



August 14, 2017

Ben Edelman Conversation with FRB

1. What was put in place 2 years ago, how did it help?

- LCA - Felt more like an opportunity – not anxious to have 22 preps; but was the best thing after all
- Mistreated by employees
- Canvas – “sore subject, we will fix it someday”
- Would add some interesting items to the course; articles
- One student got it right – send emails to justice department (a powerful end of the class) – bribery in Africa became bribery in New Jersey (airlines)
- Trying to come up with other stuff for the students and putting it in dropbox
- Inevitable stagnation and it was nice to refresh it

Me

He must have loved LCA – “the sheriff,” morals, the oppressed; “incredibly obvious”

Suggestion of coaching but decided not to pursue it – getting to know me would take time, got some opinions from senior members of the faculty and so I got plenty of guidance over the years

Me

This is telling; doesn’t think he needs help or professional development? He’s above it?

██████ was right, “he has a hard time thinking about others perspectives”

A know it all

2. Anything else about the 2 years?

- I kept my distance from some situations
- Some things I know it and I can prove it but I sit on my hands
- UBER has been out of line for awhile; they got ahead doing things illegally; no one ever heard of my friend who started HALO
Professional drivers who know my opinion; they wrote to me and I had lunch with them; interesting to get their first hand views
- Try to go after “bad asses”, trying to make a difference in small ways
- Don’t like how they run the company; 2 DUIs
- Don’t have the staff to run the airline effectively; gave big early retirement
- Need smart lawyers if you want to run things effectively
- Had to get into the middle of how they screwed this up.
- Tie them up in their own
- I like this – seems like I am beating up a company
- What’s most important for me is getting money back fro people who shouldn’t have been charged
- “Happened personally” – flying 100K miles and trying to check 3 bags; computer out of sync with what marketers were promoting; found many complaints being posted
- I tried to understand the underlying managerial and technology mismatch
- I can’t sit on my hands when I see I must right a wrong

- I like the company to recognize the fallacy of their own systems

Me

What was the "eating horses" tirade?

Find him weary/tedious – baggage and tickets with the airlines; UBER drivers

Goes down rabbit holes

Writes a story – lets others take it on (3 years ago when I met him I asked him if he'd like to be the CIO – no, no, no)

A flame thrower

Doesn't see things that are broader implications for the school – American, etc.

"Do my own taxes"

Me

He's the faculty's handyman

Arrogant – above the coaching,

He doesn't seem worthy of being an HBS faculty member

3. What did you learn from ATSC? As a Junior faculty member

- Could meet more; a few more times
- Many deep questions; so much to do
- Procedural perspectives
- Fascinating governance questions
- What is the situation where we
- IT staff struggling with a lot – deal with how to structure an IT system to the mundane
- Deep respect for the difficulty of the IT jobs
- Think I have been helpful – video recording; Felix should write to all of the faculty if can't be recorded
- Room came around to see it my way
- Felix will have to struggle with these types of questions

Me

Nothing that showed real learning over 2 years

He had the gift of things others might wish for – unit shift, new office, LCA, ATSC, coaching

Never - "I gained a broad perspective" "I learned"

Decided not to have a coach

No ATSC learning other than the "room came around to my view"

No LCA learnings – "...a stagnant course..."

I don't see that he has internalized anything

Me

If he's tenured, get ready! He will be a never ending handful for the Dean and others

He won't "sit on his hands"; he will no longer bite his tongue

Find him disingenuous "deep respect for the IT staff"; brings in candy