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**From:** Edelman, Benjamin  
**Sent:** Friday, September 8, 2017 9:00 AM EDT  
**To:** Edmondson, Amy  
**CC:** Cunningham, Jean  
**Subject:** RE: FRB Update  
**Attachments:** Edelman Supplemental Response to FRB 2017-09-08.pdf, Edelman Full Listing of Recent Outside Activities 2017-09-08.pdf, Edelman Full Listing of Recent Work Products 2017-09-08.pdf

Amy,

Thanks for your note. Attached are my responses.

Thanks,

Ben

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**From:** Edmondson, Amy  
**Sent:** Friday, September 01, 2017 9:45 AM  
**To:** Edelman, Benjamin <bedelman@hbs.edu>  
**Cc:** Cunningham, Jean <jcunningham@hbs.edu>  
**Subject:** FRB Update

Dear Ben,

Thank you very much for your recent meeting with the Faculty Review Board -- it was helpful to hear your perspective on the last two years.

As we have continued with our work, one area where we feel we still need greater clarity is around your outside activities, with the related issues of appropriate reporting and disclosure and the extent to which potential reputational risks to Harvard Business School and Harvard are being raised and evaluated as you pursue this work.

While we recognize that Outside Activities reporting typically is considered confidential to the Dean, given the centrality of this issue to the last FRB review and to our evaluation now, and with Nitin's approval, we are writing to ask that you provide additional detail. Specifically, I would ask you to submit for the approximately two years following your initial FRB review:

- a complete listing of your outside activities, including client names and litigation
- a complete listing of all work products in the public domain (e.g., articles, reports, presentations)

I realize the latter may be hard to fully reconstruct, and a good faith effort here will do; mainly I hope you will think about your "output" as including more than, for example, cases and articles.

Then, with this information as a backdrop, it would be helpful to understand how you thought about the issues noted above -- when and where to seek advice or approvals on your outside activities, and when and how to include disclosures on your output. As an example, it would be helpful to understand the



role you are playing in the litigation with American Airlines. Members of the FRB have, for instance, questions about why the suit was not approved first by the dean, both because of the type of activity it entailed and because Harvard Business School was implicitly if not explicitly drawn into the suit given your and Max's HBS affiliation. Similarly, your report on "Impact of OTA Bias and Consolidation on Consumers" shares at least some similarities with Blinkx in that a third party provided funding for the work. How, in your mind, does it differ? What would you say to colleagues who raise the concern of faculty members engaging in "research for hire"?

Please know that the FRB will treat your outside activities as confidential; we will report on this issue using specifics as required but without, we trust, breaching privacy, and you of course will have an opportunity to review the draft report and offer feedback and comments before it is shared with the dean.

We are hopeful you might be able to submit this summary by the end of next week (8 September) with the hope that it is not a heavy lift; do let me know if that time frame feels unreasonable.

Best,

Amy

**Amy C. Edmondson**  
**Novartis Professor of Leadership and Management**  
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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)