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## PLANNING AND EXECUTING EFFECTIVE PRESIDENTIAL REVIEW MEETINGS

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### Best-Practice Presidential Review Meetings

- What?
  - Private, pre-scheduled 30-minute meetings with each LINKS team to permit the LINKS instructor to review a team's LINKS business, to answer team members' questions, and to sense the progress that teams are making in the simulation event. This is "one-with-a-few" style of teaching/coaching, rather than the familiar "one-to-the-masses" lecture-hall style of instruction.
  - Presidential review meetings are "private" (instructor with a single simulation team) due to the competitive nature of LINKS.
- Why?
  - Presidential review meetings provide a different and powerful teaching/learning opportunity (instructor as coach) at key points during the simulation event.
  - Presidential review meetings simulate business review meetings with a "boss" with senior management.
- Who?
  - Instructor and all members of a single LINKS team.
  - Instructor plays multiple roles during a presidential review meeting: "firm president," instructor, coach, and encouraging/proud/supportive "parent."
- When?
  - Re-assigned class time is recommended for presidential reviews, with teams not meeting with the instructor using that time for their own private deliberations. Meetings may extend beyond class time due to the number of firms involved.
  - In shorter LINKS events, a single round of review meetings might be held, perhaps just after the second scheduled decision round in the simulation event.
  - In longer LINKS events, several waves of presidential review meetings might be scheduled with the second set of presidential review meetings occurring at about the mid-point of the simulation event.
- Where?
  - Private meeting space is required, possibly the regular course classroom for presidential review meetings scheduled during class hours. If the course classroom is used for presidential review meetings during class hours, then the other firms not meeting with the instructor would require their own private meeting space.
- How?
  - Meeting Scheduling
    - Presidential review meetings are normally pre-scheduled meetings (not "walk-ins"), typically permitting student teams to pick their own times from a

- range of available meeting times.
  - With multiple waves of presidential reviews, classroom-hour meeting times might be rotated around teams. With a single set of presidential reviews, classroom-hours meeting times might be randomly assigned.
- Instructor Preparation: Bring printed firm results output to the presidential review meeting, to reference during the discussion.
- Meetings Format Options:
  - No Student Prep [Not recommended]: Just discussion and Q&A.
  - Some Student Prep [Recommended]: Team members collaborate and submit (via e-mail) questions/issues to be discussed. Submissions are due at least 12 hours before the scheduled presidential review meeting to permit the instructor time to review and prepare.
  - Substantial Student Prep [Optional]: SWOT Analysis. Submissions due at least 24 hours before the scheduled presidential review meeting to permit instructor review and prep.
- Instructor Questions To Pose During Presidential Review Meetings:
  - What are the largest problems that your firm faces?
  - What's been your best and worst team decisions to date?
  - Who is the best performing competitor in your industry? Why?
  - What differential advantage does your firm offer to customers compared to your competitors?
  - How is your firm currently organized (e.g., by function, by region, as a committee of the whole)? Is this organization "best" for the current problems/challenges faced by your firm?

### **Likely Outcomes Arising From Presidential Review Meetings**

- For Students:
  - Greater emphasis to research study needs going forward and to associated information management needs.
  - More attention to issue prioritization.
  - More focus on the really important issues.
  - More systematic attention to division of labor and responsibility assignments among simulation team members.
  - Follow-up meeting scheduling for "lost"/"deeply troubled"/"unprepared" teams.
- For Instructors:
  - Deep appreciation for team and individual-student progress.
  - Ideas for in-class discussion and in-class tutorials, based on common issues and concerns arising across teams.

### **Variations on Private, Single-Team, Scheduled Presidential Review Meetings**

- With many industries in very large courses, schedule joint meetings with each firm 1 from all industries meeting with the instructor simultaneously. Repeat for firm 2, etc. Note that non-competing teams from independent industries are jointly meeting with the instructor.
- In distance learning, use teleconferences for meetings.
- An automatic presidential review meeting with the instructor must be scheduled immediately by any firm with two successive rounds of negative net income. Such a presidential review presumably would be scheduled during outside-of-class hours.