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**From:** Edmondson, Amy  
**Sent:** Friday, October 23, 2015 6:39 AM EDT  
**To:** Reinhardt, Forest  
**Subject:** Re: Updated files

It was tricky for two reasons. One, [F038] comments were the only ones that expressed real concern. The others (and I can forward that doc to you - you may see it differently. Two, Ben will see the report, and he can't have access to those letters... so... what I did do is use, without attribution, a brilliant line from [REDACTED] (that reacts to the personal statement's words, and we do include the PS as an exhibit) in formulating our thoughts, which is this one:

I am (I changed to We are) convinced that Professor Edelman regrets the publicity and perceptions surrounding his actions, but we are not yet confident that he regrets the actions themselves

**Amy C. Edmondson**  
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**Author of Teaming: How organizations learn, innovate and compete in the knowledge economy (Jossey-Bass, 2012)**

On Oct 23, 2015, at 2:50 AM, Reinhardt, Forest <[freinhardt@hbs.edu](mailto:freinhardt@hbs.edu)> wrote:

Amy, I am writing to you only because this relates to appointments: your report seems great. It does not draw on the letters solicited by [F034] and neither, he told me, will his report. Have you seen the relevant portions of those letters? I can imagine that it will be difficult to quote the letters in our report, but can we at least point out their existence, and refer those readers of our report who sit on the appointments committee to the letters themselves? As we discussed the other day, I would hate for the information that those letters contain to be lost. I write this without knowing whether on balance that information is favorable to the person or not.

Thanks for doing all this work,  
Forest

**From:** Edmondson, Amy  
**Sent:** Thursday, October 22, 2015 10:21 PM  
**To:** Schlesinger, Len  
**Cc:** Cunningham, Jean; Crispi, Angela; Reinhardt, Forest  
**Subject:** Re: Updated files

p.s. I agree that if we can do what ever else is needed over the weekend, it will be a very good thing for the timing of this process...

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On Oct 22, 2015, at 10:14 PM, Edmondson, Amy <[aedmondson@hbs.edu](mailto:aedmondson@hbs.edu)> wrote:

Thanks Len. Jean gets 99% of credit for exhibits and for a LOT of sharpening...

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On Oct 22, 2015, at 10:12 PM, Schlesinger, Len <[lschlesinger@hbs.edu](mailto:lschlesinger@hbs.edu)> wrote:

Amy-I believe that you have done an extraordinary job in sharpening the report. I went through it carefully and did not change a word in this updated draft.

Angela can address your question re projectors but I assume that we did not make the change—hence his view of the avoidance of a blunder

The exhibits do exactly the job we need them to do in adding color to the text in the report.

Privileged and Confidential [REDACTED] and can certainly review/work on any revisions etc that require our input over the weekend

Thanks to you and Jean for getting this in such good shape so quickly....Len

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**From:** [aedmondson@hbs.edu](mailto:aedmondson@hbs.edu) [mailto:[aedmondson@hbs.edu](mailto:aedmondson@hbs.edu)]  
**Sent:** Thursday, October 22, 2015 3:54 PM  
**To:** Cunningham, Jean <[jcunningham@hbs.edu](mailto:jcunningham@hbs.edu)>; Schlesinger, Len <[lschlesinger@hbs.edu](mailto:lschlesinger@hbs.edu)>; Crispi, Angela <[acrispi@hbs.edu](mailto:acrispi@hbs.edu)>; Reinhardt, Forest <[freinhardt@hbs.edu](mailto:freinhardt@hbs.edu)>  
**Subject:** Updated files

You have received 2 secure files from [aedmondson@hbs.edu](mailto:aedmondson@hbs.edu).  
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I attach a slightly updated report, along with a now separated set of exhibits.

The exhibits come in an Adobe mosaic. If you have trouble opening, let us know.

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Amy

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