Tennessee v. Meta
Case No. 23-1364-IV

DX3545

Jason Sattizahn & Ayfer Gokalp:

Documentation regarding 2023 work issues

Author: Jason Sattizahn (often using third-person)
Created: November 5, 2023
Last edited: November 9, 2023

This document is a record of events that primarily took place between two Meta RL employees - **Jason Sattizahn** (UX research, VR Trust) and his manager **Ayfer Gokalp** (UXR Manager, VR Integrity).

These events were documented due to the concerning work environment and forms of support/communication provided from Ayfer Gokalp during 2023. Jason (myself) became aware of this shift in Ayfer Gokalp's behavior around March, 2023, pertaining to UXR projects. Once back from recharge in July, 2023, Jason noticed these issues being directed more specifically at him, and Jason began documenting/discussing these issues with Ayfer Gokalp's manager (Tim Loving) and leaving Ayfer feedback.

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I. Executive summary of 2023 events



What has been happening in 2023?

- In early 2023 (~April '23), VR Trust UXR teammates (also reporting to Ayfer Gokalp) approached me for help regarding issues they saw with Ayfer's communication and behavior
    - ***Impact***. I took on extra work by offering these teammates advice and helping them work through how to approach these situations

- In H1 '23, I went on medical leave and recharge nearly back-to-back, working only ~8 weeks of 6mo. When returning from this time in July 2023, I noticed a stark, negative shift in how Ayfer communicated and behaved towards me; I immediately discussed with her manager, documented and left feedback
    - ***Impact***. Ayfer's actions caused confusion, stress/anxiety, negatively impacted team productivity and team morale
    - ***Impact***. Ayfer's communication (esp. with XFN) led to confusions that created work for myself and threatened relationships I have with others

- Throughout '23, I proactively gave Ayfer feedback about how her behavior & communication negatively affected my work and the feedback she provided
    - ***Impact***. This was extra work & a source of ongoing stress this half

- Throughout '23, I proactively sought feedback from Ayfer, esp. after mid-cycle performance reviews; Ayfer failed to provide me meaningful feedback
    - ***Impact***. I felt a strong lack of managerial support this half; Ayfer failed to offer actionable feedback, discuss issues that arose

- After Ayfer continued to not respond to feedback, I scheduled and shared with Ayfer notes for a Crucial Convo (Nov. '23); after sharing these notes, Ayfer scheduled a "performance trajectory" convo to occur *before* the crucial convo and explicitly stated she want to have this talk *before* the Crucial Convo
    - ***Impact.*** Ayfer's critical performance talk felt in direct retaliation of the key feedback I was leaving for us to improve how we work
    - ***Impact.*** This behavior makes me I cannot be successful in my role on this team, and it doesn't make me feel stable being open and vulnerable with my manager in a space/role that demands it

- **Out of interest for both my career and my mental health, I think it's best that I switch teams within Meta**

How has Ayfer's behavior shifted from 2022?

Consistency in communicating expectations and needs

- In 2022, I observed no issues with Ayfer offering conflicting or inconsistent information regarding her expectations or her needs
- In 2023, Ayfer's communication is inconsistent quite frequently; Ayfer will often say things that end up later conflicting with past information she's said
    - [Ex.1] In our H2 '23 offsite, Ayfer said she didn't want to have to review all her IC's UXR reports due to time cost; two weeks later, she shared frustration that I (and another IC) didn't ask her to review a report, and she stated we should be passing all reports to her before posting
    - [Ex.2] In the mid-cycle performance review I set up with Ayfer, Ayfer directly agreed to what projects would be in-scope; later, she repeatedly asked me if I believed these projects were worth my time

Providing actionable feedback

- In 2022, Ayfer offered clear, actionable feedback. She would provide examples of projects, people or events, and tie these things directly to ways that you could improve or grow the effectiveness of your UXR
- In 2023, Ayfer's feedback is most often inaccessible and inactionable:
    - Feedback doesn't cite specific examples related to past experiences
    - The asks that Ayfer provides aren't well-defined; they're often general statements that don't tie to concrete action (e.g. "Connect the dots")
    - When asked for clarification, Ayfer often states that you should be able to understand what's being asked of you

Research leadership: Curiosity and willingness to explore.

- In 2022, I was able to openly talk with Ayfer about research ideas. I could talk about potential future-facing areas of VR research, "big bets" or how we might get ahead of shifts in the VR ecosystem. I was able to *think along with Ayfer*, doing the engaging, exploratory thinking that researchers should
- In 2023, this does not exist. When I bring up new ideas to explore, they're met with immediate criticism and judgment. It's difficult to talk with Ayfer about research projects or explore any new, exciting ideas. Ayfer's response is just cynicism. Ayfer has stopped engaging research as a "thought leader", which drops our team morale and the quality/scope of what we produce.

Bringing your authentic self to work

- In 2022, Ayfer was adamant and prided herself on sharing personal details of our lives with one another. Ayfer frequently asked about her team's personal lives, their hobbies and even just their hopes/goals for the future.
- In 2023, this has disappeared from how Ayfer interacts with our team. This actually felt quite extreme - what used to be conversations about family, friends, loved ones, etc., have become boilerplate placeholders.

What context might relate to this shift in behavior?

Before saying anything else, I want to be clear: I neither know precisely what's caused this shift in Ayfer's behavior, nor is it my place to know. Rather, my goal here is to share a variety of pieces of context that I am knowledgeable about. This may be effective to help contextualize the shift in behavior:

Project Horton causes a lot of pressure.
At the end of H2 2022, Ayfer approached myself and a teammate (Cayce Savage) separately in order to discuss leading a research project in Germany ("Project Horton"). For different reasons, Cayce and I both refused to take lead on the project. For myself, I knew I would be out of the office for almost all of H1 '23 (medical leave and recharge), so I told Ayfer it would be irresponsible of me to sign on as the lead. I did, however, agree to help out with specific parts of the workstream. I was very clear with the support I would provide vs. what I would not provide.

Project Horton continued anyway, and it was a very large financial and political investment for Meta. Needless to say, Project Horton wasn't as successful as one might hope (see more here), and this has likely led to numerous down-stream, stressful effects.

I am out of the office for quite some time.
I'm Ayfer's most senior IC, and I was out of the office for nearly 4 of the 6mo of H1 2023. I know this likely caused an increase in workload, stress and managing asks from XFN, especially in the broad scope Ayfer covers in Integrity.

Two of Ayfer's direct reports (that includes me) **enter into a relationship.**
During H1 '23, myself and another of Ayfer's direct reports entered into a romantic relationship and immediately disclosed this to Ayfer. I don't know if this caused Ayfer undue stress or changed Ayfer's perception of either of us. However, I did see evidence of how Ayfer treated the two of us shifting (see here) in ways that might not be appropriate for the workplace.

The VR Trust UXR team shrinks...and work stays the same.
In H1 '23, we lost two UXRs on our team. This was in the midst of the regulatory, compliance and highly sensitive issues our team deals with only increasing. I can see that this shift would cause increased stress and anxiety generally for the team, but might land even more with Ayfer.

Ayfer learns that someone she respected was the cause of Jason's harassment.

When I returned from recharge in July '23 (see below), Ayfer learned that the person who had sexually harassed me & threatened me was someone she didn't see in that light, at all. Ayfer directly stated that she had a good relationship with this person.

I cannot know if Ayfer knowing this information changed how she viewed her work, her work relationships or her relationship with me. However, it occurred.

What impact has this had on me?

You can read more about this in the personal document I originally wrote for myself (here) or the Crucial convo notes I wrote for Ayfer (here). However, I'll review a few key areas of impact that Ayfer's shift in behavior has had:

- **Comfort in talking to my manager.** I am uncomfortable speaking openly to my manager, either about my personal life or about my work projects
    - With my personal life, I worry I may have information used against me/negatively impact me in a way I can't control
    - With work, I worry that Ayfer's ineffective communication will cause thrash with other employees and create more work for me
- **Inability to parse feedback**. As shown in 2022 reviews and my 2023 actions documented here, I am open to and seek out feedback; however, the unclear and contradictory nature of Ayfer's feedback make growth incredibly difficult
- **Confusion.** I am often confused with my work in relation to Ayfer; I don't know where I stand with her or what her thoughts are about UXR/project directions
- **Stress**. This pattern of communication has causes unnecessary stress, anxiety and preoccupation about work; Ayfer's communication biases me to doubt myself, my work and even my career at Meta
- **Increased workload.** Ayfer's communication has caused an increase in the amount of work I have to do, in terms of addressing miscommunications with others, addressing misinterpretations she has on my work
- **Team productivity & morale**. The team productivity and morale has suffered; we are focusing on rote, reactive pieces of work and not growing or establishing ourselves as a team

II. Summarized timeline of 2023 events

- August 25, 2022. Ayfer first contacts VR Trust UXR about a research trip in Germany (aka "Project Horton")
- November 2, 2022. Jason formally informs Ayfer he'll be on medical leave 1/6/2023), but has not told Ayfer the reason why. Based on their past talks,

Jason reiterates this will impact Germany UXR, but that Jason is still working to help w the developer portion of work

- November 14, 2022. Ayfer gets approval for her team to run a privacy-related UXR study focused on the German market
- November 29, 2022. Ayfer requests that Dana Phelps (soon to be team mate) be formally read into the Germany UXR trip
- January 5, 2023. After the new year, Ayfer reaches out to the VR Trust UXR group chat to continue set up the "Project Horton" UXR set for Germany
- **January 17, 2023. Jason Sattizahn goes on leave due to ongoing sexual harassment/death threat from XFN teammate (Christine Liu)**
- January 19th, 2023. Dana Phelps officially joins Ayfer Gokalp's UXR team.
- **March 6, 2023. While on medical leave, Jason dials into '22 PSC review with Ayfer Gokalp; Jason gets a "Exceed Expectations"**
- March 19, 2023. Jason returns to work after leave
- March 23, 2023. Jason flies to Germany for "Project Horton" UXR on Privacy in Germany. Jason's focus is specifically on executing the Developer-facing UXR
- April 4, 2023 (I). Due to issues with working with Ayfer, Dana Phelps decides to leave the Germany UXR trip that Dana is leading; Jason and Dana text about it
- April 4, 2023 II). During the Germany UXR trip, Ayfer tells Jason she is worried about the study; Jason defends the Developer-portion he agreed to run
- **April 4, 2023 (III). During the Germany UXR trip, Jason begins dating teammate Cayce Savage; the two of them report this to their manager, Ayfer Gokalp**
- April 5, 2023. Ayfer asks Cayce directly if Cayce is sleeping in Jason's hotel room; Cayce remarks to Jason at how odd this situation is for her
- April 6, 2023. Before Dana leaves Germany, Dana meets Jason & Cayce to hand off Germany UXR responsibilities; Dana describes (1) the negative impact Ayfer has had and (2) not being able to sleep because of this
- April 27, 2023. Team member Dana Phelps again approaches Cayce and Jason to discuss issues Dana has with Ayfer's communication & behavior
- May 4, 2023. Dana and Jason continue to talk about issues with Ayfer's communication; Dana again talks to Jason for advice on Ayfer's behavior
- May 16, 2023. Cayce Savage leaves Meta & Ayfer's team
- May 29, 2023. Jason Sattizahn takes recharge/PTO
- June, 2023. Dana Phelps leaves Meta & Ayfer's team
- July 12, 2023. Jason Sattizahn returns from recharge/PTO

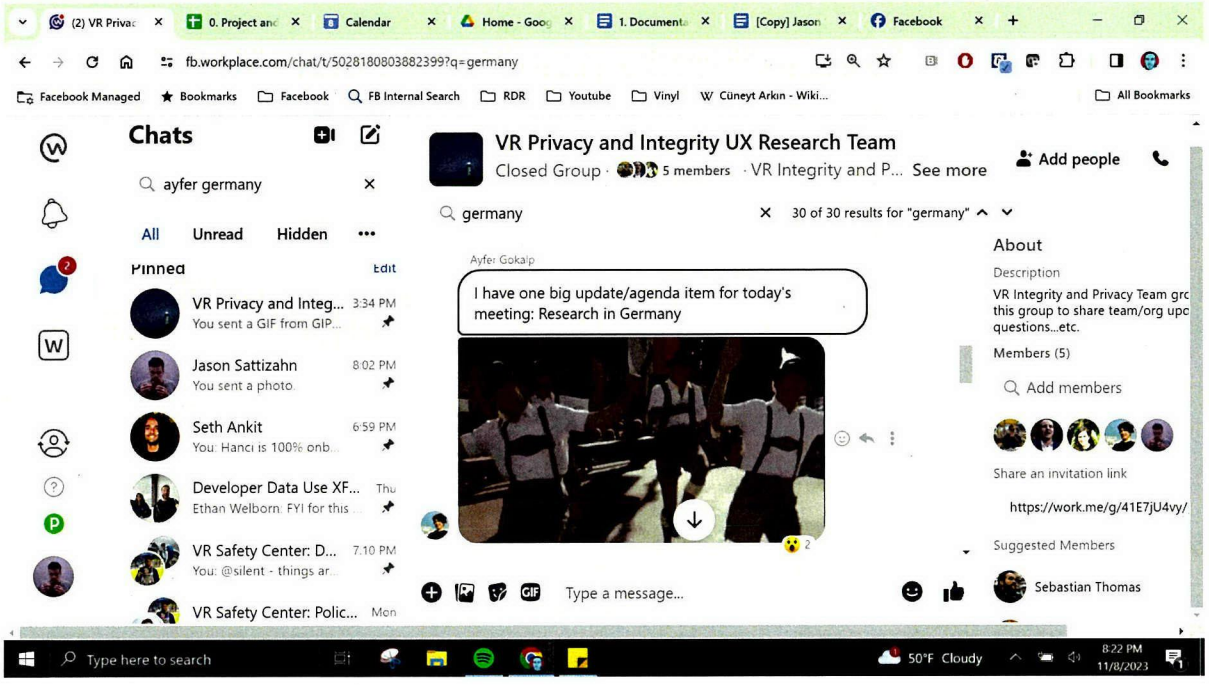
- **July 17, 2023. Jason and Ayfer have their first 1:1 post-recharge; following occurs:**
    - **Ayfer asks about past HR incident; Ayfer is shocked that the perpetrator was Christine Liu, citing Ayfer's positive, close relationship with Christine**
    - **Ayfer makes statements/claims about UXR projects that don't seem accurate to Jason; Jason leaves direct feedback on this confusion**
- July 18, 2023. Jason notices a shift in Ayfer's communication related to Jason's work; it's so strong that Jason schedules a discussion with w/Ayfer's manager
- **July 27, 2023. Jason writes formal, personal documentation on issues with Ayfer's behavior, the impact it has and Jason's concerns**
- **July 28, 2023. Jason meets with Ayfer's manager (Tim Loving) to discuss Jason's notes and observations about Ayfer's behavior**
- **August 8, 2023. Jason has his '23 mid-cycle performance review; Jason is awarded a "Below Expectations"**

- August 11, 2023. Jason meets again with Ayfer's manager, and outlines how Ayfer's behavior hasn't improved
-
- **September 28, 2023. Jason leaves Ayfer direct feedback in a 1:1 on how her communication is confusing and negatively impacts Jason's work**
- October 4, 2023. Jason proactively puts together document to review mid-cycle performance with Ayfer Gokalp
- October 5, 2023. Jason leaves in-person feedback to Ayfer and *confirms scope* for H2 '23; Jason later shares this with Tim, hoping the feedback will help
- **October 19, 2023. Jason continues to see issues in Ayfer's communication; Jason decides to leave more feedback to Ayfer and mentions directly to Ayfer his intent to do so**
- **October 26, 2023. Jason again talks to Ayfer's manager (Tim Loving), mentioning the Crucial Convo and shared notes directly with Tim**
    - **Later the same day, Jason schedules the Crucial Convo between Jason Sattizahn and Ayfer Gokalp**
- **October 27, 2023. Ayfer declines the Crucial Convo due to a busy schedule, but states that she is open to talking**
- **October 30, 2023. Jason reschedules the Crucial Convo for (11/3)**
- **October 31, 2023. Ayfer moves Crucial Convo to (11/10), citing a busy schedule**
- **November 1, 2023. Jason formally shares with Ayfer his Crucial Convo notes that discuss the impact of Ayfer's behavior on Jason's work**
- **November 2, 2023. After receiving Crucial Convo notes, Ayfer schedules a new meeting regarding Jason's performance trajectory; Ayfer's new meeting is scheduled (11/6) to occur *before* the Crucial Convo (11/10)**
- November 3, 2023. Ayfer creates, writes and shares with Jason a document that reviews and critiques Jason's 2023 performance; Ayfer again states she wants to talk about this (11/6), *before* the first scheduled Crucial Convo
- November 5, 2023. Jason is uncomfortable with the recent events, and Jason reaches out to his HRBP; Jason also informs Ayfer's manager of Jason's intent to switch teams
- November 6, 2023. Tim Loving connects Jason with an ERBP, Dana Ricciardi; later that day, Jason has the "performance trajectory" talk Ayfer scheduled

III. Detailed timeline of 2023 events

August 25, 2022

Ayfer first contacts VR Trust UXR about a research trip in Germany (aka "Project Horton")

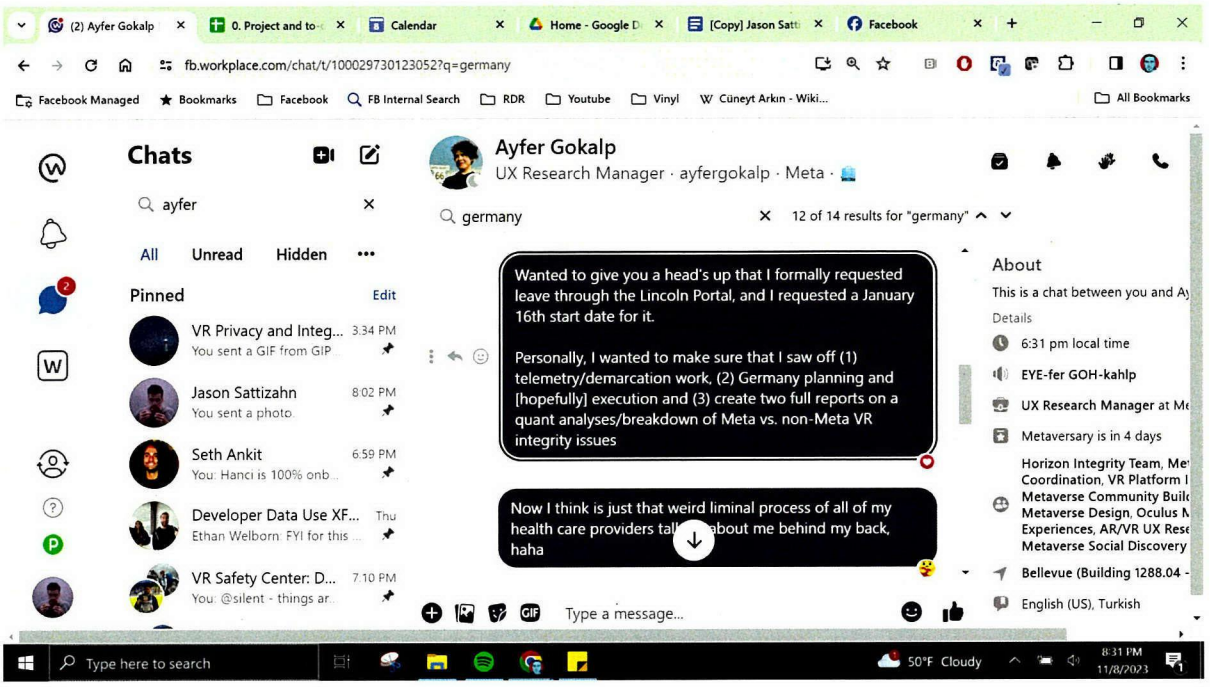


November 2, 2022

Jason chats Ayfer to formally inform Ayfer that Jason will be on medical leave starting January 16, 2023. Jason also reiterates that this impacts Germany UXR/planning and that he's addressing it.

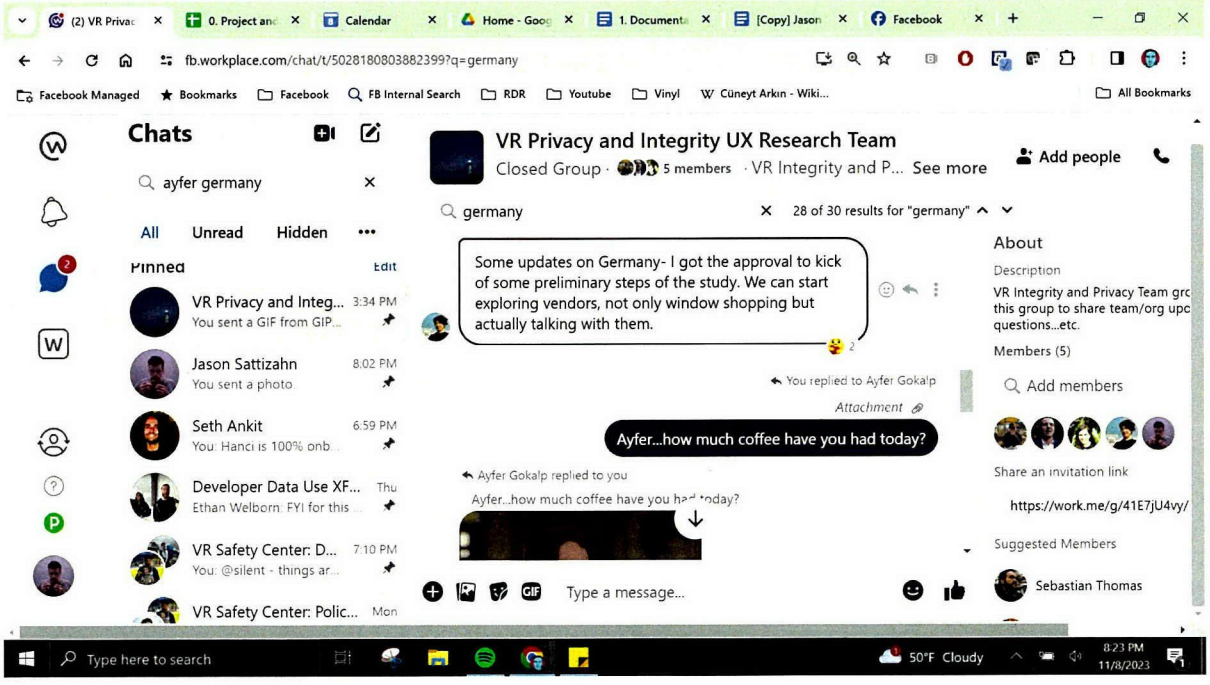
Jason also *has not* informed Ayfer about the purpose of Jason's medical leave, or the root cause of why this leave is occurring. For any reader's context, this medical leave was due to ongoing sexual harassment and a death threat experienced from co-worker *Christine Liu*:

- These events were confirmed via HR investigation
- Christine Liu is no longer with Meta (left Jan 6, 2023)
- See documentation of the harassment here



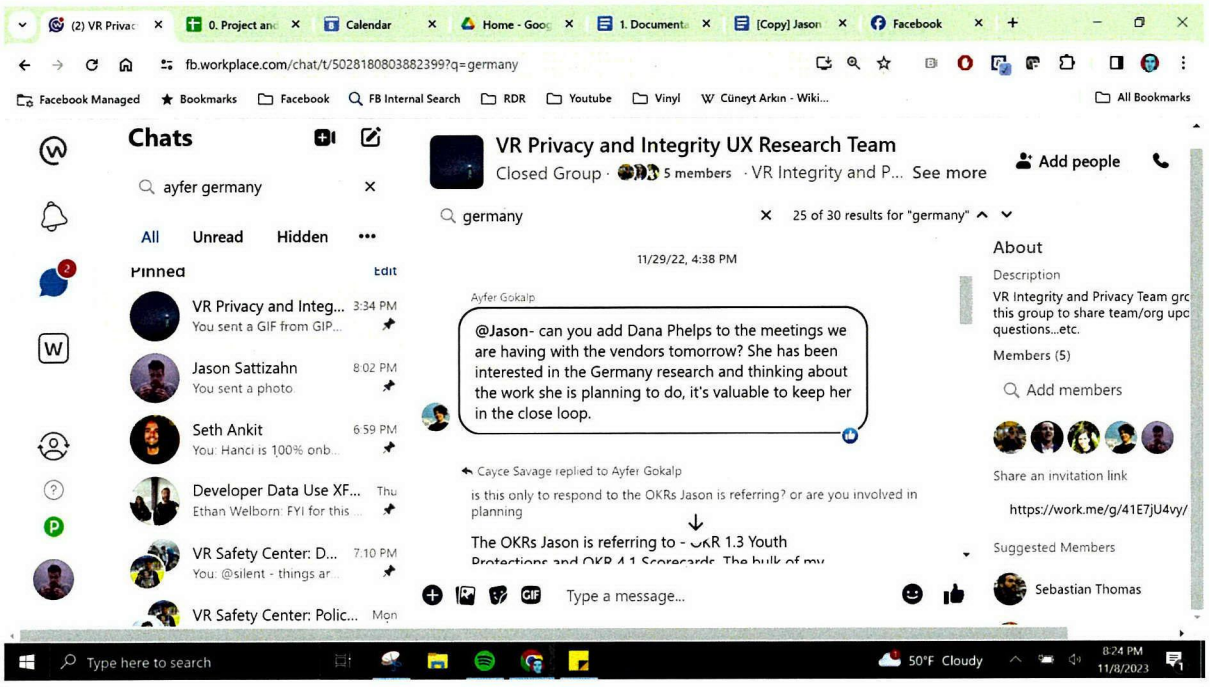
November 14, 2022

Ayfer gets approval for her team to run a privacy-related UXR study focused on the German market



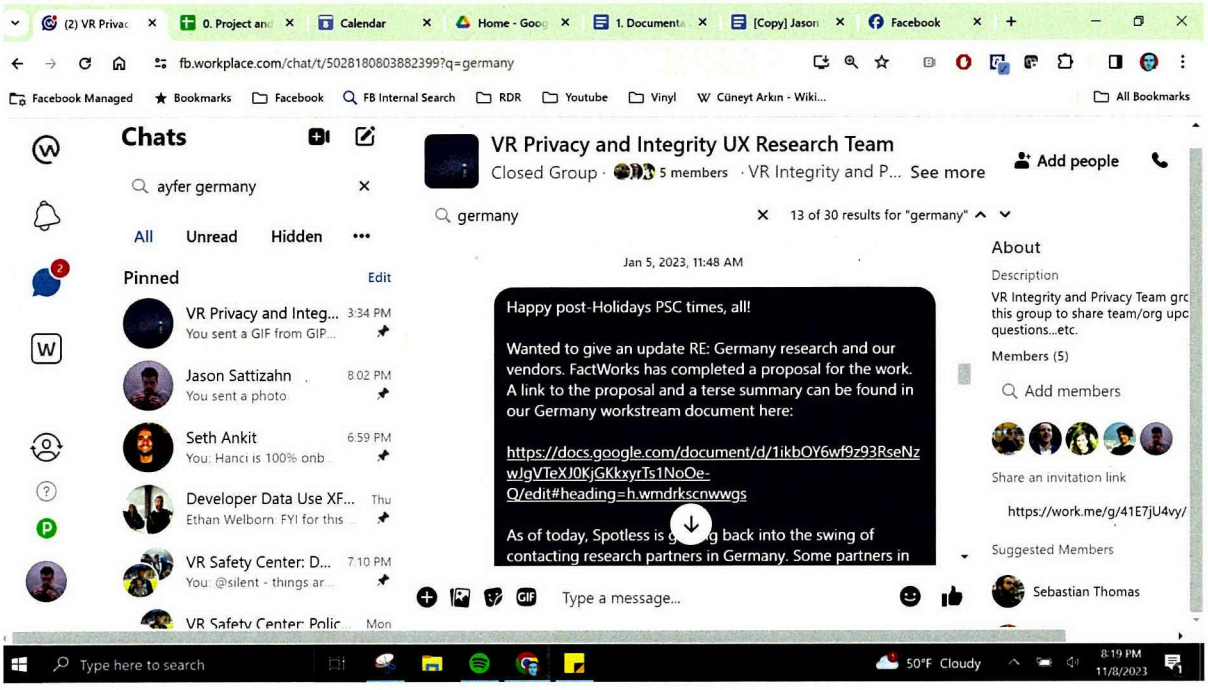
November 29, 2023

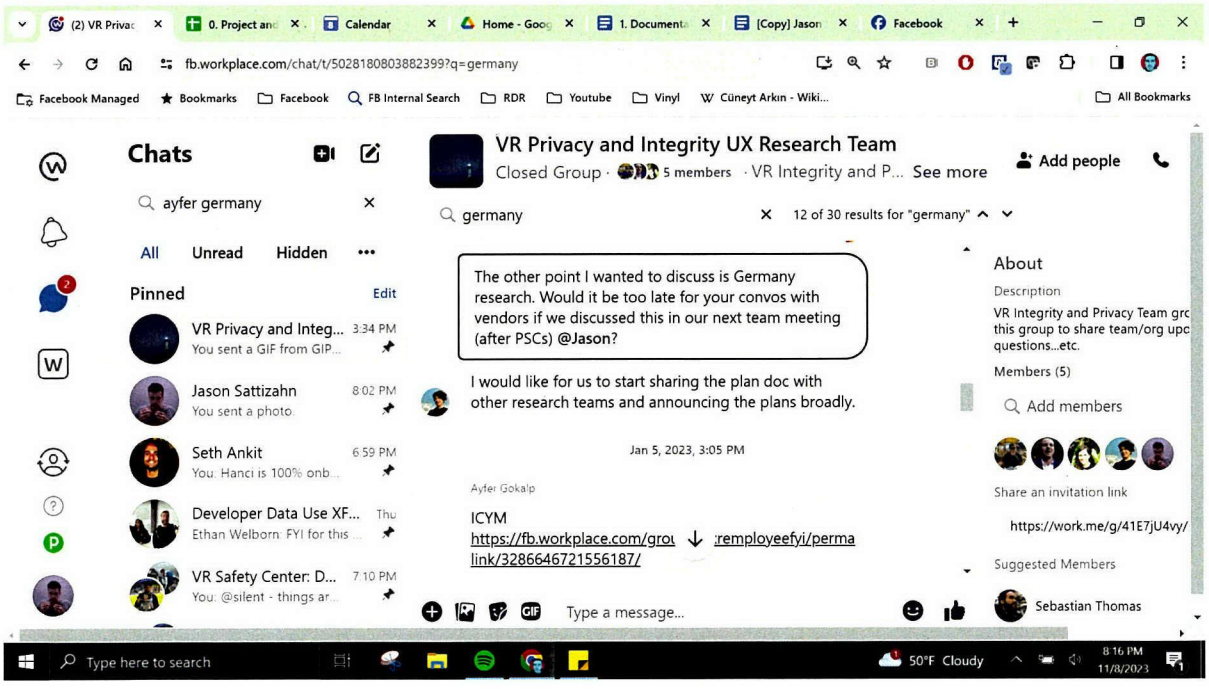
Ayfer Gokalp formally requests that Dana Phelps be read into the VR Trust UXR for Germany. Dana is not yet on Ayfer's team, but is in the process of transitioning:



January 5, 2023

After the new year, Ayfer reaches out to the VR Trust UXR group chat (with Cayce Savage and Jason Sattizahn). Her goal is to set up the "Project Horton" UXR set for Germany:





January 17, 2023

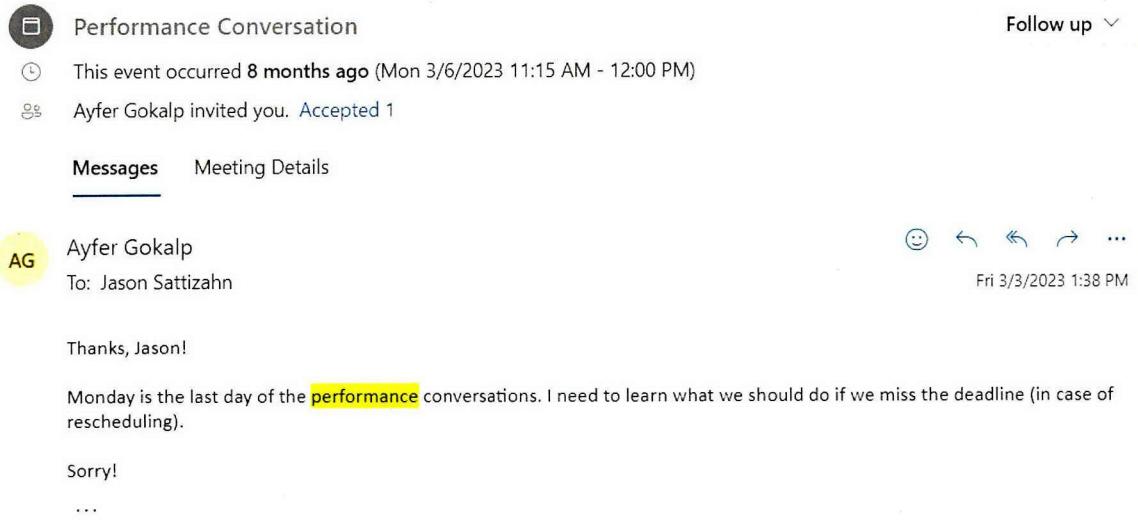
Jason Sattizahn decides to take a medical leave due to ongoing sexual harassment and a death threat experienced from co-worker *Christine Liu*

- These events were confirmed via HR investigation
- Christine Liu is no longer with Meta (left Jan 6, 2023)

- See documentation of the harassment here

January 19th, 2023
Dana Phelps (UXR) formally joins Ayfer Gokalp's VR Trust UXR team. The three ICs Ayfer manages is now Dana, Jason Sattizahn and Cayce Savage.

March 6, 2023
While on medical health leave, Jason Sattizahn dials into a single meeting with Ayfer Gokalp, in order to review PSC/performance; Jason's PSC is "Exceeds expectations" for performance in 2022


Performance Conversation

Follow up

This event occurred **8 months ago** (Mon 3/6/2023 11:15 AM - 12:00 PM)

Ayfer Gokalp invited you. Accepted 1

Messages Meeting Details

AG Ayfer Gokalp

To: Jason Sattizahn

Fri 3/3/2023 1:38 PM

Thanks, Jason!

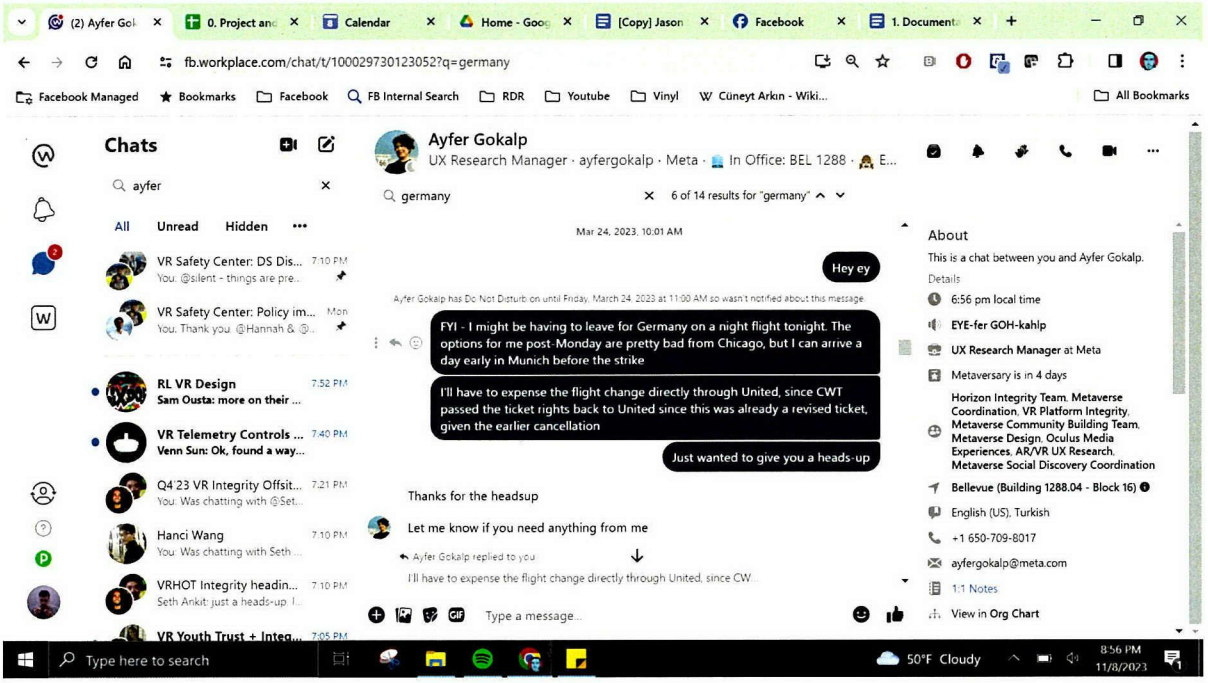
Monday is the last day of the performance conversations. I need to learn what we should do if we miss the deadline (in case of rescheduling).

Sorry!

...

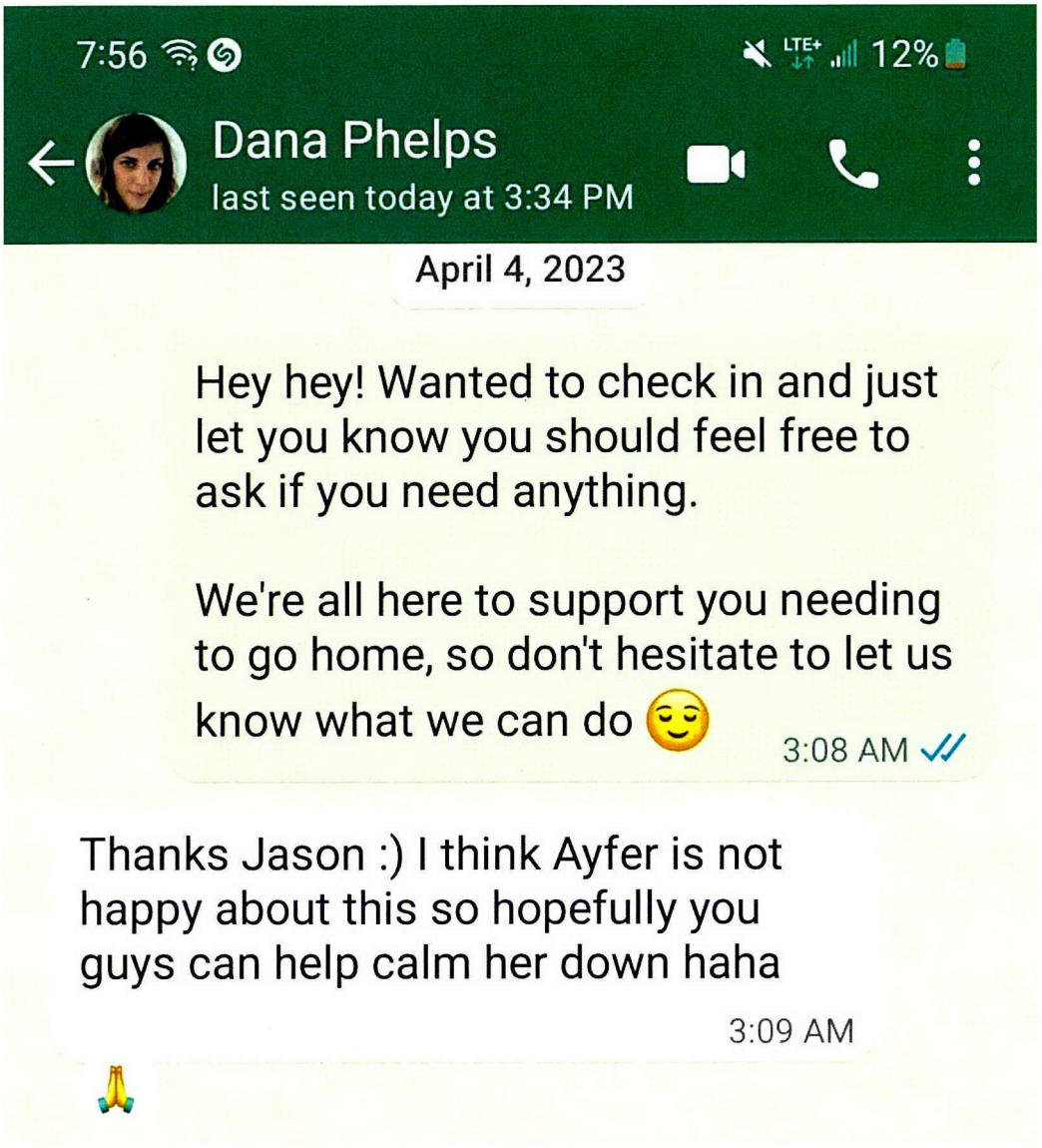
March 19, 2023
Jason Sattizahn returns to work post-leave

March 23, 2023
Jason flies to Germany to support the "Project Horton" research on Privacy in Germany. Jason's focus is specifically on executing the Developer-facing UXR



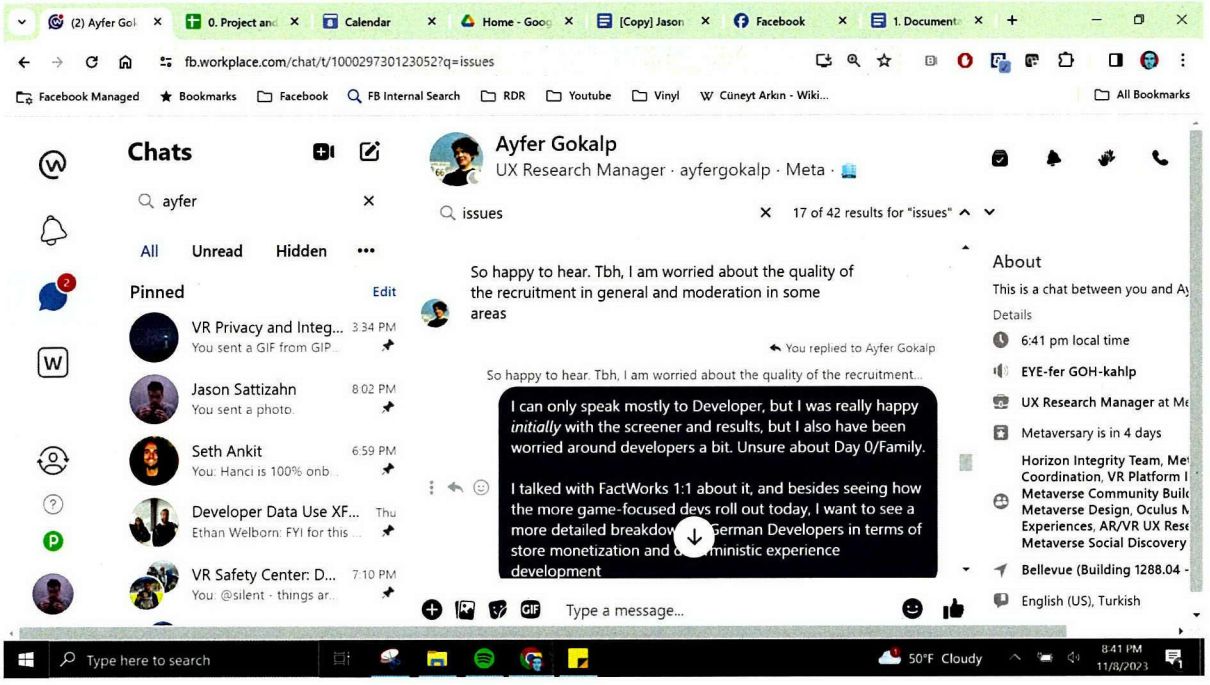
April 4, 2023 (I)

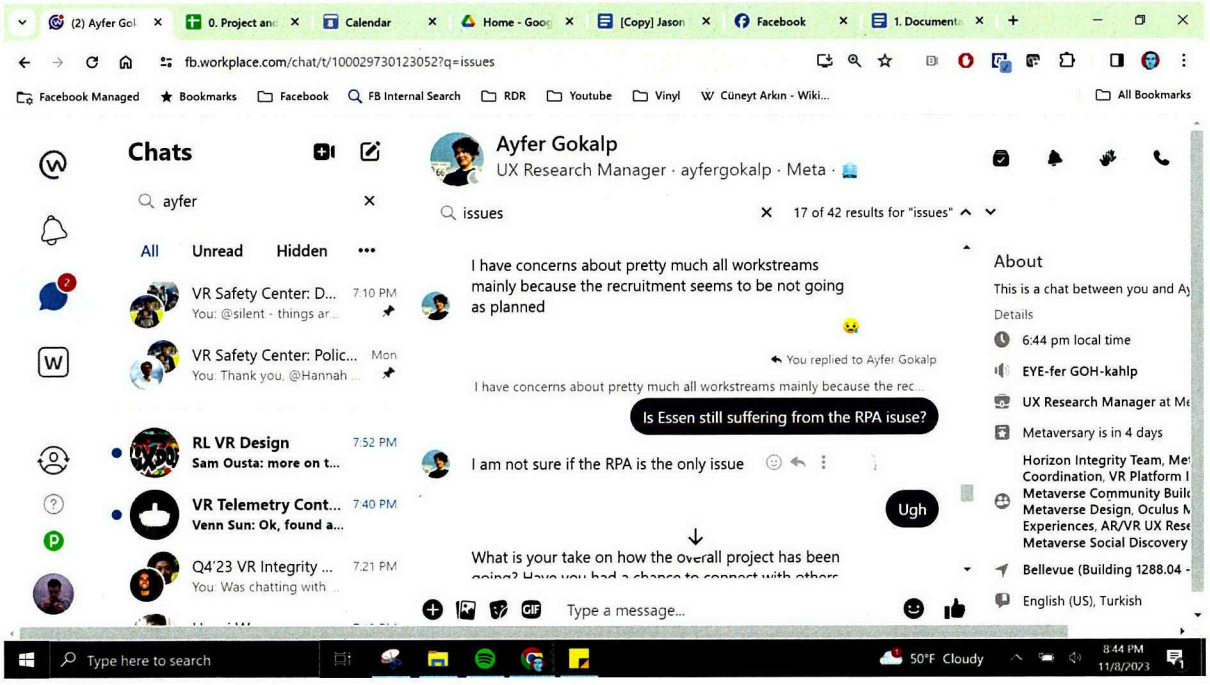
Dana Phelps and her manager, Ayfer Gokalp, have intense communication issues. Dana is incredibly upset at how Ayfer is treating her and because of this, Dana Phelps decides to leave the Germany UXR trip that Dana is leading. Jason and Dana text about it:

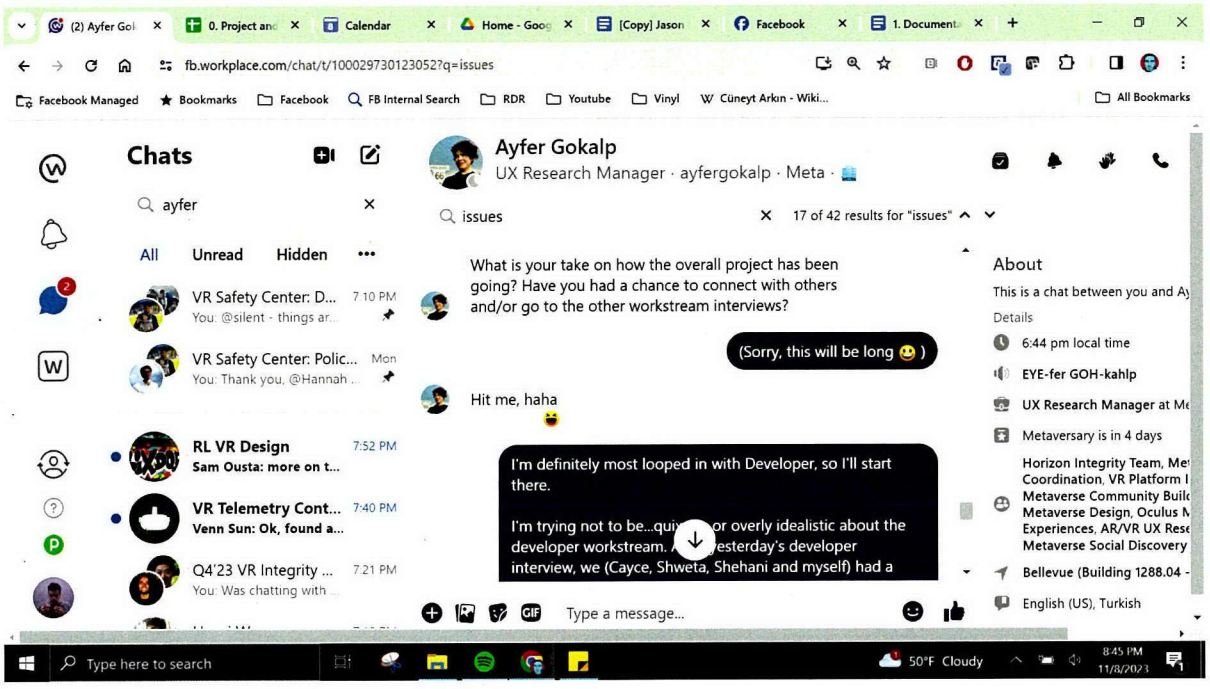


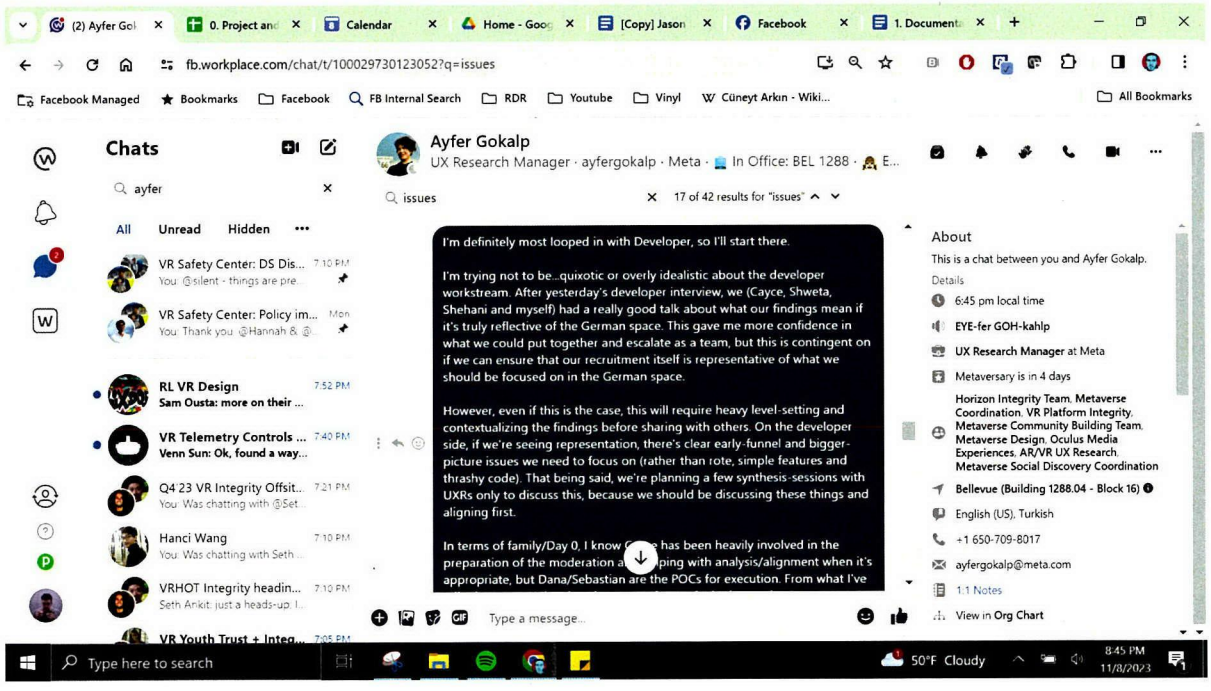
April 4, 2023 (II)

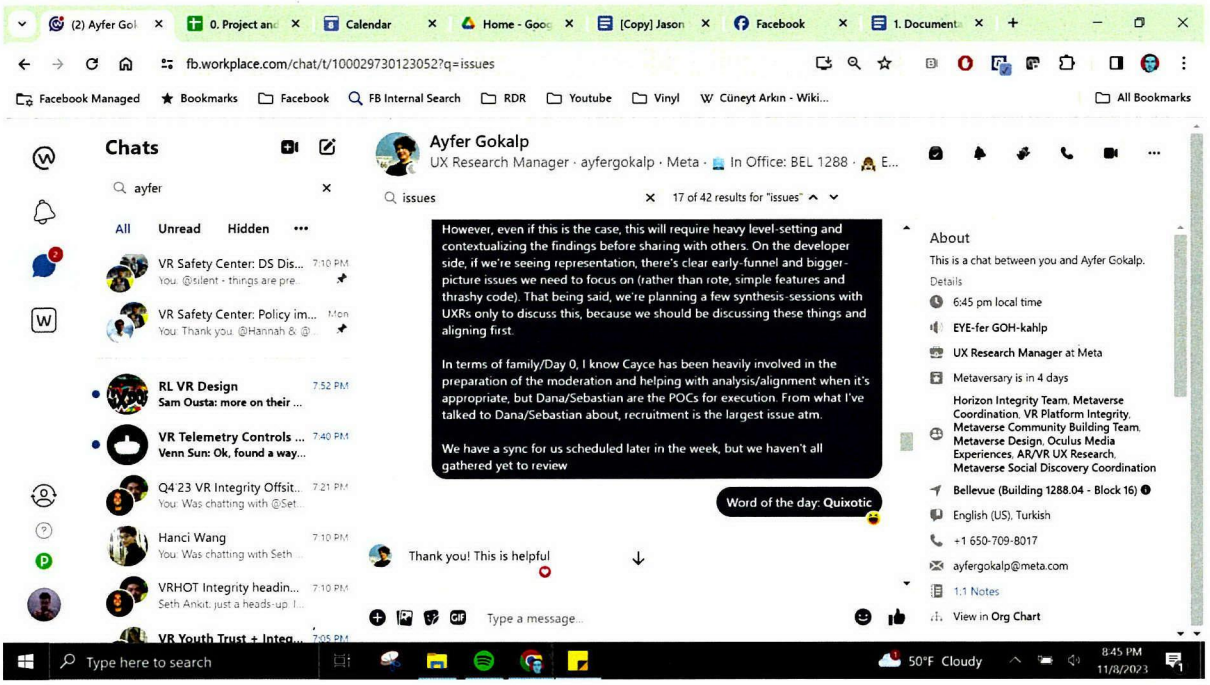
During the Germany UXR trip, Ayfer reached out to ask Jason about the UXR. Ayfer also tells Jason she is worried about the study. Jason outlines why his developer portion of the UXR seems to be going well.


fb.workplace.com/chat/t/100029730123052?q=issues
Chats
ayfer
All
Unread
Hidden
Pinned
Edit
VR Privacy and Integ... 3:34 PM
You sent a GIF from GIP...
Jason Sattizahn 8:02 PM
You sent a photo.
Seth Ankit 6:59 PM
You: Hanci is 100% onb...
Developer Data Use XF... Thu
Ethan Welborn: FYI for this ...
VR Safety Center: D... 7:10 PM
You: @silent - things ar...
Ayfer Gokalp
UX Research Manager · aylergokalp · Meta ·
issues
17 of 42 results for "issues"
So happy to hear. Tbh, I am worried about the quality of the recruitment in general and moderation in some areas
You replied to Ayfer Gokalp
So happy to hear. Tbh, I am worried about the quality of the recruitment...
I can only speak mostly to Developer, but I was really happy initially with the screener and results, but I also have been worried around developers a bit. Unsure about Day 0/Family.
I talked with FactWorks 1:1 about it, and besides seeing how the more game-focused devs roll out today, I want to see a more detailed breakdow... German Developers in terms of store monetization and d... ministic experience development
Type a message...
About
This is a chat between you and Ay...
Details
6:41 pm local time
EYE-fer GOH-kahlp
UX Research Manager at Me...
Metaversary is in 4 days
Horizon Integrity Team, Me... Coordination, VR Platform I... Metaverse Community Build... Metaverse Design, Oculus M... Experiences, AR/VR UX Rese... Metaverse Social Discovery
Bellevue (Building 1288.04 -...
English (US), Turkish
Type here to search
50°F Cloudy
8:41 PM
11/8/2023


fb.workplace.com/chat/t/100029730123052?q=issues
Chats
ayfer
All
Unread
Hidden
VR Safety Center: D... 7:10 PM
You: @silent - things ar...
VR Safety Center: Polic... Mon
You: Thank you, @Hannah ...
RL VR Design 7:52 PM
Sam Ousta: more on t...
VR Telemetry Cont... 7:40 PM
Venn Sun: Ok, found a...
Q4'23 VR Integrity ... 7:21 PM
You: Was chatting with ...
Ayfer Gokalp
UX Research Manager · aylergokalp · Meta ·
issues
17 of 42 results for "issues"
I have concerns about pretty much all workstreams mainly because the recruitment seems to be not going as planned
You replied to Ayfer Gokalp
I have concerns about pretty much all workstreams mainly because the rec...
Is Essen still suffering from the RPA isuse?
I am not sure if the RPA is the only issue
Ugh
What is your take on how the overall project has been
Type a message...
About
This is a chat between you and Ay...
Details
6:44 pm local time
EYE-fer GOH-kahlp
UX Research Manager at Me...
Metaversary is in 4 days
Horizon Integrity Team, Me... Coordination, VR Platform I... Metaverse Community Build... Metaverse Design, Oculus M... Experiences, AR/VR UX Rese... Metaverse Social Discovery
Bellevue (Building 1288.04 -...
English (US), Turkish
Type here to search
50°F Cloudy
8:44 PM
11/8/2023


fb.workplace.com/chat/t/100029730123052?q=issues
Chats
ayfer
All
Unread
Hidden
VR Safety Center: D... 7:10 PM
You: @silent - things ar...
VR Safety Center: Polic... Mon
You: Thank you, @Hannah ...
RL VR Design 7:52 PM
Sam Ousta: more on t...
VR Telemetry Cont... 7:40 PM
Venn Sun: Ok, found a...
Q4'23 VR Integrity ... 7:21 PM
You: Was chatting with ...
Ayfer Gokalp
UX Research Manager · aytergokalp · Meta ·
issues
17 of 42 results for "issues"
What is your take on how the overall project has been going? Have you had a chance to connect with others and/or go to the other workstream interviews?
(Sorry, this will be long)
Hit me, haha
I'm definitely most looped in with Developer, so I'll start there.
I'm trying not to be...qui or overly idealistic about the developer workstream. esterday's developer interview, we (Cayce, Shweta, Shehani and myself) had a
Type a message...
About
This is a chat between you and Ay
Details
6:44 pm local time
EYE-fer GOH-kahlp
UX Research Manager at Me
Metaversary is in 4 days
Horizon Integrity Team, Me Coordination, VR Platform I Metaverse Community Build Metaverse Design, Oculus M Experiences, AR/VR UX Rese Metaverse Social Discovery
Bellevue (Building 1288.04 -
English (US), Turkish
Type here to search
50°F Cloudy
8:45 PM
11/8/2023


fb.workplace.com/chat/t/100029730123052?q=issues
Chats
ayfer
All
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VR Safety Center: DS Dis... 7:10 PM
You: @silent - things are pre...
VR Safety Center: Policy im... Mon
You: Thank you @Hannah &
RL VR Design 7:52 PM
Sam Ousta: more on their ...
VR Telemetry Controls ... 7:40 PM
Venn Sun: Ok, found a way...
Q4'23 VR Integrity Offsit... 7:21 PM
You: Was chatting with @Set...
Hanci Wang 7:10 PM
You: Was chatting with Seth ...
VRHOT Integrity headin... 7:10 PM
Seth Ankit: just a heads-up, I...
VR Youth Trust + Integ... 7:05 PM
Ayfer Gokalp
UX Research Manager · aytergokalp · Meta · In Office: BEL 1288 ·
issues
17 of 42 results for "issues"
I'm definitely most looped in with Developer, so I'll start there.
I'm trying not to be...quixotic or overly idealistic about the developer workstream. After yesterday's developer interview, we (Cayce, Shweta, Shehani and myself) had a really good talk about what our findings mean if it's truly reflective of the German space. This gave me more confidence in what we could put together and escalate as a team, but this is contingent on if we can ensure that our recruitment itself is representative of what we should be focused on in the German space.
However, even if this is the case, this will require heavy level-setting and contextualizing the findings before sharing with others. On the developer side, if we're seeing representation, there's clear early-funnel and bigger-picture issues we need to focus on (rather than rote, simple features and thrashy code). That being said, we're planning a few synthesis-sessions with UXRs only to discuss this, because we should be discussing these things and aligning first.
In terms of family/Day 0, I know C has been heavily involved in the preparation of the moderation a ping with analysis/alignment when it's appropriate, but Dana/Sebastian are the POCs for execution. From what I've
Type a message...
About
This is a chat between you and Ayfer Gokalp.
Details
6:45 pm local time
EYE-fer GOH-kahlp
UX Research Manager at Meta
Metaversary is in 4 days
Horizon Integrity Team, Metaverse Coordination, VR Platform Integrity, Metaverse Community Building Team, Metaverse Design, Oculus Media Experiences, AR/VR UX Research, Metaverse Social Discovery Coordination
Bellevue (Building 1288.04 - Block 16)
English (US), Turkish
+1 650-709-8017
aytergokalp@meta.com
1:1 Notes
View in Org Chart
Type here to search
50°F Cloudy
8:45 PM
11/8/2023

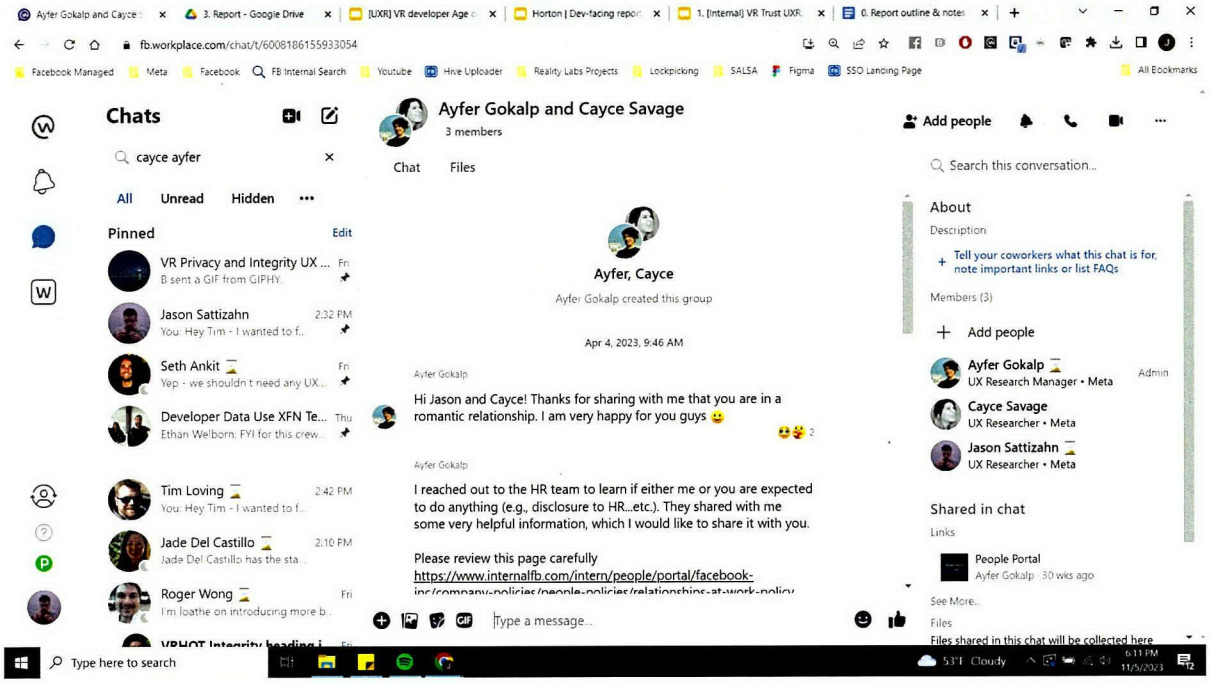


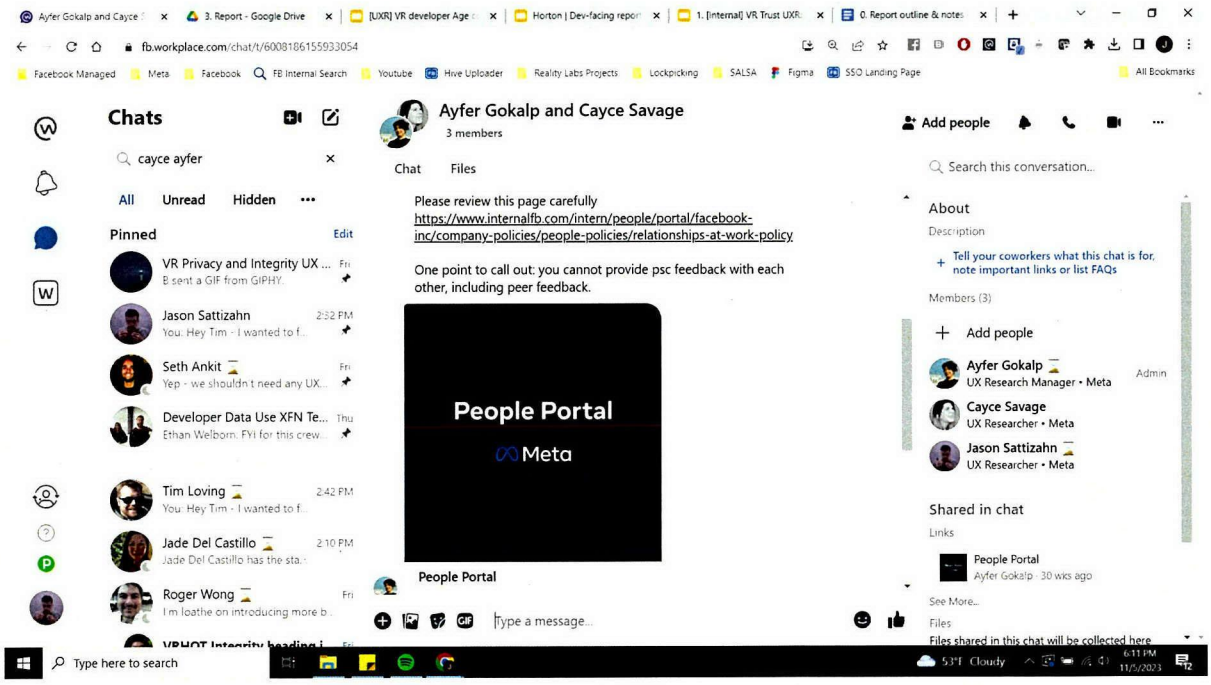
April 4, 2023 (III)

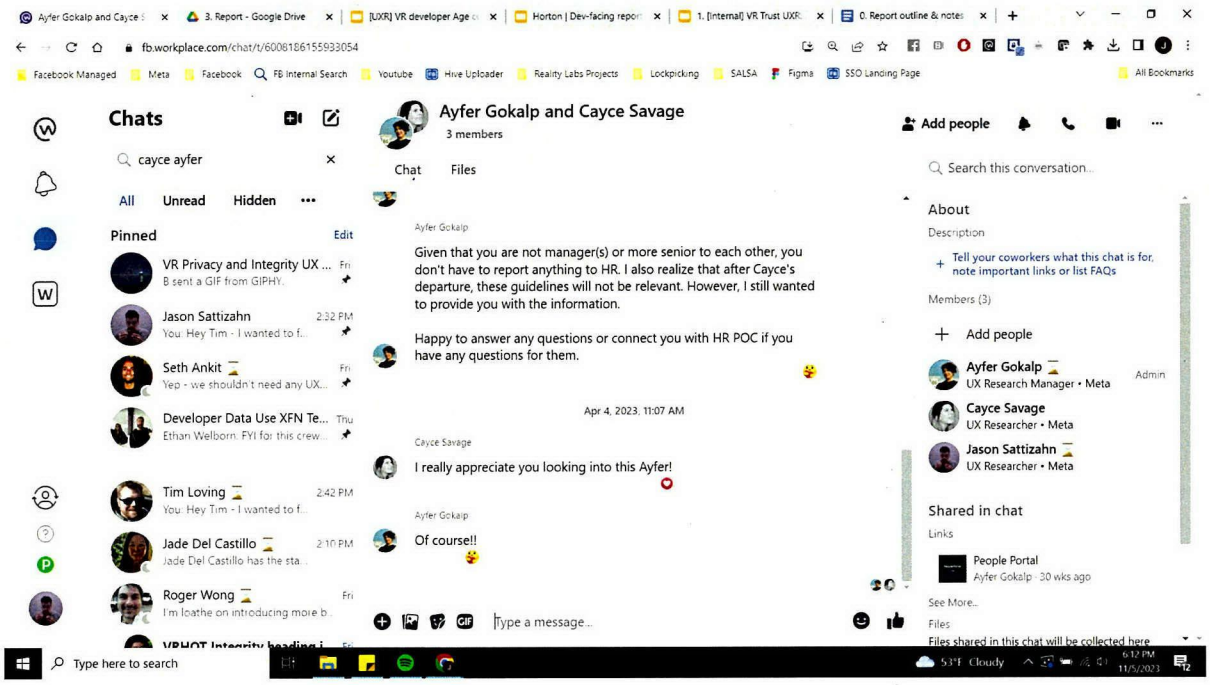
Jason Sattizahn begins dating team-member Cayce Savage (who also reported to Ayfer Gokalp) while on the UXR trip in Germany. Immediately the next day (April 4th, 2023), Jason and Cayce meet Ayfer for coffee (here) and disclose this to Ayfer Gokalp

Later in the same day, Ayfer Gokalp creates a group chat with herself, Cayce Savage and Jason Sattizahn. Ayfer covers the following information:

- Ayfer congratulates Cayce and Jason on the relationship
- Ayfer states she has reached out to HR for guidance; there are a few stipulations, but other than that, Ayfer sees no large concerns with the matter

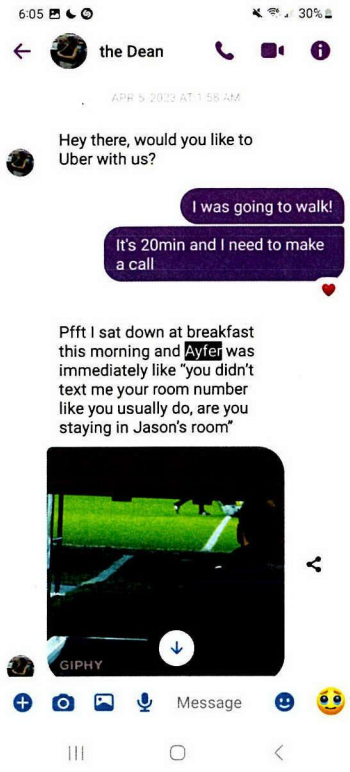

Chats
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All
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VR Privacy and Integrity UX ...
B sent a GIF from GIPHY.
Jason Sattizahn
2:32 PM
You: Hey Tim - I wanted to f...
Seth Ankit
Yep - we shouldn't need any UX...
Developer Data Use XFN Te...
Thu
Ethan Welborn: FYI for this crew...
Tim Loving
2:42 PM
You: Hey Tim - I wanted to f...
Jade Del Castillo
2:10 PM
Jade Del Castillo has the sta...
Roger Wong
I'm loathe on introducing more b...
Ayfer Gokalp and Cayce Savage
3 members
Chat
Files
Add people
Search this conversation...
Ayfer, Cayce
Ayfer Gokalp created this group
Apr 4, 2023, 9:46 AM
Ayfer Gokalp
Hi Jason and Cayce! Thanks for sharing with me that you are in a romantic relationship. I am very happy for you guys
Ayfer Gokalp
I reached out to the HR team to learn if either me or you are expected to do anything (e.g., disclosure to HR...etc.). They shared with me some very helpful information, which I would like to share it with you.
Please review this page carefully
https://www.internalfb.com/intern/people/portal/facebook-
Type a message...
About
Description
Tell your coworkers what this chat is for, note important links or list FAQs
Members (3)
Add people
Ayfer Gokalp
UX Research Manager • Meta
Admin
Cayce Savage
UX Researcher • Meta
Jason Sattizahn
UX Researcher • Meta
Shared in chat
Links
People Portal
Ayfer Gokalp · 30 wks ago
See More...
Files
Files shared in this chat will be collected here
Type here to search
53°F Cloudy
6:11 PM
11/5/2023

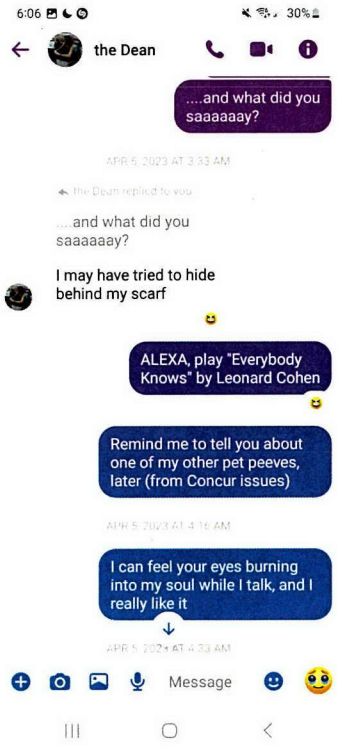

Chats
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Ayfer Gokalp and Cayce Savage
3 members
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Add people
Search this conversation...
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https://www.internalfb.com/intern/people/portal/facebook-inc/company-policies/people-policies/relationships-at-work-policy
One point to call out: you cannot provide psc feedback with each other, including peer feedback.
People Portal
Meta
People Portal
Type a message...
About
Description
Tell your coworkers what this chat is for, note important links or list FAQs
Members (3)
Add people
Ayfer Gokalp
UX Research Manager • Meta
Admin
Cayce Savage
UX Researcher • Meta
Jason Sattizahn
UX Researcher • Meta
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People Portal
Ayfer Gokalp · 30 wks ago
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Files shared in this chat will be collected here
Type here to search
53°F Cloudy
6:11 PM
11/5/2023



April 5, 2023

While on our Germany UXR trip, Ayfer Gokalp talks to Cayce Savage in-person. Again, Cayce Savage is also Ayfer's direct report. Ayfer asks Cayce if Cayce was spending the night in Jason Sattizahn's hotel room, which Cayce then texts to Jason. Cayce and Jason discuss this later in the day, and Cayce remarks how odd this question is.



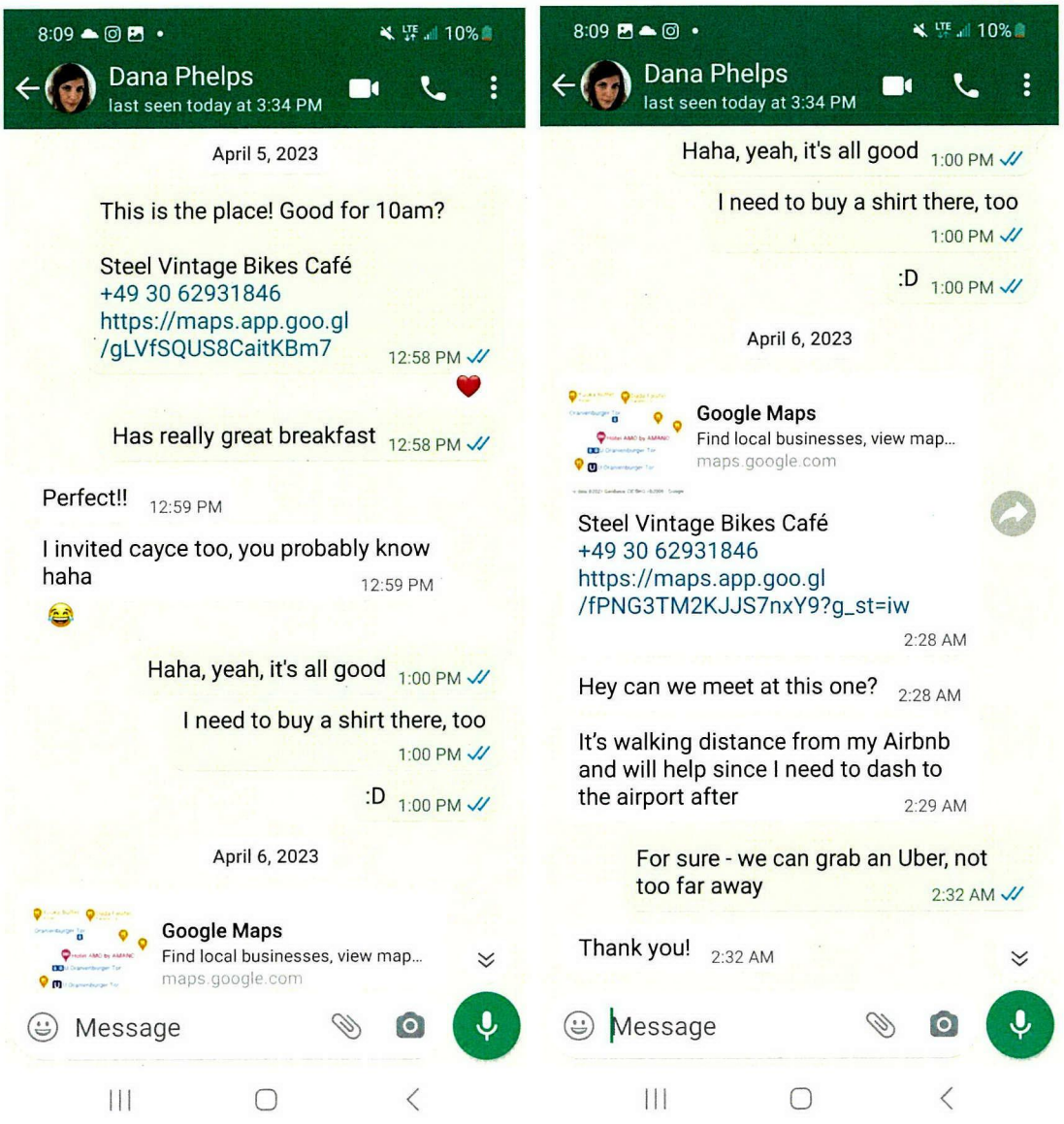




April 6, 2023

Dana Phelps has decided to leave the Germany UXR trip that she led. Before Dana leaves Germany, Dana meets Jason Sattizahn & Cayce Savage to hand off Germany UXR responsibilities

At the morning in the cafe, Dana Phelps describes (1) the negative impact Ayfer has had and (2) not being able to sleep because of this.



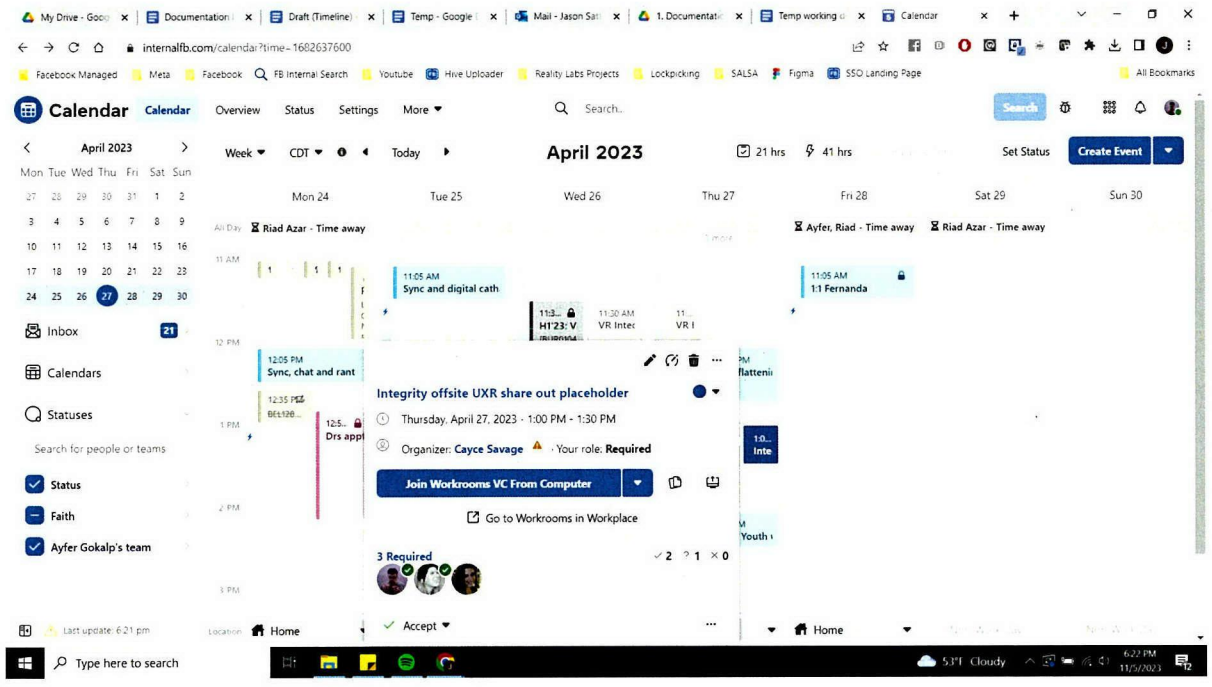
April 27, 2023

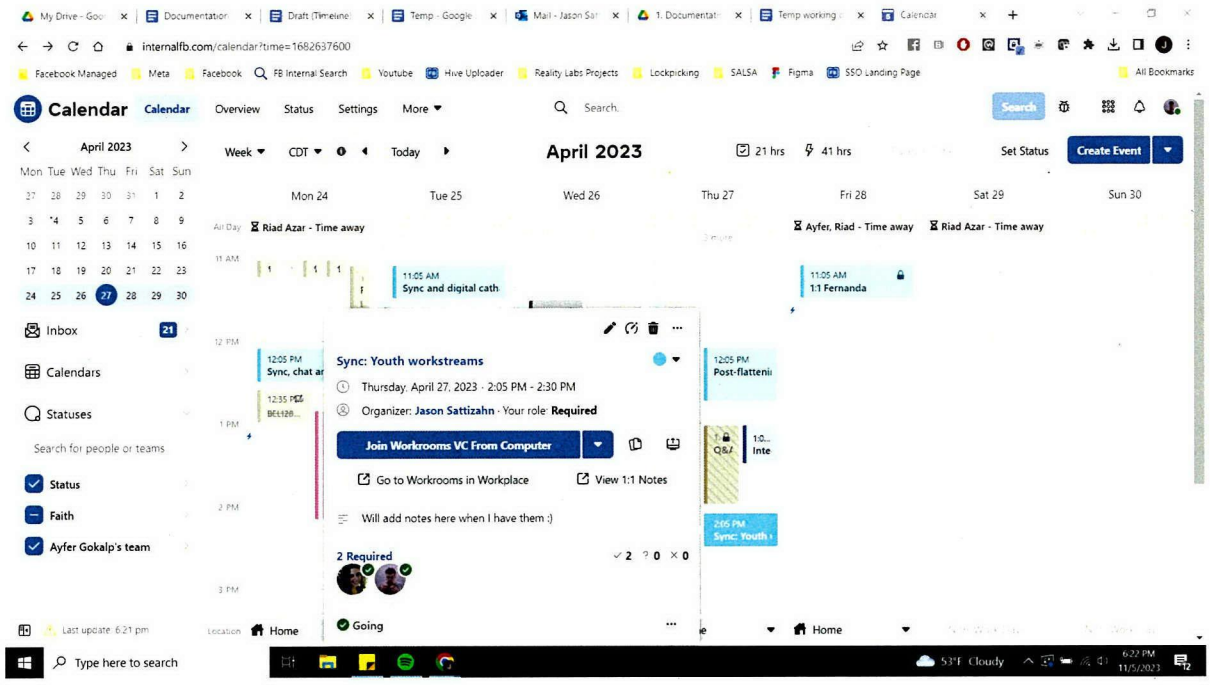
Dana Phelps (a team member who also reported to Ayfer Gokalp) has a meeting with herself, Jason Sattizahn and Cayce Savage. The plan was to use this meeting for VR Integrity planning, but the conversation turned into issues that Dana Phelps was having working with Ayfer Gokalp, and Dana sought advice from Jason and Cayce how to deal with it. Dana directly reported:

- Having issues with Ayfer Gokalp's communication; it was inconsistent, confusing and feedback that Ayfer was leaving Dana wasn't clear or actionable

- Dana felt like Ayfer's communication and behavior was hostile, including the fact that Ayfer discuss and approach other people about Dana's work without first gaining clarity with Dana; this needlessly led to work frustration

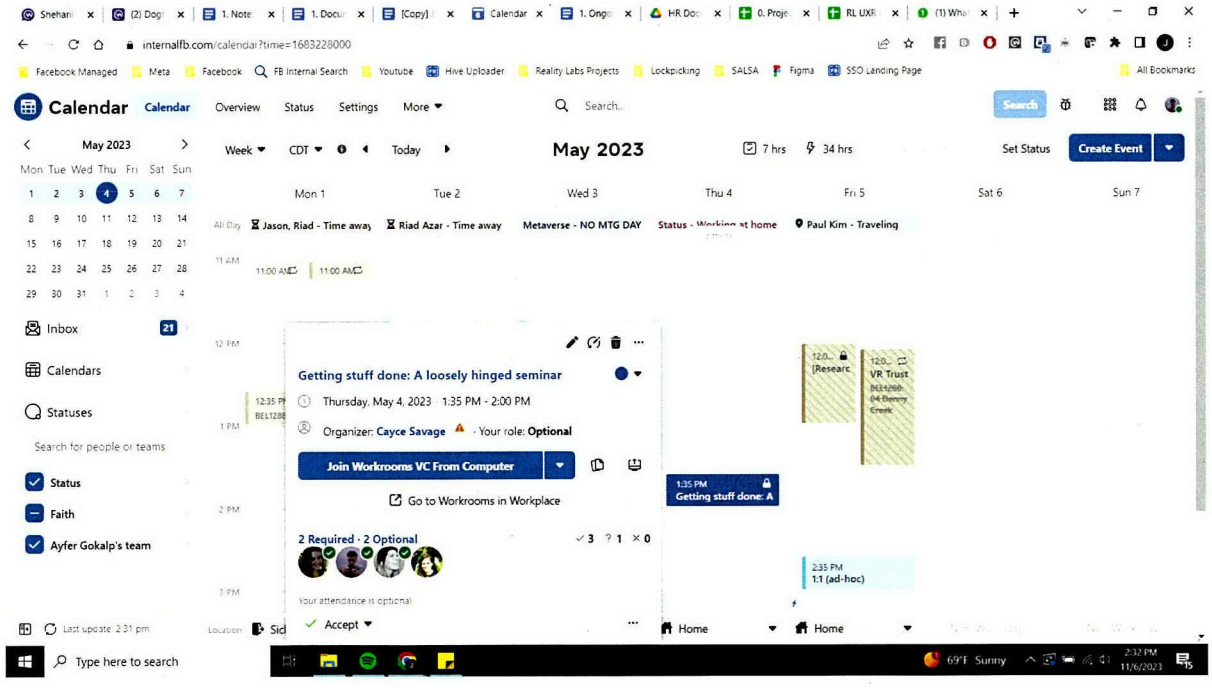
Dana Phelps continues this conversation with Jason Sattizahn alone, and the two of them repurpose a later meeting to discuss the issues Dana is having with Ayfer's communication and behavior. Following this, Dana and Jason continue chatting, in order for Jason to help Dana out with communication as needed

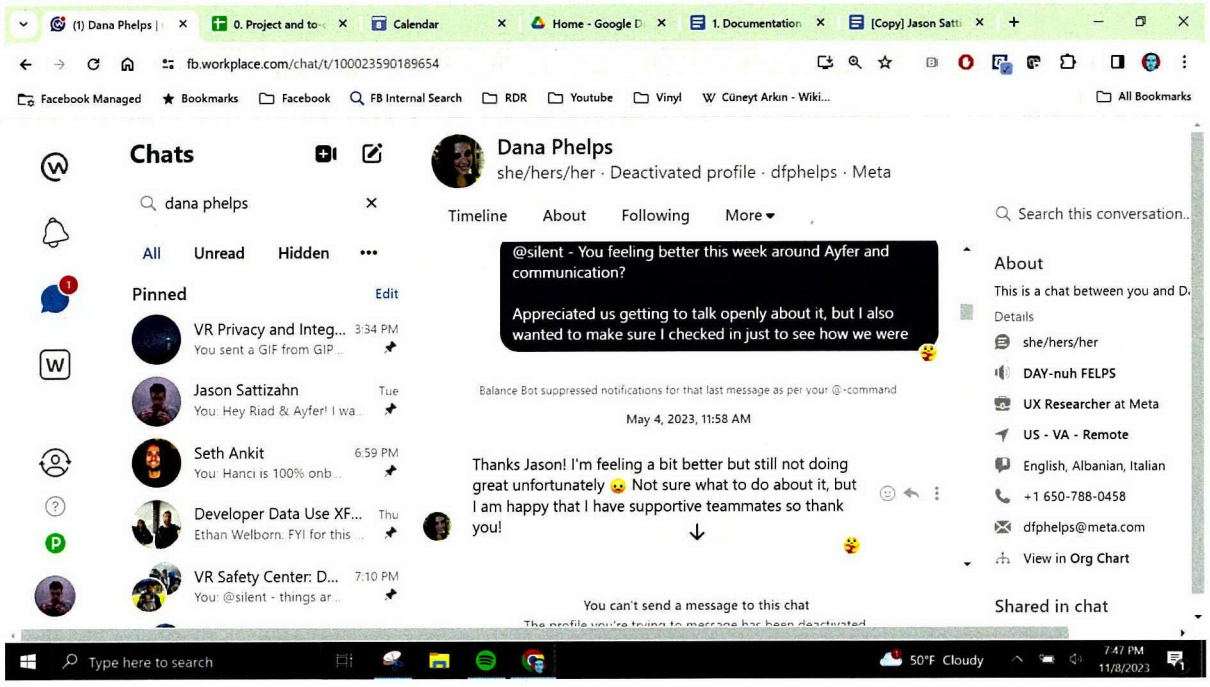




May 4, 2023

After Dana and Jason talk in a broader team meeting (ICs only) about workplace productivity, Jason and Dana sync 1:1 regarding Dana's communication concerns with Ayfer. Dana notes that Ayfer's communication around Dana's work is becoming less clear and that it's negatively affecting Dana's work even more.





May 16, 2023
Cayce Savage leaves her job at Meta for an opportunity elsewhere

May 29, 2023
Jason Sattizahn goes on a mix of recharge and PTO

June, 2023
While Jason Sattizahn is on recharge/PTO, Dana Phelps leaves Meta entirely. The exact date is unknown.

July 12, 2023
Jason Sattizahn returns from recharge/PTO

July 17, 2023
Jason and Ayfer have their first one-on-one after recharge. Two standout things were discussed within this meeting:

Jason's medical leave.
When Jason originally reported experiencing sexual harassment/threats to HR, Jason also informed Ayfer generally about the situation. However, Jason didn't mention any specific people involved.

In this 1:1, Ayfer expresses sadness for the experience Jason faced. Ayfer also states she wished Jason would have shared more information with her as it happened (something Ayfer said in '22 when Jason first mentioned the HR issue with her).

Jason states that the investigation is closed, so he's less afraid of talking about it. Ayfer asks if Jason wants to share whatever HR would allow. Jason states that he was frustrated with the whole situation, how long it took to address and that he had to keep working with Christine Liu as the investigation occurred.

Ayfer responds with shock, telling Jason that she's surprised. Ayfer states she's surprised because she saw her and Christine having a close, personal relationship and that she didn't think of Christine doing something like that. Ayfer does again apologize for the experience and thanks Jason for sharing.

Project Horton & Jason's feedback to Ayfer on her communication
Ayfer states that the UXR project in Germany wasn't landing as she'd hoped. When Jason asks for clarity, Ayfer reveals frustration that the project isn't landing more impact. Ayfer states that the only work done while Jason was away was a high-level readout for visibility. Ayfer states people want more granular insights on issues.

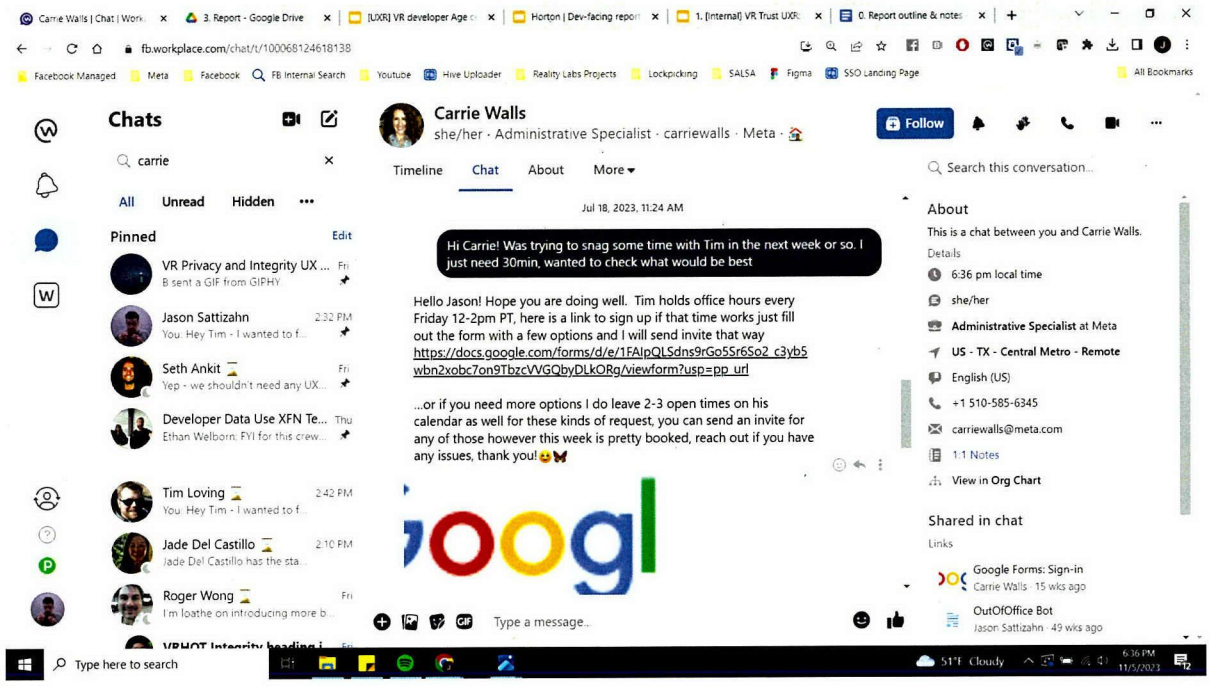
Jason asks Ayfer: (1) Who are the key people asking for this, (2) what are they expecting and (3) which UXRs are owning these areas. Ayfer states that Jason should be in the loop and figuring it out, and that she felt like Jason failed to see the project through.

Jason explicitly gives feedback to Ayfer, stating that her feedback isn't applicable for a number of reasons (e.g Jason didn't own Project Horton and hasn't been present due to recharge). Jason asks Ayfer to be more clear in the feedback she's providing at the moment, and what Jason could have done differently. Ayfer fails to do so, stating that they'll continue conversations down the line.

July 18, 2023
Only four (4) days after returning from recharge/PTO, Jason Sattizahn notices the change Ayfer's behavior, communication and treatment is aimed more at Jason Sattizahn and their interactions directly. Jason takes specific note of things such as:

- Ayfer's feedback and asks are incredibly unclear
- Ayfer fails to clarify feedback, claims or asks when asked
- There are inconsistencies in Ayfer's asks and recommendations

The change in Ayfer's behavior/communication was extreme, and Jason didn't feel supported by Ayfer in his work. On the same day, Jason reaches out to discuss this directly with Ayfer Gokalp's manager (UXR Director, Tim Loving) to leave feedback about Ayfer Gokalp's behavior. Jason contacts Carrie Walls (Tim Loving's Admin) to get an appt on the books to discuss this with Tim (set for **July 28, 2023**).



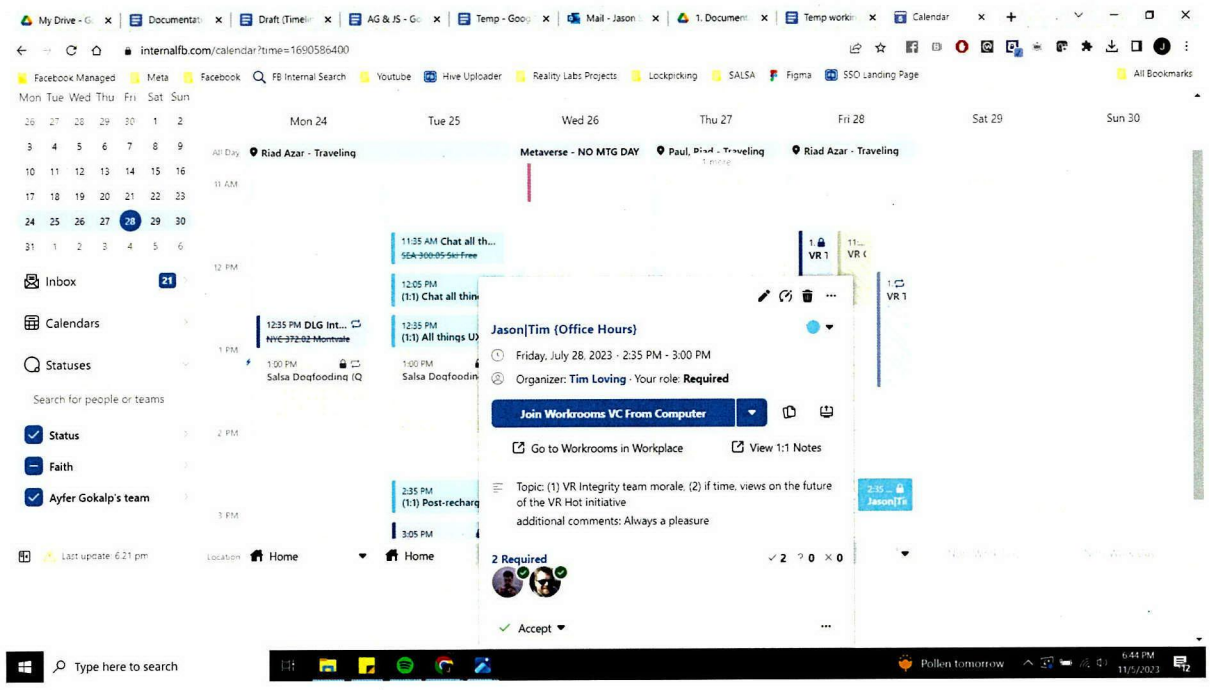
July 27, 2023
Jason Sattizahn creates a formal document to (i) outline and (ii) track the issues he has been experiencing with Ayfer Gokalp in the two weeks since he has returned from recharge/PTO (see these notes here). On this day Jason outlines that Ayfer's behavior is doing the following:

- **Impact.** (i) Caused confusion about my projects, Ayfer's intent/feedback, my career and just general confusion, (ii) was increasing stress & anxiety, (iii) was negatively impacting UXR team productivity and (iv) decreasing morale
- **My concerns.** I also documented that her behavior (i) made it uncomfortable to openly speak to Ayfer, (ii) made it hard to include Ayfer in talks with others and (iii) that I was concerned for *other employees* on the team

July 28, 2023
Jason Sattizahn meets with Ayfer Gokalp's manager, Tim Loving (VR UXR Director). In this meeting, Jason Sattizahn shares with Tim a summary of the thoughts he formalized and documented the day before (here). The following discussion ensued:

- Jason left feedback to Ayfer in the past month when returning to work (see July 17, 2023)
- The issues that Jason is seeing with Ayfer's behavior impacts other people
- Ayfer's behavior is new, in that this poor communication has not been directed at Jason earlier while working together
- Jason directly mentioned that Ayfer wouldn't discuss anything about Jason's projects, his hopes for 2023 or goals; Jason states that this doesn't make him feel supported and in turn, Jason worries about his performance
    - I explicitly told Tim Loving that, "...it feels like I have no manager"
- Tim Loving responded with the following points:
    - Tim was incredibly grateful that Jason was bringing this up
    - Tim asked if Jason would follow up with Tim in the new couple of weeks and keep Tim aware of if Ayfer's behavior changed at all
    - Tim explicitly thanked Jason for coming forward, because Tim noticed that our team (VR Trust UXR) has had shifts in personnel recently and that most people don't talk about these issues until, "...someone has to leave the company entirely."
    - Tim says that if this behavior continues, he recommends that Tim and Jason just find a way for Jason to switch teams because, "Life is too short to be miserable"

At the end of this meeting, Tim Loving tells Jason that he would have his admin (Carrie Walls) set up a bi-monthly check in so that Tim and Jason could talk about this issue with Ayfer's behavior and communication.

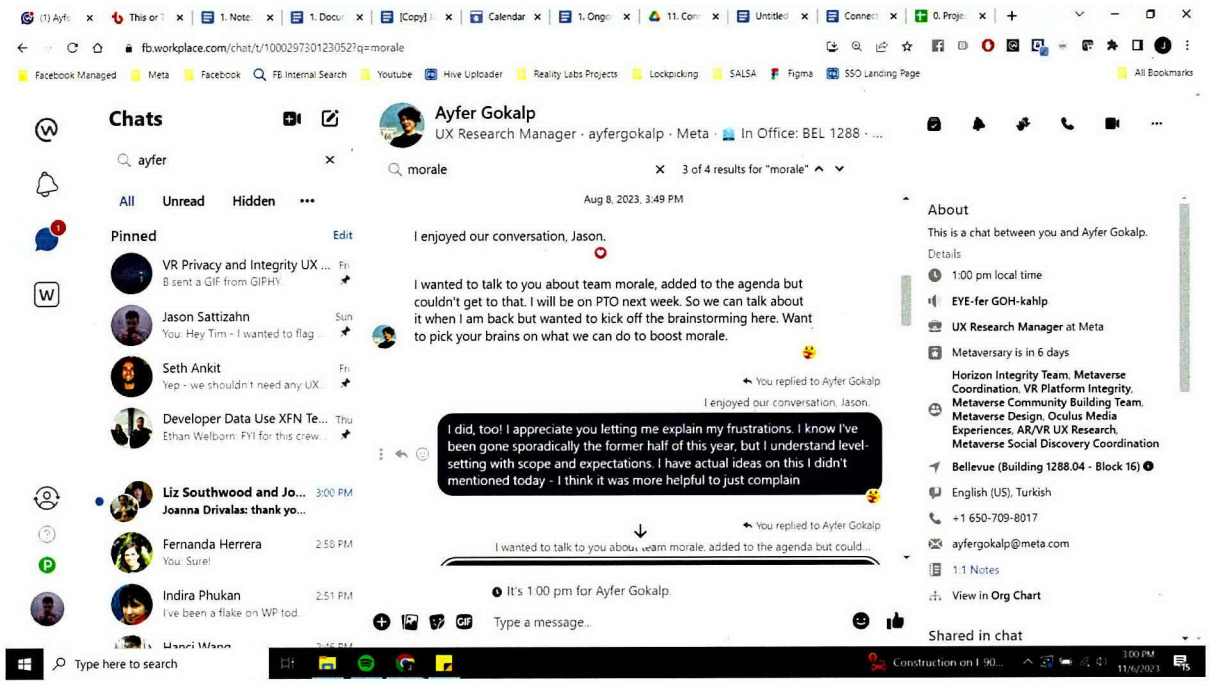


August 8, 2023

Jason Sattizahn has a performance review with Ayfer Gokalp and is given "Below Expectations" for his 2023 mid-cycle performance review. Jason and Ayfer discuss the review, and the following things were mentioned:

- Ayfer stated she was surprised that HR said Jason would be eligible for a review, since Jason didn't work for 76 business days in H1 '23
- Jason states that he is frustrated that he didn't get to leave mid-cycle feedback (either self-review, or request feedback), because (i) no internal documentation stated to do so (e.g. recharge checklist), and (ii) Ayfer (or Meta in general) never stated that this would be something he would be judged on
- Jason also states to Ayfer that he'd like to discuss the stark decrease in team morale he's noticed since he returned from recharge less than a month before
    - After the meeting, Ayfer acknowledges that he mentioned this via workplace chat (see following screenshot)
- During the discussion, Ayfer tells Jason that his rating was based on, "the work he completed in his time here"
    - When Jason asks what was below expectations with the work *while here*, Ayfer states that Jason's rating was based on, "...work that I know would have been accomplished if you were not on leave"

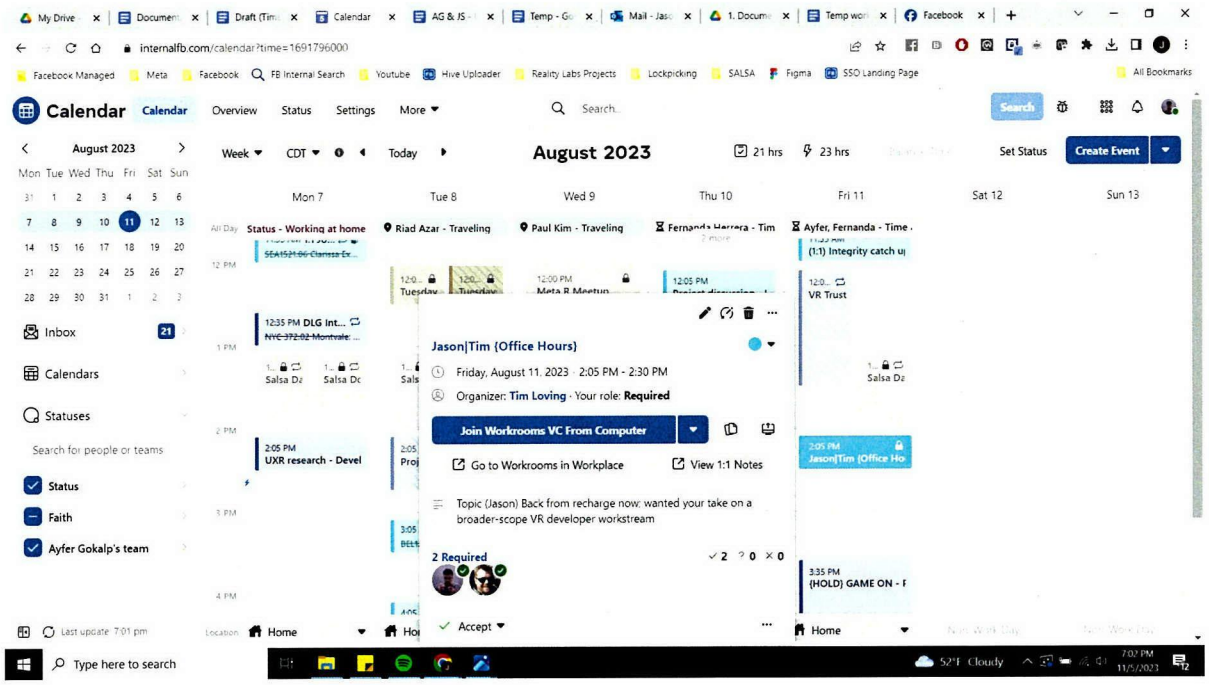
**Note: In over 5 years at the company, this is the first time Jason has received below "Meets Expectations"; all but one review were "Exceeds" or above*



August 11, 2023

There's another in a series of ongoing meetings that Jason Sattizahn has with Tim Loving regarding Ayfer's behavior. This discussion includes:

- Jason mentions that Ayfer's behavior hasn't improved much
- Jason states that he's starting to purposefully *not* tell Ayfer specific pieces of information, because Ayfer has a penchant for including others in conversation without gaining clarity first; this negatively impacts Jason's work



September 28, 2023

As part of his 2024 planning, Jason put together a research plan for a very broad, developer-facing UXR study (a needs-based segmentation). He made documentation, shared and explicitly stated to those involved that this work was planning to *begin in H1 2024*.

On this day (9/28/2023), Ayfer left Jason feedback that included:

- That "people were talking about the work"
- That certain people may be confused and that I need to do a better job at "bringing them along on the ride"
- That some XFN may be concerned that the work hadn't started yet

This was shocking to Jason, given that Jason (i) only shared his plans with a limited number of people, (ii) purposefully kept that group tight and (iii) explicitly was using the rest of H2 '23 as alignment, not execution. In response, Jason asked Ayfer for an additional 1:1 the same day to review what she said in detail

In the 1:1, it became clear that the confusion Ayfer described wasn't due to Jason's work, but due to Ayfer's communication with others outside of talking to Jason. Jason accepted any future responsibility to ensure alignment, but Jason also left explicit feedback to Ayfer that her communication negatively impacted his work.

Jason expressed concern that this confusion and bump in workload (alignment) only existed based on communication Ayfer had with other people. Jason that occurred with other people, and Jason asked Ayfer to to get explicit context from Jason on his work, both generally but especially before talking with others.

October 4, 2023
Jason Sattizahn creates a document to review his performance (here) relative to feedback and proactively shares this with Ayfer Gokalp so that they can review together; this document specifically outlines:

- Questions about mid-cycle feedback that seemed unclear, inappropriate or confusing
- It presents direct examples to Ayfer Gokalp about concrete, specific ways that mid-cycle feedback has been addressed

October 5, 2023
During the VR Trust UXR offsite in NYC, Jason Sattizahn sets up a 1:1 block in the morning with Ayfer Gokalp. Jason directly covers two areas with Ayfer:

Feedback to Ayfer about her communication. Jason leaves direct, in-person feedback to Ayfer regarding her communication. Jason describes that the lack of clarity and style in Ayfer's communication causes confusion and anxiety, especially due to previously relayed mid-cycle performance feedback. This chat includes:

- The way she delivers feedback is often inactionable; it can lack specific examples of how to improve and often makes claims about people or projects that aren't defined or haven't been discussed with Jason at all
- Jason describes how Ayfer has recently been vague, using statements like, "Make sure this is in-scope" or "Connect the dots", but fails to:
    - Ayfer isn't defining what she means with these statements
    - Ayfer isn't stating if there's a reason or purpose behind the statements
    - Ayfer often says these things in response to updates or ideas, which makes them feel needlessly like critiques
- Not asking ntex provided. Jason describes that

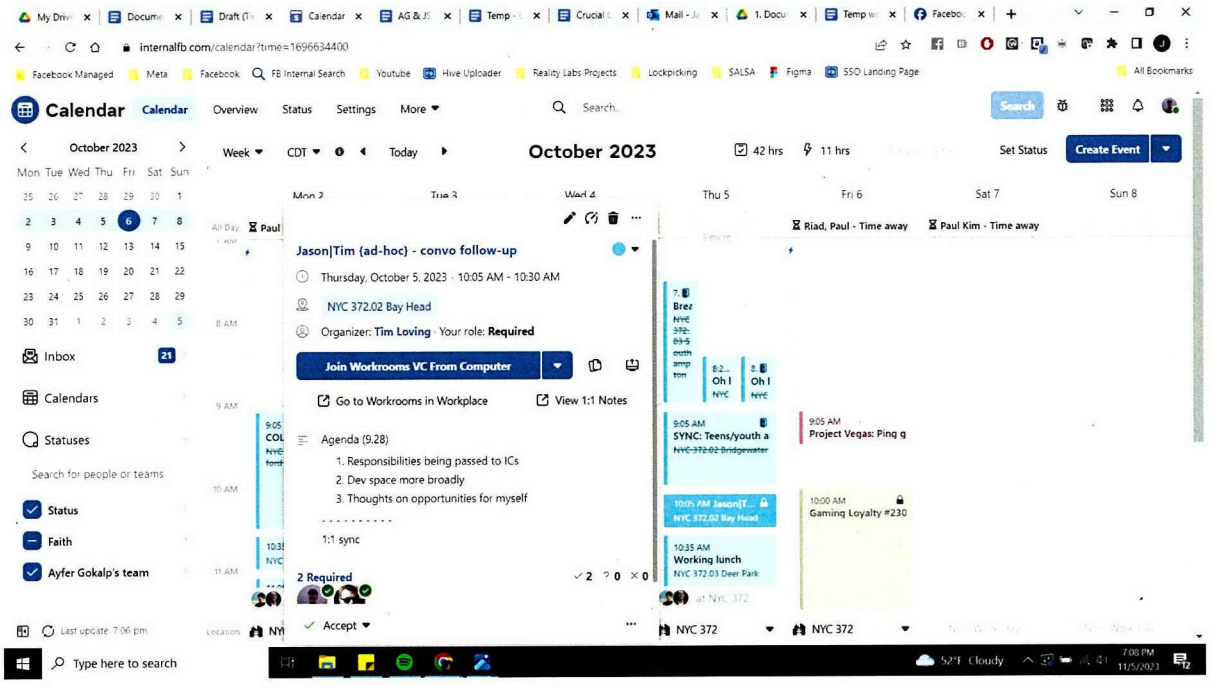
Impact of Ayfer's communication/behavior on Jason. Jason talks about how this has hurt him. Jason reiterates that he's upset he wasn't given a chance to engage mid-cycle feedback (self-review, etc.), and that he wishes Ayfer would've helped on that. Jason also mentions he feels threatened that H1 '23 feedback counts year-round. Jason clarifies that it's only a partial-joke, because Jason feels threatened in general that he's being judged using information (mid-cycle) that he could have had input on, but through the lack of admin/manager support, was not.

In this conversation, Ayfer also directly states that she was (i) surprised that I was even eligible for H1 '23 mid-cycle and that (ii) she checked and realized that I actually was. When Jason asked why she didn't investigate that before Jason's leave, Ayfer states that it was Jason's duty to check. Jason states that he checked and that *no information provided stated mid-cycle should be done prior to his recharge*. Ayfer says that's unfortunate and takes no responsibility for not taking other action.

Level-setting performance and projects for the remainder of the year. Based on the performance discussion doc sent the day before (here), Jason Sattizahn explicitly discussed with Ayfer Gokalp (i) Jason's trajectory for the remainder of 2023 and (ii) if the projects Jason was investing in were appropriate for his level/scope; Ayfer agreed that they were, stating that continued investment would be appropriate

Later in the day after the meeting between Ayfer and Jason, Jason has another meeting with Tim to discuss Ayfer's behavior. This discussion includes:

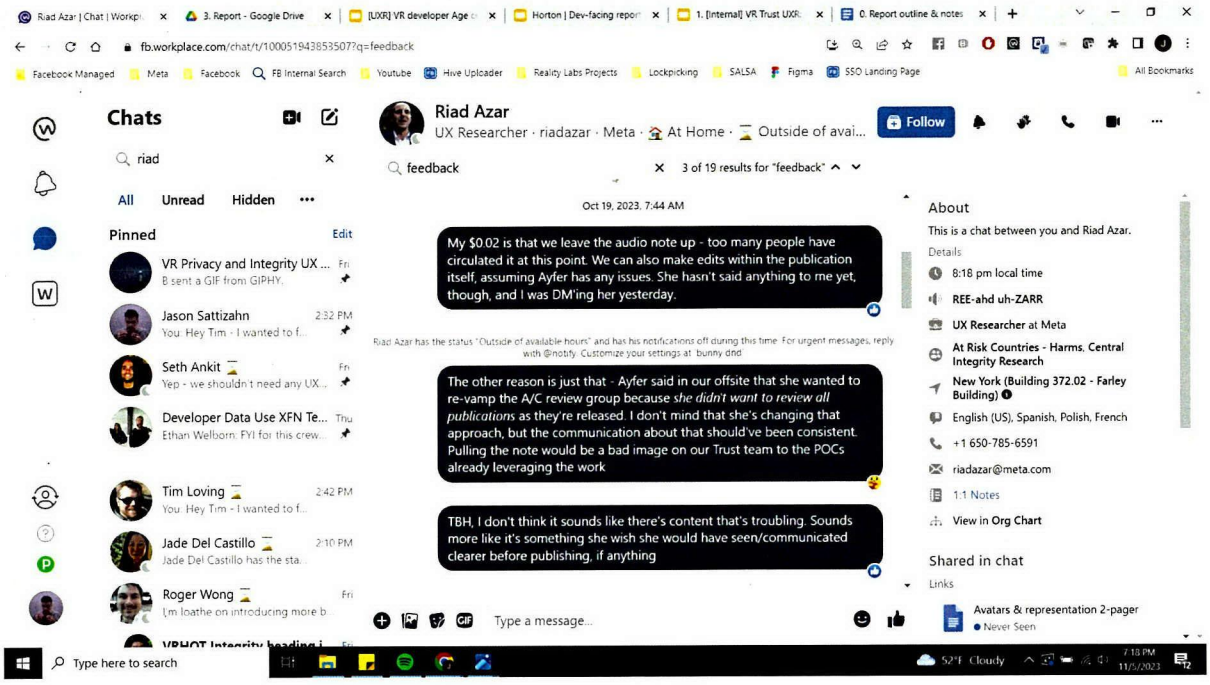
- Jason lets Tim know that he left Ayfer direct, in-person and very pointed feedback about how her communication impacts Jason's stress
- Jason points out that Ayfer's behavior is especially impacting Jason, because Ayfer is not giving clear feedback in conjunction with a low mid-cycle performance review
- Jason states that Ayfer seemed receptive to the feedback, and in response, Tim and Jason agree that they can cancel the recurring meetings for now

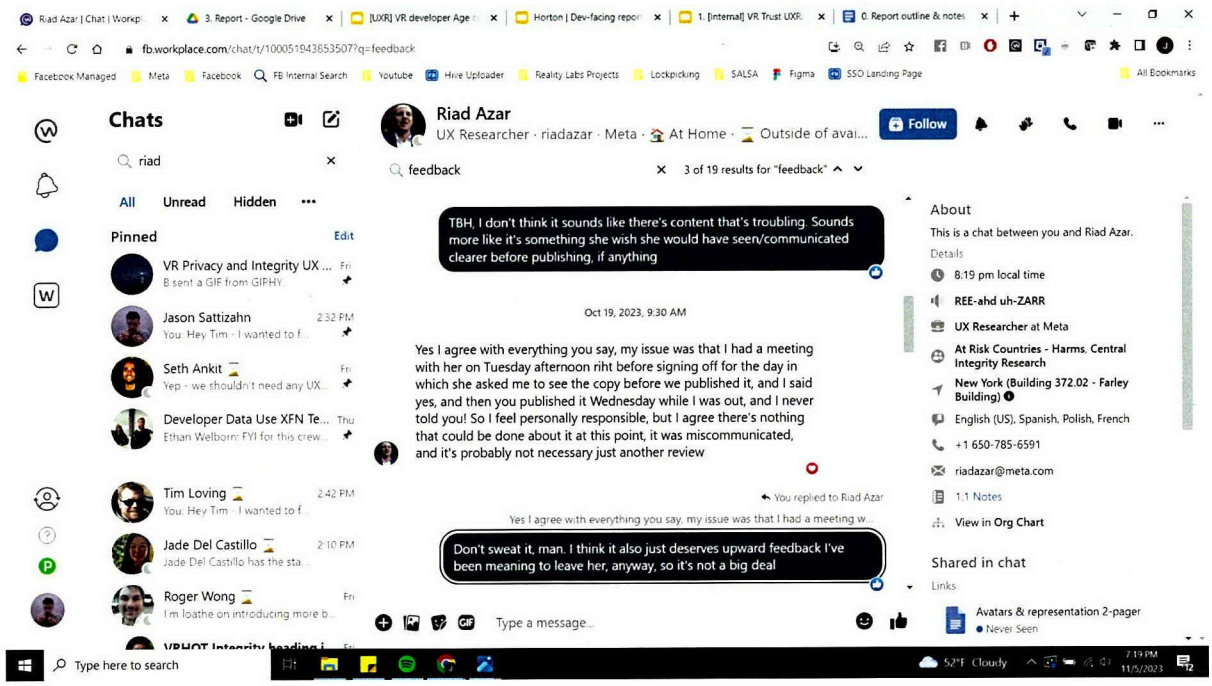


October 19, 2023

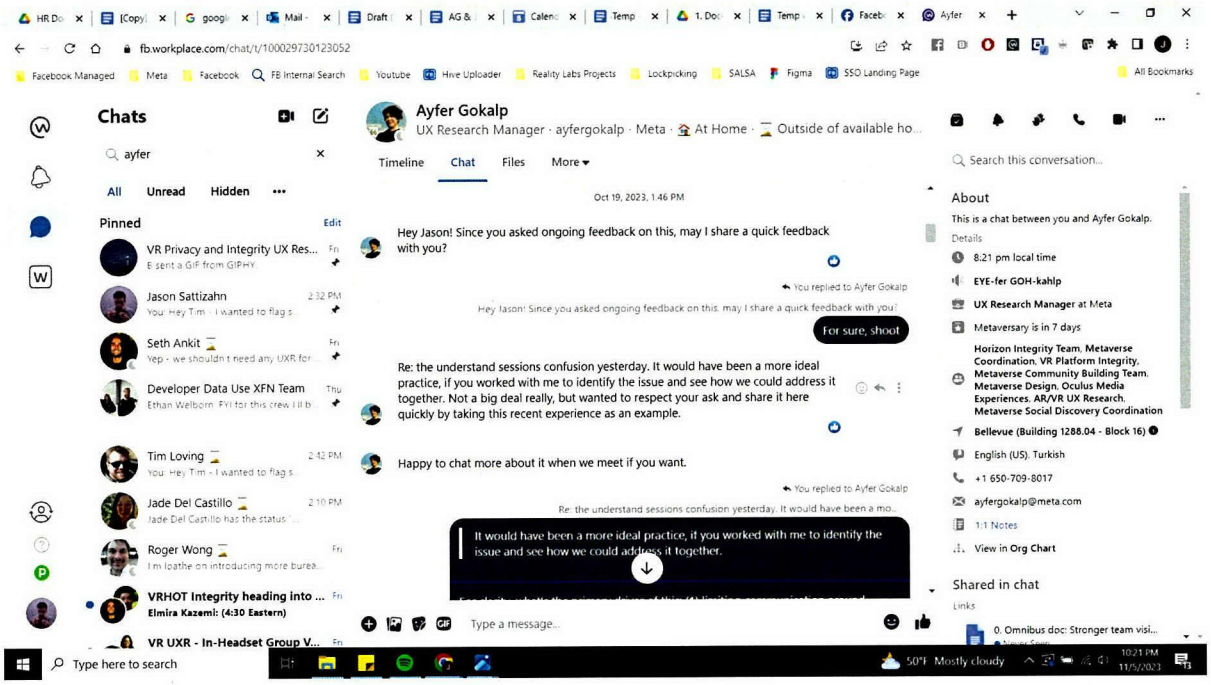
Jason Sattizahn has a conversation with teammate Riad Azar pertaining to UXR report reviews. It turns out that Ayfer Gokalp recently communicated solely to Riad that she wants to review all UXR reports that her team publishes. However, this is directly in contrast to information she shared at our NYC offsite two weeks prior.

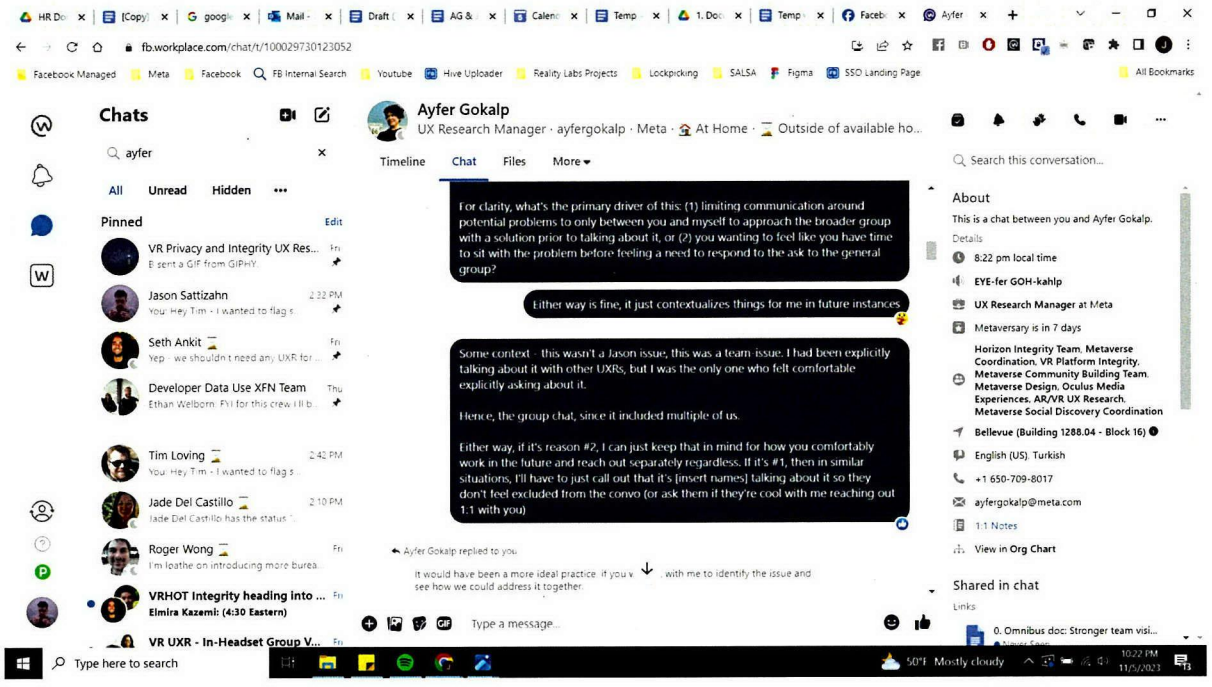
In response, Jason Sattizahn tells Riad that it was fine, and that Jason was intending to leave her additional feedback anyway about this. This is because Jason hadn't noticed a difference in Ayfer's behavior since talking to her in-person on Oct. 5, 2023 - Jason decides to take a more formal approach and have a Crucial Convo with Ayfer.

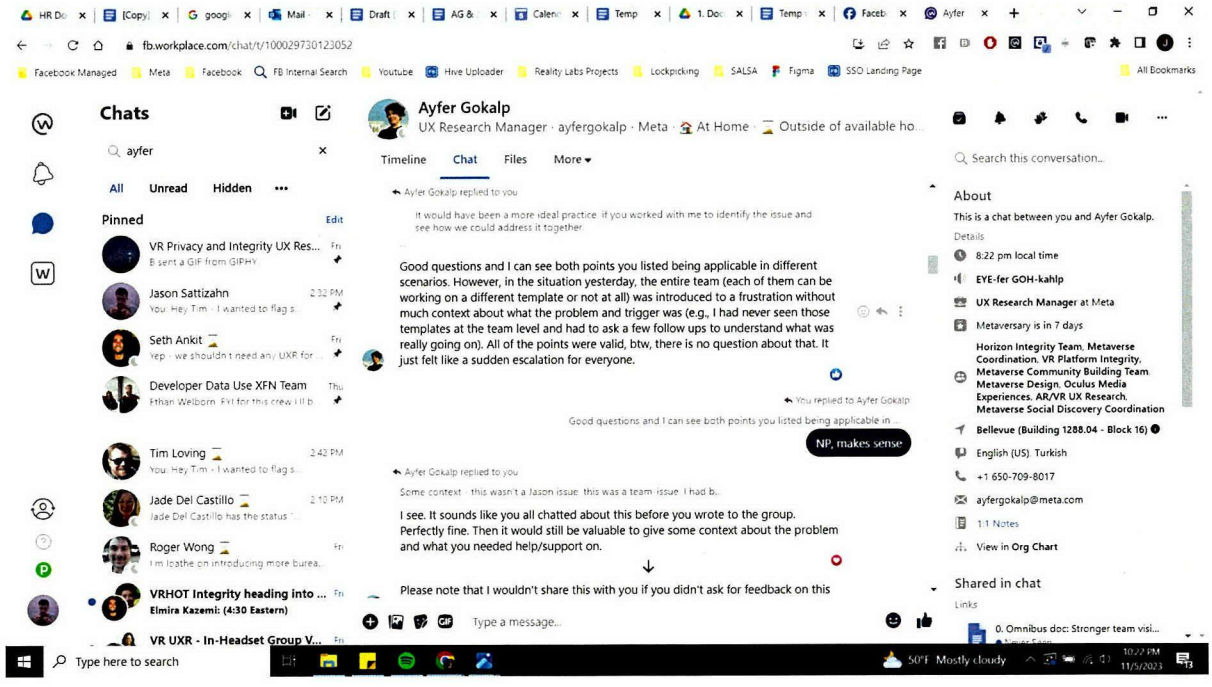

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You: Hey Tim - I wanted to f...
Seth Ankit
Yep - we shouldn't need any UX...
Developer Data Use XFN Te...
Ethan Welborn: FYI for this crew...
Tim Loving
You: Hey Tim - I wanted to f...
Jade Del Castillo
Jade Del Castillo has the sta...
Roger Wong
I'm loathe on introducing more b...
Riad Azar
UX Researcher · riadazar · Meta · At Home · Outside of avai...
Follow
feedback
3 of 19 results for "feedback"
Oct 19, 2023, 7:44 AM
My $0.02 is that we leave the audio note up - too many people have circulated it at this point. We can also make edits within the publication itself, assuming Ayfer has any issues. She hasn't said anything to me yet, though, and I was DM'ing her yesterday.
Riad Azar has the status "Outside of available hours" and has his notifications off during this time. For urgent messages, reply with @notify. Customize your settings at 'bunny dnd'
The other reason is just that - Ayfer said in our offsite that she wanted to re-vamp the A/C review group because she didn't want to review all publications as they're released. I don't mind that she's changing that approach, but the communication about that should've been consistent. Pulling the note would be a bad image on our Trust team to the POCs already leveraging the work
TBH, I don't think it sounds like there's content that's troubling. Sounds more like it's something she wish she would have seen/communicated clearer before publishing, if anything
Type a message...
About
This is a chat between you and Riad Azar.
Details
8:18 pm local time
REE-ahd uh-ZARR
UX Researcher at Meta
At Risk Countries - Harms, Central Integrity Research
New York (Building 372.02 - Farley Building)
English (US), Spanish, Polish, French
+1 650-785-6591
riadazar@meta.com
1:1 Notes
View in Org Chart
Shared in chat
Links
Avatars & representation 2-pager
Never Seen
Type here to search
52°F Cloudy
7:18 PM
11/5/2023

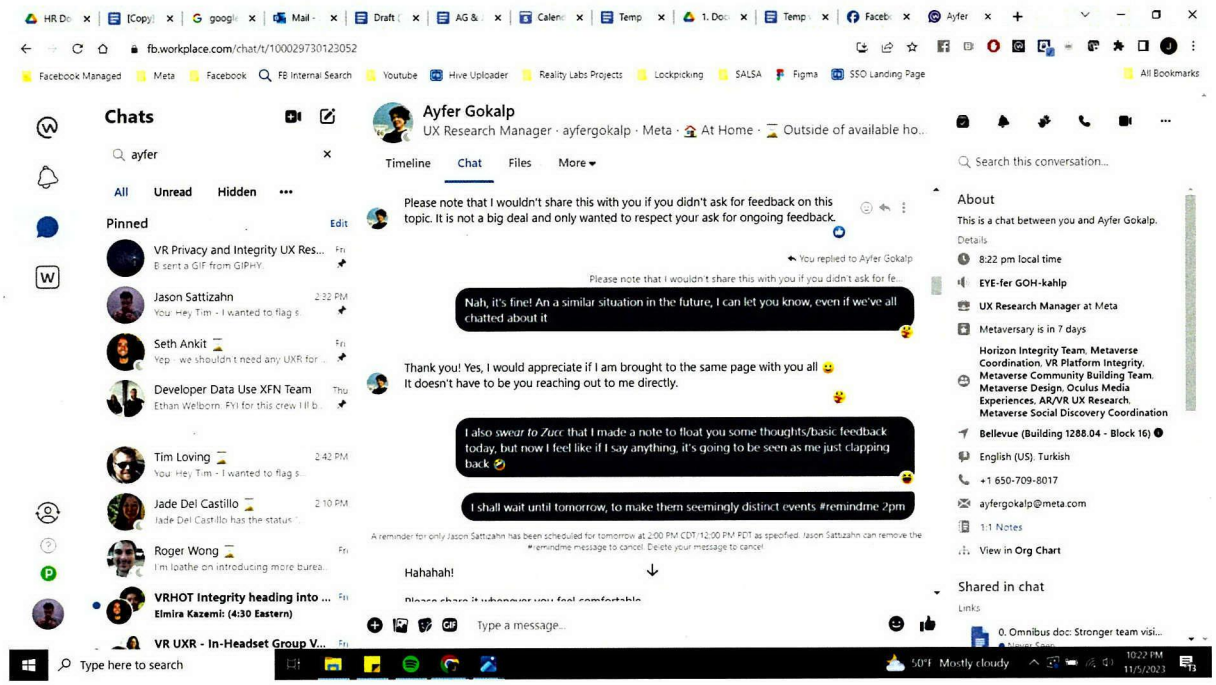

Chats
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VR Privacy and Integrity UX ...
B sent a GIF from GIPHY.
Jason Sattizahn
You: Hey Tim - I wanted to f...
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I'm loathe on introducing more b...
Riad Azar
UX Researcher · riadazar · Meta · At Home · Outside of avai...
Follow
feedback
3 of 19 results for "feedback"
TBH, I don't think it sounds like there's content that's troubling. Sounds more like it's something she wish she would have seen/communicated clearer before publishing, if anything
Oct 19, 2023, 9:30 AM
Yes I agree with everything you say, my issue was that I had a meeting with her on Tuesday afternoon riht before signing off for the day in which she asked me to see the copy before we published it, and I said yes, and then you published it Wednesday while I was out, and I never told you! So I feel personally responsible, but I agree there's nothing that could be done about it at this point, it was miscommunicated, and it's probably not necessary just another review
You replied to Riad Azar
Yes I agree with everything you say, my issue was that I had a meeting w...
Don't sweat it, man. I think it also just deserves upward feedback I've been meaning to leave her, anyway, so it's not a big deal
Type a message...
About
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Details
8:19 pm local time
REE-ahd uh-ZARR
UX Researcher at Meta
At Risk Countries - Harms, Central Integrity Research
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Never Seen
Type here to search
52°F Cloudy
7:19 PM
11/5/2023

Later that day while Jason was chatting Ayfer, Ayfer leaves Jason impromptu feedback on taking ownership of problems (see detail here). Jason accepts the feedback, but clarifies that herand Jason also mentioned that his intention was to leave feedback for Ayfer, as well. However, he doesn't want the two events to appear related, so Jason says he'll wait until the next day. The feedback written in chat was so long/detailed, Jason ends up writing down notes and typing up a formal doc (next section) to share the next week.




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Chats
ayfer
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Edit
VR Privacy and Integrity UX Res...
B sent a GIF from GIPHY
Jason Sattizahn
2:32 PM
You: Hey Tim - I wanted to flag s...
Seth Ankit
Yep - we shouldn't need any UXR for ...
Developer Data Use XFN Team
Thu
Ethan Welborn: FYI for this crew I'll b...
Tim Loving
2:42 PM
You: Hey Tim - I wanted to flag s...
Jade Del Castillo
2:10 PM
Jade Del Castillo has the status '...
Roger Wong
I'm loathe on introducing more burea...
VRHOT Integrity heading into ...
Elmira Kazemi: (4:30 Eastern)
VR UXR - In-Headset Group V...
Ayfer Gokalp
UX Research Manager · ayfergokalp · Meta · At Home · Outside of available ho...
Timeline
Chat
Files
More
For clarity, what's the primary driver of this: (1) limiting communication around potential problems to only between you and myself to approach the broader group with a solution prior to talking about it, or (2) you wanting to feel like you have time to sit with the problem before feeling a need to respond to the ask to the general group?
Either way is fine, it just contextualizes things for me in future instances
Some context - this wasn't a Jason issue, this was a team issue. I had been explicitly talking about it with other UXRs, but I was the only one who felt comfortable explicitly asking about it.
Hence, the group chat, since it included multiple of us.
Either way, if it's reason #2, I can just keep that in mind for how you comfortably work in the future and reach out separately regardless. If it's #1, then in similar situations, I'll have to just call out that it's [insert names] talking about it so they don't feel excluded from the convo (or ask them if they're cool with me reaching out 1:1 with you)
Ayfer Gokalp replied to you
It would have been a more ideal practice if you v... with me to identify the issue and see how we could address it together.
Type a message...
Search this conversation...
About
This is a chat between you and Ayfer Gokalp.
Details
8:22 pm local time
EYE-fer GOH-kahlp
UX Research Manager at Meta
Metaversary is in 7 days
Horizon Integrity Team, Metaverse Coordination, VR Platform Integrity, Metaverse Community Building Team, Metaverse Design, Oculus Media Experiences, AR/VR UX Research, Metaverse Social Discovery Coordination
Bellevue (Building 1288.04 - Block 16)
English (US), Turkish
+1 650-709-8017
ayfergokalp@meta.com
1:1 Notes
View in Org Chart
Shared in chat
Links
0. Omnibus doc: Stronger team visi...
Type here to search
50°F Mostly cloudy
10:22 PM
11/5/2023

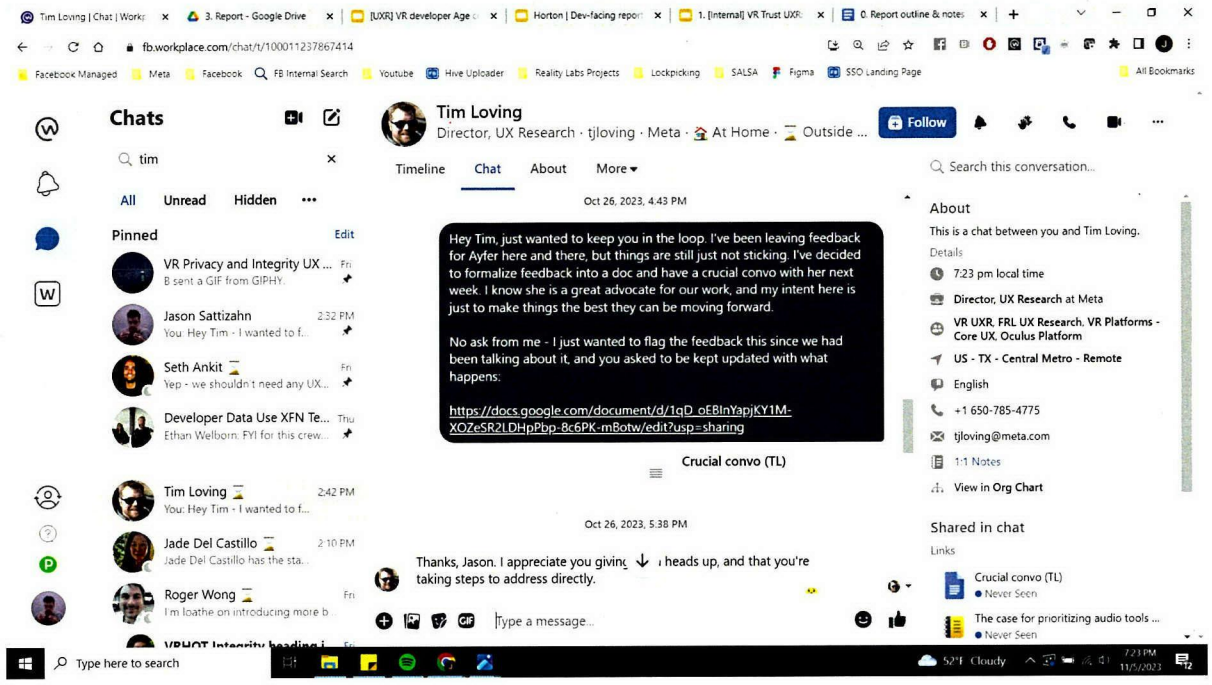

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Ayfer Gokalp
UX Research Manager · ayfergokalp · Meta · At Home · Outside of available ho...
Timeline
Chat
Files
More
Ayfer Gokalp replied to you
It would have been a more ideal practice if you worked with me to identify the issue and see how we could address it together.
Good questions and I can see both points you listed being applicable in different scenarios. However, in the situation yesterday, the entire team (each of them can be working on a different template or not at all) was introduced to a frustration without much context about what the problem and trigger was (e.g., I had never seen those templates at the team level and had to ask a few follow ups to understand what was really going on). All of the points were valid, btw, there is no question about that. It just felt like a sudden escalation for everyone.
You replied to Ayfer Gokalp
Good questions and I can see both points you listed being applicable in ...
NP, makes sense
Ayfer Gokalp replied to you
Some context - this wasn't a Jason issue, this was a team issue. I had b...
I see. It sounds like you all chatted about this before you wrote to the group. Perfectly fine. Then it would still be valuable to give some context about the problem and what you needed help/support on.
Please note that I wouldn't share this with you if you didn't ask for feedback on this
Type a message...
Search this conversation...
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Details
8:22 pm local time
EYE-fer GOH-kahlp
UX Research Manager at Meta
Metaversary is in 7 days
Horizon Integrity Team, Metaverse Coordination, VR Platform Integrity, Metaverse Community Building Team, Metaverse Design, Oculus Media Experiences, AR/VR UX Research, Metaverse Social Discovery Coordination
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Type here to search
50°F Mostly cloudy
10:22 PM
11/5/2023



October 26, 2023

Jason Sattizahn again reaches out to Tim Loving (Ayfer Gokalp's manager). In this chat, Jason provides Tim with two pieces of information:

- Past feedback Jason has left Ayfer is not having an impact on Ayfer's behavior
- Jason has decided to formally write extensive feedback to Ayfer
- Jason is scheduling a Crucial Convo the next week to discuss this with Ayfer
- Jason also shares with Tim a personal draft of the notes that Jason will be sharing with Ayfer when the Crucial Convo is scheduled (Tim's draft here)



Later the same day, Jason Sattizahn reaches out to Ayfer Gokalp and schedules a "Crucial convo: '24 partnership" to take place on Nov. 1, 2023

You updated the meeting time and location
Wed 11/1/2023 2:35 PM - 3:30 PM ~~Tue 11/7/2023 1:05 PM - 2:00 PM~~
[BEL1288.04] Shi Shi Beach

JS

Jason Sattizahn
To: Ayfer Gokalp
Bcc: [BEL1288.04] Shi Shi Beach (Reservable Seats 2 LCD/VC/WB)
Thu 10/26/2023 3:05 PM

I want to set aside time for a crucial conversation for us to talk about strengthening our work together in 2024. I'm excited about the work and want to make sure we can come out swinging as good as we can.

I'll send over notes next week!

October 27, 2023
Ayfer Gokalp declines the Crucial Convo due to an overlapping meeting. Ayfer does state that she would like to meet, though.

Retention: [Default] 2 Year Permanently Delete (2 years) Expires: Sun 10/26/2025 7:45 AM

Ayfer Gokalp declined

AG Ayfer Gokalp
To: Jason Sattizahn
Fri 10/27/2023 7:45 AM

Happy to chat. Declining because I don't have edit access and I cannot make this time. Can meet on Friday or Wednesday the following week.

October 30, 2023

Jason Sattizahn reschedules the Crucial Convo with Ayfer Gokalp; now it will occur Nov. 3rd, 2023

You updated the meeting time
Fri 11/3/2023 2:35 PM - 3:15 PM ~~Wed 11/1/2023 2:35 PM - 3:30 PM~~

JS Jason Sattizahn
To: Ayfer Gokalp
Bcc: [BEL1288.04] Shi Shi Beach (Reservable Seats 2 LCD/VC/WB)
Mon 10/30/2023 8:07 AM

I want to set aside time for a crucial conversation for us to talk about strengthening our work together in 2024. I'm excited about the work and want to make sure we can come out swinging as good as we can.

I'll send over notes next week!

October 31, 2023

Ayfer Gokalp moves the "Crucial conversation" meeting invite to the next week, citing Ayfer's busy work schedule/conflicts (now on Friday, November 10th, 2023)

You updated the meeting time and location
Fri 11/10/2023 1:50 PM - 2:30 PM ~~Fri 11/3/2023 2:35 PM - 3:15 PM~~
~~[BEL1288.04] Shi Shi Beach~~

JS Jason Sattizahn
To: Ayfer Gokalp
Tue 10/31/2023 1:31 PM

I am excited about this convo. I need to move it to the next week due to conflicts.

I want to set aside time for a crucial conversation for us to talk about strengthening our work together in 2024. I'm excited about the work and want to make sure we can come out swinging as good as we can.

I'll send over notes next week!

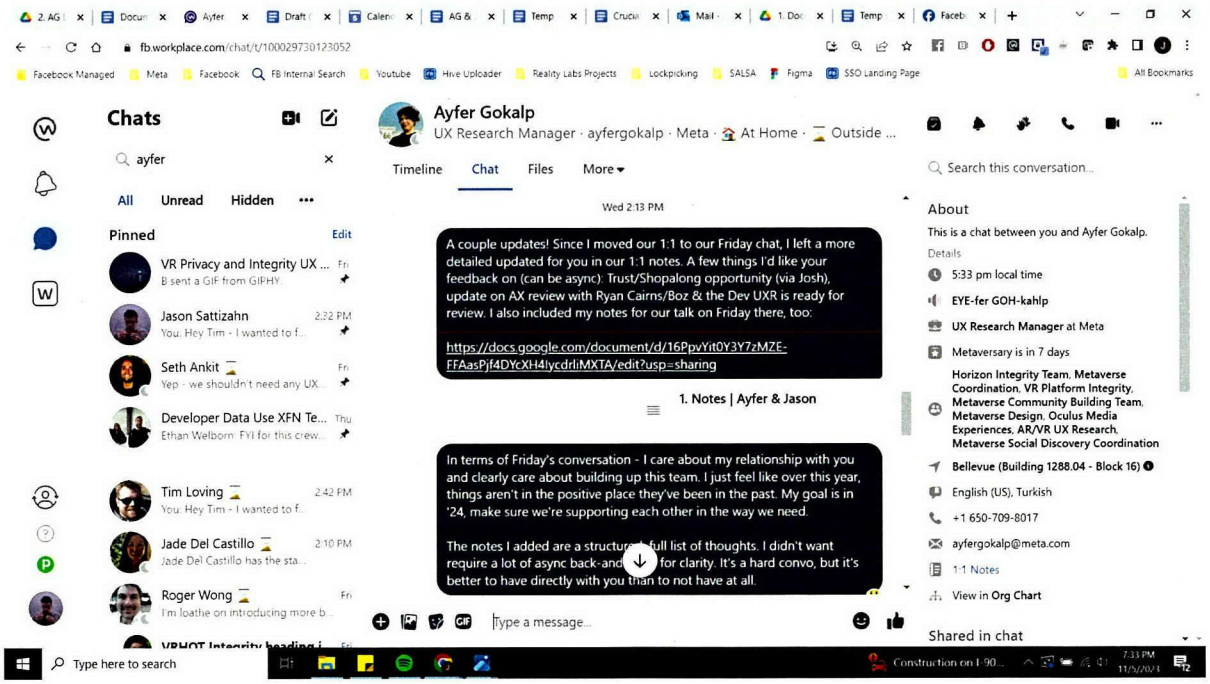
November 1, 2023
Jason Sattizahn sends Ayfer Gokalp a Workplace chat that includes Jason's "Crucial Convo" notes about Ayfer's communication and behavior (here).

In WP chat, Jason gives Ayfer the following context:

- "In terms of Friday's conversation - I care about my relationship with you and clearly care about building up this team. I just feel like over this year, things aren't in the positive place they've been in the past. My goal is in '24, make sure we're supporting each other in the way we need."
- "The notes I added are a structured, full list of thoughts. I didn't want require a lot of async back-and-forth for clarity. It's a hard convo, but it's better to have directly with you than to not have at all."

Jason also lets Ayfer know that he updated the 1:1 doc they share. In this 1:1 doc (that Ayfer reviewed and commented, same-day), Jason's gives the following context:

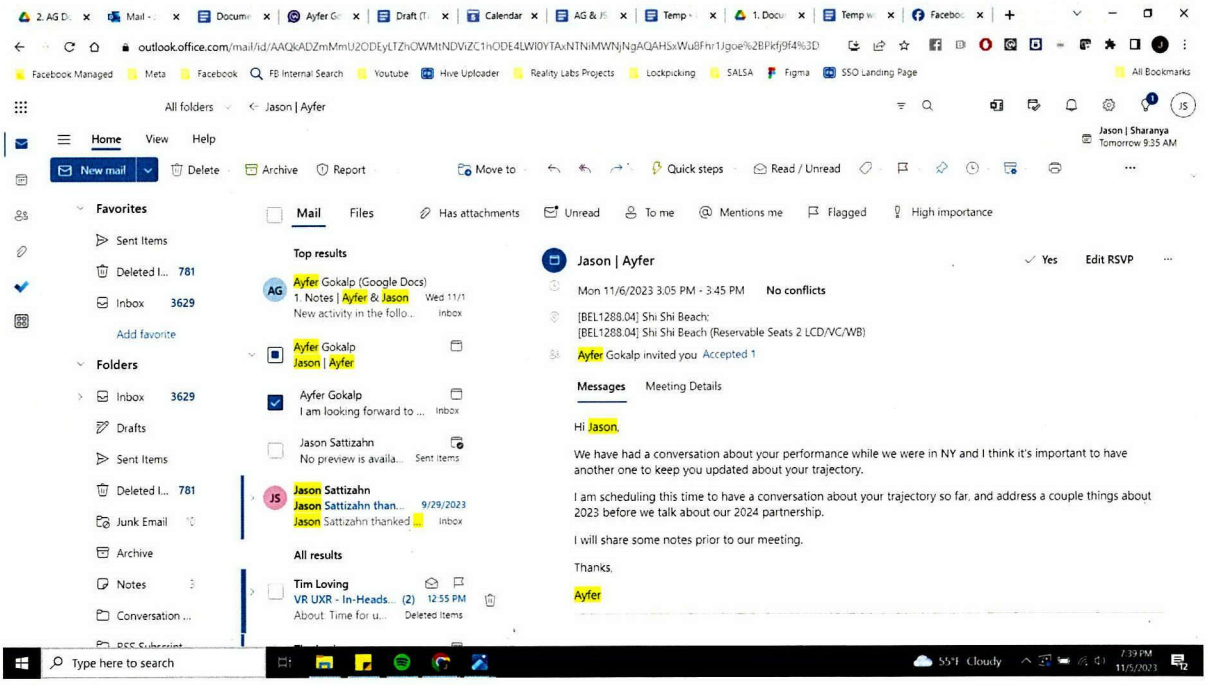
- "For our convo Friday, I prepared notes! It's a lot, but my goal is to have us support each other in '24 as best we can. I'd rather be exhaustive than lack clarity, and although it's probably a hard conversation, the easy ones aren't really that fun"



November 2, 2023
The day after Jason shares with Ayfer notes about Ayfer's communication, behavior and the negative impact it's having on Jason's work environment, Ayfer schedules a 1:1 with Jason Sattizahn for Monday, Nov. 6, 2023 ("Jason | Ayfer").

Ayfer has scheduled this meeting earlier in the week (for Monday, Nov. 6, 2023) than the Crucial Convo that Jason has already scheduled (Friday, Nov. 10, 2023). The body of this meeting invite includes the following:

- Ayfer acknowledges that while we were in NYC, Jason and Ayfer had a conversation about his work performance and trajectory
- Ayfer wants to keep me updated about work performance/trajectory
- In the meeting invite, Ayfer explicitly states she wants to have this trajectory conversation before the meeting I had scheduled regarding her behavior, writing, "*I am scheduling this time to have a conversation about your trajectory so far, and address a couple things about 2023 before we talk about our 2024 partnership*"



November 3, 2023
Ayfer amends her meeting invite. She links a document called "Jason Sattizahn performance convo 11/6" (original doc here, doc copy here). This document was created and written two days after Jason shared notes about Ayfer's behavior and the impact it has had on Jason at work.

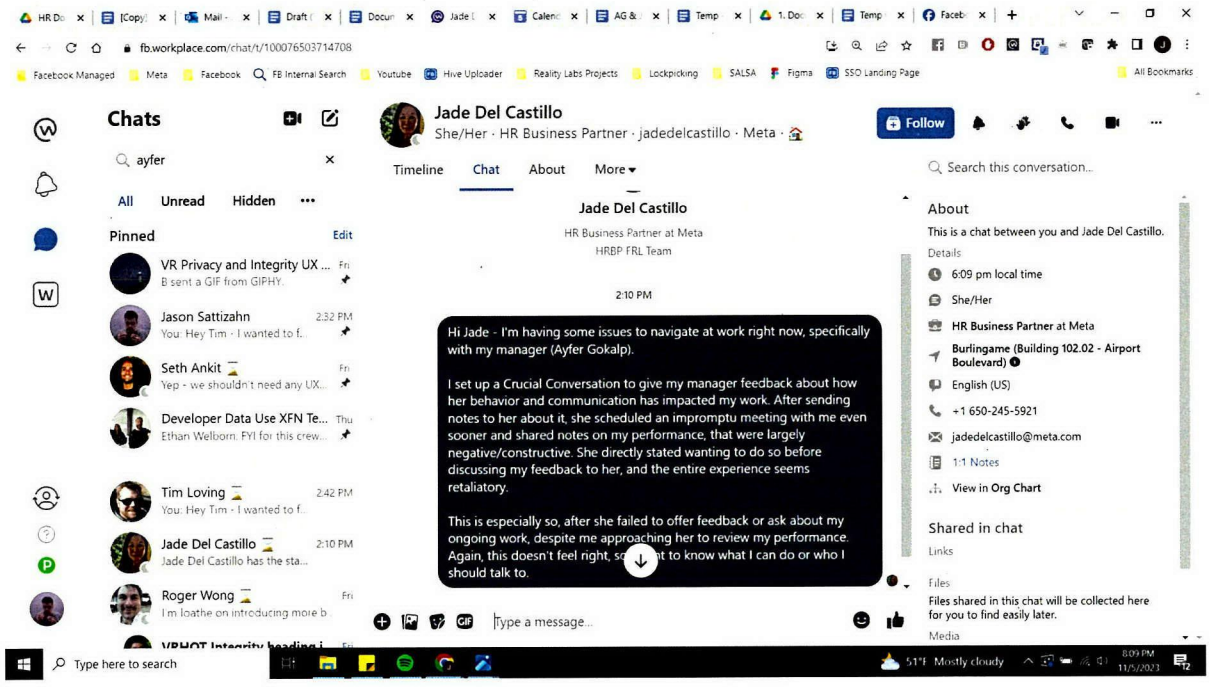
The feedback itself is concerning, for a number of reasons. See this appendix section for a detailed review of why and how this feedback is problematic. However, a summary is that (i) the timing of the feedback seems retaliatory, (ii) much of it contradicts past alignment and (iii) it continues to be vague, esp. in ways that Jason has previously shared with Ayfer:

- **Timing.** Ayfer only provided Jason this feedback *immediately after* Jason offered Ayfer notes/a discussion on how Ayfer's behavior negatively impacted his work; this seems pure retaliatory in nature
- **Contradictions to past conversations**. Feedback that Ayfer mentions (ex. In appendix here and here) is directly contradictory to clarification and alignment that Ayfer and Jason have recently reached
- **Clarity and Vagueness**. Other feedback is vague, written as if Ayfer has context on my work; in the past 4-5 weeks since our NYC talk, Ayfer has neither discussed context of my work being done (outside of terse 1:1 updates), nor provided feedback on growth areas Jason proactively approached for Ayfer to review (e.g. mid-cycle review doc)

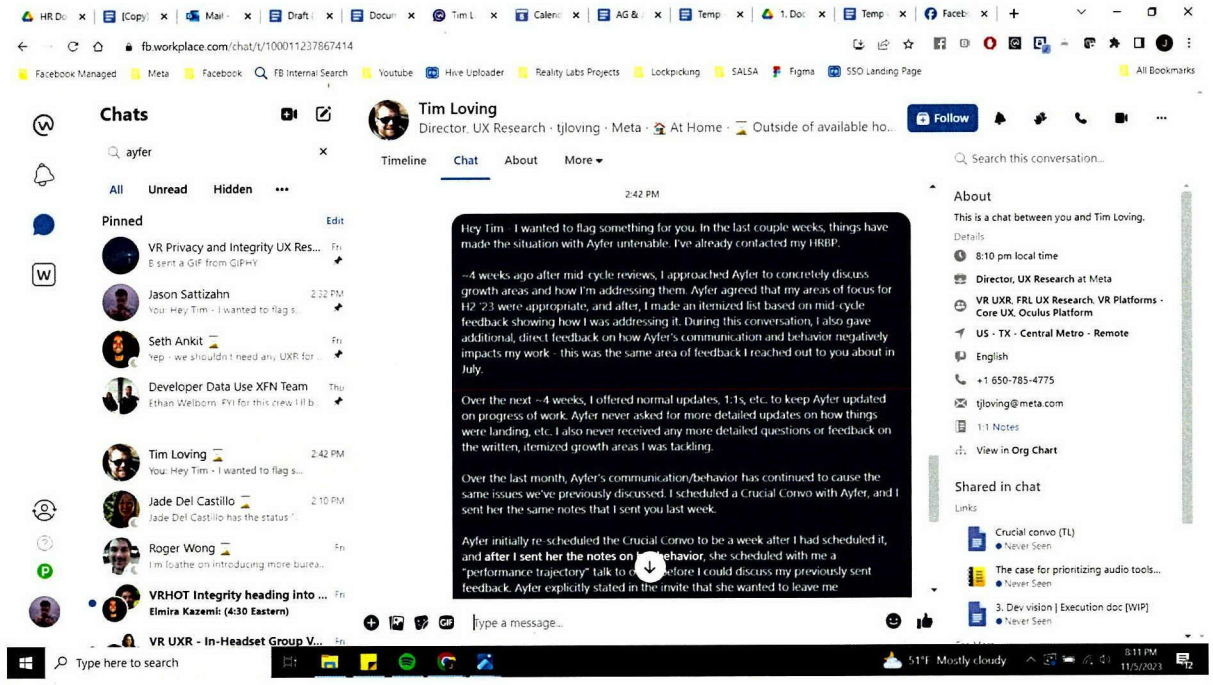
November 5, 2023
Jason is extremely uncomfortable with the nature of the feedback that Ayfer provided on Nov. 3, 2023. The fact that Ayfer only offers sharp feedback after Jason shared his own feedback about Ayfer's behavior feels retaliatory in nature.

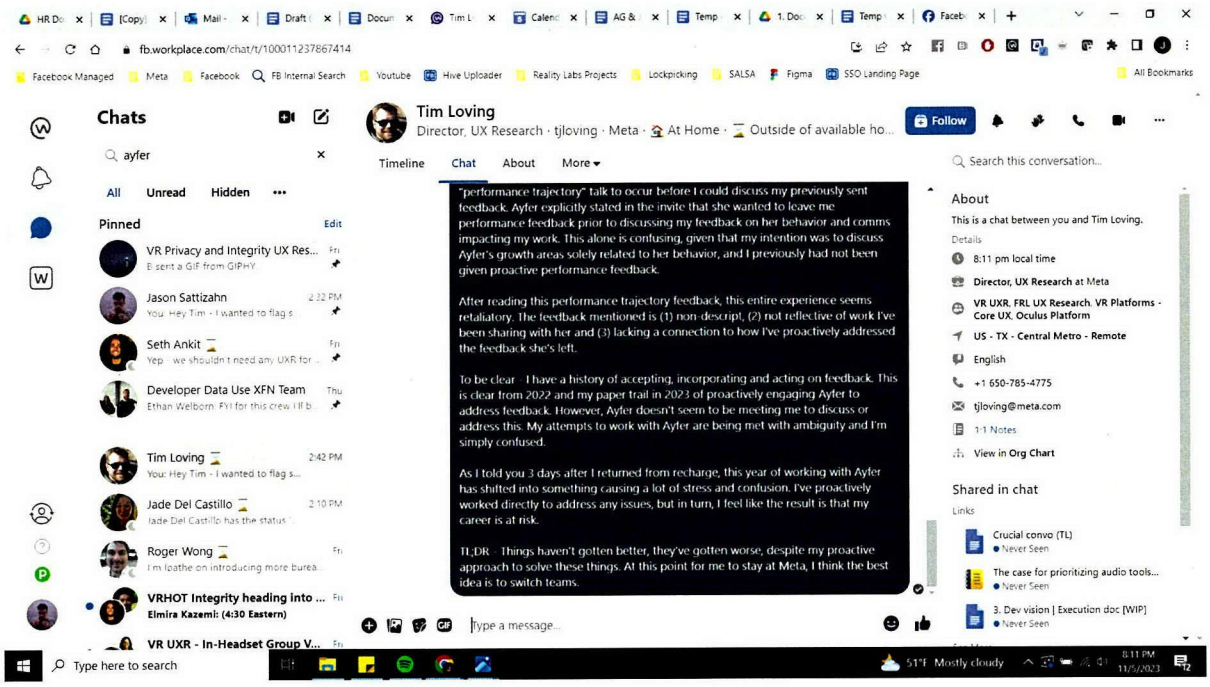
Jason does two things: (1) reaches out on Workplace Chat to his HRBP (Jade Del Castillo) to inform her about the situation, and (ii) informs Tim Loving (Ayfer's manager) about how the situation with Ayfer has become untenable. Jason tells Tim that it would be for the best for Jason to switch teams.

WP chat to Jason's HRBP (Jade Del Castlillo)



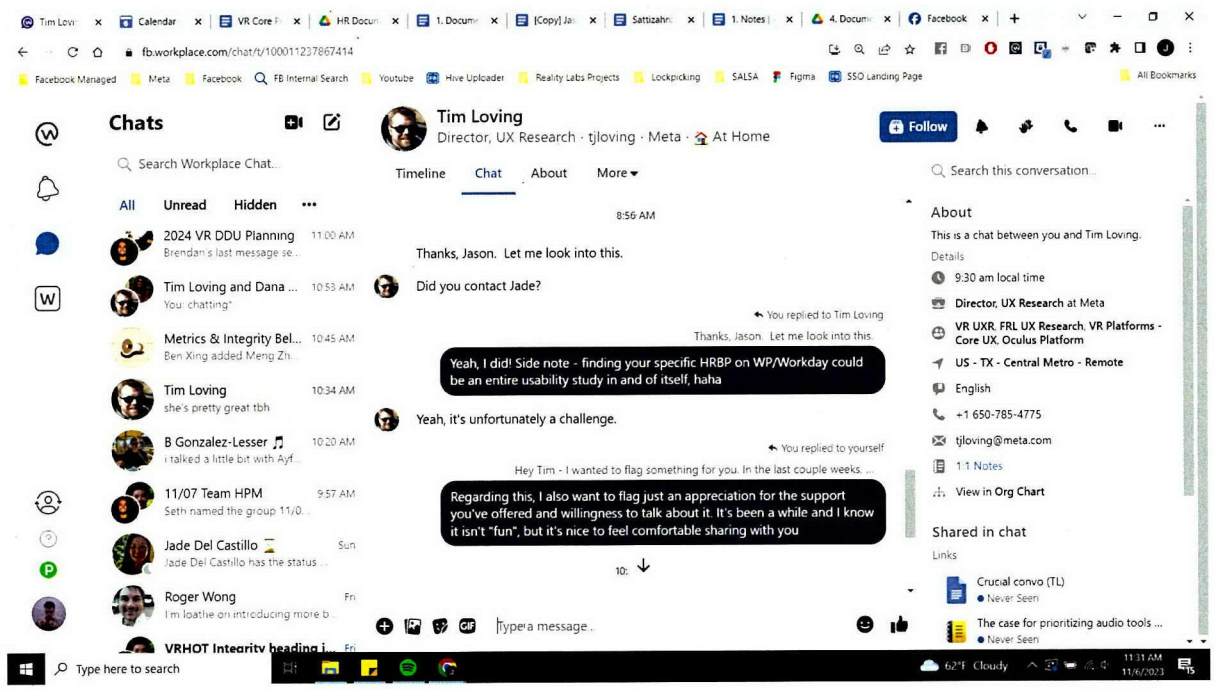
WP chat to Ayfer's manager (Tim Loving)

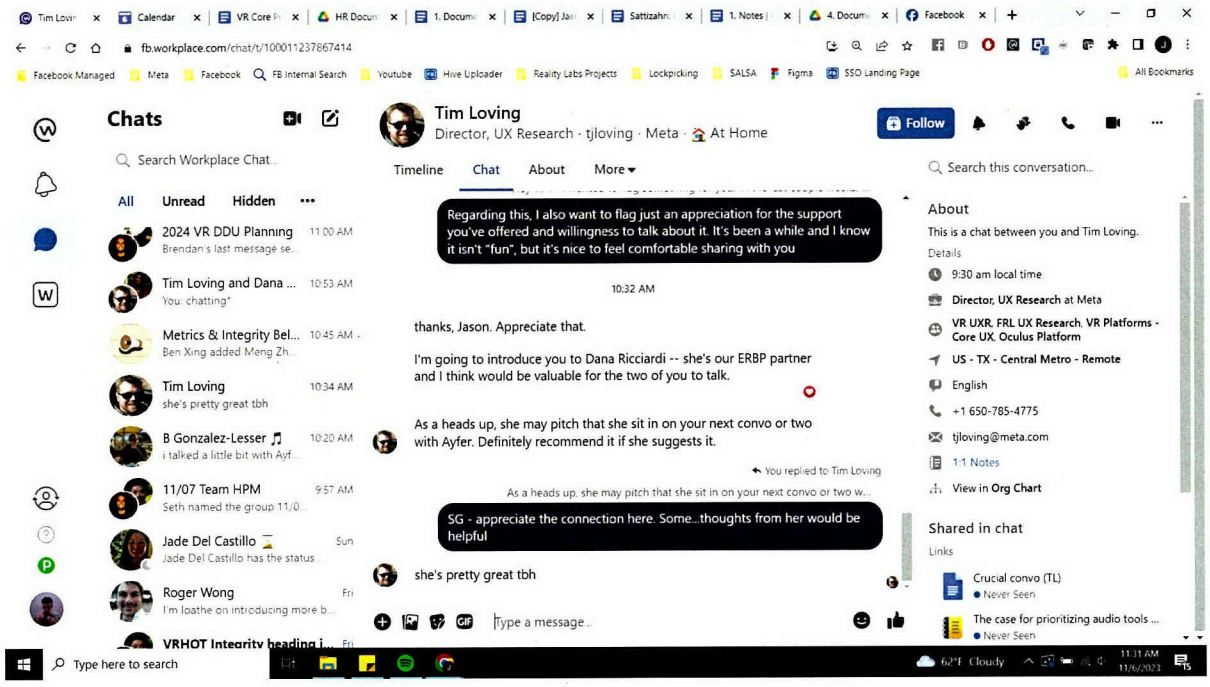




November 6, 2023

Tim Loving puts Jason in direct contact with an ERBP (Dana Ricciardi) to discuss things further. Tim mentions that Dana may ask to sit in on future meetings with Ayfer, and Tim endorses this, if it comes up.





Later in the day, Jason meets Ayfer for the performance trajectory talk that Ayfer had scheduled (Ayfer's original notes here, doc copy here). A number of things are discussed:

- **The "joke" on being threatened**. Ayfer opened by asking about the situation described here and asks if Jason remembered it.
    - Jason says yes, and asks Ayfer if she remembers the clarification Jason offered. Ayfer thinks so, and Jason again repeats what he said in NYC (here), and that the lack of managerial support along in the situation made Jason *feel* threatened.
    - Ayfer says she remembers, but wanted to clarify that *she* isn't threatening Jason; Ayfer reiterates she wants Jason to feel safe *with her*
- **Bias for action.** Based on Jason's concerns with this feedback (here), Jason asks Ayfer for more details. Jason also tells Ayfer that he is confused, becuase these are things he's actively doing
    - Jason provides examples to Ayfer of how he's doing this
    - Ayfer states this is based on feedback she received from someone
    - Jason states that the feedback is too ambiguous, and that he isn't sure how to address this, since Jason has examples of doing these things
    - Ayfer states, "Don't worry about any details. Just focus on your impact for the rest of the half."

    - **Note*: This highlight the ambiguity in Ayfer's feedback. It's written specifically, but when more information is needed for growth, Ayfer states that any details aren't important
- **Feedback: Proactive ownership.** Jason directly points out that he disagrees with the feedback (described here), given direct clarification already gained
    - After explaining, Ayfer states that until that day (11/6), Ayfer had no idea that Jason had already solutioned these issues
    - Jason expresses frustration, primarily because Ayfer's failed to get context about what occurred *before* offering feedback
    - Jason tells Ayfer that these forms of communication concern him, because he isn't sure when Ayfer (i) *believes* something is wrong, (ii) isn't getting clarification and (iii) then records this as a problem, when no inappropriate behaviors actually occurred
    - Ayfer admits that Jason did the right thing, and that her feedback now didn't apply; Ayfer does still ask Jason to leave more explicit real-time context, even if the primary work was completed

Appendix

Why Ayfer's feedback on 11/3/2023 was deeply concerning

There are a number of things that are deeply concerning with the feedback that Ayfer Gokalp left Jason Sattizahn on 11/3/2023 (original doc here, doc copy here). This primarily can be chunked into three categories:

1. **Timing of feedback seems retaliatory**. Feedback was only offered to Jason *after* Jason shared context and notes with Ayfer about how Ayfer's behavior negatively impacted his work environment
2. **Feedback contradicts previous discussion/alignment.** In places in Ayfer's feedback, Ayfer leaves feedback or cites examples that contradict previous alignment or discussions that Jason and Ayfer had

Before outlining some examples from Ayfer's feedback in specific detail, I do want to mention the long history of searching for, respecting and acting on feedback that I have at Meta. In 2022, this was a core area that I was reported as a strength for me. The examples in this document also show that in 2023, I've taken concrete actions to gather feedback and to review/address it. However, the nature of the feedback I'm receiving in 2023 seems inappropriate, contradictory and often vague, making it difficult for me to take action.

The timing of Ayfer's feedback

Summary. Ayfer only offered Jason this performance trajectory feedback *after* Jason sends context & notes to Ayfer about how Ayfer's behavior has negatively impacted Jason's work environment. This seems retaliatory in nature.

As mentioned above, on (10/26/2023) Jason schedules a Crucial Convo with Ayfer on their partnership, and on (11/1/2023), Jason shared explicit notes with Ayfer about the negative impact Ayfer's behavior has on Jason's work environment

The day after these notes are shared and Jason provides direct context to Ayfer via WP chat & 1:1 notes (11/2/2023), Ayfer schedules a "performance trajectory" conversation with Jason. Then (11/3/2023), Ayfer creates and writes ad-hoc performance trajectory feedback (original doc here, doc copy here).

Outside of the feedback content (discussed later), the timing of this is concerning:

- The timing of Ayfer's feedback feels directly retaliatory in nature:
  - Ayfer originally re-scheduled Jason's Crucial Convo to twice, citing Ayfer's work schedule; Ayfer sets the date of the Crucial Convo as (11/10)
  - After Jason sends notes/context on Ayfer's behavior, Ayfer schedules a performance convo (11/6) to occur *before* Jason's crucial convo (11/10)
- Feedback to Jason was only offered after Jason left Ayfer feedback, despite Jason's proactivity to get clearer, actionable feedback from Ayfer
  - Jason proactively attempted in the past to get feedback from Ayfer on progress areas (see here)
  - Feedback Ayfer provided was focused on defending past feedback Ayfer left that was already described by Jason as confusing

Ayfer opens with a reference to a "joke" and HR.

Summary. During a 10/5/2023 meeting, Jason left Ayfer feedback that he felt threatened. Ayfer asked for clarity, and Jason said this was only a partial-joke; Jason stated lack of manager support from Ayfer in H1 '23 and her approach to performance made Jason feel like his career was threatened. Ayfer verbally acknowledged this and stated that it, "Made her sad." Despite already directly clarifying that statements were about (i) my feelings around my job and (ii) direct feedback to Ayfer on her lack of support, this is being resurfaced in this feedback.

Ayfer immediately opens her feedback doc mentioning a "joke" Jason made during Ayfer and Jason's meeting on 10/5 meeting. Reminder: the meeting 10/5/2023 was a meeting Jason explicitly created to (i) review Jason's performance/plan with Ayfer and (ii) directly leave Ayfer feedback about Ayfer's communication & behavior. The situation in question:

Ayfer: "You asked me whether I was threatening you when I shared with you the fact that H1 feedback would still be a part of performance evaluations at the end of the year...Asking whether I was threatening you as a joke was not appropriate."

(from Ayfer's 11/3 feedback notes; here, doc copy here*)*

Reading this is incredibly disheartening, because this reference and Ayfer's framing of it means that Ayfer neither listened to the active feedback Jason gave her, nor is providing an open, safe space for employees on her team to discuss their needs, feelings and leave feedback for Ayfer.

During our 10/5 meeting, Ayfer and Jason discussed a few things:

- When H1 '23 mid-cycle kicked off, Ayfer stated that she was surprised that I was even eligible for H1 '23 mid-cycle, given the amount of time I was away
- Ayfer said that *at that point in time* (mid-cycle kickoff), Ayfer checked to see if I was eligible; she was surprised to see that I was
- Jason asks why Ayfer didn't investigate this before Jason's leave, given that Jason was provided/found no documentation, recharge checklists or any prompting from Meta/management to fill out H1 '23 mid-cycle
- Ayfer says this is unfortunate, and that she wishes Jason would have completed H1 '23 mid-cycle
- Jason states that he did due diligence and was offered no information about this; Jason also states he wishes Ayfer would have helped with this
- Ayfer says that this is unfortunate; Ayfer also explicitly states that H1 '23 would still be reflected in 2023 reviews
- Jason expresses frustration with Ayfer, citing a lack of Ayfer's support; Jason says that, "...it feels threatening to have no manager support in setting myself up for success for reviews, but then have my manager state that the review will still count"
- Ayfer directly asks if I think she's threatening me
- Jason clarified, stating that it's only a partial-joke because Jason doesn't think Ayfer is threatening Jason. Jason explicitly states that he feels generally feels his job is threatened, based on the lack of H1 '23 manager support leading to him not being able to contextualize his work and set himself up for success
- Ayfer acknowledges this directly, saying, "The fact that you feel this way makes me incredibly sad."
- This generally concluded the meeting; we chatted about upcoming deadlines for a couple minutes, arranged lunch and left

"Proactively taking ownership and embracing a solution focused approach"

Summary. Ayfer reached out 10/19/2023 to leave this feedback to Jason. After Jason gives context to his prior work on the subject, Ayfer states that Jason's approach in taking ownership was "Perfectly fine." This feedback is now being resurfaced, despite the original feedback being clarified that it was something Jason already was doing.

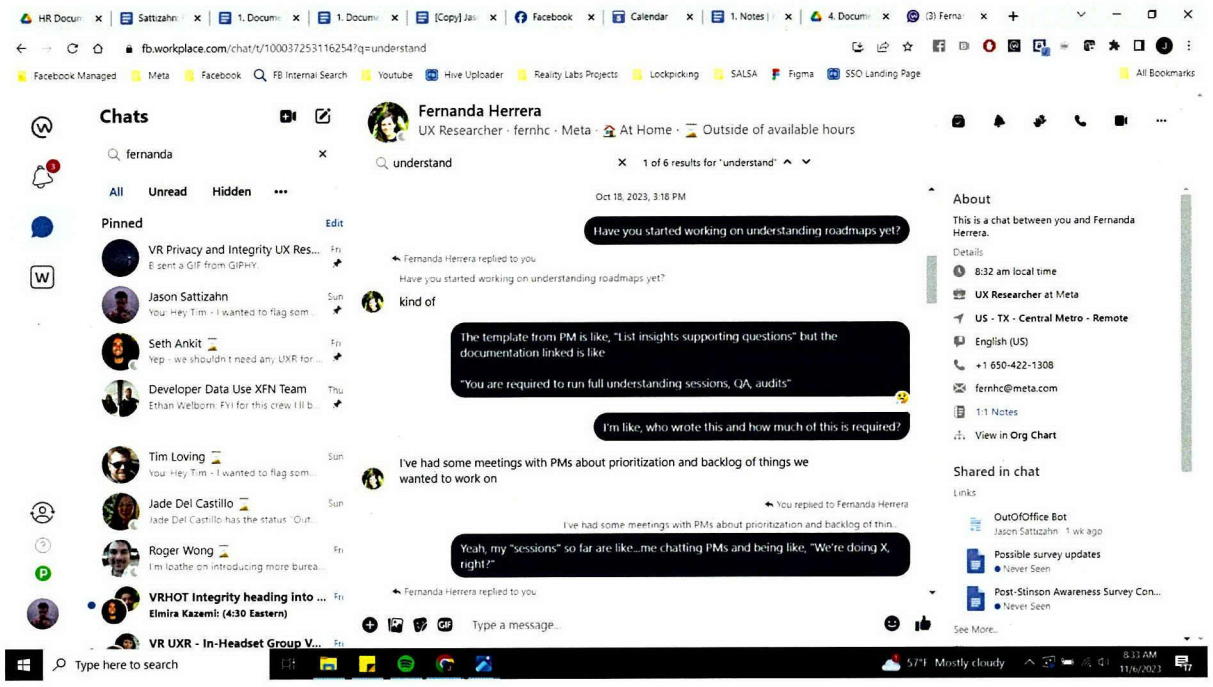
This feedback that Ayfer leaves in her feedback doc to Jason (here, doc copy here) is an example that's confusing and not appropriate given the clarification Ayfer and Jason have had in the recent past. In this example, Ayfer states:

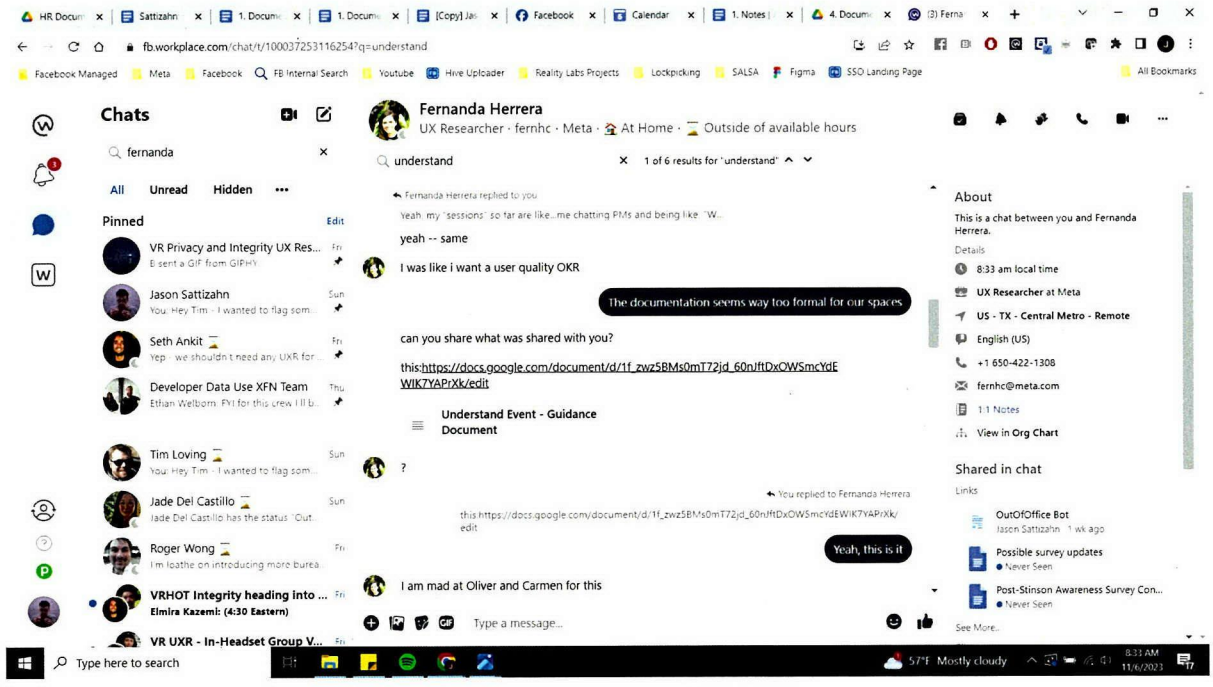
Ayfer: "There was a good opportunity for you to showcase this behavior when your XFN partners were confused about PG level vs team level understand sessions. As an IC6, you are expected to step in and address ambiguity/confusions independently for yourself, and teammates if needed."

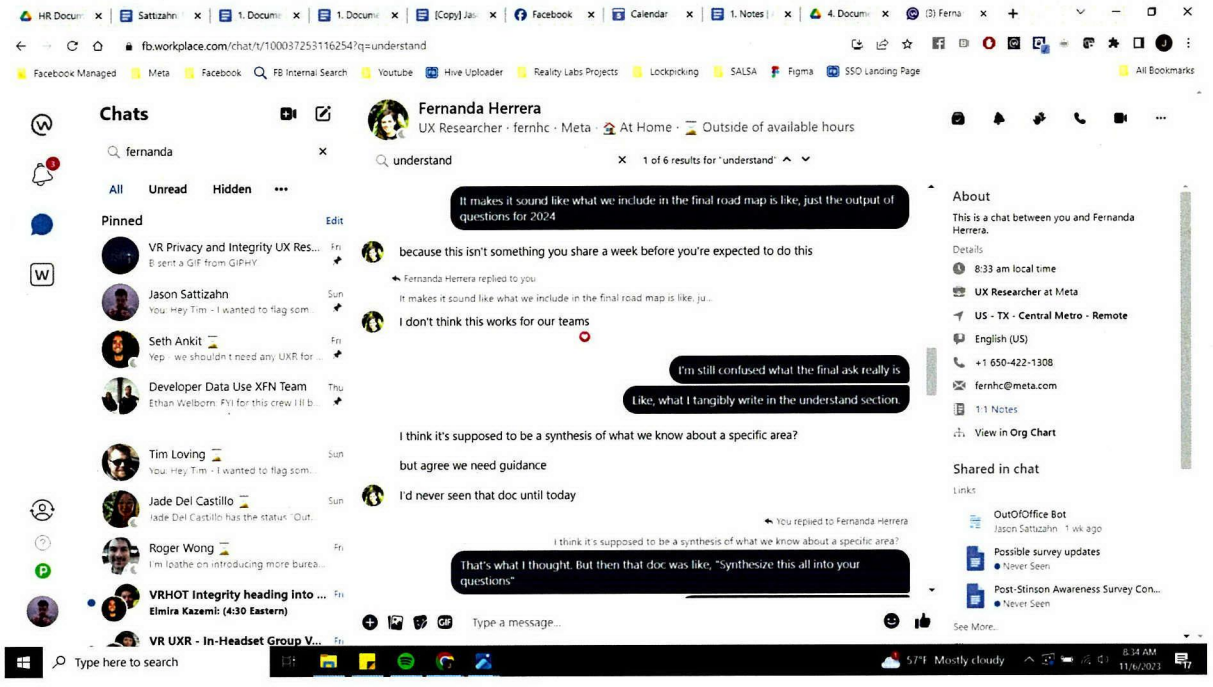
(*from Ayfer's 11/3 feedback notes;* here, doc copy here)

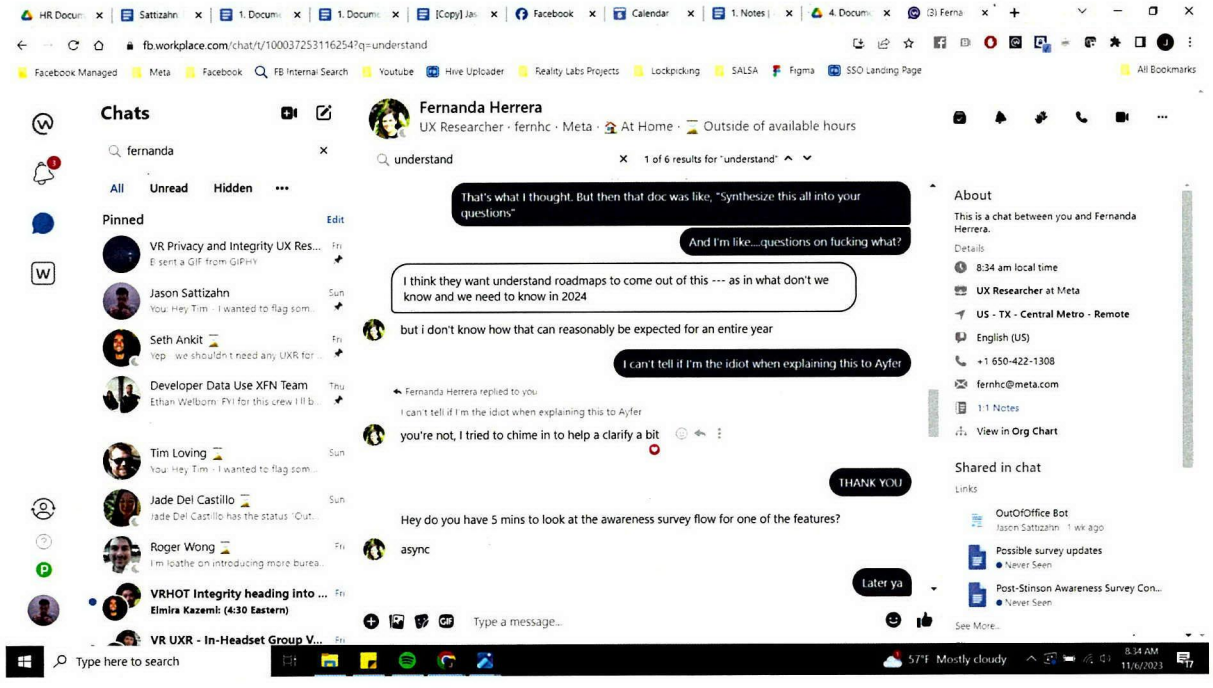
The context here was that the VR Trust UXR team was in 2024 roadmapping/planning. As a part of this, Ayfer Gokalp told her direct reports to follow the roadmapping process and to work with XFN to write the "Understand" sections as they can. In the templates shared with everyone, these "Understand" sections

Jason discussed this with XFN, primarily PM. These PMs are also confused, and Jason/XFN decide to write their own Understand sections. After, Jason approaches his own direct teammates, (incl. Fernanda Herrera) to talk about if they were also confused on the process (10/18/2023):

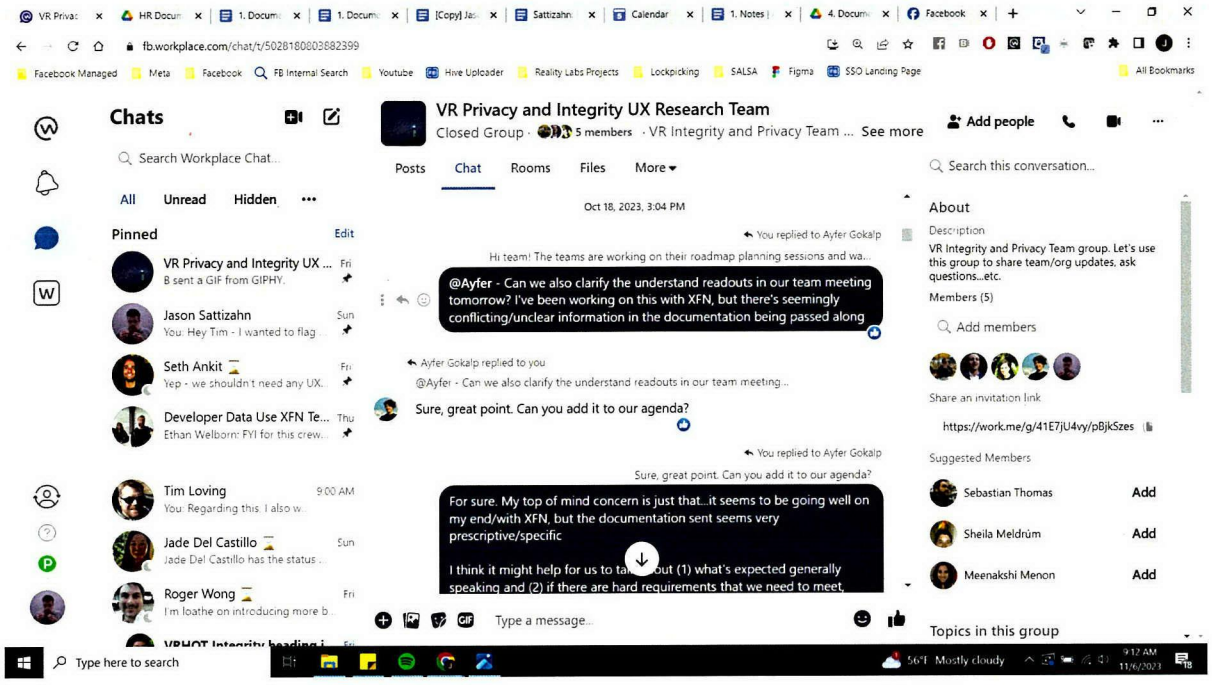

fb.workplace.com/chat/t/1000372531162547q=understand
Chats
fernanda
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Unread
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Pinned
Edit
VR Privacy and Integrity UX Res...
B sent a GIF from GIPHY.
Jason Sattizahn
You: Hey Tim - I wanted to flag som...
Seth Ankit
Yep - we shouldn t need any UXR for ...
Developer Data Use XFN Team
Ethan Welborn: FYI for this crew I ll b...
Tim Loving
You: Hey Tim - I wanted to flag som...
Jade Del Castillo
Jade Del Castillo has the status 'Out...
Roger Wong
I m loathe on introducing more burea...
VRHOT Integrity heading into ...
Elmira Kazemi: (4:30 Eastern)
VR UXR - In-Headset Group V...
Fernanda Herrera
UX Researcher · fernhc · Meta · At Home · Outside of available hours
understand
1 of 6 results for "understand"
Oct 18, 2023, 3:18 PM
Have you started working on understanding roadmaps yet?
Fernanda Herrera replied to you
Have you started working on understanding roadmaps yet?
kind of
The template from PM is like, "List insights supporting questions" but the documentation linked is like
"You are required to run full understanding sessions, QA, audits"
I'm like, who wrote this and how much of this is required?
I've had some meetings with PMs about prioritization and backlog of things we wanted to work on
You replied to Fernanda Herrera
I've had some meetings with PMs about prioritization and backlog of thin...
Yeah, my "sessions" so far are like...me chatting PMs and being like, "We're doing X, right?"
Fernanda Herrera replied to you
Type a message...
About
This is a chat between you and Fernanda Herrera.
Details
8:32 am local time
UX Researcher at Meta
US - TX - Central Metro - Remote
English (US)
+1 650-422-1308
fernhc@meta.com
1:1 Notes
View in Org Chart
Shared in chat
Links
OutOfOffice Bot
Jason Sattizahn · 1 wk ago
Possible survey updates
Never Seen
Post-Stinson Awareness Survey Con...
Never Seen
See More...
Type here to search
57°F Mostly cloudy
8:33 AM
11/6/2023

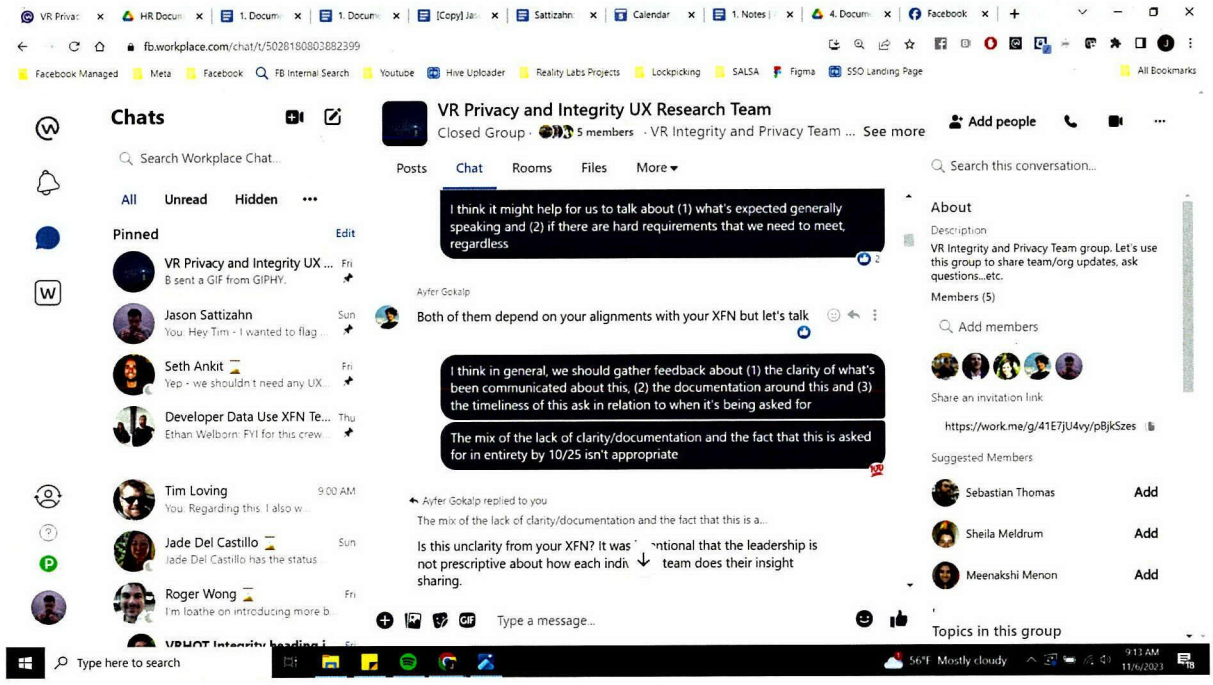

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Fernanda Herrera
UX Researcher · fernhc · Meta · At Home · Outside of available hours
understand
1 of 6 results for "understand"
Fernanda Herrera replied to you
Yeah, my "sessions" so far are like...me chatting PMs and being like, "W...
yeah -- same
I was like i want a user quality OKR
The documentation seems way too formal for our spaces
can you share what was shared with you?
this:https://docs.google.com/document/d/1f_zwz5BMs0mT72jd_60nJftDxOWSmcYdEWIK7YAPrXk/edit
Understand Event - Guidance Document
?
You replied to Fernanda Herrera
this:https://docs.google.com/document/d/1f_zwz5BMs0mT72jd_60nJftDxOWSmcYdEWIK7YAPrXk/edit
Yeah, this is it
I am mad at Oliver and Carmen for this
Type a message...
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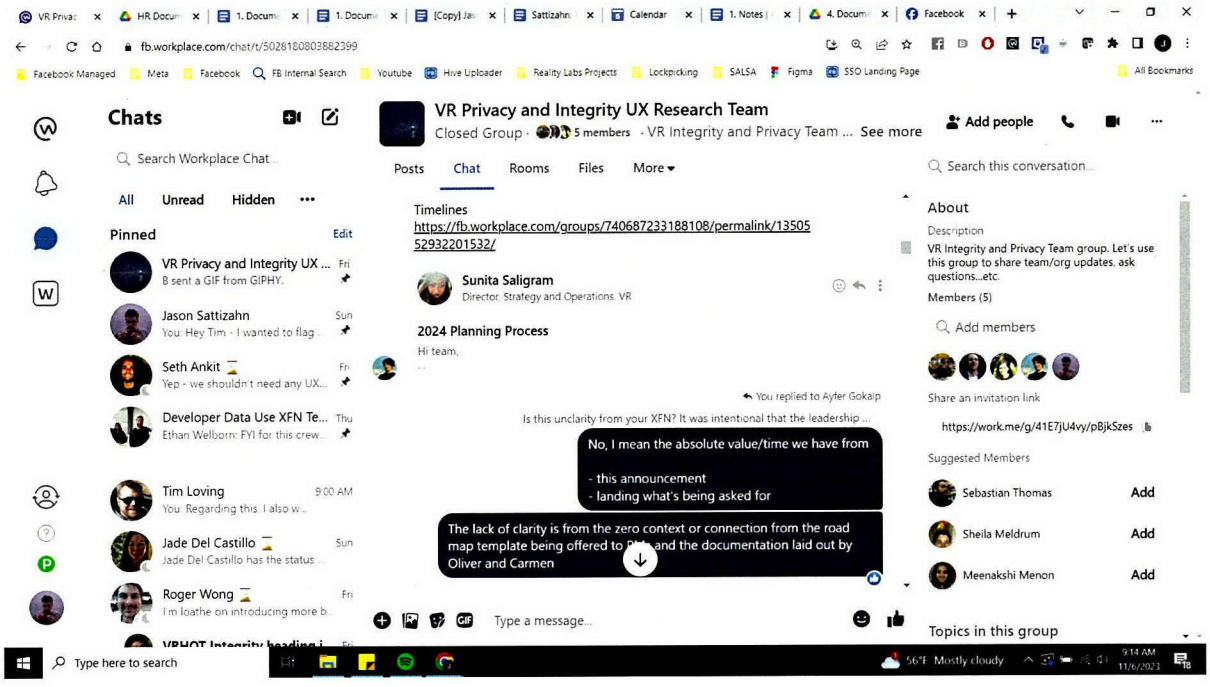


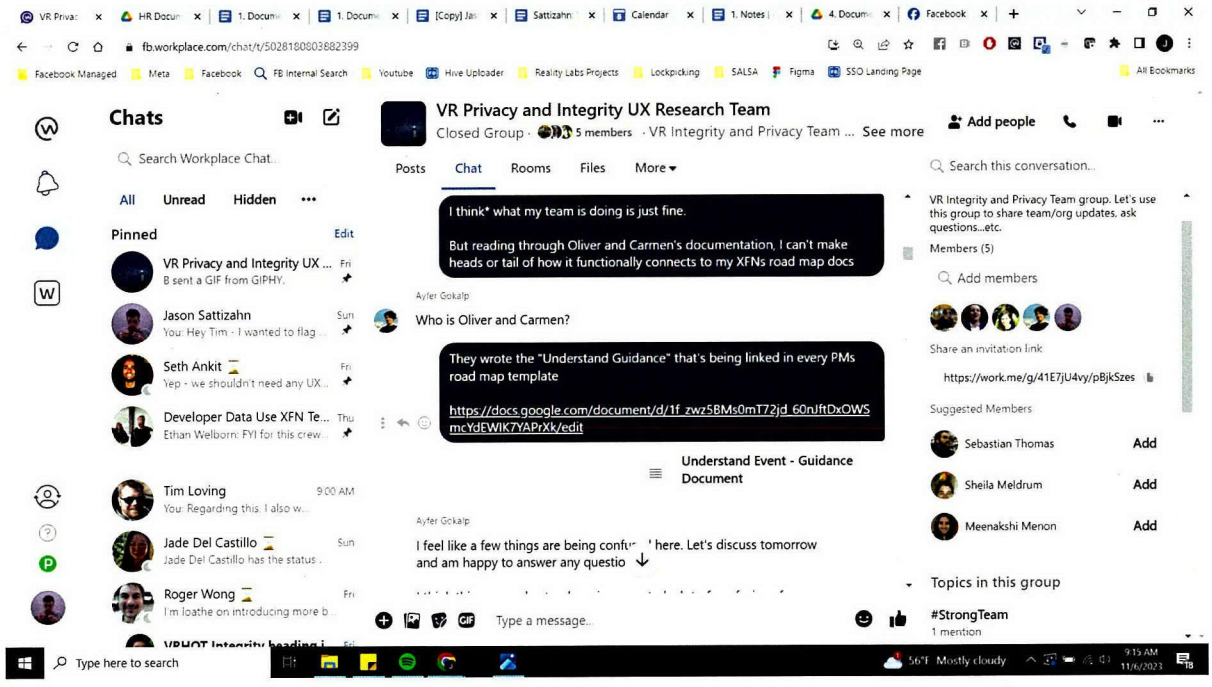


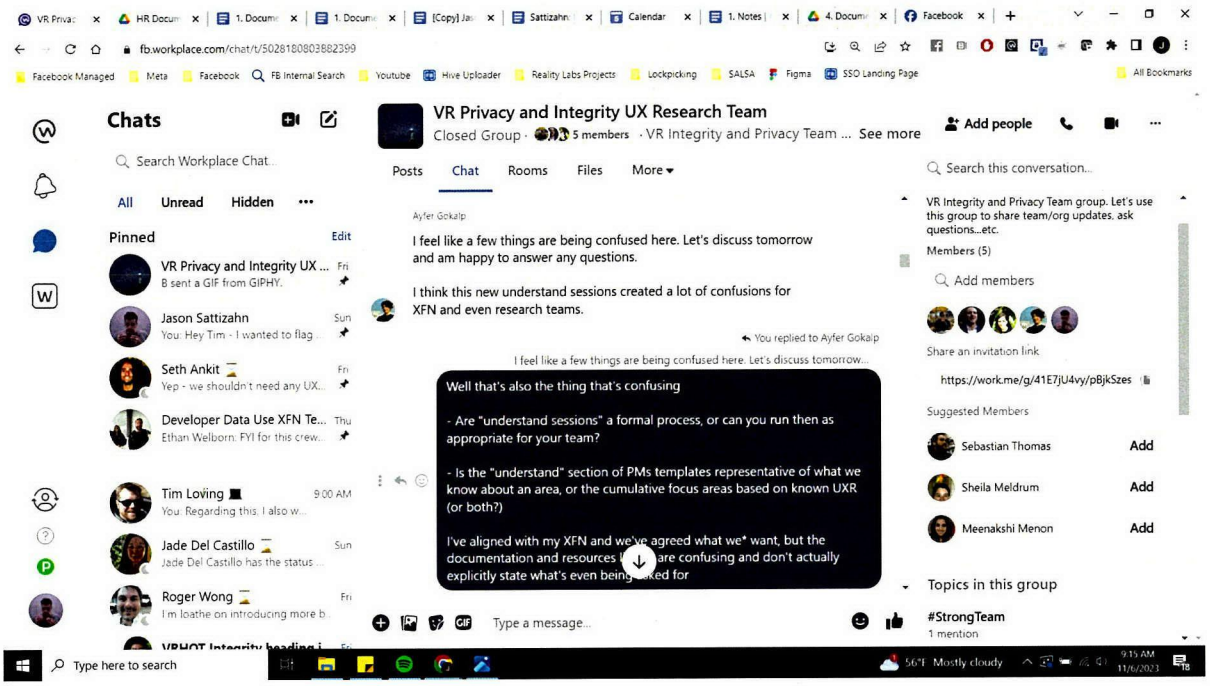
After this conversation with Fernanda, I decided it was best to talk about this with Ayfer and the team to talk about this confusion. This is important and appropriate to discuss with Ayfer/broader team now that Jason had already (i) determined the confusion was seen by XFN, (ii) it was negatively impacting Jason's own teammates and (iii) there was no understanding gained around what was occurring.

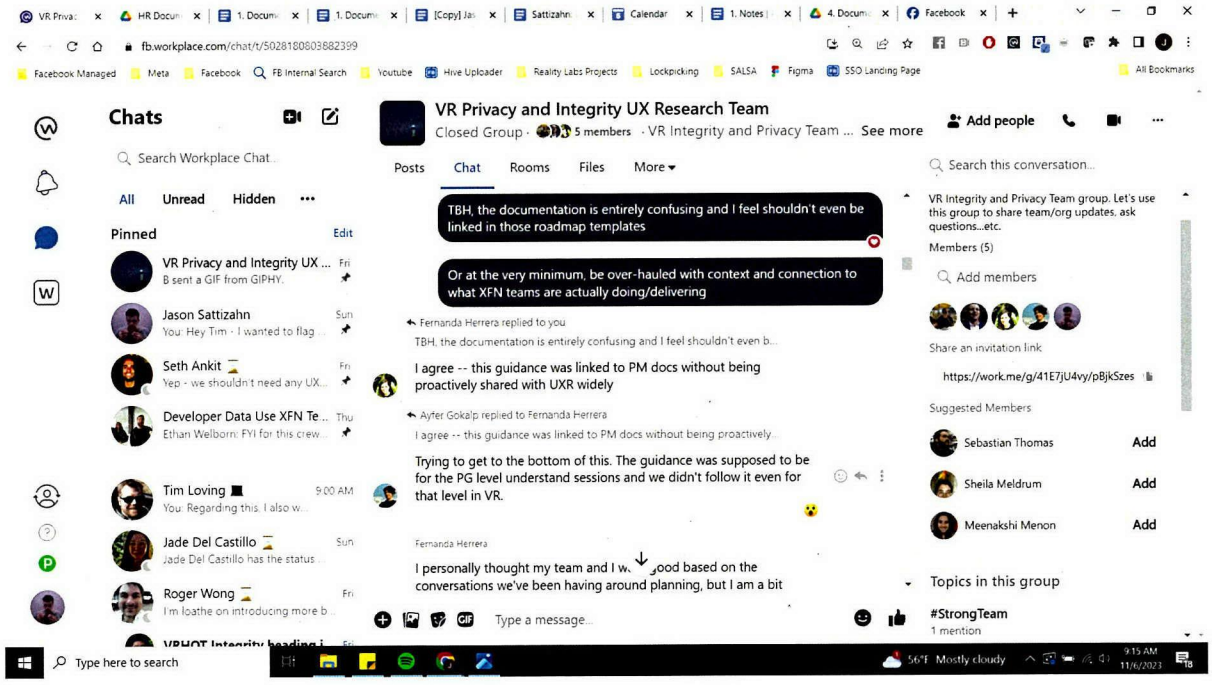

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Chats
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Edit
VR Privacy and Integrity UX ... Fri
B sent a GIF from GIPHY.
Jason Sattizahn Sun
You: Hey Tim - I wanted to flag...
Seth Ankit Fri
Yep - we shouldn't need any UX...
Developer Data Use XFN Te... Thu
Ethan Welborn: FYI for this crew...
Tim Loving 9:00 AM
You: Regarding this, I also w...
Jade Del Castillo Sun
Jade Del Castillo has the status...
Roger Wong Fri
I'm loathe on introducing more b...
VR Privacy and Integrity UX Research Team
Closed Group · 5 members · VR Integrity and Privacy Team ... See more
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Search this conversation...
Oct 18, 2023, 3:04 PM
You replied to Ayfer Gokalp
Hi team! The teams are working on their roadmap planning sessions and wa...
@Ayfer - Can we also clarify the understand readouts in our team meeting tomorrow? I've been working on this with XFN, but there's seemingly conflicting/unclear information in the documentation being passed along
Ayfer Gokalp replied to you
@Ayfer - Can we also clarify the understand readouts in our team meeting...
Sure, great point. Can you add it to our agenda?
You replied to Ayfer Gokalp
Sure, great point. Can you add it to our agenda?
For sure. My top of mind concern is just that...it seems to be going well on my end/with XFN, but the documentation sent seems very prescriptive/specific
I think it might help for us to ta ut (1) what's expected generally speaking and (2) if there are hard requirements that we need to meet,
Type a message...
About
Description
VR Integrity and Privacy Team group. Let's use this group to share team/org updates, ask questions...etc.
Members (5)
Add members
Share an invitation link
https://work.me/g/41E7jU4vy/pBjkSzes
Suggested Members
Sebastian Thomas Add
Sheila Meldrum Add
Meenakshi Menon Add
Topics in this group
Type here to search
56°F Mostly cloudy
9:12 AM
11/6/2023

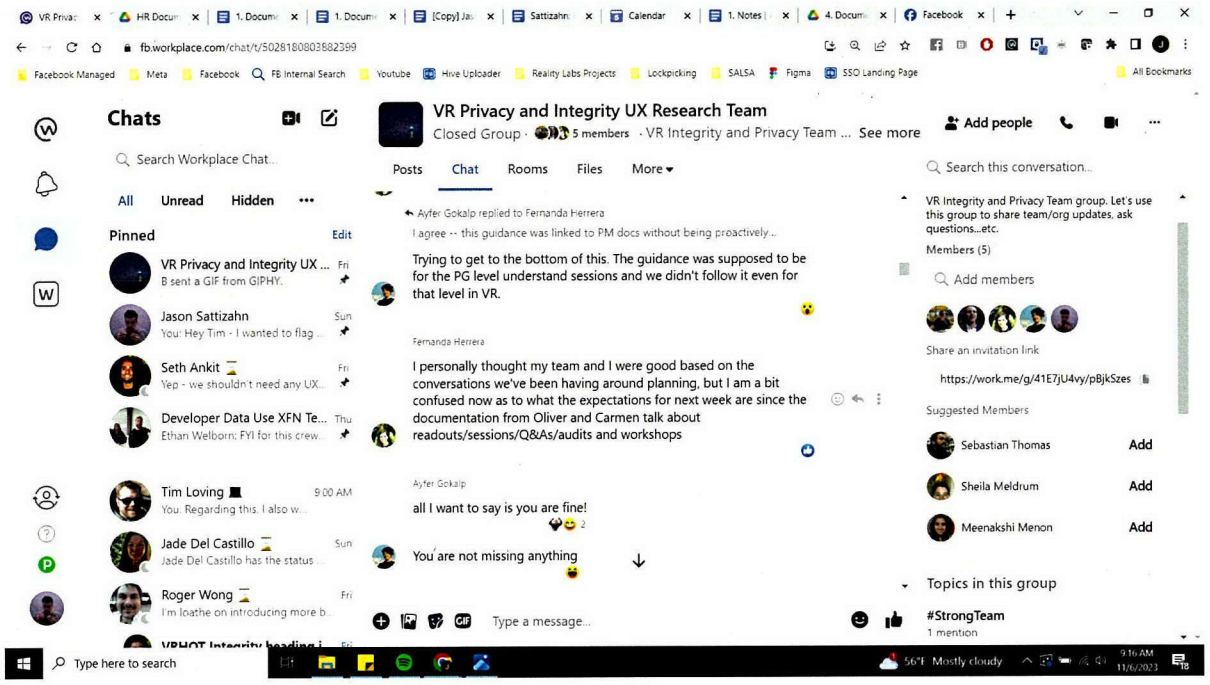

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I'm loathe on introducing more b...
VR Privacy and Integrity UX Research Team
Closed Group · 5 members · VR Integrity and Privacy Team ... See more
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Search this conversation...
I think it might help for us to talk about (1) what's expected generally speaking and (2) if there are hard requirements that we need to meet, regardless
Ayfer Gokalp
Both of them depend on your alignments with your XFN but let's talk
I think in general, we should gather feedback about (1) the clarity of what's been communicated about this, (2) the documentation around this and (3) the timeliness of this ask in relation to when it's being asked for
The mix of the lack of clarity/documentation and the fact that this is asked for in entirety by 10/25 isn't appropriate
Ayfer Gokalp replied to you
The mix of the lack of clarity/documentation and the fact that this is a...
Is this unclarity from your XFN? It was ntional that the leadership is not prescriptive about how each indi team does their insight sharing.
Type a message...
About
Description
VR Integrity and Privacy Team group. Let's use this group to share team/org updates, ask questions...etc.
Members (5)
Add members
Share an invitation link
https://work.me/g/41E7jU4vy/pBjkSzes
Suggested Members
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Sheila Meldrum Add
Meenakshi Menon Add
Topics in this group
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9:13 AM
11/6/2023


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Timelines
https://fb.workplace.com/groups/740687233188108/permalink/1350552932201532/
Sunita Saligram
Director, Strategy and Operations, VR
2024 Planning Process
Hi team,
You replied to Ayfer Gokalp
Is this unclarity from your XFN? It was intentional that the leadership ...
No, I mean the absolute value/time we have from
- this announcement
- landing what's being asked for
The lack of clarity is from the zero context or connection from the road map template being offered to [illegible] and the documentation laid out by Oliver and Carmen
Type a message...
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Jade Del Castillo has the status ...
Roger Wong
I'm loathe on introducing more b...
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I think* what my team is doing is just fine.
But reading through Oliver and Carmen's documentation, I can't make heads or tail of how it functionally connects to my XFNs road map docs
Ayfer Gokalp
Who is Oliver and Carmen?
They wrote the "Understand Guidance" that's being linked in every PMs road map template
https://docs.google.com/document/d/1f_zwz5BMs0mT72jd_60nJftDxOWSmcYdEWIK7YAPrXk/edit
Understand Event - Guidance Document
Ayfer Gokalp
I feel like a few things are being confu[illegible] here. Let's discuss tomorrow and am happy to answer any questio
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#StrongTeam
1 mention
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9:15 AM
11/6/2023


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Ayfer Gokalp
I feel like a few things are being confused here. Let's discuss tomorrow and am happy to answer any questions.
I think this new understand sessions created a lot of confusions for XFN and even research teams.
You replied to Ayfer Gokalp
I feel like a few things are being confused here. Let's discuss tomorrow...
Well that's also the thing that's confusing
- Are "understand sessions" a formal process, or can you run then as appropriate for your team?
- Is the "understand" section of PMs templates representative of what we know about an area, or the cumulative focus areas based on known UXR (or both?)
I've aligned with my XFN and we've agreed what we* want, but the documentation and resources l are confusing and don't actually explicitly state what's even being ked for
Type a message...
Search this conversation...
VR Integrity and Privacy Team group. Let's use this group to share team/org updates, ask questions...etc.
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Roger Wong
I'm loathe on introducing more b...
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TBH, the documentation is entirely confusing and I feel shouldn't even be linked in those roadmap templates
Or at the very minimum, be over-hauled with context and connection to what XFN teams are actually doing/delivering
Fernanda Herrera replied to you
TBH, the documentation is entirely confusing and I feel shouldn't even b...
I agree -- this guidance was linked to PM docs without being proactively shared with UXR widely
Ayfer Gokalp replied to Fernanda Herrera
I agree -- this guidance was linked to PM docs without being proactively...
Trying to get to the bottom of this. The guidance was supposed to be for the PG level understand sessions and we didn't follow it even for that level in VR.
Fernanda Herrera
I personally thought my team and I w ood based on the conversations we've been having around planning, but I am a bit
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It was the next day (see the details for 10/19/2023) that Ayfer reached out to leave feedback to me about this. Jason clarifies that he had already talked with others, including direct teammates who were frustrated, with no success.

Ayfer: "*I see, it sounds like you all chatted about this before you wrote to the group. Perfectly fine. It would still be helpful to get context about the problem and what you needed support on.*"

(screenshots of this convo can be found here)

In this case, Ayfer acknowledged I had already taken proactive responsibility for this issue and through due diligence. However, even in the WP chat chat we had on 10/19/2023, Ayfer has poor communication/feedback around what she's asking. Ayfer asks for context on the problem and support needed, but Jason provided it directly to her in the group WP chat where Jaosn outlined the issue to the team.

For some reason, this feedback has been resurfaced and outlined again in Ayfer's 11/3/2023 notes (original doc here, doc copy here), despite the fact that Jason discussed this with Ayfer and they both determined that the feedback was something that Jason was already doing.

"Bias for action"

Summary. The feedback in this section is generally vague and lacks connection to my ongoing work. In the past 4-5 weeks, Ayfer has not discussed my investments in these spaces, and her feedback also doesn't reflect things that I've surfaced to her pertaining to this exact subject.

This section is quite vague, and it's difficult to know exactly what Ayfer is referring to. This is especially frustrating, given that many workstreams Ayfer may be referring to (including the survey she does mention) are areas that I have been actively working on. This is especially true, as Ayfer puts it, for, "...connection between other products/experiences and non-RL integrity workstreams."

However, in the past 4-5 weeks since I checked in with Ayfer on my performance, Ayfer has not talked to me specifically about these workstreams or asked for context. **Given the scope of my work and the work Ayfer is asking for, it would be impossible for Ayfer to understand my work without talking to me**. Yet, Ayfer is offering feedback without gaining context.

Just a few examples of investments in this area that Ayfer neither mentioned in her notes, nor sought more clarity on:

- Current foundational UXR (just completed) where XFN were quite literally along for the ride; post-UXR, I'm now/corralling XFN to take action on how we can unlock us building new mixed HZ/platform integrity directions
- I, too, want to land broader impact from survey work; this is why (1) I'm in an ongoing process of using this data to create a POV and guide Avatars and (2) the survey was primary evidence for a UXR-argument to invest in a new direction for Integrity teams supporting developers in 2024
- My execution of UXR and collation of the work to improve developer opportunities is landing with XFN at a broad scope; this includes specific actions for Documentation Engineers, new marketing tools for Developers, etc.; Ayfer has been informed of these efforts before

This reflects a pattern I've noticed with Ayfer quite a bit in 2023. Rather than gaining clarity on if my work is appropriate, Ayfer offers feedback. Often when I search for clarity with Ayfer, it turns out the feedback wasn't necessary, and I was already doing what her feedback described (e.g. see here). This causes thrash and work, since I need to manage and course-correct Ayfer's misperceptions (if I'm able to, at all). It also places me in a consistently defensive position for no appropriate reason.

To illustrate this more with an example, Ayfer has repeatedly asked me to, "Connect the dots." I called out this feedback multiple times as too vague (example here &

here). Furthermore, I explicitly and consistently call out to Ayfer that I am already, actively "Connecting the dots" with broader XFN when she brings up this feedback. Yet, she continues to leave said feedback. For example, here's a case of this happening last week, referring to a note in my UXR deck to "Connect the dots" (10/31/2023):

