the best way we have found is

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Roquela Fernandez: for me to walk you through a couple of instructions which we will also post in the chat.

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Roquela Fernandez: But if you can follow along: just at the bottom left corner there's the Stop video on the little camera, and beside it there's a little up arrow. So if you click the up arrow it will open up a little menu, and at the bottom of the menu

00:08:27.840 --> 00:08:46.320

Roquela Fernandez: there's video settings which I'd like you to select. So just select video settings, it will open up a pop up box and you'll see yourself in kind of a pop up box there, and then you just scroll down a little bit and a little ways down you'll see

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Roquela Fernandez: an option that says hide non-video participants. So I would like you to select hide non-video participants. And that way,

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Roquela Fernandez: when everybody turns off their camera and mic, only the people who are talking and the actors will be on your screen. So that's the best viewing experience that we found.

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Roquela Fernandez: So just select that, close the box, make sure that your video and your mic your video and your MIC are off.

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Roquela Fernandez: And then we can get going and I just wanted to make a quick note, I will remind everyone towards the end, but the quick note is that you have to reset the setting

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Roquela Fernandez: for your following meetings, so I will give that a reminder, towards the end just that you have to find do what we have to stop and that is all for me for now.

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Tom Scholte: Thank you Roquela.

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Tom Scholte: Um, so first I should say a little more about who I am. So my name is Tom, I'm a professor in the Department of Theatre and Film, and I also am fortunate to be the faculty lead of Conflict Theater at UBC.

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Tom Scholte: So.

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Tom Scholte: We are going to explore conflict engagement

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Tom Scholte: using some methods that evolved originally from work, called the Theatre of the Oppressed, developed by a gentleman named named Augusto Boal in Brazil. It's been adapted through various

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Tom Scholte: places and people, including here in Vancouver, a gentleman many of you may have heard of named David Diamond, who for many years

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Tom Scholte: has run a theater company originally called Headlines Theater, and then later Theater for Living. That's who myself, and a number of the folks in our Community of Practice,

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Tom Scholte: originally trained in this work , and we've continued to adapt this work to the UBC setting and involve it into our version, which we call Conflict theater. So I'm

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Tom Scholte: not sure how many of you have seen interactive form theatre play before, not maybe a lot of you, may be some, but it will become really clear to you as we go along. So,

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Tom Scholte: we're going to show you a play, first of all, and this play was created by members of our Community of Practice. So it was created by members of the UBC community.

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Tom Scholte: Every every year we you know, barring pandemics, we have a summer intensive where we bring together

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Tom Scholte: a lot of, volunteers from across the university come together, and we create new plays every year.

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Tom Scholte: The plays, the subject matter, bubbles up from the bottom up, from the concerns that are brought to the intensive by the participants, not through us. We don't have, 'Well, we need to play about X, we need a play about Y'. This is a way where we really sort of

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Tom Scholte: check the temperature of the university and these plays bubble up from the themes that they, that the participants, bring. The play is not the particular story of any one member of the UBC community.

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Tom Scholte: And instead we create a fictitious

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Tom Scholte: container for a number of the different kind of archetypal conflicts that we see coming up at UBC. And in fact I don't think anyone participating in the play today was part of the group that created the play, so no one is playing themselves. It will be using their first names,

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Tom Scholte: but that's just for ease of performance. They're not playing themselves.

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Tom Scholte: Those of you been to a theater which is probably just about everybody you'll think, 'Well, of course, they're not playing themselves - they're acting. Why you need to remind us that?' I think, as the as the event progresses,

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Tom Scholte: you'll see more and more why it's important for us to remember that they are playing the characters and not themselves.

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Tom Scholte: Because there are times during this work where I'll be asking them to answer questions as their character. I'll be speaking them to them as their character, so

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Tom Scholte: they do such a marvelous job that you may get lost in the place between character and person. They're definitely gonna be playing their characters.

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Tom Scholte: So before we move along, I just want to sort of get the actors to come along and I'll introduce

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Tom Scholte: the first actor and then, if they could just tap one of the other actors. And all we need, actors from you is to just tell us your name, and where you fit in the whole UBC picture. What do you do when you're not doing plays with us? So I'll introduce Spring first.

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Spring Gillard: Hi everyone. I'm Spring. I'm Spring, and I work for the UBC Learning Exchange in the Downtown East side of Vancouver. Over to you, Jen.

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Jen: Thanks Spring. I'm Jen, I'm an instructor in the Faculty

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Jen: of Medicine, working out of the UBC Koerner Pavilion. And I'll tap Asmin on the shoulder.

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Asmin Chen: Thanks Jen. My name is Asmin, and I am a Project Manager with the Equity and Inclusion Office. And over to you, James.

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James Ellis (he/him): All right, my name is James unless I am in the much beloved Parking and Access

00:13:39.030 --> 00:13:46.350

James Ellis (he/him): Department, and I get to play Santa Claus and cancel your parking tickets. So I'll pass it over to Roquela.

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Roquela Fernandez: Hello again I'm Roquela Fernandez, I am the Program Manager of Conflict Theater here at UBC. We are very fortunately based in HR, and we have a strong connection also to the Equity and Inclusion office. And so I will pass it back to Tom.

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Tom Scholte: Great. Thank you very much. So we've done so many versions of this play, please actors, correct me if I say who the wrong role that you're playing because we've done it so often so lately so

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Tom Scholte: my apologies. So Spring- So all of our plays take place in the fictitious Department of Excellence, at a place called Global Research University, and Spring is playing our department head.

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Tom Scholte: Roquela is another member of the department, another senior faculty member.

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Tom Scholte: Jennifer, also another senior faculty member. James a more senior staff member and Asmin, a more recent staff hire. Those are the characters in the play.

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Tom Scholte: So, we're going to ask you to watch this play through a particular lens: the play is going to show problems getting worse and worse and worse. The play is going to build to a crisis moment and then stop. The play is not going to offer any solutions.

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Tom Scholte: But we're going to use it as a way to have a dialogue about how to engage in these difficult conversations, these conflict sort of moments.

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Tom Scholte: We're going to ask you to watch the play through a particular lens, or a couple of particular lenses. And so the first immediate lens I want to ask you to look through it is

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Tom Scholte: look, for blockages to authentic and productive communication in situations of workplace conflict. And we use those two words in this invitation very specifically.

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Tom Scholte: We can be authentic - we can tell people exactly how stupid we think their idea is, or where we think they ought to go or they ought to stick their report,

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Tom Scholte: and not necessarily be particularly productive. On the other hand, we can be productive by keeping quiet, by not really naming the elephant in the room,

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Tom Scholte: And we can be believe we're being productive and not necessarily being authentic. So, how can we try and find that sweet spot between them?

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Tom Scholte: And we're also dealing with situations well, I'll actually, I'll let that part of it come out in the wash. But there's something else I want us to look at this time. And I'm going to ask Adrian to throw a slide up.

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Tom Scholte: We do this work informed by systems theory.



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Tom Scholte: So, I'm going to show a slide here - just takes a minute for it to come up as bit delay - that some of you may be aware of from the world of systems thinking. And this is called the Iceberg Model of Systems.

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Tom Scholte: And this actually really mirrors what goes on in the creation of plays and I certainly use it as a tool as would create conflict theory plays. So,

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Tom Scholte: up at the very top, like an iceberg, what sticks out of the water line is only actually a very small percentage of it, and those are the events, what's actually happening in the immediate moment.

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Tom Scholte: If we go a little under the waterline we sometimes notice that these events are actually part of patterns of behavior. This singular event is actually something that we're seeing repeated in different ways.

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Tom Scholte: Those patterns, another layer down, are generated by the system structure.

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Tom Scholte: How are different parts related, what influences the patterns? So, that could be policies, they could be physical infrastructure, that could be,

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Tom Scholte: you know, just a traditional ways of doing things that were never written down as a policy but it's just become the de facto way things are done.

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Tom Scholte: And then, all the way, at the very bottom, we have mental models, which, in the systems domain is thought of as the values assumptions and beliefs that shape the system.

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Tom Scholte: So, the further you go down the iceberg, the more leverage you have for changing the system. Most of us, unfortunately, because of the high pace of the work we do, particularly at a place like UBC,

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Tom Scholte: we're stuck at the level of events were firefighting right we're going careening from one emergency to another emergency.

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Tom Scholte: The lower down you go in the water line, the more leverage, you have so if you notice a pattern, can we change the pattern? Can we change the system structure - that's the realm of policy?

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Tom Scholte: Can we get all the way down and shift mental models, the ideas? Because these systems structures don't just grow on trees, so to speak, they're not as inevitable as the force of gravity.

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Tom Scholte: They are designed, or sometimes, and I think, maybe even more often not not designed, but simply self organized in a way, in a way that the mental models that led to that organization

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Tom Scholte: are disguised they're hidden way down. Can we bring them up to light? And they're not always the bad or sinister things but they're the beliefs, that we have,

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Tom Scholte: beliefs we have about what does 'excellence' mean, beliefs that we have about

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Tom Scholte: our jobs, beliefs we have about the expectations we have of each other, all those kinds of things are down in mental models. So in the back of your mind, we'll come back to this when you watch the play,

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Tom Scholte: I'd like you to think about these things as well, because a play shows us events, right? The play shows us the events, the stuff that's sticking out of the top of the waterline.

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Tom Scholte: But underneath that is inside all of these other things that I'm hoping we will also unearth, as we go through the play. Okay, so enough talking let's get into the play.

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Tom Scholte: So I'll ask

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Tom Scholte: if you could get rid of the slide. Thank you very much. So the play begins

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Tom Scholte: with Spring in her office, and Roquela coming to visit Spring in her office. We're going to imagine

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Tom Scholte: that this play is not on Zoom, we're going to imagine, these people are actually in a room together. So it's like you're just watching this play on television. Okay, I'm gonna get out of the way, but I will continue to say some stage directions, as we go along okay.

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Tom Scholte: And because we're not in the theater, I'll say things like lights up and blackout to end the play. Okay standing by,

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Tom Scholte: and lights up.

00:19:51.720 --> 00:19:53.910

Spring Gillard: Roquela, thanks for coming in.

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Roquela Fernandez: Oh, you're welcome.

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Roquela Fernandez: Wow, that color looks great on you.

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Spring Gillard: Thanks.

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Spring Gillard: Well.

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Spring Gillard: These kinds, of these kinds of meetings aren't a lot of fun, but we're going to get through it. So, as you know, I've called you in because I've completed the investigation about complaint that was filed against you about six months ago.

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Roquela Fernandez: Great. So, what's the story?

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Spring Gillard: Well, just so we're on the same page, I want to remind you that you waived the right to have the Faculty Association and HR at this meeting, but at any point in time, you can stop and bring them in if you'd like. Does that still work for you?

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Roquela Fernandez: Yeah, I don't really see why that would be necessary.

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Spring Gillard: Okay.

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Spring Gillard: I have to CC HR on all the documentation. I'm glad I can talk to you about this face to face.

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Spring Gillard: I said I completed the investigation and there's good news and also bad news.

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Spring Gillard: The bad news is that I did find you in breach of the respectful environment statement.

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Spring Gillard: And that means.

00:21:06.870 --> 00:21:07.170

Roquela Fernandez: What? What?!

00:21:08.580 --> 00:21:09.780

Spring Gillard: Yes, so.

00:21:10.350 --> 00:21:12.930

Roquela Fernandez: I'm breach of that statement?

00:21:13.620 --> 00:21:18.450

Spring Gillard: This is not too bad. You're lucky that it's not under policy number three.

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Roquela Fernandez: For telling a joke.

00:21:21.870 --> 00:21:31.350

Spring Gillard: Yes, it was the joke. It was the persistent joking that was very offensive to Amir and to the other grad students who were in the room, so.

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Roquela Fernandez: It was taken out of context. It was a simple joke.

00:21:36.870 --> 00:21:41.190

Spring Gillard: I know you feel that way we're Roquela, but he was really upset by it.

00:21:41.910 --> 00:21:42.900

Roquela Fernandez: About a joke.

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Spring Gillard: You can't say to an Islamic person, "Don't use the computers to look up bomb recipes." You can't do that!

00:21:51.690 --> 00:22:03.990

Roquela Fernandez: Of course you can't! But Amir has been working with me since he started his postdoc. He makes racial jokes all the time we've built a rapport.

00:22:04.770 --> 00:22:14.850

Spring Gillard: Obviously, Amir doesn't feel that way. His complaint was very specific. If you want to go through it again, we have to get the FA, HR involved.

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Roquela Fernandez: No, no, no, no, no i'm not going through that again.

00:22:19.560 --> 00:22:21.690

Spring Gillard: So do you want me to tell you the good news?

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Roquela Fernandez: I guess.

00:22:25.290 --> 00:22:31.740

Spring Gillard: Well, although you were in breach of the policy, this is not a case of discipline. You're not going to be suspended or anything like.

00:22:31.740 --> 00:22:33.960

Roquela Fernandez: Oh, so I'm not going to Siberia.

00:22:34.410 --> 00:22:43.740

Spring Gillard: No, not Siberia. What I need you to do first is to apologize to Amir. Secondly, you need to stop making these kinds of jokes.

00:22:45.510 --> 00:22:50.400

Roquela Fernandez: Alright. Okay. Okay. I'll apologize to Amir and how about this -

00:22:51.450 --> 00:22:55.590

Roquela Fernandez: I won't joke at work ever again? No jokes.

00:22:56.130 --> 00:23:00.030

Spring Gillard: Well, that would probably be a good idea. There's probably some training.

00:23:01.380 --> 00:23:05.040

Roquela Fernandez: Fine, thank you so much I'll find Amir and get on my knees.

00:23:06.570 --> 00:23:08.640

Spring Gillard: Please don't make it any worse, Roquela.

00:23:10.410 --> 00:23:21.690

Tom Scholte: Roquela exits the office, meanwhile, in the hallway Jen is on her way to her office when she's intercepted by Asmin. James is in the background, doing some other work and overhearing their conversation.

00:23:23.010 --> 00:23:40.800

Asmin Chen: Oh hi, Jen. May I speak to you for a second? It's about your expenses. I've noticed that you've submitted an expense claim form that includes receipts for alcohol and some theatre tickets. Strictly speaking, those aren't eligible expenses.

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Jen: I mean, how am I supposed to entertain potential research partners? The university says it wants more public-private partnership, I've got a major CEO on the line I can't buy him a drink?

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Asmin Chen: Well, it's not eligible. So...

00:23:56.940 --> 00:23:58.020

Jen: That's idiotic.

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Asmin Chen: And so, if you could just redo it and give it back to me?

00:24:03.990 --> 00:24:12.870

Jen: Okay, um, you know what tell me how much we need to cover and I'll sign a last receipt form, maybe for some books or something.

00:24:13.980 --> 00:24:18.840

Asmin Chen: Wait, hang on. So you want me to fudge it for you?

00:24:19.500 --> 00:24:21.750

Jen: I just need you to handle the paperwork.

00:24:23.040 --> 00:24:24.990

Asmin Chen: I don't think I'm comfortable with that.

00:24:25.560 --> 00:24:26.520

Jen: Well, why not?

00:24:27.210 --> 00:24:32.310

Asmin Chen: Well, I'm the one who has to sign off on it, and I know what you're saying isn't true.

00:24:33.750 --> 00:24:37.650

Jen: Oh, you know what just pretend this conversation didn't even happen.

00:24:37.890 --> 00:24:39.660

Asmin Chen: Well, I don't know.

00:24:40.980 --> 00:24:44.820

Jen: Aren't staff supposed to help faculty instead of obstructing us?

00:24:45.060 --> 00:24:49.050

Asmin Chen: I'm not trying to obstruct you, but I have to follow the-

00:24:49.410 --> 00:24:50.220

Asmin Chen: me who.

00:24:50.580 --> 00:24:52.680

Jen: Aren't you still on probation?

00:24:59.820 --> 00:25:00.630

Asmin Chen: Okay.

00:25:01.650 --> 00:25:03.750

Jen: I'm counting on you to do this.

00:25:06.390 --> 00:25:07.470

Jen: Amin exits.

00:25:08.520 --> 00:25:18.180

James Ellis (he/him): Hey! Hey! Jen. I just heard your conversation with Asmin. You can't force her to do this. You need to apologize to her.

00:25:18.750 --> 00:25:21.750

Jen: Well, that's none of your business.

00:25:22.140 --> 00:25:27.240

James Ellis (he/him): You can't just bully a staff member like that. At our last department meeting we talked about this.

00:25:27.270 --> 00:25:30.720

Jen: You know what? You should mind your own business.

00:25:34.500 --> 00:25:38.400

Tom Scholte: James exits Jen goes off into a

00:25:39.480 --> 00:25:43.830

Tom Scholte: lounge area that is sometimes used by faculty to get coffee

00:25:44.280 --> 00:25:46.710

Tom Scholte: where Roquela is sitting in deep thought.

00:25:50.640 --> 00:25:51.240

Roquela Fernandez: Hi Jen.

00:25:52.980 --> 00:25:54.120

Roquela Fernandez: Is everything all right with you?

00:25:55.740 --> 00:25:57.450

Jen: I've just been accused of bullying.

00:25:58.470 --> 00:26:04.620

Roquela Fernandez: Bullying? Get over it. As of today, I'm officially a racist.

00:26:05.490 --> 00:26:09.570

Jen: You? But you put Amir and Zhou on your research team.

00:26:10.050 --> 00:26:17.580

Roquela Fernandez: I know. I know! And this is the thanks I get. Actually, Amir was the one who made the complaint, and now they have a file on me.

00:26:18.150 --> 00:26:19.530

Jen: Oh, my God.

00:26:20.100 --> 00:26:31.200

Roquela Fernandez: I know I know the entire University has lost its mind in order to coddle a bunch of special snowflakes who will get completely trampled out there in the real world.

00:26:35.430 --> 00:26:37.890

Jen: Is there something that we're missing here?

00:26:39.270 --> 00:26:39.870

Roquela Fernandez: What do you mean?

00:26:41.400 --> 00:26:47.520

Jen: I don't know I mean, well, there's a lot of smart people at this university, are we...

00:26:47.700 --> 00:26:58.650

Roquela Fernandez: No, no, no, no, no don't give into the hysteria. We just need to keep our heads down, ride this out, and the world will go back to normal eventually.



00:27:03.390 --> 00:27:04.170

Jen: [Sigh] I don't know.

00:27:11.070 --> 00:27:11.580

Roquela Fernandez: Hey.

00:27:13.110 --> 00:27:15.090

Roquela Fernandez: You want to get out of here and go get a drink?

00:27:16.710 --> 00:27:20.100

Jen: Yeah, that sounds like a great idea! We'll charge it to the university.

00:27:22.950 --> 00:27:23.940

Tom Scholte: Exit.

00:27:24.330 --> 00:27:27.000

Tom Scholte: Meanwhile, back in springs office James

00:27:27.030 --> 00:27:28.050

Tom Scholte: is coming to pay a visit.

00:27:30.180 --> 00:27:30.630

James Ellis (he/him): Hi.

00:27:35.430 --> 00:27:36.720

James Ellis (he/him): Sorry, I couldn't quite hear you?

00:27:36.810 --> 00:27:38.280

Spring Gillard: James, come on in.

00:27:39.030 --> 00:27:40.440

James Ellis (he/him): Oh, how are you doing?

00:27:41.130 --> 00:27:42.780

Spring Gillard: Good, good. Good to see you.

00:27:44.400 --> 00:27:49.920

James Ellis (he/him): I wish this was under better circumstances. I know what a tough day probably been having.

00:27:50.520 --> 00:27:51.990

Spring Gillard: Yeah, what's up?

00:27:52.680 --> 00:27:59.730

James Ellis (he/him): Well, I just ran into Jen and she's up to her old tricks again. I'm sorry to say, I've witnessed her bullying Asmin.

00:28:00.540 --> 00:28:02.220

Spring Gillard: Sorry, what happened between?

00:28:03.330 --> 00:28:09.570

James Ellis (he/him): I overheard an uncomfortable conversation about expenses, and you know that Asmin is still on probation.

00:28:11.670 --> 00:28:16.890

Spring Gillard: But the expenses thing is so complicated - people have those kinds of conflicts all the time.

00:28:17.580 --> 00:28:28.320

James Ellis (he/him): They do, but she was trying to get Asmin to do something that she was very uncomfortable with. So, I've written it all down, sent it in an email, and I have a copy of it. Look?

00:28:29.760 --> 00:28:31.350

Spring Gillard: You wrote it down?

00:28:32.130 --> 00:28:37.860

James Ellis (he/him): Yes, I sent it to you. I wanted to make sure that you had all the facts so you launch an investigation.

00:28:38.790 --> 00:28:57.930

Spring Gillard: Okay, hold on a second. I'm glad you brought it to me, it's important to address it. But James, you know when you write it down this becomes way more formal than it needs to be. If this is a misunderstanding, we can probably figure it out. Can you just take this back? Can you unsend the email?

00:28:58.950 --> 00:29:06.480

James Ellis (he/him): Sorry! You have to do something about this. This is something that happens too often and you have to deal with.

00:29:07.680 --> 00:29:12.900

Spring Gillard: Why are people so complaint driven? I refuse to take this.

00:29:14.130 --> 00:29:14.670

Spring Gillard: And

00:29:14.700 --> 00:29:15.630

Tom Scholte: blackout.

00:29:17.250 --> 00:29:24.360

Tom Scholte: And that is the end of our play. Okay, round a virtual applause for actors. Wonderful job, as always.

00:29:25.560 --> 00:29:34.620

Tom Scholte: So now we're going to start off very gently, as we move into the next phase of this. I'm going to ask you, just in the chat, all the audience members

00:29:35.700 --> 00:29:50.100

Tom Scholte: if you spotted particular blockages to authentic and productive communication in situations of workplace conflict, that you recognized, what were they? Just throw one or two word answers into the chat and let's see

00:29:51.690 --> 00:29:53.490

Tom Scholte: what some of the things you recognized were.

00:30:06.180 --> 00:30:08.220

Tom Scholte: Anything at all that you recognized.

00:30:09.540 --> 00:30:20.070

Tom Scholte: The question was, what blockages did you recognize to authentic and productive communication? So we're seeing being defensive, power imbalance, not listening, lack of empathy.

00:30:20.580 --> 00:30:33.300

Tom Scholte: Assumptions and avoidance, zero support, insincerity. Power hierarchy, yeah. Deciding the outcome before hearing the person out, and I'm sure there's many, many more so.

00:30:34.710 --> 00:30:35.880

Tom Scholte: Yeah, using power.

00:30:37.290 --> 00:30:42.720

Tom Scholte: Presumptions, yes. All of that, and more and more that can continue to roll in. So now, here's what we're going to do.

00:30:43.830 --> 00:30:59.580

Tom Scholte: We're going to use this play an opportunity, in a sense, to rehearse different ways to try and move through these blockages that you've named, and others that maybe haven't been named yet that will discover along the way. And so the way we're going to do this is quite simple.

00:31:00.900 --> 00:31:07.290

Tom Scholte: We're going to start at the beginning of the play again and do scene one. If as you're watching the play,

00:31:08.220 --> 00:31:25.200

Tom Scholte: there's a character, whose struggle you feel you understand you may identify with it, to some degree, and the very least, you understand the struggle that they're having and you think you know another possibly more productive / authentic way for them to deal with it,

00:31:26.310 --> 00:31:28.950

Tom Scholte: you're going to write the word "stop" in the chat.

00:31:30.030 --> 00:31:40.230

Tom Scholte: And when you write the word "stop" in the chat, I'll see that and I'll tell the actors to stop. At that point, if you're the person who's written "stop", I'll invite you to turn on your camera and your microphone.

00:31:41.460 --> 00:31:45.960

Tom Scholte: And you're going to replace the character, who struggle you identify or understand.

00:31:46.950 --> 00:32:00.420

Tom Scholte: And we'll try the scene again. The other actor will stay in character and will improvise with you. They'll stay true to their character, and you will try and create a different outcome by trying taking a different approach.

00:32:01.980 --> 00:32:08.100

Tom Scholte: Often we learn the most from interventions that don't go quite the way you expect them to. So,

00:32:08.730 --> 00:32:18.060

Tom Scholte: please take any pressure off yourself to get it right, to show us the perfect way to do it. There's complexity here, right? Remember the iceberg there's the levels.

00:32:19.020 --> 00:32:25.710

Tom Scholte: There's the, there's what's, the event sticking out and there's everything else underneath. So the intervention we're asking you to take

00:32:25.950 --> 00:32:34.650

Tom Scholte: will take place at the level of events. And you may stir up a lot of that complexity that's below, but that will give us more and more to discuss using the language of theatre.

00:32:35.640 --> 00:32:44.040

Tom Scholte: So, speaking of discussion, so one of the rules when you're doing form theatre, which is what this type work is called, really hardcore is

00:32:44.580 --> 00:32:52.620

Tom Scholte: we don't take time for normal kinds of discussion, because we don't have this kind of discussion very often. We have lots of opportunities to have other discussions, where everyone sort of weighs in.

00:32:53.100 --> 00:33:02.280

Tom Scholte: When you're doing form theatre, the only people that talk, are the ones who get up on the stage. And that's deliberate, to create a sense of a sense of pressure in the audience to go,

00:33:03.420 --> 00:33:13.380

Tom Scholte: 'We can't just talk about what someone ought to do. Someone actually has to get in there and do it!' In non-COVID times, literally up on the stage, or in our case,

00:33:14.340 --> 00:33:25.980

Tom Scholte: turn the camera on and actually get involved. Because we want to move this out of a different kind of conversation from the conversation, where in the abstract, we talked about what "one could do", and we want to try and rehearse in real time

00:33:26.550 --> 00:33:35.940

Tom Scholte: what we might actually do. At the same time, I recognize that we have this thing called chat and I've wrestled with what, how does chat sit inside the

00:33:36.510 --> 00:33:45.750

Tom Scholte: inside the conflict theater event? And I've seen a lot of really great discussion on chat. So, what I want us to try today- can we throw the slide back up again?

00:33:47.340 --> 00:33:48.900

Tom Scholte: Can we can we throw the slide back up?

00:33:50.580 --> 00:33:53.430

Tom Scholte: The iceberg slide? Thank you Adrian.

00:33:55.170 --> 00:33:55.800

Tom Scholte: So.

00:33:57.210 --> 00:34:01.740

Tom Scholte: I'm hoping, there will be folks who want to turn the camera on - in fact, I'm counting on it; we need it -

00:34:02.130 --> 00:34:09.360

Tom Scholte: - people turn their camera on and come on, and try an approach inside that level of events. At the same time, you as an audience member

00:34:09.570 --> 00:34:22.470

Tom Scholte: might be spotting some things you want to share in the chat. I'm going to ask us, it's not a hard and fast rule, of course, but I'm going to ask us, if you really feel compelled to put something in the chat but you're not ready to intervene, can you try and

00:34:23.010 --> 00:34:34.530

Tom Scholte: put your chat comment in one of these three categories? Is there a pattern you recognized is there structure that you think is at play here? Are their mental models that you're noticing?

00:34:35.160 --> 00:34:51.450

Tom Scholte: As a way to continue to have this chat be, of course, not a distraction from the work, but actually continue to give the value added dimension of what we get out of the chat. But please, we also need those folks who are going to step in and try a different approach

00:34:52.470 --> 00:34:53.100

Tom Scholte: to the play.

00:34:54.120 --> 00:35:03.900

Tom Scholte: So, uh, I see I see Neila, your camera's on. I don't know if I'm pronouncing that correctly, was there, are you want to jump into the play? Oh, she's gone again. Maybe not.

00:35:05.100 --> 00:35:12.660

Tom Scholte: Okay, so great, we can get rid of the, Adrian, we can get rid of the slide again. Alright, so we're going to go back to the start of the play.

00:35:13.860 --> 00:35:24.030

Tom Scholte: And you can replace anyone, can replace any character, regardless of gender, you just have to say yes to the given circumstances you can't magically change the whole situation of the play.

00:35:25.020 --> 00:35:36.540

Tom Scholte: But you're going to try your way, in the position that characters in, to try and move through the blockage to authentic and productive communication. Okay, so let's have the actors, please for scene one.

00:35:40.020 --> 00:35:40.380

Tom Scholte: Okay.

00:35:42.570 --> 00:35:49.380

Tom Scholte: So, Spring and Roquela in the office. Remember, to just if you think you know a way that either one of these characters

00:35:49.680 --> 00:35:59.820

Tom Scholte: could find a different way through the blockages they're experiencing to authentic and productive communication, just type the word "stop" in the chat, and we'll bring you into the scene okay.

00:36:01.170 --> 00:36:04.230

Tom Scholte: Standing by, and lights up.

00:36:06.150 --> 00:36:07.800

Spring Gillard: Roquela, thanks for coming in.

00:36:08.910 --> 00:36:13.020

Roquela Fernandez: You're welcome. Wow, that color looks great on you.

00:36:14.490 --> 00:36:28.560

Spring Gillard: Thanks. Well, these types of meetings aren't a lot of fun, but we're going to get through it. So, as you know, I called you in because I completed the investigation about the complaint that was filed against you about six months ago.

00:36:30.030 --> 00:36:31.260

Roquela Fernandez: Great. So what's the story?

00:36:33.750 --> 00:36:49.170

Spring Gillard: Just so we're on the same page, I just want to remind you that you waived the right to have the Faculty Association and HR at this meeting, but if, at any point in time, you feel differently, we can stop and bring them in, if you like. Does that still work for you?

00:36:49.770 --> 00:36:53.910

Roquela Fernandez: Yeah, I don't really see why would be necessary.

00:36:55.320 --> 00:37:14.190

Spring Gillard: So I have to CC HR on all the documentation, but I'm glad I can talk to you about it, face to face. So I, as I said, I completed the investigation and there's good news, but there's also some bad news. The bad news is that I did find you in breach of their respectful environment statement. Roquela: What?

00:37:15.420 --> 00:37:16.560

Spring Gillard: Spring: And that means-

00:37:16.680 --> 00:37:19.230

Spring Gillard: Roquela: What?! Spring: Yes. So.

00:37:20.190 --> 00:37:22.230

Roquela Fernandez: I'm in breach of that statement?!

00:37:22.590 --> 00:37:26.940

Spring Gillard: This is not all bad. You're lucky that it's not under policy three.

00:37:26.940 --> 00:37:28.530

Roquela Fernandez: For telling a joke.

00:37:29.040 --> 00:37:38.940

Spring Gillard: Yes, it was the joke, Roquela. It was the persistent joking. Very offensive to Amir, and to the other grad students who were in the room, so.

00:37:39.540 --> 00:37:42.870

Roquela Fernandez: It was taken out of context. It was a simple joke.

00:37:43.290 --> 00:37:47.370

Spring Gillard: I know you feel that way, but he was really upset by it.

00:37:48.750 --> 00:37:49.980

Roquela Fernandez: About a joke.

00:37:51.030 --> 00:37:58.830

Spring Gillard: You can't say to an Islamic person, "Don't use the computers to look up bomb recipes." You can't do that!

00:37:59.370 --> 00:38:10.320

Roquela Fernandez: Of course you can't. But Amir has been working with me since he started postdoc. He makes racial jokes all the time. We built up a rapport.

00:38:11.880 --> 00:38:21.420

Spring Gillard: Obviously Amir doesn't feel that way. His complaint was very specific. If you want to go through it again, we have to get the FA and HR involved.

00:38:21.780 --> 00:38:24.840

Roquela Fernandez: Oh no, no, no, no I'm not going to go through that again.

00:38:26.520 --> 00:38:28.260

Spring Gillard: So do you want me to tell you the good news?

Roquela: Yes.

00:38:31.800 --> 00:38:39.120

Spring Gillard: Okay, although you were in breach of the policy, this isn't a case of discipline you're not going to be suspended or anything like that.

00:38:40.080 --> 00:38:41.940

Roquela Fernandez: So I'm not going to go to Siberia.

00:38:42.390 --> 00:38:52.500

Spring Gillard: No, not Siberia. But what to do first, is to apologize to Amir. Secondly, you need to stop making these kinds of jokes.

00:38:53.430 --> 00:39:01.710



Roquela Fernandez: Alright. Okay. Okay. I'll apologize Amir. And how about this, I won't joke at work ever again! No jokes!

00:39:02.280 --> 00:39:06.270

Spring Gillard: Well, that would probably be a good idea. And there's probably some training.

00:39:08.820 --> 00:39:12.000

Roquela Fernandez: Fine. Thank you so much. I'll find Amir and get on me.

00:39:13.140 --> 00:39:15.180

Spring Gillard: Roquela, please don't make it any

00:39:15.180 --> 00:39:15.840

Spring Gillard: worse.

00:39:18.600 --> 00:39:23.100

Tom Scholte: Okay, Roquela has exited, and that's the end of our

00:39:23.100 --> 00:39:25.080

Tom Scholte: scene so.

00:39:25.500 --> 00:39:29.550

Tom Scholte: Here we are again! It happened again. Um

00:39:30.870 --> 00:39:35.580

Tom Scholte: it's great, we've got a couple people mentioning some mental models going on. So please,

00:39:38.190 --> 00:39:48.810

Tom Scholte: try not to get too distracted by that little request. It's just a way to filter through your, you know, as you're thinking of things rather than feeling you've got like hunt for them, but if they occur to you that's great. But really nice ones we've got

00:39:49.200 --> 00:39:55.530

Tom Scholte: a name that Spring is focused on her job, and not accepting a compliment that could produce some more comfortable environment.

00:39:57.630 --> 00:40:03.360

Tom Scholte: That Roquela is defensive and insincere. And Spring's not being very firm. So.

00:40:05.070 --> 00:40:16.920

Tom Scholte: But we still need someone to come into this scene, and with those really valuable and important, and I think really genuine insights that have been just listed, someone needs to come into the scene, in either one of those roles.

00:40:17.790 --> 00:40:28.920

Tom Scholte: And this is a chance to rehearse real life, right? When we're in those situations in real life we don't get a do over, but here we are in the theater where there are no real world consequences.

00:40:29.880 --> 00:40:38.730

Tom Scholte: If we can at least take the chance to try and change things in the imaginary world of the theater where there are no real world consequences,

00:40:39.360 --> 00:40:54.180

Tom Scholte: how are we ever going to try and change them in the real world, where there are? So, we're going to start the scene again and I'm going to really, really encourage you, even if you've just got a glimmer of an idea of how to change this conversation,

00:40:55.980 --> 00:41:08.640

Tom Scholte: of how to move it somewhere else, and how to move it somewhere more productive - and the things that have been noted in the chat let me know that there are some thoughts going on out there about how this could play out differently -

00:41:10.200 --> 00:41:20.100

Tom Scholte: please put "stop" in the chat, and come on in and give it a try. All it takes is one person. Yes! We have someone who wants to go. Great, please turn on your camera.

00:41:22.770 --> 00:41:24.780

Tom Scholte: Is that Soudabeh? I hope I'm pronouncing that-

00:41:25.200 --> 00:41:27.720

soudabeh Jolaei: Yeah, yeah. Hello. Hello, everybody.

00:41:27.780 --> 00:41:28.260

soudabeh Jolaei: Tom: Welcome

00:41:28.800 --> 00:41:33.600

soudabeh Jolaei: Thank you so much. You can call me Soudie. Yeah.

00:41:33.840 --> 00:41:36.120

soudabeh Jolaei: Instead of Soudabeh, you can

00:41:36.120 --> 00:41:37.050

soudabeh Jolaei: call me Soudie.

00:41:37.320 --> 00:41:45.990

soudabeh Jolaei: Tom: Wonderful.

Soudabeh: Perhaps, I can't explain it very well because English is not my first language,

00:41:46.230 --> 00:41:47.970

soudabeh Jolaei: But you know,

00:41:48.990 --> 00:41:52.470

soudabeh Jolaei: I absolutely feel how it could, you know,

00:41:53.730 --> 00:42:09.660

soudabeh Jolaei: it could go on better. Because if Roquela could be more you know, open, to, you know, to be critiqued by someone, or if she thought that she may unconsciously,

00:42:10.410 --> 00:42:32.640

soudabeh Jolaei: you know hurt someone's feelings, that the best way to, is to acknowledge that. "Oh, I'm so sorry! I couldn't imagine that this joke made, you know, made me bother him. I'll find him and I'll talk to him. I want him to know that I really respect his.

00:42:33.270 --> 00:42:34.110

soudabeh Jolaei: Tom: Okay.

00:42:34.590 --> 00:42:39.900

Tom Scholte: Yeah, great so can we have you take Roquela place? And we'll try the scene?

00:42:41.130 --> 00:42:42.450

soudabeh Jolaei: Yes, I'll try.

00:42:42.720 --> 00:42:47.940

Tom Scholte: Okay! You're doing wonderfully already, so this is great. Thank you so much Soudie. So, I'm going to

00:42:48.210 --> 00:42:58.260

Tom Scholte: Roquela to turn off her camera. We'll take the scene again, and Spring is going to respond to what you bring, you know, to change the scene. Either you'll find a natural ending to the scene,

00:42:58.590 --> 00:43:07.650

Tom Scholte: or I'll say freeze. Either way, I'm going to ask you some questions and we'll have a little discussion afterwards. Okay. Thank you so much Soudie, for being the first person to try this.

00:43:08.070 --> 00:43:10.200

Tom Scholte: I'm going to turn off the camera and,

00:43:11.220 --> 00:43:12.840

Tom Scholte: when you're ready, you can begin.

00:43:15.330 --> 00:43:17.700

Spring Gillard: Hi Soudie. Thanks for coming in.

00:43:18.540 --> 00:43:20.850

soudabeh Jolaei: Hi Spring. How are you doing today?

00:43:21.720 --> 00:43:22.680

Spring Gillard: Not too bad.

00:43:24.030 --> 00:43:39.300

Spring Gillard: So, thanks. You know these meetings aren't a lot of fun, but we're going to have to get through it. And just so you know, I have called you in because I completed the investigation about the complaint that was filed against you about six months ago.

00:43:40.320 --> 00:43:41.790

soudabeh Jolaei: Oh, is there a complaint about me?

00:43:44.520 --> 00:43:56.910

Spring Gillard: Yes. You know the complaint that Amir filed. So, I just want to remind you that you waived your right to have the Faculty Association in HR at this meeting.

00:43:58.050 --> 00:44:01.950

Spring Gillard: I mean, we can stop at any time, but are you are you still okay with that?

00:44:02.760 --> 00:44:09.930

soudabeh Jolaei: Yeah, for sure, I want to know what is this about, and what can I do for that? I want to know what's going on.

00:44:11.010 --> 00:44:12.210

Spring Gillard: Okay, so,

00:44:14.070 --> 00:44:32.910

Spring Gillard: I have to CC HR on all the documentation, but I'm glad that we have a chance to talk face to face. So, as I mentioned, I completed the investigation, and there's good news and there's also some bad news. So the bad news is that I did find you in breach of the respectful environment statement.

00:44:33.810 --> 00:44:39.420

soudabeh Jolaei: Oh, I'm so sorry. I'm so sorry. Can you explain more, what was this about?

00:44:40.080 --> 00:44:52.890

Spring Gillard: Well, you know it was about the joke. The persistent joking that was very offensive to Amir and to the other grad students that were in the room.

00:44:53.670 --> 00:45:14.010

soudabeh Jolaei: Oh, I'm so sorry. I really didn't mean to hurt them, it was just, I just wanted to be cool and make them feel comfortable and I'm so sorry my words made them feel uncomfortable and unsafe. I'm really sorry about that. What can I do to make it- to fix it?

00:45:14.400 --> 00:45:33.000

Spring Gillard: Well, I know that that you feel it was taken out of context, but that kind of joke, you know about Islamic people and saying "You don't use computers- To not use the computers to look up bomb recipes," I mean, I mean you really, you can't say anything like that.

00:45:34.650 --> 00:45:35.490

Spring Gillard: So.

00:45:35.550 --> 00:45:52.080

soudabeh Jolaei: Yeah, no. You are completely right. Now that I think about that, I can imagine how, you know, how bad it was. I am so sorry. I think I was out of my mind. I'm so sorry. I'm really sorry. I'm deeply sorry.

00:45:52.620 --> 00:46:01.440

Spring Gillard: Okay, it feels like you really, you really are sorry, and so, so now what I need you to do is

00:46:02.460 --> 00:46:06.810

Spring Gillard: is to talk to Amir apologize to Amir and,

00:46:08.790 --> 00:46:28.140

Spring Gillard: you know, the good news is that this isn't a discipline case. So even though you were in breach of the policy, it's not a case of discipline. But you do have to apologize to Amir and and then also to really make sure you don't make these kinds of jokes ever again.

00:46:28.860 --> 00:46:30.090

soudabeh Jolaei: For sure. I'm,

00:46:30.150 --> 00:46:32.070

soudabeh Jolaei: Tom: Freeze!

00:46:32.730 --> 00:46:35.970

Tom Scholte: Okay, great! I'm gonna freeze you this moment, and I'm going to ask you a couple questions. Okay, great.

00:46:36.780 --> 00:46:46.320

Tom Scholte: Uh, in this moment so imagine, I froze you as these characters in this moment, I want you, as the character, to complete a sentence that begins with the phrase,

00:46:46.770 --> 00:46:56.610

Tom Scholte: "I want..." Okay, so if your character, in this moment, was to complete a phrase that begins with- a sentence that begins with the phrase, "I want..." Spring, "I want..."

00:46:58.590 --> 00:47:06.360

Spring Gillard: I want Soudie to apologize to Amir with the same sincerity that she has to me.

00:47:06.510 --> 00:47:14.190

Tom Scholte: Okay, great, "I want Soudie to apologize to Amir with the same sincerity that she's apologize to me. Soudie, "I want..."

00:47:15.060 --> 00:47:31.140

soudabeh Jolaei: Okay, I want to make sure that they, you know, they know how sorry I am. And they're, not only Amir, but all the other grad students that were you know present in that, you know, room.

00:47:32.220 --> 00:47:38.070

Tom Scholte: So you want to make sure that not only Amir, but everyone who was present knows how genuinely sorry you are.

00:47:38.130 --> 00:47:38.910

soudabeh Jolaei: Exactly.

00:47:38.970 --> 00:47:39.570

Tom Scholte: Yeah, okay.

00:47:40.830 --> 00:47:53.280

Tom Scholte: Next thing I'm going to ask is a wish. If you could wave a magic wand, have magical powers and change anything in the universe, and it would impact this moment, what would it be? Spring, "I wish..."

00:47:59.640 --> 00:48:02.370

Spring Gillard: I wish I was no longer the department head.

00:48:03.120 --> 00:48:07.950

Tom Scholte: Huh. "I wish I was no longer the department head." Okay, Soudie, "I wish..."

00:48:09.390 --> 00:48:15.630

soudabeh Jolaei: In this situation, I wish I would never have said that joke, in that situation okay.

00:48:15.720 --> 00:48:20.880

Tom Scholte: And you said you felt, you were out of your mind, so you go back in time and rewrite that.

00:48:23.040 --> 00:48:33.360

Tom Scholte: Okay uh and I'm going to ask you now for a secret thought. And in this work, what we mean by a secret thought is something that is true for you as the character,

00:48:34.620 --> 00:48:49.560

Tom Scholte: but you would not say out loud in front of this other person under any circumstances, but it's true for you. Okay so secret thought. Please commit to it, don't change it, when you hear what the other person says. Spring, secret thought.

00:48:51.960 --> 00:48:54.960

Spring Gillard: I think i've made some similar jokes in my past.

00:48:55.560 --> 00:48:59.370

Tom Scholte: "I think I've made some similar jokes in my past." Soudie.

00:49:03.540 --> 00:49:11.430

soudabeh Jolaei: I think this is not me! Why should I say something like that?

00:49:12.060 --> 00:49:16.440

Tom Scholte: You secret thought is,  
"This isn't me why, why would I have said something like that?" Yeah, yeah.

00:49:16.680 --> 00:49:18.060

soudabeh Jolaei: And can I say something.

00:49:18.420 --> 00:49:19.050

soudabeh Jolaei: Of course.

00:49:19.080 --> 00:49:19.830

Tom Scholte: Yes, yes.

00:49:21.240 --> 00:49:24.720

soudabeh Jolaei: This is very much related to that you know, to the personal, you know,

00:49:26.580 --> 00:49:40.260

soudabeh Jolaei: internal values and attitudes. The way that Roquela was talking, the whole body language, and the whole facial expression, and everything, this was nothing,

00:49:41.130 --> 00:49:59.070

soudabeh Jolaei: you know, about being sorry. This was not, this was not- I think she didn't felt sorry at all, you know? And the internal attitude is very, very important and it makes the way that you react to the situation.

00:49:59.550 --> 00:50:06.030

Tom Scholte: Mhm. Okay, well let's bring our original character back. So Roquela, I'm going to ask you to turn your camera for moment since Soudie is

00:50:07.110 --> 00:50:18.420

Tom Scholte: asking some questions or raising some queries. So, Soudie's perspective is that your character actually, the reason for your body language and your attitude is that you do not actually feel sorry? Is Soudie correct?

00:50:23.040 --> 00:50:23.580

Roquela Fernandez: Hmm.

00:50:24.780 --> 00:50:42.510

Roquela Fernandez: Um. Maybe not on a conscious level? I'm just - I just don't understand. Like, I'm just in so much shock. Like I- my understanding of my relationship with my grad student who's very important to me is completely not what I thought and so I'm deeply hurt

00:50:42.630 --> 00:50:43.170

Roquela Fernandez: at the moment.

00:50:43.500 --> 00:50:45.030

Roquela Fernandez: Not necessarily- Like, I think

00:50:46.200 --> 00:50:55.650

Roquela Fernandez: that of course I'm sorry. Like, I don't want to hurt my students, I really benefited from having like, a like, a warm rapport with my, like,

00:50:56.790 --> 00:51:02.100

Roquela Fernandez: mentors and advisors, and so I want to be that to people. And I just don't understand right now.

00:51:03.030 --> 00:51:05.010

Tom Scholte: And so you mentioned, you said the word "hurt".

00:51:05.370 --> 00:51:08.070

Tom Scholte: So there's hurt going on.

00:51:08.580 --> 00:51:11.880

Roquela Fernandez: Yeah like, why didn't he just say something to me? Like-

00:51:12.750 --> 00:51:13.410

Roquela Fernandez: Tom Scholte: So there's hurt.

00:51:14.130 --> 00:51:16.830

Tom Scholte: And you're confused. You mentioned confusion and hurt.

00:51:17.280 --> 00:51:19.290

Roquela Fernandez: Yeah, I mean we have a relationship that's,



00:51:20.400 --> 00:51:30.510

Roquela Fernandez: like, an appropriate relationship. He's been to my house for dinner, like, he's met my family... I, I just I- I'm hurt. He couldn't just say that to me.

00:51:31.650 --> 00:51:32.070

Tom Scholte: Okay.

00:51:33.600 --> 00:51:49.050

Tom Scholte: Okay. Um, Spring, you want to get out of being the department head even even with this different outcome here, even with Soudie who's not giving you the kind of resistance that Roquela did. Why- What's making you want to get out of being in this job?

00:51:51.690 --> 00:52:00.780

Spring Gillard: The problems are constant, and it's also really hard on my relationships within the department. Roquela and I

00:52:01.260 --> 00:52:14.100

Spring Gillard: have worked together previously, we've done research together. We, you know, we have a friendship. And so when I'm put in this position it's really, really hard. And especially when

00:52:16.710 --> 00:52:18.570

Spring Gillard: you know, she didn't- I mean.

00:52:20.160 --> 00:52:21.420

Spring Gillard: Yeah. She wasn't really understanding-

00:52:21.630 --> 00:52:22.920

Tom Scholte: It was hard on the relationships?

00:52:22.920 --> 00:52:24.750

Spring Gillard: Yeah. It was really hard on the relationship.

00:52:24.750 --> 00:52:28.710

Tom Scholte: Being in this role is hard on the on the interpersonal relationships.

00:52:29.070 --> 00:52:40.530

Tom Scholte: So one of the things I'm hoping you're noticing about the kind of the conversation we're having right now is that we're not having a conversation to establish consensus together. We're just- The whole- My job in this is just to make sure that

00:52:41.040 --> 00:52:54.480

Tom Scholte: each person has an opportunity to speak clearly about their experience of this interaction, and then all of us get to sort of put the pieces together. There's some discussion about would the investigation takes six months?

00:52:55.500 --> 00:53:06.390

Tom Scholte: We made sure we've done some checking on this about the plausibility of this and yes, in fact, not every investigation this sort would take six months, but that it actually isn't an unreasonable

00:53:07.980 --> 00:53:15.780

Tom Scholte: expectation for an investigation of this nature to take that long. To interview each of the grad students, to do all of that.

00:53:16.740 --> 00:53:28.020

Tom Scholte: Sometimes, not as long, sometimes less, sometimes longer depending. Yeah, someone's saying "That's true, I had one of my own department and it took nine months." So, very interesting system

00:53:29.040 --> 00:53:29.790

Tom Scholte: observation.

00:53:30.810 --> 00:53:44.070

Tom Scholte: Soudie, is there anything else you want to say about this- So first of all, first of all, uh sorry, um Roquela, anything else you want to say about about this? Spring, anything else you want to say about this intervention?

00:53:44.490 --> 00:53:49.920

Spring Gillard: Just that it made a huge difference when when she came in sincerely apologetic.

00:53:51.510 --> 00:53:52.620

Tom Scholte: And Soudie?

00:53:54.120 --> 00:54:05.820

Tom Scholte: Before ask that- Sorry before I asked you, that I just want to bounce back to what Roquela said about about being hurt and feeling like confused that she thought she understood the relationship.

00:54:07.860 --> 00:54:12.180

Tom Scholte: Did any of that, was any of that present for you? Or it seemed, or not?

00:54:12.480 --> 00:54:27.150

soudabeh Jolaei: Yeah. Yeah, yeah. After Roquela explained her feelings, I totally understand her feelings and, like, my first impression that she- her attitude was really not being sorry is not correct.

00:54:27.630 --> 00:54:30.900

soudabeh Jolaei: I think she didn't expect that kind of, you know,

00:54:32.160 --> 00:54:35.220

soudabeh Jolaei: reaction from her student. But,

00:54:35.550 --> 00:54:47.340

soudabeh Jolaei: on the other hand, I think, so I think that she is sorry, that she is hurt. But I think there is an unconscious bias, or unconscious, you know,

00:54:48.630 --> 00:55:01.260

soudabeh Jolaei: something, under her attitude. She doesn't know that she's hurting him, or them, and she doesn't expect to get those kind of reactions.

00:55:02.400 --> 00:55:13.620

soudabeh Jolaei: Yeah. I understand here better, but I wish she can have a self reflection to find out those unconscious, you know, behaviours.

00:55:14.400 --> 00:55:17.910

Tom Scholte: Great. Thank you. Is there anything else you want to say about this, Soudie?

00:55:18.660 --> 00:55:26.280

soudabeh Jolaei: That was great! It was a great experience for me. I couldn't imagine that I'm gonna be part of your theater.

00:55:26.790 --> 00:55:30.360

Tom Scholte: Thank you so much. We're very, very lucky that you are, so, thank you so much.

00:55:31.020 --> 00:55:35.550

Tom Scholte: Okay, great. You can turn your camera off. Again. thank you. Huge round of applause for Soudie for joining

00:55:35.550 --> 00:55:40.320

Tom Scholte: us. Before we leave this scene, I mean, I think some really interesting things were unearthed.

00:55:41.460 --> 00:55:53.040

Tom Scholte: We certainly learned a lot about Roquela's experience - and again speaking to her, about her as a character, Roquela as a character - we certainly learned a lot about Roquela's experience inside this difficult interaction.

00:55:53.400 --> 00:56:06.750

Tom Scholte: And we learned about Soudie's different take on it, and how that illuminates some things. Before we let go of this scene, is there anyone who would like to take a crack at replacing Spring and doing something differently,

00:56:09.480 --> 00:56:10.830

Tom Scholte: um, as Spring?

00:56:13.380 --> 00:56:14.760

Tom Scholte: Going once.

00:56:16.290 --> 00:56:18.990

Tom Scholte: Yes! Neila, okay! Thank you very much.

00:56:19.020 --> 00:56:20.640

Tom Scholte: Thank you! So, you're going to replace Spring?

00:56:20.820 --> 00:56:33.390

Tom Scholte: Yeah, okay great. I'm going to turn off my camera. You've seen how we do this. Thank you so much for coming forward. And we'll do it - either you'll find a natural ending, or I'll say "freeze", and we'll have some further discussion. Okay.

00:56:34.740 --> 00:56:35.820

Tom Scholte: When you're ready go ahead.

00:56:39.270 --> 00:56:40.830

Neila Miled: Oh, hi Roquela.

00:56:42.000 --> 00:56:43.140

Neila Miled: Thank you for coming in.

00:56:45.720 --> 00:56:46.650

Roquela Fernandez: No problem. Yeah. I'm glad to be here.

00:56:47.640 --> 00:56:48.180

Neila Miled: You know,

00:56:49.350 --> 00:56:56.310

Neila Miled: I really like to see you from time to time, but you know, we are swamped with all that we have to do. But today,

00:56:57.720 --> 00:57:03.180

Neila Miled: I have to talk to you and we need to have an honest and sincere talk. Are you ready for that?

00:57:05.580 --> 00:57:08.640

Roquela Fernandez: Uh, I don't know! What is it about?

00:57:09.270 --> 00:57:16.800

Neila Miled: Oh, yeah. Okay. I think that you remember the incident that happened six months ago and we started the investigations about

00:57:17.910 --> 00:57:23.190

Neila Miled: your joke, which is actually a racist comment.

00:57:24.630 --> 00:57:36.120

Neila Miled: So the- I hope that you don't get frustrated, we need to have a sincere talk, honest talk, and it's very important that

00:57:37.380 --> 00:57:42.990

Neila Miled: we accept, and you accept, to have a conversation with me regarding that.

00:57:44.640 --> 00:57:51.810

Neila Miled: So let me tell you something: the investigation has proved Amir's,

00:57:52.950 --> 00:57:59.280

Neila Miled: you know, arguments. You made a, you know, straightforward

00:58:00.600 --> 00:58:04.020

Neila Miled: racist comment and

00:58:06.120 --> 00:58:07.410

Neila Miled: we have to take,

00:58:08.730 --> 00:58:15.750

Neila Miled: you know, actions. And I am here to check with you about different possibilities to move this forward.

00:58:17.340 --> 00:58:19.050

Neila Miled: Do you have any comments about that?

00:58:21.840 --> 00:58:24.150

Roquela Fernandez: I really don't know what to say like.

00:58:26.370 --> 00:58:30.870

Roquela Fernandez: It's coming as a bit of a shock. Like, that that joke was taken out of context completely.

00:58:31.080 --> 00:58:32.010

Neila Miled: Wait wait wait wait, please.

00:58:33.180 --> 00:58:36.060

Neila Miled: Okay. Can you please repeat the joke?

00:58:37.500 --> 00:58:39.210

Roquela Fernandez: Well, we were in the lab,

00:58:40.710 --> 00:58:56.730

Roquela Fernandez: I was with a number of my Grad students and they were making racial jokes. And, as I was leaving, I was just following up on the jokes they were making. I just said, like, "Don't use the computers to look up bomb recipes." I was just trying to be in on the joke.

00:58:57.330 --> 00:59:04.200

Neila Miled: What does this bomb thing - why did you have this bomb joke in mind when you were talking to Amir?

00:59:05.310 --> 00:59:06.510

Neila Miled: Specifically to Amir?

00:59:08.040 --> 00:59:13.680

Roquela Fernandez: Because that was just the jokes that were being made in the lab. Racial jokes.

00:59:14.220 --> 00:59:24.960

Neila Miled: Yeah, so if- Let's say you were in his position, and that the joke was said to you, how would you feel?

00:59:26.490 --> 00:59:41.010

Roquela Fernandez: Well, yes, I do feel like I would be offended, but it wasn't out of the blue. He was making self deprecating jokes about his race, and so I was just playing along with them.

00:59:42.120 --> 00:59:42.330

Roquela Fernandez: I'm not racist!

00:59:43.080 --> 00:59:43.830

Neila Miled: So, so we-

00:59:44.880 --> 00:59:46.560

Roquela Fernandez: I don't have a racist bone in my body! Believe me!

00:59:47.130 --> 00:59:57.270

Neila Miled: Let me, let me tell you something Roquela, we don't need to admit that we are racist or not. We are all racist, if we are not anti-racist. So let's not put this forward.

00:59:57.300 --> 00:59:57.630

Roquela Fernandez: I don't know what that means.

00:59:58.050 --> 00:59:59.850

Neila Miled: My my question is, now we have

00:59:59.880 --> 01:00:14.520

Neila Miled: two issues now: you allowed Amir to say jokes, and racist jokes, and this is not acceptable. So this is one of the things - if he does that, it doesn't mean that you do the same, which means that you need to

01:00:15.870 --> 01:00:23.130

Neila Miled: be straightforward and strict about that, with your students. So, we never allow racist jokes of any kind.

01:00:24.750 --> 01:00:34.170

Neila Miled: So, I want to discuss with you three different options to remedy this. First of all, I want to highlight that an apology is not enough.

01:00:36.390 --> 01:00:37.830

Neila Miled: We have done-

01:00:39.330 --> 01:00:46.320

Neila Miled: A lot of things are happening, and people are apologizing, but things are changing. But in my position as a leader of this department,

01:00:46.680 --> 01:00:57.480

Neila Miled: I would like to see concrete changes. You know, I love you, I respect you Roquela, we work together, this is not about our relationship. This is about my leadership.

01:00:58.230 --> 01:01:08.340

Neila Miled: And about ensuring that everybody in this department is safe. I feel that your body language doesn't say that you grasp the meaning.

01:01:09.090 --> 01:01:22.440

Neila Miled: So this is not about you, or you are racist. This is about the hidden assumption that we grow with, about what the media has done to us, is about our ignorance. So, please don't be very,

01:01:23.010 --> 01:01:31.770

Neila Miled: you know, emotional about it. We have a nice conversation here, that we need to learn from each other. I am learning every day. So,

01:01:32.970 --> 01:01:35.790

Neila Miled: relax, be comfortable.

01:01:36.690 --> 01:01:37.080

Tom Scholte: Freeze!

01:01:38.160 --> 01:01:51.690

Tom Scholte: Yeah, okay great! So, in this frozen moment - thank you so much Neila - in this moment we're frozen, and for your character, please, frozen in this moment please complete a statement that begins with the phrase, "I want..." Neila.

01:01:52.080 --> 01:01:57.840

Neila Miled: I want Roquela to go through intercultural training anti-racism training,

01:01:58.980 --> 01:02:02.370

Neila Miled: and not only apologize to Amir.

01:02:02.730 --> 01:02:15.480

Tom Scholte: Okay, "I want Roquela to go through intercultural training and anti-racist training and not just apologize to Amir." Roquela, frozen, Roquela again speaking to Roquela as a character, frozen in this moment, "I want..."

01:02:16.710 --> 01:02:21.990

Roquela Fernandez: I want every cell in my body to evaporate, and for me not to be here.

01:02:22.440 --> 01:02:23.010

Tom Scholte: "I want

01:02:23.280 --> 01:02:28.590

Tom Scholte: I want every cell in my body to evaporate and to not be here at all."

01:02:30.150 --> 01:02:42.330

Tom Scholte: A wish, if you could wave a magic wand and change anything in the universe, and it would impact this moment what would it be? Roquela, "I wish..."

01:02:47.070 --> 01:02:55.530

Roquela Fernandez: I wish there were some sort of way to, like, some sort of device or machine, to show my perspective, as I see it.

01:02:56.250 --> 01:03:04.410

Tom Scholte: "I wish, there was some kind of device or machine to show my perspective, as I see it."

01:03:04.440 --> 01:03:07.200

Roquela Fernandez: Yeah, and that the other person can experience that.

01:03:07.260 --> 01:03:13.650

Tom Scholte: "That the other person could experience." So, rather than - I'm just going to paraphrase a bit and please tell me if I'm wrong - that rather than having to use words

01:03:13.860 --> 01:03:23.070



Tom Scholte: you could just, like, take this thing put it on the other person's head turn the switch and they would understand your perspective? Is that a fair way to paraphrase your wish?

01:03:24.420 --> 01:03:24.840

Tom Scholte: Roquela Fernandez: Yeah, perfect.

01:03:26.640 --> 01:03:43.290

Tom Scholte: Tom Scholte: And lastly, a secret thought, something that is true for you as this character in this moment that you would not say out loud in front of this other character, under any circumstances, but it is true for you.

01:03:44.910 --> 01:03:46.140

Tom Scholte: Roquela, secret thought.

01:03:50.010 --> 01:03:56.460

Roquela Fernandez: This is more about my boss's leadership, than anything else.

01:03:57.000 --> 01:04:00.510

Tom Scholte: "This is more about my boss's leadership, than anything else."

01:04:00.570 --> 01:04:02.520

Roquela Fernandez: Yeah. Making them look good.

01:04:02.760 --> 01:04:14.250

Tom Scholte: "Making them look good." So, this is the character's secret thought of this moment, "This is more about my boss looking good as a leader, than it is about anything else." And secret thought, Neila.

01:04:16.020 --> 01:04:16.770

Neila Miled: [Sigh]

01:04:18.000 --> 01:04:22.950

Neila Miled: No apologies without real actions. I hate apologies when they have no meaning.

01:04:23.850 --> 01:04:30.480

Tom Scholte: That sounds like something you've already said to Roquela, though, so is there something that you would not say out loud to Roquela's character that we haven't heard.

01:04:32.070 --> 01:04:34.020

Neila Miled: Ah! Okay.

01:04:35.520 --> 01:04:35.910

Neila Miled: Um.

01:04:38.190 --> 01:04:42.930

Neila Miled: Many faculty Roquela are existing the department, and it's tough to deal with them.

01:04:43.890 --> 01:04:50.250

Tom Scholte: "Many faculty like Roquela are existing in the department and it's tough to deal with them." And that's not something you would say to her out loud.

01:04:50.550 --> 01:04:52.230

Neila Miled: Yeah. Unfortunately.

01:04:52.650 --> 01:05:06.090

Tom Scholte: Excellent. Okay, so, we're going to let that go. We're you keep you here for a moment. Huge round of applause, Neila. Thank you so much for stepping into this. Um, so Neila, as the character, are you getting what you want?

01:05:10.140 --> 01:05:14.400

Neila Miled: Uh. It's- I don't understand. Getting what what I want, regarding what exactly?

01:05:14.760 --> 01:05:19.470

Tom Scholte: What you want- Something, something got- brought you into the scene right? Something made you decide.

01:05:19.680 --> 01:05:25.920

Tom Scholte: So are you getting what you want, as this character, in terms of what brought you in that you wanted to do differently.

01:05:25.920 --> 01:05:37.170

Neila Miled: Yeah. I felt that the character, you know the conversation, and, you know, it's not about punishment, but we should have real consequences

01:05:37.680 --> 01:05:46.500

Neila Miled: and real implications. And we need to be responsible for our actions. Because I think that are so many things that have stopped at the level of apology.

01:05:47.010 --> 01:05:59.850

Neila Miled: And people apologize, and they do errors and they do the mistakes, and it's it becomes a vicious circle of you know void an empty and meaningless. It was clear that Roquela wasn't even sincere about her apology.

01:06:00.720 --> 01:06:10.230

Neila Miled: I like, you know, like Soudie said earlier, and we all understood, that she was not really even showing and understanding of the situation and how,

01:06:10.890 --> 01:06:21.900

Neila Miled: you know, disturbing her, she says, her "jokes". I said that's, why I said it's a racist comment because jokes are the surface layer of deep

01:06:22.590 --> 01:06:43.380

Neila Miled: racism, which is- We live with, we hear about, we are you know got used to them, and we think they are, "jokes", it's just for fun. But they show how deeply racism is, you know, intertwined with our every day life and everyday just discourses. So, yeah.

01:06:44.400 --> 01:06:46.680

Tom Scholte: Right, and so it sounds like

01:06:47.700 --> 01:06:54.210

Tom Scholte: your- One of the driving forces for you coming in, was that you wanted to make sure that there were consequences beyond an apology.

01:06:54.690 --> 01:06:56.910

Tom Scholte: And some meaningful actions.

01:06:56.940 --> 01:07:06.570

Neila Miled: Right, yeah. Leadership is completely different. Heads of the departments, they have more than being nice to their colleagues, they need to be nice to everyone so it's not about, oh-

01:07:07.020 --> 01:07:15.900

Neila Miled: And this is part of the responsibility that in institutions or academic institutions, is how far a leader can assume the responsibility and leadership?

01:07:16.260 --> 01:07:32.070

Neila Miled: It requires a training in terms of EDI, it requires a deep understanding of the mechanisms that are, you know, the deep layers of oppression. That, the top layer is the joke, but the deep layer is that Muslims are terrorists.

01:07:32.430 --> 01:07:32.910

Tom Scholte: Mhm.

01:07:33.120 --> 01:07:34.680

Neila Miled: Tom Scholte: And I heard you-

01:07:35.130 --> 01:07:43.530

Neila Miled: If we made the connection clear, it means that the leaders in their positions, they are not only dealing with academic stuff they are dealing with

01:07:44.220 --> 01:08:06.300

Neila Miled: deeply entrenched, you know, a disturbing reality of deep racism that is- We live with it. Because I'm a woman of color, I'm from the Muslim faith and this is can can be representative of of how women of color, for example, did with these jokes on everyday basis.

01:08:07.020 --> 01:08:15.660

Tom Scholte: And and correct me if I'm wrong, but, you were trying to lead Roquela in that direction when you ask the question, "Why did the bomb joke in specific- specifically

01:08:15.720 --> 01:08:18.000

Tom Scholte: Come to your mind, right?

01:08:18.060 --> 01:08:24.810

Tom Scholte: You were trying to guide her to that connection. If you're gonna make a joke about a person of this identity, why that joke?

01:08:25.080 --> 01:08:27.060

Tom Scholte: There's layers there.

01:08:27.480 --> 01:08:39.060

Neila Miled: Deep layers of this joke: it goes from the, you know, the surface layer to the institutional layer, to the structural layer

01:08:39.480 --> 01:08:44.970

Neila Miled: And how we see people and how we- the representations of people in our minds.

01:08:45.300 --> 01:08:54.450

Tom Scholte: Mhm. One thing you did that- I haven't- We've done this play a number of times, and one of the things you said and did that I've not seen any other person in this role say,

01:08:54.690 --> 01:09:09.690

Tom Scholte: was to tell Roquela not only that she shouldn't joke that way, but that she should stop any of that kind of joking in her space. Can you say a little more about that? Because you're the first person that's ever done that in this role.

01:09:10.500 --> 01:09:22.170

Neila Miled: Roquela pointed to something really serious: if she allows racist- I was a PhD student, I was a master student, I was in classes where people make jokes.

01:09:23.100 --> 01:09:35.160

Neila Miled: And, sometimes, professors and faculty members are not brave enough to stand to say it terms of, you know, when they hear certain jokes. This doesn't mean that it's a

01:09:35.640 --> 01:09:46.590

Neila Miled: A common practice, but particularly in certain environments when the professor is dealing with a small group, and they are familiar, she said he came to my house he knows my family and all these kind of-

01:09:47.400 --> 01:09:57.150

Neila Miled: This familiarity sometimes makes the people get out of the control of the social, you know, orders and and let's say the

01:09:58.590 --> 01:10:03.270

Neila Miled: the facade, and we get to our nature. And even Amir, if he's making racial

01:10:04.710 --> 01:10:12.000

Neila Miled: comments, he shouldn't be allowed to do that. You need to guide your students how even to have this conversation, so.

01:10:12.510 --> 01:10:24.000

Neila Miled: How can you allow racist comments? And even you add to that catastrophe by making a racist comment. So, this behavior shouldn't be tolerated. And and I think that faculty members, they need to understand that,

01:10:25.140 --> 01:10:39.420

Neila Miled: you know, jokes is not is not a neutral. It comes with something, it comes with with a deep feeling. It's not related to how we feel about others and how we think about the others.

01:10:39.840 --> 01:10:55.890

Tom Scholte: Mhm. And I one last question, just so I'm being absolutely clear - my apologies if I'm stating the obvious - that the fact that Amir, the character Amir, is directing the joke at his own racial identity is does not make a difference to you. You believe that that?

01:10:56.190 --> 01:10:56.790

Neila Miled: No.

01:10:57.120 --> 01:11:09.180

Neila Miled: I tell you why: it is known that certain groups, they make fun and it's not about fun. It's a way to cope with

01:11:10.980 --> 01:11:19.080

Neila Miled: the outsider vision of them. It is known, it's a psychological way of adjusting to the image.

01:11:19.740 --> 01:11:32.820

Neila Miled: So, they might be accepted within themselves. So you can see a group, from one group, making jokes about themselves, and it's acceptable among them, because they didn't feel the threat of the outsider gaze.

01:11:33.990 --> 01:11:49.020

Neila Miled: So, it is within the group. Asians commenting about themselves, making fun of themselves. Or, you know Muslims or whoever, or whatever, you know, kind of group we're talking about. But, outside the group, it becomes a very disturbing and

01:11:50.160 --> 01:11:51.720

Neila Miled: dehumanizing statement.

01:11:53.400 --> 01:12:05.940

Neila Miled: And it's a way that- It kind of- He's trying to protect himself, in terms of accepting these jokes and trying to deal with it as if,

01:12:07.590 --> 01:12:12.120

Neila Miled: you know, "I understand how you think about me, and I'm taking it as a joke."

01:12:12.390 --> 01:12:20.190

Neila Miled: To alleviate the level of stress that he can now feel, or the level of stereotyping that he might be enduring.

01:12:20.550 --> 01:12:27.480

Tom Scholte: Mhn. Someone in the chat just put, "Getting ahead of the joke". I'll protect myself from the joke. I'll get there first.

01:12:27.780 --> 01:12:28.740

Neila Miled: Absolutely. Correct.

01:12:30.120 --> 01:12:42.510

Tom Scholte: Okay, um, Roquela, you said that every fiber, every tiny molecule of your body wanted to disappear and be out of there. Can you say a little bit more about that?

01:12:45.750 --> 01:13:00.450

Roquela Fernandez: I was feeling really unsafe, humiliated, like, this person doesn't get me and isn't trying to understand my perspective at all, I'm just being punished.

01:13:01.650 --> 01:13:02.010

Tom Scholte: Hmm. Hmm.

01:13:03.300 --> 01:13:04.050

Tom Scholte: Um.

01:13:05.580 --> 01:13:12.120

Tom Scholte: And Neila, you are are going to send Rqoeual to EDI training, as this-

01:13:13.020 --> 01:13:21.510

Neila Miled: Absolutely. Absolutely. As a leader, she doesn't just, you know, apology is not enough. There should be a follow up with her training,

01:13:22.860 --> 01:13:25.770

Neila Miled: with her relationships with her students.

01:13:26.910 --> 01:13:34.320

Neila Miled: Uh, you know, securing safe environment within her lab. And, you know, get back to her after maybe a month or two.

01:13:34.950 --> 01:13:35.280

Tom Scholte: hmm.

01:13:36.360 --> 01:13:45.030

Tom Scholte: Roquela, I can see you in character, reacting to that notion of going to this training. You know, at least I think I can. Can you tell me what's going on for you as you think about doing-

01:13:45.300 --> 01:13:55.170

Roquela Fernandez: Like, I am fundamentally with like that perspective. Like, I have done the work. Like, I- Diversity is so important to me.

01:13:55.170 --> 01:13:56.580

Tom Scholte: This is you as a character right now?

01:13:56.790 --> 01:14:06.630

Roquela Fernandez: Yes, yes! So important to me, I've done the training, I've diversified my syllabus, I feel like I've done the work. Like, I really have. I really have!

01:14:07.680 --> 01:14:08.880

Roquela Fernandez: I feel, like, punished. Like- [sigh]

01:14:10.560 --> 01:14:22.830

Roquela Fernandez: Like, I'm on your side. Like, why can't you see that? Like, why you can't see that it was a joke? That it was, like, I knew what the stereotype was. I wasn't saying it from like- Like, they were playing with stereotypes, I was just playing along.

01:14:23.070 --> 01:14:30.510

Neila Miled: Let me tell you something, Roquela: intentions ... we don't judge people by their intentions.

01:14:32.190 --> 01:14:43.350

Neila Miled: So let's be clear, as a head of this department, I really understand that you have good intentions, and a good heart, and you never intended to hurt your student.

Roquela Fernandez: Never! Never!

01:14:43.830 --> 01:14:57.960

Neila Miled: And I am 100% sure about that. But I want to give the message to my department, and to all the students, that we need to learn, and we are all learning. So, don't be so, you know-

01:14:58.500 --> 01:15:09.330

Neila Miled: It's a long journey. It's not about, you know, one shot, one presentation, one thing. Please. Take it easy. Breathe. Have a deep breath,

01:15:10.020 --> 01:15:33.690

Neila Miled: and think about how you're going to be more responsible for all these kind of "jokes". Next time, I hope that you will understand the difference between a joke and a racist attack. So, don't be on the defensive. I am on your side, and you are dear faculty member in this department.

01:15:34.890 --> 01:15:43.320

Neila Miled: I will never let you down, I will never give up on you, I will never put you in a very bad situation. But just, we need to work together about this.

01:15:44.310 --> 01:15:52.410

Tom Scholte: So something very interesting has just happened, because Roquela is doing such a marvelous job of staying in character, and Neila is so - I hope I'm pronouncing that correctly -

01:15:53.040 --> 01:15:54.060

Neila Miled: Yes, yes, "Neila".

01:15:54.150 --> 01:15:59.460

Tom Scholte: Neila, is so invested in this, that we just- the improv just started again, which is marvelous.

01:16:00.660 --> 01:16:06.630

Tom Scholte: And I see a very different look on Roquela's face right now. And I want to be clear,

01:16:07.170 --> 01:16:18.540

Tom Scholte: I am not trying- I'm not in the business of saying, the right thing, the wrong thing, and there's a lot of unresolved we've discovered here. But, I'm curious Roquela, what's happening for you right now, as we kind of slid back into improv part two?

01:16:19.770 --> 01:16:20.970

Tom Scholte: Something changed for you, it seemed?

01:16:20.970 --> 01:16:21.960

Tom Scholte: Yeah?

01:16:23.220 --> 01:16:24.750

Tom Scholte: Or am I reading too much into that?



01:16:27.000 --> 01:16:43.830

Roquela Fernandez: No, I think that there was a difference. Like, when it was- Like, I felt more reassured that it wasn't, "You're going to training, you're gonna do this thing, because you're bad!" It was more about, like, "You need to shift the culture, this is important for everybody."

01:16:45.150 --> 01:17:01.290

Roquela Fernandez: And, like, that felt like a relief in some ways. Like, it wasn't just about me being a bad person or not, like, adoring my students, which I do. It was more about learning and being on a journey than-

01:17:02.340 --> 01:17:09.300

Roquela Fernandez: Which, of course, like, that speaks to my values. Like, I'm here because I love learning, and I love being part of that process.

01:17:10.800 --> 01:17:18.630

Tom Scholte: Great. And I want to just throw one last question at Neila. Neila, is it extra work to have to make sure she feels better this way?

01:17:19.980 --> 01:17:20.160

Neila Miled: Absolutely. Absolutely.

01:17:21.510 --> 01:17:30.150

Neila Miled: This is- We are in this work together, and one of the things that in this work, that we want to find, in this type of conflict

01:17:31.050 --> 01:17:38.550

Neila Miled: is - particularly, I'm talking from a leadership perspective - is just, "I'm on your side, even when you mess up."

01:17:39.450 --> 01:17:49.770

Neila Miled: And the idea is that, it's not about you as a person, or being a bad person, and I'm being the excellent leader. It's on the way that we mentioned that

01:17:50.100 --> 01:17:58.230

Neila Miled: we need to change things. It's not about our personalities, it's about our learnings, about our biases. It's about, you know,

01:17:58.830 --> 01:18:15.990

Neila Miled: the deep en-, you know, entrenched beliefs that we have. And change requires them you support each other, not accusing each other. So, that's why a leader is firm, clear, who understands what happened, and how to remedy that is extremely important.

01:18:17.010 --> 01:18:31.170

Tom Scholte: And if a Roquela, like the one that Soudie gave us, came into your office, it would be less work for you, because you wouldn't have to also make sure the person was feeling okay, while you also delivered this hard news? Am I right?

01:18:31.680 --> 01:18:39.480

Neila Miled: Honestly, it wouldn't change a lot of my- Because, as I said, the language of apology is not enough.

01:18:39.930 --> 01:18:53.970

Neila Miled: And apology is always about feelings of the person who did that. I don't care about the feelings of the person who did that mistake, because at this time, we need to value the feelings of the person who was offended.

01:18:55.350 --> 01:18:57.570

Neila Miled: So, when you say, "I feel extremely sorry,"

01:18:58.710 --> 01:19:08.640

Neila Miled: it's not about you at the end. It's about the person who was dehumanized, and he was, you know, hurt. Something-

01:19:09.180 --> 01:19:16.860

Neila Miled: It's about the priorities. I completely understand her apology, I can see it on her body language, and I can see it, but it's not enough.

01:19:17.160 --> 01:19:28.770

Neila Miled: Things have to go the same way, for both of them, of course, with less time. I can, Roquela knows, is great, is a great actress and she did very well. And it's so tiring to try to

01:19:29.070 --> 01:19:30.870

Neila Miled: calm her down.

01:19:31.110 --> 01:19:36.270

Neila Miled: Yes. But, it's the same. I would I would do the same thing with both attitudes.

01:19:36.570 --> 01:19:46.740

Tom Scholte: Wonderful. Thank you. Roquela, any last words you want to share about this intervention?  
Neila, you've given us so much already - is there any final words you want to say about this?

01:19:46.740 --> 01:20:03.690

Neila Miled: Thank you so much. Thank you Roquela for your brilliant, you know, performance that provoked me, honestly. And also, you know the leader, you know, who was so so nice and so understanding and you know, good news and bad news - yeah, you did it really well, Spring, thank you.

01:20:04.200 --> 01:20:09.390

Tom Scholte: Thank you so much! Alright, we'll set you free from this place

01:20:09.510 --> 01:20:12.240

Tom Scholte: for now, thank you Leila - Neila, sorry, my apologies.

01:20:12.570 --> 01:20:16.740

Tom Scholte: All right, we spent a lot of time on that scene, but I thought it was really important that we do that

01:20:16.740 --> 01:20:17.430

Tom Scholte: because we

01:20:17.460 --> 01:20:18.720

Tom Scholte: we cut right to the

01:20:18.750 --> 01:20:28.710

Tom Scholte: core of some really important things, and a lot of stuff has been unearthed, has been stirred up. We've gone way down the iceberg, I would say.

01:20:29.160 --> 01:20:38.880

Tom Scholte: And of course lots of stuff, complexity still unresolved, that we leave for each of us to process and learn from in our in our own ways and to share with each other.

01:20:39.480 --> 01:20:52.140

Tom Scholte: We will now leap to the next scene, which is James is in the background, while Asmin and Jen have a little chat about expenses.

01:20:53.250 --> 01:21:02.730

Tom Scholte: When you are ready. Same thing applies, simply just say "stop" and we'll take another intervention into this scene. When you are ready.

01:21:04.500 --> 01:21:20.760

Asmin Chen: Oh hi, Jen, may I please see you for a second? It's about your expenses. I've noticed that you've submitted an expense claim form that includes receipts for alcohol and theater tickets. Strictly speaking, those aren't eligible expenses.

01:21:21.510 --> 01:21:32.430

Jen: Yeah, but I mean, how am I supposed to entertain potential research partners? The university says that once more public-private partnerships, I got this major CEO on the line and I can't buy him a drink?

01:21:33.720 --> 01:21:36.630

Asmin Chen: Well, it's not eligible so...

01:21:37.170 --> 01:21:38.310

Jen: Well that's idiotic.

01:21:39.090 --> 01:21:42.360

Asmin Chen: So, if you could just redo it and give it back to me?

01:21:43.890 --> 01:21:52.080

Jen: Okay, you know what - tell me how much we need to cover, I'll sign a lost receipt form for, I don't know, some textbooks or something.

01:21:53.460 --> 01:21:57.720

Asmin Chen: Wait. Hang on. So, you want me to fudge it for you?

01:21:58.470 --> 01:22:00.360

Jen: I just need you to handle the paperwork.

01:22:01.260 --> 01:22:03.180

Asmin Chen: I don't think i'm comfortable with that.

01:22:03.840 --> 01:22:04.740

Jen: Well, why not?

01:22:05.520 --> 01:22:10.410

Asmin Chen: Well, I'm the one who has to sign off on it, and I know what you're saying is untrue.

01:22:10.620 --> 01:22:14.940

Tom Scholte: Alright, stop! Excellent. Thank you! Mary, come on in.

01:22:16.260 --> 01:22:16.530

Mary Bunka: Hi.

01:22:16.590 --> 01:22:19.500

Tom Scholte: Mary! Wonderful. You're going to replace Asmin, yeah?

01:22:19.740 --> 01:22:20.340

Mary Bunka: Yes, please.

01:22:20.580 --> 01:22:23.460

Tom Scholte: Okay, and what point in the scene, would you like to take it from?

01:22:24.390 --> 01:22:24.900

Mary Bunka: Oh, um ...

01:22:26.370 --> 01:22:26.850

Mary Bunka: We-

01:22:27.270 --> 01:22:27.930

Tom Scholte: It could be from the beginning, it could be from anywhere you like.

01:22:29.460 --> 01:22:33.000

Mary Bunka: From right after the ask is made to fudge the numbers.

01:22:33.150 --> 01:22:36.120

Tom Scholte: Okay, so when she's- After she's said the thing about the lost

01:22:36.150 --> 01:22:37.410

Tom Scholte: books receipt.

01:22:37.680 --> 01:22:38.850

Mary Bunka: Yeah, exactly.

01:22:39.510 --> 01:22:48.840

Tom Scholte: Alright, so take it from there. So Jen, if you can just give the line about the lost books and again, you'll either find a natural ending to the scene or I'll

01:22:49.320 --> 01:22:56.580

Tom Scholte: freeze you and ask you some questions. Okay? Thank you so much, Mary for being the next person to help us have this conversation. Alright, when you are ready.

01:22:57.390 --> 01:23:05.700

Jen: Okay, tell me how much we need to cover and, you know, I'll sign a lost receipt form for, I don't know, maybe some textbooks or something.

01:23:06.930 --> 01:23:16.500

Mary Bunka: Jen, I understand that you're, you know frustrated, with this policy that seems kind of constrictive, that isn't really enabling you to do your job.

01:23:16.500 --> 01:23:17.220

Jen: Oh, you have no idea.

01:23:17.640 --> 01:23:18.960

Mary Bunka: I, I know, I don't. I'm new.

01:23:20.670 --> 01:23:32.520

Mary Bunka: And, believe me, I didn't make the policy. But I, you know, what you're asking me to do, I can't do. I'm new to the job and I get the feeling that you're asking me because I'm new to the job.

01:23:33.060 --> 01:23:42.030

Jen: No! Absolutely not. No, no, no, no. You know what happened Mary, I was at the restaurant and, for whatever reason, I was right engaged, and talking to the CEO,

01:23:42.450 --> 01:23:52.380

Jen: I forgot to ask the server for a separate receipt for the drinks from the food. And I have spent a lot of my money in the past,

01:23:53.040 --> 01:24:09.060

Jen: wining and dining people, for things that aren't covered, and so you know I just I slipped this one in. And I just I just want you to take care of it because I got a whole bunch of meetings lined up and I actually have to get going, so can you just take care of this for me?

01:24:09.870 --> 01:24:15.150

Mary Bunka: Jen, I really don't think that's a good idea. And I have to ask, would you make the same ask of James?

01:24:15.930 --> 01:24:19.320

Jen: Oh, totally, yeah. In fact, I have in the past.

01:24:19.920 --> 01:24:20.280

Mary Bunka: You think-

01:24:20.460 --> 01:24:22.350

James Ellis (he/him): Did I just hear my name?

01:24:23.820 --> 01:24:24.000

Mary Bunka: You did, James. Yes.

01:24:25.200 --> 01:24:30.090

James Ellis (he/him): You would ask me that? Jen, you know exactly what I would say, if you asked me that.

01:24:31.650 --> 01:24:36.030

James Ellis (he/him): And you know exactly what I would think of a conversation like you're having with Mary right now.

01:24:41.010 --> 01:24:49.710

James Ellis (he/him): Jen: Fair enough, fair enough.

James: I think, please go ahead, you were doing an excellent job of telling, reminding Jem exactly what position you're in, and exactly what the rules are. Please go ahead.

01:24:51.150 --> 01:25:03.420

Mary Bunka: I understand, like, I said that the policies constricting and that it would be frustrating to spend a lot of money out of pocket. Unfortunately, you know I could get in a lot of trouble for signing off and something that I know isn't true.

01:25:04.770 --> 01:25:12.690

Mary Bunka: Um, and, realistically it won't take you too long to fix the expense reports, and then subtract the cost of the alcohol and the theater tickets.

01:25:13.830 --> 01:25:25.680

Mary Bunka: And, you know, potentially if if this this policy, you know, doesn't work for you so much, you could talk to the department head or something and see if different allowances can be made in the future But-

01:25:26.070 --> 01:25:34.260

Jen: Trust me, Mary, I have many, many conversations about this. I've gone to the highest high person I could possibly find to discuss this.

01:25:35.040 --> 01:25:50.880

Jen: Because, you know, it's really not fair that I have to pay out of pocket so much for wining and dining people. It's really, it's really a faulty system, is what it is. And, you know, this time around I just forgot, hoping to slide it under the radar and just get on with my day, right?

01:25:51.960 --> 01:25:53.190

Mary Bunka: Yep, totally understand.

01:25:53.670 --> 01:26:03.570

Tom Scholte: Freeze! Great. Okay, in this moment all your characters are frozen in this precise moment, please complete a sentence that begins with the phrase, "I want..." James, "I want..."

01:26:05.430 --> 01:26:08.160

James Ellis (he/him): I want my name not to be taken in vain.

01:26:08.700 --> 01:26:13.050

Tom Scholte: "I want my name not to be taken in vain." Jen, "I want..."

01:26:14.160 --> 01:26:21.690

Jen: I want to just go, so I can get my job done and have other people do their jobs and be done with this.

01:26:21.840 --> 01:26:27.930

Tom Scholte: "I want to go and do my job and have other people do their jobs and just be done with this." Mary, "I want..."

01:26:28.890 --> 01:26:32.730

Mary Bunka: I want, so badly, not to be in this situation when I'm new at work.

01:26:33.420 --> 01:26:46.350

Tom Scholte: "I want, so badly, not to be in this situation when I new at work." Great. Okay, now a wish. Now, you've got the power to make anything in the world happen, you've got a magic wand, you can change anything. "I wish..." James, "I wish..."

01:26:46.830 --> 01:26:53.940

James Ellis (he/him): I wish Jen really appreciated the gravity of the situation and the danger to Mary's job.

01:26:55.020 --> 01:27:02.850

Tom Scholte: "I wish Jen really appreciated the gravity of the situation and the danger to Mary's job." Okay, Jen, "I wish..."

01:27:04.440 --> 01:27:11.370

Jen: I wish the university would review this policy because I'm- it's really dinging me a lot over time.

01:27:12.360 --> 01:27:14.250

Tom Scholte: "I wish the university would really

01:27:16.530 --> 01:27:19.830

Tom Scholte: review this policy because it's really dinging me over time."

01:27:21.240 --> 01:27:22.140

Tom Scholte: Mary, "I wish..."

01:27:23.460 --> 01:27:32.760

Mary Bunka: I wish I had more training and support while I'm still new in the role, because I feel uncomfortable talking to a senior faculty member will and so new.

01:27:33.660 --> 01:27:41.220

Tom Scholte: "I wish I had some more training and support while I'm new in the role, because I feel uncomfortable talking to a senior faculty in a situation like this."

01:27:41.760 --> 01:27:55.740

Tom Scholte: Wonderful, and finally secret thought, something that is true for you as this character, in this moment, but that you would not say out loud in front of these other characters under any circumstances, but is true for you. James.

01:27:56.850 --> 01:28:01.080

James Ellis (he/him): I've been secretly waiting for Jen to slip up, and I'm glad she finally has.

01:28:01.590 --> 01:28:06.480



Tom Scholte: "I've been secretly waiting for Jen to slip up, and I'm glad she finally has." Jen.

01:28:08.310 --> 01:28:15.270

Jen: I literally pulled in a million dollars from that CEO, and I'm having a discussion about 10 bucks. Like, really?

01:28:15.810 --> 01:28:25.080

Tom Scholte: "I literally pulled in a million dollars from that CEO, and I'm having a discussion about 10 bucks. Really?" and you wouldn't say that in front of these folks?

01:28:27.780 --> 01:28:32.550

Jen: No, because it's confidential information how much I pull in from different funders, yeah.

01:28:32.640 --> 01:28:33.930

Tom Scholte: Okay okay.

01:28:35.580 --> 01:28:36.900

Tom Scholte: Mary, secret thought.

01:28:38.130 --> 01:28:45.540

Mary Bunka: I hope, if I can name drop one of my colleagues, with more seniority I can get some backup here because I am terrified.

01:28:46.890 --> 01:28:57.240

Tom Scholte: "I hope that, if I can name drop one of my colleagues, with some more seniority I can get some support up here" because you're terrified. Okay.

01:28:58.050 --> 01:29:07.320

Tom Scholte: Great, so we're gonna let go of that part, portion. Thank you so much, Mary. So, just a little further discussion. Thank you so much for this, this is fantastic, and I can see from the chat it's really resonating with folks.

01:29:08.940 --> 01:29:24.990

Tom Scholte: Anna's saying that, "Mary should make a formal report, so it is in Jen's records. What Jen is asking is very serious. She's breaking many rules." Mary, so, the first question is, as this character, you know thinking about what motivated you to intervene in the scene, are you getting what you want?

01:29:27.150 --> 01:29:28.620

Mary Bunka: I think I'm on my way to getting what I want.

01:29:30.600 --> 01:29:30.810

Tom Scholte: Yeah? You're on your way.

01:29:31.500 --> 01:29:36.390

Mary Bunka: Jen's- you know, sounds like she's going to make the concession and redo the paperwork and

01:29:37.890 --> 01:29:42.780

Mary Bunka: hopefully won't make a complaint, so that I, you know, my job status is secure.

01:29:44.040 --> 01:29:51.180

Tom Scholte: And so yeah so you're getting what you want, in that way, but there's still a sense in which you, literally, you used the word "terrified" right, which is a very, very strong word.

01:29:51.810 --> 01:30:05.850

Tom Scholte: So what's got you terrified? Sometimes, my job is to ask what may seem like obvious questions to folks but just to keep digging in. And so, what's the source of the terror, even though you're getting what you want to a certain degree? What's the source of the terror you're still experiencing?

01:30:06.630 --> 01:30:22.980

Mary Bunka: Well, there's a power imbalance. One, I'm staff and I'm speaking to someone who is faculty. And I'm quite new to the position, I don't necessarily know how the workplace works, maybe this is really commonplace and I'm going to be seen as a stick in the mud.

01:30:24.150 --> 01:30:26.370

Mary Bunka: You know, I don't want to

01:30:27.990 --> 01:30:37.920

Mary Bunka: offend or, you know, make enemies with any of my coworkers when I'm new to a job. So, worried about that. And I'm also worried about keeping my job, because I am still on probation.

01:30:38.220 --> 01:30:38.640

Tom Scholte: Hmm.

01:30:39.870 --> 01:30:43.500

Tom Scholte: Yeah, so you mentioned what it's like to be a staff person talking to

01:30:43.500 --> 01:30:57.090

Tom Scholte: a faculty person. Not just a new staff person, but just staff-faculty. Um, can you say a little more about how that divide feels to you, again in the character?

01:30:57.600 --> 01:30:58.560

Mary Bunka: In the character.

01:30:59.730 --> 01:31:15.270

Mary Bunka: In character, I guess, I would say I've, you know, I've got my bachelor's degree and I'm speaking to someone with a lot more education, a lot more job experience, higher pay grade, you know, who am I to question them, you know ask them to do things my way?

01:31:15.630 --> 01:31:16.050

Tom Scholte: Hmm.

01:31:17.070 --> 01:31:18.570

Tom Scholte: And so.

01:31:19.740 --> 01:31:37.830

Tom Scholte: That- Yeah, I mean it's interesting, as a faculty member, to hear you use the word "terrified". I can't speak for all of the faculty members who may be at this, in this, event with us, but whatever friction there might be along the way, I certainly wouldn't want to think that at any moment

01:31:38.910 --> 01:31:44.670

Tom Scholte: that that's a word that staff are using to describe their relationship with me, or with us.

01:31:45.810 --> 01:31:54.390

Tom Scholte: But the more I do this work, the more I fear that there's a lot more of that going on than I've ever wanted to see before or know

01:31:54.840 --> 01:32:06.510

Tom Scholte: was going on. That it can be that that sense of even having to speak to a faculty member, and that sense that they exist on this other plane that has so much more power,

01:32:07.710 --> 01:32:17.790

Tom Scholte: create creates real challenges for you. And then let alone in a situation like this, where you're actually being leaned on to break some rules. And there seems to be-

01:32:19.050 --> 01:32:31.230

Tom Scholte: And, I think I, just reflecting on Anna's comment in the chat, whether or not Jen's character is even aware of how serious this is for you.

01:32:33.810 --> 01:32:39.930

Tom Scholte: Yeah, so Jen, tell us about that. How serious do you think what you're asking her to do is? As, again, I'm talking to Jen as a character.

01:32:40.470 --> 01:32:44.460

Jen: Right, so, as a faculty member, the buck's going to stop in my lap.

01:32:45.510 --> 01:32:56.580

Jen: I mean, even if someone found out that a \$10 beer was on that actual receipt, it's going to come to me. I'm the one

01:32:57.360 --> 01:33:07.860

Jen: who's getting the reimbursement, right? So, I would obviously say, "Oh, Mary was just doing her job. This is on me. I'll pay it back." Like, I don't think there's any danger at all.

01:33:09.390 --> 01:33:13.710

Tom Scholte: So you would take the bullet and say - because, you don't think you're going to get fired over this right?

01:33:14.130 --> 01:33:15.060

Jen: No! God, no.

01:33:15.480 --> 01:33:25.890

Tom Scholte: And why not? If you were caught- Okay. [laughing] This is an important question: if you were caught having broken the rules, why are you so sure you won't get fired, whereas Mary's pretty sure she will?

01:33:26.460 --> 01:33:28.950

Jen: Right. Well, I'm faculty for one thing.

01:33:30.540 --> 01:33:37.980

Jen: I bring in millions of dollars, annually, to this university. I have a lot of friends in very high places.

01:33:38.400 --> 01:33:45.180

Jen: I'm not going to get fired over \$10. Like, it's just not going to happen. To replace me would be a really tough job.

01:33:45.870 --> 01:33:55.350

Tom Scholte: So there's a sense that for you, this would get written off as an oversight as an accident, "Oops! Blew the paperwork!" But for Mary, it would be

01:33:56.490 --> 01:33:58.650

Tom Scholte: something that's a fireable offense.

01:33:59.670 --> 01:34:00.540

Jen: I don't think

01:34:00.690 --> 01:34:03.000

Jen: there's a danger at all for Mary, yeah.

01:34:03.240 --> 01:34:12.120

Jen: And I think it would be good for it to be brought to the surface, because then we can have a real discussion about the policy. Like, it's ridiculous.

01:34:12.180 --> 01:34:23.010

Tom Scholte: Right, so you seem to think that you, somehow, could extend your diplomatic immunity and protect Mary if push comes to shove? Yeah? That you'll make sure she won't actually get fired.

01:34:23.610 --> 01:34:32.790

Tom Scholte: Is there a reason why you don't say that to her at any point in the interaction, and the way the way the plays the way the play is written?

01:34:33.930 --> 01:34:43.080

Jen: I think she just catches me off-guard, I'm just, I'm right in the middle of going to the lab to get a bunch of stuff done, I don't have a lot of time, right? So, it's just kind of like,

01:34:44.250 --> 01:34:47.370

Jen: "Here we go again for 10 bucks. Could you just put it through?"

01:34:47.910 --> 01:34:55.230

Jen: You know, "If you need another receipt, I'll find another receipt for you." Like, "Let's just get her done so we can all move on with our busy lives." And, yeah.

01:34:55.740 --> 01:35:02.220

Tom Scholte: And so it seems, and tell me if I'm wrong, there's a way in which the sense of risk doesn't even come into your mind

01:35:03.420 --> 01:35:16.980

Tom Scholte: in that moment. You know, if pushed, you'd come up with what you just said, which is, "Mary I'll back you. I'll take the bullet. Don't worry." But in the moment, while Mary's having this experience, the sense that there's even any risk is not even

01:35:17.280 --> 01:35:31.260

Tom Scholte: in your mind. Is that fair? Because of this sense of immunity? And you figured, you can spread that immunity around if need be. Some interesting comments going on here: "That's still using Mary as an instrument." "Still wrong." "There are other ways."

01:35:32.790 --> 01:35:48.870

Tom Scholte: Absolutely, "The forced complicity is WAAAY worse than the breach of policy." And, you started off, Mary, by being clear, "I didn't write the policy." Right? And you didn't, and here you are early in the in the job. So, um,

01:35:49.920 --> 01:36:01.230

Tom Scholte: Pretty bold move to ask her! So, you had some real chutzpah, even as a new person, when you said- that's a pretty bold move to say, "Would you ask James the same thing?" Um.

01:36:02.010 --> 01:36:11.790

Tom Scholte: What gave you the sort of willingness to take that risk? Because that's a challenging, kind of a challenging statement, the way I hear it, anyway.

01:36:12.960 --> 01:36:13.350

Mary Bunka: Yeah. Um,

01:36:15.090 --> 01:36:15.810

Mary Bunka: I guess,

01:36:17.100 --> 01:36:24.810

Mary Bunka: perhaps phrased a little nicer than, you know, "Would you ask James the same thing?", or, "Would you ask James the same thing?"

01:36:26.100 --> 01:36:37.260

Mary Bunka: could have had kind of a different meaning. But that's me as a new employee trying to assess what the workplace environment is and, you know, figure out what I need to do here.

01:36:38.610 --> 01:36:42.480

Mary Bunka: You know, had my character been considering going along with the

01:36:43.560 --> 01:36:45.030

Mary Bunka: textbook receipt thing.

01:36:46.560 --> 01:36:58.200

Mary Bunka: And it was also a way to kind of call for help, because I knew that James was listening and I thought, "Okay here's an opportunity for me to get some backup in here from someone with more experience."

01:36:58.470 --> 01:36:59.100

Tom Scholte: Mhm. Right.

01:36:59.280 --> 01:37:03.120

Mary Bunka: Because I felt like the situation was kind of out of my hands.

01:37:04.890 --> 01:37:15.840

Tom Scholte: And you had the wherewithal to recognize, and you stated this outright, that you felt like there was a reason you were being asked, because you would be easier to manipulate and you were- so that wherewithal that you have...

01:37:16.890 --> 01:37:18.540

Tom Scholte: You're thinking on your feet pretty fast.

01:37:19.560 --> 01:37:26.430

Tom Scholte: And then James, you came into the scene at a much earlier time than you do. So, this is what I love about this particular scene, where we've got

01:37:26.520 --> 01:37:32.730

Tom Scholte: someone hanging around in the back, who comes in later. That's why it's important that we have you there, and we don't just bring you in when it's time for you to speak.

01:37:33.840 --> 01:37:46.110

Tom Scholte: Roslyn was very, very pleased, James, with your show of allyship and upstander engagement. You came in much earlier, yeah? Tell us a little bit about that moment of coming in, and coming in, stepping in pretty firmly.

01:37:47.040 --> 01:37:53.070

James Ellis (he/him): I really did read Mary's comment as a call for help and,

01:37:54.750 --> 01:38:00.990

James Ellis (he/him): given the way the play is written, I really felt like I've had some back history with Jen,

01:38:01.410 --> 01:38:03.450

James Ellis (he/him): that suggests to me, that I knew precisely-

01:38:03.900 --> 01:38:07.050

Tom Scholte: You used the phrase, "old tricks" right, in that scene and the end?

01:38:07.890 --> 01:38:14.940

James Ellis (he/him): Right. And I think that it's even conceivable that I, or someone close, to me has been burned already.

01:38:15.240 --> 01:38:23.220

James Ellis (he/him): Like, something like that that either she, or someone else, has done. Because she already knows how to do this, "Oh, I'll fudge this receipt. I'll just do this

01:38:23.520 --> 01:38:42.150

James Ellis (he/him): sort of thing. Just tell me how much it is?" And that shows there's a pattern of behavior that, clearly, I need to stop. And I am more than aware of the faculty privilege that exists on campus and this sense that, somehow, faculty being busy is different than staff being busy.

01:38:43.320 --> 01:38:58.920

James Ellis (he/him): And quite frankly I just, I'm sick of this sense of, somehow, you know, they're above the rules and they're above the law and, you know, if causes a problem for us, well we don't matter. And the university, it takes us to make it function, just as much as it does them.

01:38:59.850 --> 01:39:04.680

James Ellis (he/him): And we're all playing for the same team, and I get sick of being put in a put on a different bench.

01:39:05.010 --> 01:39:13.410

Tom Scholte: Mhm. And just going back to Jen for a moment, it seems Jen that you feel like it's a rule that can be broken, because for you it's fundamentally a bad rule, yeah?

01:39:14.610 --> 01:39:17.520

Jen: Yeah, I won't stop until the policy gets changed.

01:39:18.180 --> 01:39:23.580

Tom Scholte: This isn't, you're not wining and dining CEOs to line your own pockets?

01:39:23.880 --> 01:39:24.480

Jen: God, no!

01:39:24.900 --> 01:39:26.820

Jen: The hours I work!

01:39:26.850 --> 01:39:35.070

Jen: The hours I work, and the money I bring into this university. Like, I find it insulting that I'm having this conversation about \$10. Seriously.

01:39:36.570 --> 01:39:47.010

Tom Scholte: So, this is an example of where I think the iceberg model really comes in. There's a number of mental models, and it's one of the reasons I wanted to bring it in today around this scene, in particular. Because there's mental models about

01:39:47.340 --> 01:39:52.740

Tom Scholte: staff power versus faculty power. There's mental models about, like, James you were saying, you know,

01:39:53.130 --> 01:40:05.880

Tom Scholte: one person's being busy is not equal to the other person's being busy. And then there's a mental model that created this rule around alcohol. We don't have to get into it right now right, but what seeming for Jen in that moment as a stupid rule,

01:40:06.480 --> 01:40:16.020

Tom Scholte: there's a rationale that was created it. But if it's not working, maybe that mental model needs to be pulled back from under the water, back up and look at it again. Do we need to change the rule?

01:40:16.650 --> 01:40:25.170



Tom Scholte: But that happens at a different level, not at the level of these staff that are being asked to implement the rule, and are getting caught in the in the crossfire of this.

01:40:26.340 --> 01:40:33.810

Tom Scholte: And it's come up to me a number of times, doing this scene in the play that this tends to happen, a lot. Not just,

01:40:34.350 --> 01:40:42.630

Tom Scholte: "Oh, this is a bad rule." But when faculty actually don't understand the rules, and then are being, sort of,

01:40:43.140 --> 01:40:50.640

Tom Scholte: held to account for the nature of that rule, when they have to explain it to them. So, this seems to me a one that's really rich for more deep diving around the

01:40:51.480 --> 01:41:01.350

Tom Scholte: the iceberg model, in terms of how do we make these things clear? So that a systemic- This is the idea of how systemic structure is now pitting these people against each other.

01:41:01.620 --> 01:41:09.870

Tom Scholte: There are deep interpersonal problems with the ways this is being dealt with in our original play, and there is also a systemic piece, that is

01:41:10.260 --> 01:41:21.000

Tom Scholte: leading them to this bottleneck where this behavior kind of takes place. And so, there's lots of different places- And the greatest leverage, in this moment, in many ways, would be to examine that rule.

01:41:21.960 --> 01:41:39.510

Tom Scholte: There also needs to be examination of: the faculty member needs to examine, you know, "How do I, how do I think about staff risk? How do I think about the value of their work?" Etcetera. So yeah, lots of learning for everybody. James, anything else you want to say about this encounter?

01:41:40.110 --> 01:41:48.900

James Ellis (he/him): No. It's so great to see Mary jump in and and ask for help, and and I hope I wasn't trampling too much, as I tend to do.

01:41:49.770 --> 01:41:52.350

Tom Scholte: Thank you, James! Jen anything else you want to say about this?

01:41:53.160 --> 01:42:00.390

Jen: Yeah, I just want to quickly say that as long as our pinnacle of value is finance, I'm going to keep behaving this way.

01:42:00.870 --> 01:42:06.960

Tom Scholte: Hmm. Thank you. Mary anything else? You get the last word. Anything else you want to say about this interaction?

01:42:08.220 --> 01:42:14.640

Mary Bunka: No. Just that I'm glad I participated, and I'd encourage others to do the same. And yeah, appreciate the help James.

01:42:14.670 --> 01:42:20.850

Tom Scholte: Awesome. Thank you very much, Mary. Okay great, so we're running short on time.

01:42:21.810 --> 01:42:29.880

Tom Scholte: And, unlike other types of sessions, we don't save time for Q and A, because what we actually want is to send you out of here bubbling with things you need to say,

01:42:30.150 --> 01:42:39.750

Tom Scholte: so that you'll turn to someone else who was in this meeting too, and have that conversation with them. So that we send all the energy that we hope this provokes in you rippling out

01:42:40.080 --> 01:42:44.460

Tom Scholte: through your own networks of conversation, where the hopefully they have even more

01:42:45.420 --> 01:43:00.540

Tom Scholte: purchase, so to speak, than in our meeting here. So, we will jump now to the scene in the room, between Roquela and Jen, where the two faculty members are now in this

01:43:01.410 --> 01:43:13.260

Tom Scholte: lounge. This is an interesting scene, not a scene with the same kind of clear-cut conflict as maybe some of the other scenes. But I like to think of this scene as, in the original play,

01:43:14.010 --> 01:43:25.020

Tom Scholte: as a kind of a missed opportunity. And I hope that that that's come through for you in the audience. So, if you see an opportunity to replace either of these characters, and maybe

01:43:25.980 --> 01:43:29.070

Tom Scholte: turn this missed opportunity into a kind of opportunity,

01:43:29.790 --> 01:43:41.250

Tom Scholte: we welcome your, we welcome your participation, as always. So I'm going to get out of the way. The scene will begin. And you know what to do: just write "stop" in the chat, and we'll see how much we can get into with just the time we've got left.

01:43:42.330 --> 01:43:43.470

Tom Scholte: All right, off we go.

01:43:48.420 --> 01:43:49.170

Roquela Fernandez: Hi Jen.

01:43:51.090 --> 01:43:51.780

Roquela Fernandez: Is everything alright with you?

01:43:53.400 --> 01:43:54.840

Jen: I've just been accused of bullying.

01:43:55.950 --> 01:44:01.410

Roquela Fernandez: Bullying? Get over it! As of today, I'm officially a racist.

01:44:03.180 --> 01:44:06.750

Jen: You? But you put Amir and Zhou on your research team!

01:44:07.770 --> 01:44:10.380

Roquela Fernandez: I know. I know. And this is the thanks I get.

01:44:11.430 --> 01:44:16.890

Roquela Fernandez: Amir was actually the one who made the complaint. And now they have the file on me. I know.

01:44:17.280 --> 01:44:18.390

Jen: Oh, my God.

01:44:18.690 --> 01:44:29.460

Roquela Fernandez: I know, I know. the entire University has lost its mind in order to coddle a bunch of special snowflakes. They'll get trampled out there in the real world.

01:44:33.720 --> 01:44:35.040

Jen: Is there something we're missing here?

01:44:37.260 --> 01:44:37.950

Roquela Fernandez: What do you mean?

01:44:40.140 --> 01:44:46.260

Jen: I don't know. I mean well there's a lot of smart people at this university. Are we... ?

01:44:47.700 --> 01:44:58.740

Roquela Fernandez: Oh, no. No, no, no. Do not give into the hysteria. We just have to keep our heads down and ride this out. The world will go back to normal eventually.

01:45:02.100 --> 01:45:02.880

Jen: I don't know...

01:45:08.340 --> 01:45:10.080

Roquela Fernandez: Hey. You want to get out of here and go get a drink?

01:45:11.310 --> 01:45:15.480

Jen: Yeah. That sounds like a great idea. We'll charge it to the university.

01:45:21.930 --> 01:45:23.460

Tom Scholte: Okay. So here we are.

01:45:24.690 --> 01:45:25.770

Roquela Fernandez: Tom Scholte: Two ships.

01:45:25.860 --> 01:45:28.530

Tom Scholte: Well, I guess, they go together. They go off to get a drink.

01:45:29.010 --> 01:45:30.900

Tom Scholte: Um, we'll just do a quick,

01:45:32.790 --> 01:45:41.040

Tom Scholte: I'll just do a quick auction to see if anyone wants to step into either of those roles. I know it's tricky because they have attitudes. But, um,

01:45:42.690 --> 01:45:50.820

Tom Scholte: Jen has posed the question in this scene: "Is there's something we're missing? There's a lot of smart people at this university, I wonder if there's something we're missing?"

01:45:52.260 --> 01:46:01.680

Tom Scholte: And Roquela says, "No! No, no, no, no, no." Is there anything anyone wants to try to move into this opening between two

01:46:03.060 --> 01:46:06.600

Tom Scholte: of the privileged ones, so to speak, alone in a room together?

01:46:07.890 --> 01:46:11.190

Tom Scholte: Anyone want to give a shot? Going once.

01:46:12.660 --> 01:46:14.400

Going twice.

01:46:15.690 --> 01:46:26.880

Tom Scholte: Gone. Okay, this is one conversation that we will leave for today. So let's jump to the very last scene with James coming to see Spring. And

01:46:27.390 --> 01:46:30.810

Tom Scholte: let's see if there any other remaining ideas in the audience

01:46:31.410 --> 01:46:41.490

Tom Scholte: for ways to change, to move through blockages in this scene. So James is now coming to see Spring. And, of course, we're pretending none of the other interventions we've seen today have happened.

01:46:41.850 --> 01:46:49.170

Tom Scholte: All right! You know the way it works, hit stop, press stop in the in the chat, and we'll try your idea. Here we go.

01:46:52.260 --> 01:46:52.800

James Ellis (he/him): Hi.

01:46:54.240 --> 01:46:55.890

Spring Gillard: James! Come on in.

01:46:56.820 --> 01:46:57.630

James Ellis (he/him): How are you doing?

01:46:58.500 --> 01:47:00.450

Spring Gillard: Good, good. It's good to see you.

01:47:02.340 --> 01:47:07.350

James Ellis (he/him): I wish this was under better circumstances. I know what a tough day you've probably been having.

01:47:08.100 --> 01:47:09.300

Spring Gillard: Yeah... What's up?

01:47:10.260 --> 01:47:16.740

James Ellis (he/him): Well, I just ran into Jen and she's up to her old tricks again. I'm sorry to say, I witnessed her bullying Asmin.

01:47:17.520 --> 01:47:19.620

Spring Gillard: Sorry, what what happened between them?

01:47:20.490 --> 01:47:25.860

James Ellis (he/him): I overheard an uncomfortable conversation about expenses. And you know that Asmin is still on probation.

01:47:30.120 --> 01:47:35.400

Spring Gillard: This expenses thing is so complicated, James. People have those kinds of conflicts all the time.

01:47:36.330 --> 01:47:47.280

James Ellis (he/him): They do, but she was trying to get as many to do something that she was very uncomfortable with. So, I've written it all down, I've sent it in an email, and I have a copy. Here, look.

01:47:49.050 --> 01:47:50.610

Spring Gillard: You wrote it down?!

01:47:51.570 --> 01:47:58.350

James Ellis (he/him): Yes, and I sent it to you. I wanted to make sure that you had all the facts, so you could launch an investigation.

01:47:59.010 --> 01:48:10.380

Spring Gillard: Okay. hold on a second. I'm glad you brought it to me - it's important to address it. But you know, James, when you write something down, it becomes way more formal than it needs to be.

01:48:10.920 --> 01:48:18.300

Spring Gillard: If this is a misunderstanding, we can probably figure it out. Can you just take this back, and un-send the email?

01:48:20.280 --> 01:48:25.860

James Ellis (he/him): I'm sorry. You have to do something about this. This is something that happens way too often, and you have to-

01:48:26.040 --> 01:48:29.790

Tom Scholte: Great! We've got a "stop"! Suhail.

01:48:30.960 --> 01:48:32.910

Tom Scholte: Suhail, please turn on your camera.

01:48:33.540 --> 01:48:33.960

Suhail Marino: Yes.

01:48:35.310 --> 01:48:36.000

Suhail Marino: Hi.

01:48:36.390 --> 01:48:36.840

Tom Scholte: Hi.

01:48:37.200 --> 01:48:38.400

Suhail Marino: Is it? Oh, hold on a second.

01:48:38.520 --> 01:48:41.040

Suhail Marino: You hear me? Okay, hi.

01:48:41.490 --> 01:48:42.930

Tom Scholte: Am I pronouncing that correctly?

01:48:43.110 --> 01:48:44.010

Suhail Marino: Suhail, actually.

01:48:44.160 --> 01:48:47.610

Tom Scholte: Suhail, Suhail. Thank you so much. Who would you like to replace?

01:48:47.670 --> 01:48:49.230

Suhail Marino: I would like to take James.

01:48:49.620 --> 01:48:52.710

Tom Scholte: Okay. And where in the scene, would you like to take it? From the top, or?

01:48:52.770 --> 01:49:00.360

Suhail Marino: I would like Spring to say again about formalizing. To, "Once you have your write it down, you formalize it."

01:49:00.360 --> 01:49:01.830

Tom Scholte: Makes it formal?

01:49:02.700 --> 01:49:05.340

Tom Scholte: Okay. Alright, when you're ready.

01:49:08.940 --> 01:49:18.870

Spring Gillard: Okay, so hold on a sec. I'm glad that you've brought it to me - it's important to address it. But you when you write it down, this becomes way more formal than it needs to be.

01:49:19.200 --> 01:49:26.610

Spring Gillard: If this is a misunderstanding, we can probably figure it out. Can you just take this back, and un0send that email?

01:49:27.090 --> 01:49:30.480

Suhail Marino: Spring, I can't do this. It wasn't just a misunderstanding.

01:49:32.040 --> 01:49:45.990

Suhail Marino: She was asking her to do something that contravenes our policy at UBC. I also believe she was up her old tricks of bullying, so I do think this has to be formally investigated. I'm sorry, but I will not do this.

01:49:48.090 --> 01:50:01.500

Spring Gillard: Well, I'm going to have to know a lot more about this and, I'm telling you, I'm just so sick of this kind of stuff landing on my desk. I mean, why didn't you intervene in the moment? She's your staff person.

01:50:03.360 --> 01:50:14.490

Suhail Marino: You know what, I have tried. I did talk to her. She was not willing to listen to me. But I do believe that, unfortunately, this comes to you. I mean, you're the next person in line.

01:50:15.000 --> 01:50:17.250

Suhail Marino: And this is something that has to be dealt with.

01:50:17.520 --> 01:50:29.730

Spring Gillard: But hang on. You were listening in on the conversation, and you didn't intervene for this junior staff person? I just don't understand what why you didn't step in and-

01:50:29.760 --> 01:50:32.520

Suhail Marino: Unfortunately, I wasn't able to do it at that time.

01:50:32.670 --> 01:50:47.940

Suhail Marino: And that's why I made a point of going to speak to her directly. And when she was not willing to listen to me, to even understand that what she had asked was inappropriate, and actually illegal under policies. I had to come to you. She's not willing to take any accountability.

01:50:48.600 --> 01:51:01.770

Spring Gillard: Well, I'm going to have to have a conversation with Jen, and now I guess I'm going to have to talk to this, your staff person as well, to get a more complete picture of what's happened here.

01:51:02.370 --> 01:51:11.490

Suhail Marino: Well, like I said, I put everything in the email and I'd be happy to meet with you again once you've had a chance to review it. And I'll go through it. And yeah, I have no problem going forward with this.

01:51:12.480 --> 01:51:18.210

Tom Scholte: Freeze. Okay, frozen in this moment, "I want..." Spring, "I want..."

01:51:19.740 --> 01:51:23.310

Spring Gillard: I want Suhail to do her job.

01:51:24.450 --> 01:51:27.240

Tom Scholte: "I want Suhail to do her job." Suhail.

01:51:29.430 --> 01:51:33.990

Suhail Marino: I want to be able to do my job, but with faculty is very difficult.



01:51:34.770 --> 01:51:44.730

Tom Scholte: "I want to be able to do my job, but with faculty is very difficult." A wish. You can wave a magic wand and change anything in the universe. Spring, "I wish..."

01:51:47.280 --> 01:51:48.090

Spring Gillard: I wish

01:51:50.220 --> 01:51:56.970

Spring Gillard: faculty wouldn't keep throwing things on my desk and missing steps that they could have taken.

01:51:57.690 --> 01:52:03.870

Tom Scholte: "I wish faculty wouldn't keep throwing things on my desk and missing steps they should have taken."

01:52:04.260 --> 01:52:05.520

Spring Gillard: Sorry, I meant "staff".

01:52:05.640 --> 01:52:09.630

Tom Scholte: Okay, but there's steps that they're missing, that they could have taken and

01:52:09.630 --> 01:52:11.730

Tom Scholte: instead, they're just bringing it to your desk, yeah?

01:52:12.360 --> 01:52:14.610

Tom Scholte: Okay, "I wish..." Suhail.

01:52:16.410 --> 01:52:20.160

Suhail Marino: I wish faculty would learn policy and I adhere to them.

01:52:20.910 --> 01:52:25.470

Tom Scholte: "I wish faculty would learn policy and adhere to them." Wow. That's a good use of magic.

01:52:27.210 --> 01:52:32.160

Tom Scholte: And finally, secret thoughts. Something that is true for you as this character,

01:52:33.570 --> 01:52:43.170

Tom Scholte: but that you would not say out loud in front of this other character, under any circumstances, but it's true for you. Commit to it and don't change it when you hear what the other person says. Spring.

01:52:46.290 --> 01:52:47.520

Spring Gillard: Suhail is

01:52:50.280 --> 01:52:56.670

Spring Gillard: a litigious personality, who just keeps bringing things to me and nitpicking and just

01:52:57.780 --> 01:53:01.140

Spring Gillard: taking her job way too seriously.

01:53:01.890 --> 01:53:10.980

Tom Scholte: Suhail is a litigious personality, who just keeps nitpicking, bringing things to me, and takes her job way too seriously. Suhail, secret thought.

01:53:12.960 --> 01:53:18.330

Suhail Marino: I wish when you brought faculty issues to other faculty, they would take it serious and not just

01:53:19.380 --> 01:53:20.280

Suhail Marino: take one for the team.

01:53:21.240 --> 01:53:23.100

Tom Scholte: Sorry. I'm sorry, can you say that again?

01:53:24.120 --> 01:53:30.300

Suhail Marino: I wish, when I brought faculty issues to another faculty, they would take it serious, and not just take one for the team.

01:53:30.480 --> 01:53:43.860

Tom Scholte: Okay, "I wish, when I brought faculty issues to another faculty, they would take it seriously and not just take one for the team. Okay, great. So, with just a few minutes left just, Suhail, are you as this character getting what you want?"

01:53:45.990 --> 01:53:53.190

Suhail Marino: Well, she's going to investigate it, yeah. So I think she's going to take it serious and she's going to go through the process, so I believe so.

01:53:53.700 --> 01:53:55.290

Suhail Marino: Under duress, yes, but.

01:53:55.590 --> 01:53:59.610

Tom Scholte: Under duress, but you what you want, most is that investigation, and now it's going to happen.

01:54:00.120 --> 01:54:07.080

Tom Scholte: And Marie is saying, "Suhail was not the manager of the faculty, it is not her position to tell faculty what to do, and the new staff is doing her job."

01:54:07.440 --> 01:54:11.790

Tom Scholte: So Spring, you mentioned the sense that people are missing steps and it's coming to you.

01:54:12.240 --> 01:54:27.510

Tom Scholte: And you said it gets more formal than it needs to be. In the original script you say, "Why can't we just work this out?" So, what sort of process would you prefer them to be using, than asking for the formal investigation?

01:54:30.630 --> 01:54:35.820

Spring Gillard: Well, I think there were some conversations that were skipped. And, um,

01:54:36.930 --> 01:54:48.180

Spring Gillard: you know. I mean, Suhail was eavesdropping on a conversation, and was well aware of what was going on, and in my opinion should have intervened

01:54:49.950 --> 01:54:53.520

Spring Gillard: in that situation as senior staff.

01:54:55.620 --> 01:55:02.250

Spring Gillard: And I'm not convinced I'm going to do the investigation, but at least I'm going to have some conversations.

01:55:03.870 --> 01:55:16.080

Tom Scholte: Although you may find yourself that you're obligated to make an investigation, if the fact that this person has put it in writing, and bullying is, you know, bullying's got a very specific meaning.

01:55:17.550 --> 01:55:20.940

Tom Scholte: And of course, you know, what we saw in the scene

01:55:23.550 --> 01:55:34.800

Tom Scholte: that this is referring to, is mentioning that she's on probation, which is very clearly spelled out in the respectful environment statement: you cannot threaten

01:55:35.130 --> 01:55:41.070

Tom Scholte: another person's- So, this is a clear cut case of violation of the Respectful

01:55:41.340 --> 01:55:55.530

Tom Scholte: Environments Statement. What about formal procedures is making you, I mean, we saw earlier you're ready to, you're ready to give up being the head. What is it about these formal investigation procedures that just makes you want to avoid them, and seemingly at all costs?

01:55:57.690 --> 01:56:07.230

Spring Gillard: I think that it's becoming a very toxic environment in the department and there's been so, so much of this.

01:56:08.940 --> 01:56:11.490

Tom Scholte: It's coming on the heels of the one that just concluded with Roquela.

01:56:11.490 --> 01:56:19.320

Spring Gillard: Yes, and so there's a lack of trust in the department, broken relationships.

01:56:21.180 --> 01:56:30.060

Spring Gillard: I just feel like important conversations aren't happening, before making it. We're going from zero to 100 miles an hour on these things without

01:56:31.200 --> 01:56:33.630

Spring Gillard: maybe doing some intervening steps.

01:56:34.620 --> 01:56:46.800

Tom Scholte: And is there a sense you feel that those intervening steps can avoid some of the longer term damage that you feel, that you just referred to, that comes out of a out of a formal procedure?

01:56:47.640 --> 01:56:48.330

Spring Gillard: Yes.

01:56:49.770 --> 01:56:54.630

Tom Scholte: Okay. So, Suhail, having heard that, how does that strike you? This sense that

01:56:55.710 --> 01:57:07.410

Tom Scholte: some conversations might be able to solve this in a way that doesn't have the same kind of long-term impact on relationships, than a formal investigation does? How does that strike you?

01:57:08.550 --> 01:57:10.170

Suhail Marino: I don't know if I agree with that.

01:57:12.450 --> 01:57:15.510

Suhail Marino: I believe that- Am I James, still?

01:57:16.230 --> 01:57:22.920

Suhail Marino: Am I still James? So, I believe that I tried to speak with, I forget the faculty name-

01:57:24.090 --> 01:57:24.510

Tom Scholte: Jen.

01:57:26.070 --> 01:57:29.580

Tom Scholte: Jen, Jen.

01:57:29.790 --> 01:57:47.970

Suhail Marino: Jen. I mean, I did try to speak with Jen. I did try to do that one step. I spoke with Asmin, as well. And I do think that's part of the process of speaking with two people - trying to reach the individual. Um, so I do think that process was happening, I just couldn't go any further, so I had to formalize it and go higher.

01:57:48.720 --> 01:57:56.670

Tom Scholte: Great, thank you. Okay, I know we've got right to the last minute. So I'm just going to ask, Spring, quickly is there anything else you want to say about this intervention?

01:57:58.320 --> 01:57:59.280

Spring Gillard: I hate my job.

01:57:59.550 --> 01:58:04.680

Tom Scholte: You hate your job. Suhail, thank you so much. Is there anything else you want to say? You get the last word on this one.

01:58:05.700 --> 01:58:09.210

Suhail Marino: I cannot understand your job so, glad I don't have it!

01:58:09.870 --> 01:58:13.020

Tom Scholte: Yes, okay. Thank you very much Suhail. Right it's 1:58:52.

01:58:15.240 --> 01:58:17.670

Tom Scholte: Ashra's, put in the chat, "Thank

01:58:18.840 --> 01:58:28.800

Tom Scholte: you for a great session." My pleasure. I hope I hope everyone found it as rich as I certainly did. I've learned a ton today. So a huge thank you, most of all- A) There is our amazing

01:58:29.880 --> 01:58:35.310

Tom Scholte: community of practice, that come forward on a volunteer basis as actors. And then there's all of you who stepped into these

01:58:36.000 --> 01:58:40.050

Tom Scholte: as interveners. What a rich- You know, we learn-

01:58:40.500 --> 01:58:52.080

Tom Scholte: What this work does is mobilize the wisdom that's already in this group. We didn't come here to teach you anything. We came here to learn with you, and I know I sure as hell did a ton of learning today, and I hope, by the same is true for others.

01:58:53.070 --> 01:58:56.400

Tom Scholte: So I'll turn it back over to Rosalyn for any final thoughts.

01:58:57.870 --> 01:59:04.950

Roslyn Goldner: Thank you, Tom, Roquela, Conflict Theatre actors. It was- I laughed, I cried. It was a great session.

01:59:05.400 --> 01:59:21.540

Roslyn Goldner: Particularly grateful to the people who stepped in. I add a few moments there, where I was holding my breath thinking, "Oh no! We're not going to move forward." And so, to all the people cried, "stop", I applaud you. And another very rich session.

01:59:22.740 --> 01:59:29.040

Roslyn Goldner: This will not be the last gig for Conflict Theater in the Faculty of Medicine, so stay tuned.

01:59:30.180 --> 01:59:40.590

Roslyn Goldner: Please take a moment and, really, it takes two minutes to fill out the survey. It's really important because it gives us information that we can use to plan future sessions.

01:59:41.070 --> 01:59:52.920

Roslyn Goldner: And any questions, about either today's event, or suggestions for future events, can be sent to us at the REDI office - [REDI.office@ubc.ca](mailto:REDI.office@ubc.ca).

01:59:53.520 --> 02:00:05.730

Roslyn Goldner: We hope to see you at our next session in September. Enjoy the glorious weather, and your time living, working, and playing on this beautiful land. Take care everybody.