

Amy I



Known him since we hired him. Not active in decision to hire him, but I interact with him a lot. Less in past two years bc of office move.

Haven't coauthored, but have watched him teach, and know him well.

Ben is the most ethical person I know on the faculty. I completely mean that. Focuses on making the world a better place more than anyone else I know. Surpasses even me and my high standards.

Any negatives? No doubt that he didn't do a good cost benefit analysis on Chinese restaurant situation. Blinkx – I believe our COI standards are too weak, but he acted within them. I would want something different than that. I don't think he was after the money.

I think FRB got the internal stuff wrong. He stands up for people who need others to stand up for him.

NOM unit is Psych and Behavioral Economics really. Ben and I clash on what we should be recruiting for.... I remember saying to him in a recruiting meeting, have you ever voted for one of the behavioral candidates. He said that is a good question, I need to think about that. He has rigid views of things, fact based, but he argues back sometimes and sometimes rethinks things.

In past two years? He's been pretty remarkable in moving to the LCA course and working with people who have different styles than his own, and he's adapted reasonably well. Would be delighted to work with him on an ethics types course.

Given him Feedback? Yes. On research, teaching, the ethical issues.

Among the most respectful people I know in terms of staff interactions.

He does speak up when faculty do things that are bad, so people might not like him. But I find I am either on his side, or neutral.

Green book: phenomenally well. He contributes in more unique ways. e.g. Doesn't like the recruiting process in first round for economics, so he doesn't participate by way of mutual agreement, but he provides software for someone with handicap so he is phenomenal. Given his productivity and doing things to make the world a better place, his quirks are minor issues to deal with.

Anything else? Two years ago he should have simply been promoted. I can't imagine him meeting the 2 year trial better than he has in these two years. No decision is more important to the NOM unit than this one over the next 6 months.

[REDACTED] July 27

- 1) I knew him first through his research – his seminal paper on google auction... I knew of his work on policy (ads) related to google before I knew him.
  - a. Seemed like he has an obsessive personality.
  - b. I came to visit and I wanted to know what he's like. I went out of my way to get to know him. Decided he wasn't a problem... Good member of the Digital Initiative.
  - c. Abrasive isn't the right word. Just direct, I guess. Poor bedside manner, but students like it because it's authoritative. I have no problem dealing with it (I am married to a physician)
- 2) He's abrupt. He lacks grace. He's more apt to pressure others – he asks questions the way you might in a seminar. But he's intellectually sharp. Asks great questions. Accepting of an alternative argument. He agrees to disagree. He's been open that he dislikes the screen size but has decided not to push it.
- 3) We argued a little about google. He argues like a lawyer – I'm used to it because of my policy background. He does things for the DI.  
He has a sense of duty and obligation that I can tap.  
He has a Self-centered personality

We might still collaborate on research; I can put up with his cynical side because he has good judgement.

He made contributions to IT tools...

Airline mileage pool. He gets people (including SG) Free upgrades

He writes a lot of cases.

[REDACTED] 8-4-17

- 1) How long? Since 2010 when I joined NOM. Interaction? Changed over the years... used to be my neighbor – frequent interactions about research, office, teaching, etc. Really valued those interactions.
  - a. Since then I see him less often but email about a joint research project that is going slowly – maybe once a month
  - b. And I observed him teach a new case
- 2) Positives – never had a negative interaction with Ben. Loved being his office neighbor because we are so different. Which is one of the good things about HBS. How different we are. He is deep in topics I know nothing about. I'm working on a book and he comes over to celebrate – chapter on perspectives. He put me in touch with other accidents transcripts. You mention X and he somehow has deep knowledge and he connects you with people.

- 3) Feedback? Yes. In two different ways. Sometimes with other colleagues, on papers. But it's interesting that he reached out, even though I am not an economist. He's interested in how others see his work. Which is great. I also have given him feedback on his teaching. He sought it out. He also asked for advice, in terms of how I would teach a class, etc. With new teaching assignment, he asked me for help (bc of my expertise on ethics).
- a. This new course fits him well – totally unexpected. Students liked him and respected him. He talked about why he was teaching the course and what had happened to him, in the first session.
  - b. What surprised me – always been open to my feedback and sought it... but for classes I was surprised by his asking what was not good, what could I have improved or approached the problem differently
  - c. He was looking for ways he could approach a problem differently – perhaps as a result of this experience.
- 4) Interactions with others?
- a. Definitely with colleagues
  - b. Yes with staff, through NOM events
  - c. Seminars... always very polite and incredibly helpful
  - d. Strange people coming into his office, ie people from faculty commons... he has an innate desire to fix problems, to help
  - e. He is much more reflective... it's as if he pauses now. Decides whether to jump in or not
- 5) Meeting with myself, Brian, and Ben... about what is he learning from a personal standpoint... is there anywhere we can be helpful in thinking through your reflections.
- a. We all note that he exerts quick judgments. Now he thinks is this something I should get involved with or apply my energy elsewhere
  - b. Most of us see things that maybe bother us or don't work but we don't deal with it. Somehow Ben thinks if an issue deserves attention he just does it ... example of Christine, in classroom....
  - c. Now he exerts judgment over whether to intervening ...
  - d. Criteria? Example? IT dept... decided to back off.... Impact would not be as important as helping [REDACTED]
- 6) I was Annoyed that I was losing my office neighbor, but I am impressed by what the last two years have done for Ben.
- a. by how his teaching assignment has helped him. He has become different quite remarkable to see...

[REDACTED] 8.14

Interactions? he's down the hall, I run into him casually... casual conversations about what he's up to. Research, things. We've also interacted on behalf of DI, seminars and projects. He's organizing summer lunches for the initiative.

Positives and negatives? Usually I interact with him on a one on one basis. He's always super nice and helpful. He goes out of his way to help me out. Looked at my computer set up. Wrote me a detailed memo to help me ergonomically, provided detailed links to accessories on Amazon that I can get. I didn't get any of those Ben emails he used to send. Always good behavior, very professional at all times. For the Initiative... he didn't get blasted for doing anything wrong (which had happened in the past).

No negatives at all.

Feedback? Not in recent times.

He's been sweet and thoughtful.

Interact with others? ... he's been really kind

In the past, he was much harsher, in email. But I haven't seen that at all.

Anything else? More sensitive to how he can be effective in this environment. He seems to have worked hard to change. He's changed the way he teaches... not doing computer notes anymore, but that is rumor... talk to Len or someone... he's adapted a lot. He doesn't come across as arrogant or anything.... But maybe he just hasn't had a reason to...

8.14

Interactions: Co-taught FIELD 3 two years ago. 2015. He and I were both new to the TG so learning together. I found him to be a very thoughtful colleague in talking about teaching and technology, and was always good at suggesting things to make things better in the moment, and in the future. Phrased in a productive way. Not critiquing. I was delighted and kind of amazed. Because I hadn't had interactions with him before that except around research and things in the news. All very positive. All things I didn't expect.

Interactions with others? Similarly, my perception is that he was a valued member of the teaching group

additional examples? Yes, he was an early creator of the spread sheet for tracking ... I was an early user. A remarkable contribution to the school.

Calling patterns and bias reduction – I don't know as much about it, but I thought it was a good way of thinking about the school. He has a whole body of software freely available that can

make people better, and all is available to everyone. E.g., a countdown timer ... he provided me with a website link with tools

Anything else? Yes, Restaurant thing – on one hand, totally over the top in his escalation. But what got lost was that he doesn't need the 4 dollars. It was about people getting cheated.... His heart was in a generous place.

[REDACTED] 3.14

Tell me about the frequency and nature of your interactions with Ben Edelman. Would be interested in positive and negative interactions:

Our relationship was tighter a few years ago when he took over the elective I built and repurposed it and made it his own. We worked closely on the handoff. What I've done on platforms, etc. He came to me for help when writing cases and notes... ended up coaching him on career stuff too, and positioning for his packet.... Sort of a mentoring relationship.

I hadn't really spent time with him during the Chinese restaurant.... And I watched with interest as he got into deeper trouble with his response.

I was a reviewer on the standing committee.... Did I recuse myself. I think I might have. I can't remember.

Thought the extra time and the move into LCA was a wonderful one. Being part of a teaching group would be a good thing. He had not had that before. ... subject matter good too, to get his wheels turning.

A lot of interactions with him around the DI. He's not a leader of the initiative formally but has been one of the most active non-tenured people. I would say over the years each time he gets himself into a kerfuffle over something at the school (case footers, projectors etc.). He comes to me and I try to help him understand how people might react the way the does.

He's always right but he's tone deaf in how persistent he is, etc.

My conclusion was that he learned an important lesson... I didn't think he would ever back pedal when he thinks he's got someone in his sites (ie Uber).... He knew how big companies responded... but not little companies

He won't stop going after the big guys. And we should not want him to....

Contrast to colleagues who get in trouble doing litigation consulting... conflicts not disclosed, or inconsistencies... I don't think that will happen to him. He isn't sloppy in that way. He won't tarnish the brand in that way.

Amy G

My view 2 years ago is that he learned an important lesson, he will keep doing this, but we want him to, and he wont go after the little guys. We should have someone here who says Uber has broken a bunch of laws. It took incredible chutzpah to do that as his promotion packet was out... but it speaks volumes that he was willing to do that.

I haven't seen anything over the two years that persuades me that he hasn't become more cautious and thoughtful.

The academic work has always been amazing....

Every two years we will see something like going after some company... but there are worse things than that.