Online Appendix C

Actual Emails that Resolved the Impasse

Email Four: From Greg and MBA Team to Kara (Response to Email Three in Appendix C)

Hello Kara,

Thanks for your patience and willingness to continue our conversation! Mark tells me you invested much in developing the BigMfg account, so I sincerely appreciate your trying to help my student. We want to be a plus. If you do not see a win for you, my students and I are happy to go another path. Perhaps the letter below would be a win for you and BigMfg; it is intended for Paul should you choose to pass it on. Thanks so much, Greg

> Dear Paul,
>
> Thanks for taking the time to give a thoughtful helpful reply to my misinformed request (through Kara) to analyze and publicly release the "impact of Dale Carnegie training on BigMfg's stock value". The approvals and bureaucracy you outlined make such a request not possible. I know; before starting my teaching career in 1998, I worked in General Motors' staff function for 20 years. I had simply forgotten the many required approvals.
>
> Student talent development is my aim. I hear from the Dale Carnegie organization that you are very adept at developing talent at BigMfg. So, perhaps you will see reason to aid me in developing one of BigMfg's employees, Sally Smith, who is also one of my MBA students. She has been learning widely used methods for valuing the impact of operational changes. She wants to value the impact of Dale Carnegie's 30 human relations principles on BigMfg's stock price and is happy to keep all information confidential. Could such an analysis be of use to you when communicating about BigMfg's implementation of

Dale Carnegie training (or operational changes in general) with other BigMfg units around the world and with investors?

Sally has told me her immediate boss in Industrial Engineering, Richard Stevens, and the Director, Ron Carrington, are supportive of her project. Sally is an enthusiastic learner, supports Dale Carnegie's principles, and whatever valuation analysis she does inside BigMfg would clearly never become public. So, I am hoping no approvals or bureaucracy would be involved and she would have the opportunity to apply and so learn a useful skill for BigMfg. If you agree to proceed, you can contact Sally directly via email. Thanks for your time and consideration!

Kind regards, Greg

Email Five: Response from Kara to Greg's Email Four

Good morning Greg, Thank you for your patience in my reply! I was out sick last week and had quite a load of catching up to do.... I've forwarded your letter on to Paul this morning to see what his thoughts are and how Sally might proceed. I've asked that he either follow up with you, Sally and/or myself in this matter, so let's stay in communication once (at least) one of us have heard from him.

I hope you have a great morning! -Kara

Email Six: Response from Paul to Greg's Email Four that was Forwarded by Kara to Paul

Greg,

Thanks for the clarification…very helpful.

Since Sally has the support of her two bosses *(Richard Stevens & Ron Carrington)*, I think it is very possible. I will contact Sally directly and see what she needs and see how I can help!

-Paul