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**From:** Cunningham, Jean  
**Sent:** Friday, September 22, 2017 9:10 AM EDT  
**To:** Edmondson, Amy; Schlesinger, Len; Crispi, Angela; Gilson, Stuart  
**Subject:** Re: Confidential draft report  
**Attachments:** BE\_Draft\_Sept22.docx

Hi all.

I've taken a quick stab at incorporating the comments below; if you are comfortable with them, perhaps this can be the new baseline draft.

Thanks.

Jean

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**From:** Amy Edmondson <aedmondson@hbs.edu>  
**Date:** Friday, September 22, 2017 at 7:53 AM  
**To:** Leonard Schlesinger <lschlesinger@hbs.edu>, Angela Crispi <acrispi@hbs.edu>, Stuart Gilson <sgilson@hbs.edu>  
**Cc:** Jean Cunningham <jcunningham@hbs.edu>  
**Subject:** Re: Confidential draft report

It was noted, but not in technicolor. We can make sure it's clearly emphasized...

**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)**

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**From:** "Schlesinger, Len" <lschlesinger@hbs.edu>  
**Date:** Friday, September 22, 2017 at 7:52 AM  
**To:** "Edmondson, Amy" <aedmondson@hbs.edu>, "Crispi, Angela" <acrispi@hbs.edu>, "Gilson, Stuart" <sgilson@hbs.edu>  
**Cc:** "Cunningham, Jean" <jcunningham@hbs.edu>  
**Subject:** RE: Confidential draft report

I think we need to highlight our capturing of this data with interviews of folks provided to us by Ben (as you note below)

I think your suggestion might work if combined with the noting of the source of the sample

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**From:** Edmondson, Amy  
**Sent:** Friday, September 22, 2017 7:50 AM  
**To:** Schlesinger, Len; Crispi, Angela; Gilson, Stuart  
**Cc:** Cunningham, Jean  
**Subject:** Re: Confidential draft report

Quick thought about the volume of comments point – I think that in fact, collectively, we did hear more positive (in part because the sample was hand picked by BE) but that didn't negate the importance of the negative.

And, I wondered whether moving(or repeating) the quotes used as summary commentary to the bullet list might partly take care of the issue of them getting buried or not fully defended.

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**From:** "Schlesinger, Len" <[lschlesinger@hbs.edu](mailto:lschlesinger@hbs.edu)>  
**Date:** Thursday, September 21, 2017 at 7:06 PM  
**To:** "Edmondson, Amy" <[aedmondson@hbs.edu](mailto:aedmondson@hbs.edu)>, "Crispi, Angela" <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>, "Gilson, Stuart" <[sgilson@hbs.edu](mailto:sgilson@hbs.edu)>  
**Cc:** "Cunningham, Jean" <[jcunningham@hbs.edu](mailto:jcunningham@hbs.edu)>  
**Subject:** RE: Confidential draft report

Here are my thoughts. Delighted to discuss them if it would be helpful..len

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**From:** Edmondson, Amy  
**Sent:** Thursday, September 21, 2017 6:06 PM  
**To:** Schlesinger, Len <[lschlesinger@hbs.edu](mailto:lschlesinger@hbs.edu)>; Crispi, Angela <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>; Gilson, Stuart

<sgilson@hbs.edu>

Cc: Cunningham, Jean <jcunningham@hbs.edu>

**Subject:** Confidential draft report

Angela, Stu, and Len,

I'm writing to ask for your input on the draft report summarizing our work and discussions on the BE case. We are hurtling toward the date when Paul will become anxious about the appointments process and how this work ties into it, and we need to give Ben time to draft a response, so I'm hoping you might be able to turn this around quickly -- ideally by early next week. The "track changes" feature should be turned on in the file; you can add either notes or comments, and if you *reply all* Jean will (generously and efficiently) take care of assimilating everyone's thoughts. In other words, best if we work on this simultaneously rather than sequentially.

If you'd find it helpful to meet or jump on a conference call, just say the word. I realize this now reflects other inputs -- like Ben's Supplemental Response -- that we hadn't seen before our last meeting.

Thanks,

Amy

p.s. if you don't have -- or want me to send -- Ben's supplemental response materials, let me know and I will do so asap.

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