



H A R V A R D | B U S I N E S S | S C H O O L

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The following information has been compiled for the purpose of the June 28, 2017 Faculty Review Board meeting and includes a record of staff and faculty reflections on and intersections with Associate Professor Ben Edelman between September 2016 through April 2017, organized in reverse chronological order.

**April 2017**

*Harbus interview (attached)*

- Reflecting on the media coverage following the confrontation with local Boston small businesses Ben noted, "...to be sure, my tone was out of line. These days I try to be more careful that my approach reflects my true purposes and conveys what I am trying to achieve."

██████████ held a candid and constructive conversation with Ben.

- ██████████ asked that Ben refrain from acting as an agent or A/V problem solver for other faculty members except in pre-agreed and coordinated ways with Media Services (e.g. assisting ██████████)
- In the case of ██████████ ██████████ explained that it was fine to assist ██████████ in submitting the initial request, but that his on-going participation has been disruptive.
- Asked that Ben reach out to Kate (or ██████████) when he wants to explore how to pursue some of his ideas (versus going directly to Media Services staff).
- Discussed ██████████ situation and agreed this was a situation where good intentions went wrong. ██████████ further explained how this resulted in our services being viewed negatively

Ben was very collegial, and he graciously received the feedback. As a follow-up, the Media Services team aims to find a graceful way to allow him to step back from ██████████ solution.

██████████ observed that Ben brings a lot of energy and creativity to bear and asked his team to continue partnering with Ben while keeping the boundaries clarified.

**March 2017**

*Intersections with Media Services team:*

1. LCA and Kaltura - Professor Edelman encouraged a workflow that was not actually using the KMS in the classroom at all, but when it went poorly in classroom execution by several faculty the ultimate blame went to Kaltura. Professor Edelman then wrote negative remarks about Kaltura and our efforts to all of LCA. (can forward emails if you have not seen these threads)
2. Apple TV in the classroom suggestion - stemmed from the above threads was the mention of how one could bring an Apple TV into a classroom and it would be fine

3. [REDACTED] hearing assist need – We received a ticket from Ben Edelman requesting microphones at each desk in a classroom for a faculty member that was having difficulty hearing students due to a hearing impairment. We responded and he did give us the name of the faculty member [REDACTED] Ben Frey worked directly with [REDACTED] audiologist a year or so ago and we came up with a working classroom solution in collaboration with renting equipment and borrowing some from the Harvard Law School. We know how to assist [REDACTED] but when we tried to set-up a meeting he said that he wanted Professor Edelman to be a part of the discussion.
4. The rolling cart - This request, to store the cart somewhere in Aldrich, boomeranged back to me at least 3 times.
5. Voting app – in all fairness this has died down but can't be forgotten.

How do we gain his confidence and teach him to direct inquiries before he starts solutioning? We do not need him to solution for IT or spread any negative opinions of IT that he may have. We simply need him to direct his colleagues to us so that we can learn about their needs.

*Email exchange with Angela Crispi*

Angela provided Ben with a framework and guidance on engaging an executive coach (attached).

**February 2017**

*Observations from [REDACTED]*

- Leaves a lot of work for people doing things
- Not being badly behaved
- Well intentioned

**January 2017**

*Observations from [REDACTED]*

- When Linda and Felix in room more in control
- Comes across as arrogant
- Long emails, inappropriate
- Absorbs meetings

**December 2016**

*Email exchange with [REDACTED]*

[REDACTED] and Ben exchanged emails regarding classroom polling software (attached).

*Observations from [REDACTED]*

- Felix and Linda not at meeting so like the cover not there
- Started to go off the rails
- Doesn't know as much as he thinks he knows
- Goes off on tangents – course evaluation as examples
- Dropping in jargon
- Takes them in an unproductive path and then people tune you out
- Unintentionally and well intentioned
- No filter can't always stop yourself but bite your tongue more.

**October 2016**

*Ben suggests solutions for Assistant Professor [REDACTED]*

1. Ben Edelman has developed a way to connect slides shown in HBS classrooms to a device like an iPad. It seems likely to work.

2. For seminar talks, an effective approach has just involved informing the audience to verbally interrupt. If I am not teaching a large MBA class, then the need to solve this problem is minimal. If I am teaching a large MBA class, Ben Edelman has developed some very nice software that uses the polling systems in classes to keep track of who has a question. An algorithm then determines which person should be called – and that person's name is played into my ear via Bluetooth.

*Observations from* [REDACTED]

- People can see making effort and noticed
- People are glad to see he's trying
- Reading a situation
- Well intentioned contrib. has achieved its objective
- Establishing authority

2015-16

*Recommendation actions*

- Teach LCA beginning in 2016-17
- Join LCA teaching group in 2015-16
- Relocate office to Morgan Hall 4<sup>th</sup> floor
- Join IT Strategy Board chaired by Bob Dolan and Steve Gallagher
- Retain an executive coach if he wants one

*Next steps*

1. NN to ask Paul Healy to talk to Joe Badaracco about LCA
2. NN to update Brian Hall on planned recommendations before meeting with Ben
3. NN to meet with Ben
4. AC to talk to Valerie Porciello about office and possible teaching assignment in LCA
5. AC to talk to Bob Dolan and Steve Gallagher about IT Strategy Board

**September 2016**

*Nitin Nohria and Paul Healy*

- Check in
- Habits over a lifetime
- Learn to take feedback from staff not just Felix, organizational realities they are dealing with
- By mid October (how's it going, here's what seeing, do you need/want a coach?)
- Stay
- Are you learning?
- Eventually tell NN+PH every 4-6 weeks
- Have Joe and others be observant
- He deserves the feedback

*Observations from* [REDACTED]

- Jury is out
- Academic technology steering committing meeting observation
  - Features with Canvas
  - Section content management feature
  - Started to go down same path
  - Math wizard
  - Wouldn't let go – yes a legitimate concern
  - Email follow-ups

- [REDACTED] - yellow flags
- [REDACTED] - stepped in and said stop - he did
- He latches on to things!
- Decent contributor
- Feel we see him catching himself. one year ago he would have not taken no as an answer
- Doing some small innovations w [REDACTED] - visually impaired faculty, hearing encouraging things
- Don't know if he has a coach
- He walks to the line and backs off - that's better.