



From: Crispi, Angela
Sent: Tuesday, October 10, 2017 7:58 AM EDT
To: Edmondson, Amy
CC: Gilson, Stuart; Schlesinger, Len; Cunningham, Jean
Subject: Re: Note to FRB from Brian and Kathleen re Professor Edelman

Counterpoint - there would be a list of hassles that correspond with some of these plus problems he's caused too. Embedded in some of his deeds are ways he made situations snarly for others including labor relations, tech issues, etc. Rework, managing exceptions, managers having to look like bad cops - some weren't without problems.

On Oct 10, 2017, at 7:53 AM, Edmondson, Amy <aedmondson@hbs.edu> wrote:

The only pause I had is that we didn't acknowledge his multi page list of good deeds... And I wondered about that

Sent from my iPhone
Please excuse brevity and errors

On Oct 10, 2017, at 7:51 AM, Crispi, Angela <acrispi@hbs.edu> wrote:

I don't think we should
Include anything either. We reacted to Ben and Max. If we now start adjusting for Brian, then we start to shift and even lessen the report. I believe what we have is well done and should stand.
PS I am en route to London so will be out of pocket until about 3 pm today.

On Oct 10, 2017, at 7:18 AM, Gilson, Stuart <sgilson@hbs.edu> wrote:

I'm teaching in AMP and in meetings all day until 2:30, can talk anytime after that except for 3:30-4. Will try to respond to emails in between classes ... My quick reaction is that it would be ludicrous to ignore the AA suit, and we have been very clear in the amended report that we aren't passing judgment on Ben's reasons for pursuing the action. Given the FRB's assignment, we would be judged negligent for NOT having mentioned it, were the suit later to blow up and draw negative attention to the School....
Stu

Sent from my iPad

On Oct 10, 2017, at 7:01 AM, Edmondson, Amy <aedmondson@hbs.edu> wrote:

Looping Jean and Angela in – and leaving Brian, Kathleen and Nitin off.

Should we amend our amendment?

I am off to give an early (8 am in Newton) talk for CRICO – medical error thing – pressured in to volunteer work by Not Responsive. back on line at 12 or earlier if possible

Amy C. Edmondson
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Author of Building the Future: Big Teaming for Audacious Innovation (Berrett-Koehler, 2016);
Teaming: How organizations learn, innovate and compete in the knowledge economy (Jossey-Bass, 2012)

From: "Hall, Brian" <bhall@hbs.edu>
Date: Tuesday, October 10, 2017 at 3:43 AM
To: "Edmondson, Amy" <aedmondson@hbs.edu>, "Schlesinger, Len" <lschlesinger@hbs.edu>, "Gilson, Stuart" <sgilson@hbs.edu>
Cc: "Nohria, Nitin" <nnohria@hbs.edu>
Subject: Note to FRB from Brian and Kathleen re Professor Edelman

Dear Amy, Len and Stu, (cc Nitin)

We met with Nitin last week to share some of our views about the current draft of the FRB report and Ben's response to it. Nitin mentioned that he would pass our views on to you, but he also invited us to share our views directly with you. Here are our thoughts:

1. As detailed in Ben's Appendix to his Oct 5, 2017 reply to your report, Ben regularly helps staff and junior colleagues. These acts of support for people at all levels at HBS — which began long before FRB's initial review — speak to the issue of Ben's citizenship and contributions to our

community. Before reading the list Ben put together in response to the FRB report, even those of us in NOM were unaware of many of the ways Ben has helped staff and junior faculty. The fact that he has and continues to engage in these activities unobserved and without any remuneration speaks to the accusation that Ben is less supportive of relatively low status others when senior faculty are not around.

- *We think Ben's many activities supporting staff and junior faculty are relevant for any report of Ben's role in the community, and hope that a revised FRB report will discuss them in a substantive way.*
2. As you know, Ben was asked to teach in LCA this past year and, by all accounts, was very effective in his first year teaching a new course in the RC. While effectively teaching an ethics course doesn't imply that one is ethical, we do think that the way in which he accepted this challenge and poured himself into learning how to most effectively lead student discussions on a sensitive set of topics is worthy content for a report on Ben's contributions to the school.
 - *We hope that a substantive discussion of Ben's teaching assignment and classroom effectiveness in our LCA course will be added to the revised FRB report.*
 3. On the AA issue: It is unclear what the current FRB draft is suggesting regarding the class action suit against American Airlines. The FRB draft asked whether Ben contacted American Airlines before filing a suit; Ben's response notes that he did so. The other implication is that Ben should have checked with the Dean's office. As you know, Ben does raise issues with Jean Cunningham on a regular basis, whenever he considers his activities potentially sensitive enough to warrant such a discussion. In this case, [REDACTED] [REDACTED] was the named plaintiff in the filing. Though

neither [REDACTED] nor Ben perceived filing the suit as raising potential conflict for the school, [REDACTED] did consider whether the suit raised the possibility of perceived conflict of interest in his promotion letter for Ben. Reflecting this, [REDACTED] revised his promotion letter with information about the AA suit and informed Nitin and Paul Healy about the suit and his revised promotion letter. Apparently, the suit raised no red flags with either of them regarding potential harm to the school, or they would have addressed it at the time.

- *We request that the revised FRB report clarify why the AA suit is described in the report; if there is no accusation of wrongdoing on Ben's or [REDACTED] part, we believe discussion of the AA suit should be removed from the report or qualified in a way that explains why it remains.*

We thank you for considering our views on this important matter and we thank you for the hard work you are doing for the school.

Best,
Brian and Kathleen

Brian J. Hall

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