Tennessee v. Meta
Case No. 23-1364-IV
PX-00370

Message

From: Adam Mosseri [/O=THEFACEBOOK/OU=EXTERNAL (FYDIBOHF25SPDLT)/CN=RECIPIENTS/CN=[redacted]]
Sent: 9/17/2019 4:05:39 PM
To: Fidji Simo [[redacted]@fb.com]
Subject: Re: Well-being *raw* notes

100% agree. My current take is the biggest problem is: Well-being is the existential question we face, and we lack a strong understanding of our effects on people's well-being as well as roadmap of work that demonstrates we care about well-being.

From there most my sense is most of issues are around execution, things like staffing, but given this team is in your organization right now I want to be sensitive about articulating these.

From: Fidji Simo <[redacted]@fb.com>
Date: Tuesday, September 17, 2019 at 8:53 AM
To: Adam Mosseri <[redacted]@fb.com>
Subject: Re: Well-being *raw* notes

Don't disagree but I want to make sure we first agree on the problems we are trying to solve before we jump to solutions.
My sense is that the main problem is that we need to increase investment, not lack of coordination / centralization. On investment, I plan to do a big reshuffle in Oct/Nov once we know what Mark will give us to free up some heads to staff a few key things and WB is on the list. I could even find a way to do it earlier.
But let's agree first on what the problems are.

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From: Adam Mosseri <[redacted]@fb.com>
Sent: Tuesday, September 17, 2019 7:41:05 AM
To: Fidji Simo <[redacted]@fb.com>
Subject: Re: Well-being *raw* notes

Again, I'm not trying to take this team from you or have it go anywhere else. These are just my raw notes on David's take. We left the meeting with a few follow ups:

- Emily and I are going to meet with Chandra from your team to get his take on the product work
- Emily is going to outline two different models: (1) where we centralize more in CPS, maybe just research or maybe research and product and (2) one where we have twin teams in the Facebook app and Instagram orgs that coordinate tightly — which I asked to be added as an option.

I honest take is there are multiple models that can work, but we probably need to do something significantly different than we have to date. If you disagree though I totally respect that.

> On Sep 16, 2019, at 20:59, Fidji Simo <[redacted]@fb.com> wrote:
>
> My belief is that as long as we have someone great on the analytics/research side in my org or yours who can coordinate the orgs on their well being research – which Ronan can do, and Alex was excited

for him to do that since it cuts across analytics and research – then I think we'll be in good shape. On the actual product work, I do believe that the work we will pick will naturally be different in each app (it just doesn't make enough sense for me to prioritize anti-bullying). We should definitely discuss level of investment with Mark - I think I'm probably less invested there than you are, but it may also be because we have made it a less central part of our narrative, since Communities was really the only key message we wanted to see break through for this year, and part of our WB strategy is tied to Communities.
As for narrative, I think we should each have a WB narrative that makes sense for each of our apps, and also ladders up to a company WB narrative. On spokespeople, I think we need a credible one on the research side to represent the findings (and that's where I need to check with Ronan whether he wants to play that role externally to replace what David did), then we need each of the app leads to have well-being as one of the key things they talk about for each of their apps, and Mark to talk about the overall narrative.
I know it doesn't solve for IG owning this cross-family but honestly I just don't see how this works otherwise, since this is so different from a shared architecture workstream for ex.

From: Adam Mosseri <[redacted]@fb.com>
Date: Monday, September 16, 2019 at 5:54 PM
To: Fidji Simo <[redacted]@fb.com>
Subject: Well-being *raw* notes

Here are my raw notes on David's take on how we ended up where we are on well-being.

History

- We kicked off a bunch of work in 2017 that ended up being mostly folded into MSI. It was largely a research effort with some support from me to turn it into experiences. There are researchers both in Core Data Science (mostly Mora Bourke) and the Facebook app that are experts in this area and work on it.
- Later there was a desire to push this work further, so we hired a PM named Chandra [redacted], he came from headspace. At that moment Tom broke apart the Compassion team. The memorialization work moved, so were other chunks. We held onto the research aspect to make sure we understood the work, but the PM lacked real structural support.
- Early 2019 Chris Cox was looking into us doing more on this, came to David Ginsberg and asked him what it would take to 10x well-being, which resulted in a plan that was reviewed with Chris Cox and Sheryl Sandberg and then was submitted to Mark as an incremental ask, maybe ~10 engineering and ~15 XFN. They were told to do this, but self-fund, which ended up punted given other ambiguities.
- Chris Cox, who was the most effective advocate for the work, left the company. It sort of fell on David Ginsberg afterwards, but he was more of a spokesperson and ended up taking a new role.
- Since David Ginsberg took the Choice and Competition role about who is going to take the lead on well-being since he left. Since then Mark has had meetings with external experts who have been focused on teen well-being. As a side note Margaret has been trying to get traction as it connects to her responsible innovation work stream.
- The team was more focused on Facebook because most of the scrutiny was on Facebook, but that may change as people shift attention to Instagram and teens. That said the research team has been focused on the Facebook app *and* Instagram.

Questions

- Who is the VP level person to be an external spokesperson on well-being? Maybe not the same person managing the work.

- Who is directing our well-being efforts? both the foundational research and building product features to improve the problems that social media has (problematic use, loneliness and social comparison probably being the top three)

Notes

- The key work is working out how to make sure the research is translated into product.
- We need someone very senior who can look after the well-being of well-being.
- If we're going to stand up new products it makes more sense to centralize, if we're going to iterate on our current products it makes more sense to federate.