

Dear AIB 2007 Session Chair:

Thank you very much for agreeing to act as chair for one of the over 100 sessions at the upcoming 2007 AIB meeting in June.

We are grateful that you are joining the giant network of volunteers to make this conference happen. The purpose of this message is to forward suggestions on how to chair a session, prepared by former AIB program chairs.

Let me quote Nakiye Boyacigiller:

*"The greatest responsibility lies with the session chairs, who can 'make or break' a session through his/her ability (or inability) to skillfully manage the time, presenters, topic and audience. The chair is like a conductor of a symphony; a good conductor can make beautiful music, even when the piece is difficult or the players less experienced. Your role is to be that good conductor."*

This is especially important since we will follow the Beijing conference precedent where the roles of chairs and discussants were consolidated into the session chair.

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### **1. GET ACQUAINTED AHEAD OF TIME WITH THE PEOPLE ON YOUR SESSION**

As session chair, you are expected to contact everyone on your session ahead of time – a good time to do this would be TODAY. The simplest way to determine who is on your session is to check the AIB Program on the AIB 2007 website at: <http://aib.msu.edu/events/2007/PreliminaryProgram.asp>. Please check the time of your session and make sure you have it penciled in your agenda.

Please download the information for your session (you can COPY and PASTE the text into MS WORD) so that you can refer to it if necessary. You can download manuscripts by using the manuscripts' ID numbers which are written in parentheses in the detailed program. To download go to the website at <http://frontpage.cbs.dk/aib2007/get.php>.

### **2. CIRCULATING THE PAPERS AHEAD OF TIME**

Please encourage everyone on your session to read the papers ahead of time, at the very latest, on the airplane flight to Indianapolis. This way, each person can attempt in their presentation to link their papers to the other presentations, making for a more cohesive and stimulating session. This is particularly important this year, since there will be no discussants.

I will be sending out separate instructions to the authors for all the sessions, but feel free to email your instructions as the sessions do differ in length, numbers of participants, purpose and content.

### **3. BRINGING PAPERS TO THE SESSION**

Each paper presenter should bring 30-40 copies of a summary of his/her paper to the session as a handout. Not the paper; just a summary. The handout should be no more than 2-3 pages in length, double-sided with two pages to a side (that is, four pages onto one sheet of paper). No one wants to carry dozens of papers with them when they return home, but having a 2-3 page summary during the session can be very helpful to the audience in terms of understanding the paper.

The handout should present the key points of the paper. This might be the slides if the presenter is using PowerPoint or overheads, or the Abstract, Hypotheses and Tables of Results. The paper title, author(s) and their addresses should be at the top, along with the session date and time.

These handouts should be distributed by you the chair and/or the authors before the session starts, with the extras left at the entry doors so that people coming in to the sessions can pick up the papers. Any leftover handouts, once the session is over, should be collected by the session chair (yourself) or authors

and returned to the AIB Registration Desk. We will have a table at the exhibit hall where people can browse through leftover summaries, if they missed the session.

#### **4. ORDER OF PRESENTERS**

Unless there is a problem, please keep to the order of papers, as outlined in the Final Program distributed at the conference. People often “hop” from one session to another, to listen to a particular paper, based on the order shown in the program. While I don’t condone such movements, we all know there are often two, or even three, sessions we would really like to attend but that are running concurrently so that the only way to hear particular papers may be to move from session to session.

#### **5. HOW TO EFFECTIVELY MANAGE THE SESSION TIME**

All sessions are one hour and fifteen minutes (75 minutes) long. Most sessions have 4 papers. That would be 15 minutes for each paper and 15 minutes for audience discussion. Again, since there are no separate discussants, it is important that you give the audience sufficient time to comment. Therefore, a good general rule of thumb is:

- Three papers: 20 minutes each paper
- Four papers: 15 minutes each paper

Would you please keep to this timetable as closely as possible? That is, do not let a speaker run on and take time away from the speakers that follow. (Imagine you are the last speaker on a panel, and that the first person takes double the allotted time, and that the second runs over. By the time it gets to you, the time left is either for you or for Q&A...). Please do not put your speakers in that untenable situation – watch the clock to see that everyone gets their fair share of the time.

Carry a small clock or stopwatch with you and three single sheets of paper. One sheet of paper has on it (in big black ink) the number 5, the second says (in orange ink) 2, and the third says (in red ink) STOP. Tell the speakers ahead of time to watch for the three sheets and that we expect them to stop when the STOP sign is held up.

When in doubt about the time, tend to err in favor of Q&A from the audience.

#### **6. HOW TO START A SESSION**

As chair, it is up to you to start the session. The first thing is to start on time. This is often hard to do, especially first thing in the morning when people can straggle in, but it is important to start on time. The second thing is to simply introduce the topic and the speakers. Your whole introduction should take no more than 2 minutes.

#### **7. AUDIO-VISUAL EQUIPMENT**

Overhead and computer projectors will be available in all rooms. Computers will **NOT** be provided. Session chairs need to bring their own laptops or coordinate with others in the session to ensure that one person will have a laptop available.

#### **8. OTHER SUGGESTIONS**

Meet the participants of your session 10 minutes BEFORE the session starts so that everyone can be introduced, the equipment can be checked, handouts can be distributed, and so on.

It also helps to give your session members your room number in the hotel or a mobile telephone number where you can be reached should an emergency occur. If that unwelcome emergency does occur please let your session members know as soon as possible, and make other plans. Please be prepared for the unexpected!

Please see specific suggestions for session chairs in the Appendix that follows and has been adapted for AIB use. The Appendix was originally presented at a workshop on improving the effectiveness of AOM sessions at The Academy of Management 1999 conference.

Also, please keep in mind that AIB requires all session chairs to be registered for the conference. Please do not delay in registering for the conference. The regular registration deadline is **June 1st**.

I look forward to seeing you all in Indianapolis!

Best regards,

A handwritten signature in black ink that reads "Oded Shenkar". The signature is written in a cursive, flowing style.

Oded Shenkar  
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## APPENDIX – The Role of the Session Chair

\* Abstracted with permission from “Making AOM Sessions Exciting!” by Jing Zhou (Texas A&M) and Russ Coff (Emory). The report was based on an AOM workshop, August 8, 1999, Chicago, IL, where the panel members were the two co-authors of the report, Sally Blount-Lyon (Chicago), Michael H. Lubatkin (Connecticut), Karl Weick (Michigan) and Edward J. Zajac (Northwestern).

*Session Chair:* Chairs must balance the needs of presenters (wishing time to get their ideas across) and the audience to design and execute an interesting session. This goes well beyond being a mere timekeeper.

Chairs are not just timekeepers. How can they organize and facilitate sessions to bring out audience participation?

### IN PREPARATION FOR THE SESSION:

- Create expectations for how the session will be run. Do not try to establish these in the session once authors have developed their presentations.
- Make sure everyone gets copies of the papers (authors should also get copies of other papers if possible to promote a panel discussion).
- Get slides from the presenters and serve as a mentor to inexperienced authors. This is an opportunity to alert the author that the presentation is too long before he/she is in front of an audience.
- Discuss innovations in session structure and time usage with presenters well in advance. Here are a few variations on the usual theme:
  - *Shuffle presenters.* This involves asking presenters to make brief presentations about other papers on the panel. The idea is to spur discussion within the panel by forcing them to become experts on the other papers.
  - *Small Group Breakout.* 1) Each presenter gives a 3 minute overview of their paper (15 minutes). 2) Authors run discussion groups on their papers (40 minutes), and 3) Large group reconvenes to bring it together (20 minutes).
  - *Poster Breakout.* Have presenters prepare poster presentations around the room. 1) presenters give a brief overview (10 minutes), 2) individuals walk around the room talking to authors (40 minutes), 3) group comes together to discuss (20 minutes).
  - *Web-based discussion of papers before the meetings.* It might be possible to set up a bulletin board or discussion list around sessions before the meetings. This capability might be integrated with a web-based personal scheduling function offered by the Academy.

### DURING THE SESSION:

- DO NOT give the standard boilerplate about time, and take up too much time doing it. Tell the presenters the “rules” before the session.
- DO start out with a few words about the subject matter of the session and how each paper will contribute toward exploring that research domain.
- Session chairs must shut down inexperienced or unprepared presenters who do not conform to the prescribed time limits.
- Create an informal “first-name” atmosphere in the session to encourage discussion.
- Power Dilemma: Often session chairs are relatively inexperienced. There may be significant power/status differences between the chair and the authors. This makes enforcement difficult and may make it hard to implement innovations as well.