STRATEGISCHES MANAGEMENT

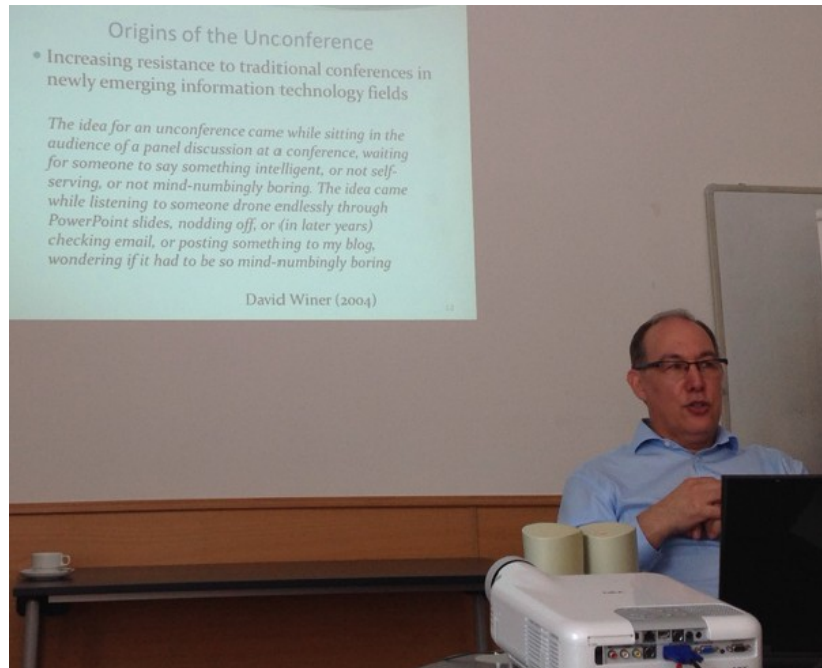**TECHNISCHE UNIVERSITÄT KAISERSLAUTERN**

- **From Event Management to Managing Events**

- **A Process Perspective on Organized and Unexpected Field-Level Events**

Gordon Müller-Seitz, Elke Schüßler
FCE-Workshop, Berlin, April 20, 2015

From event management to managing events
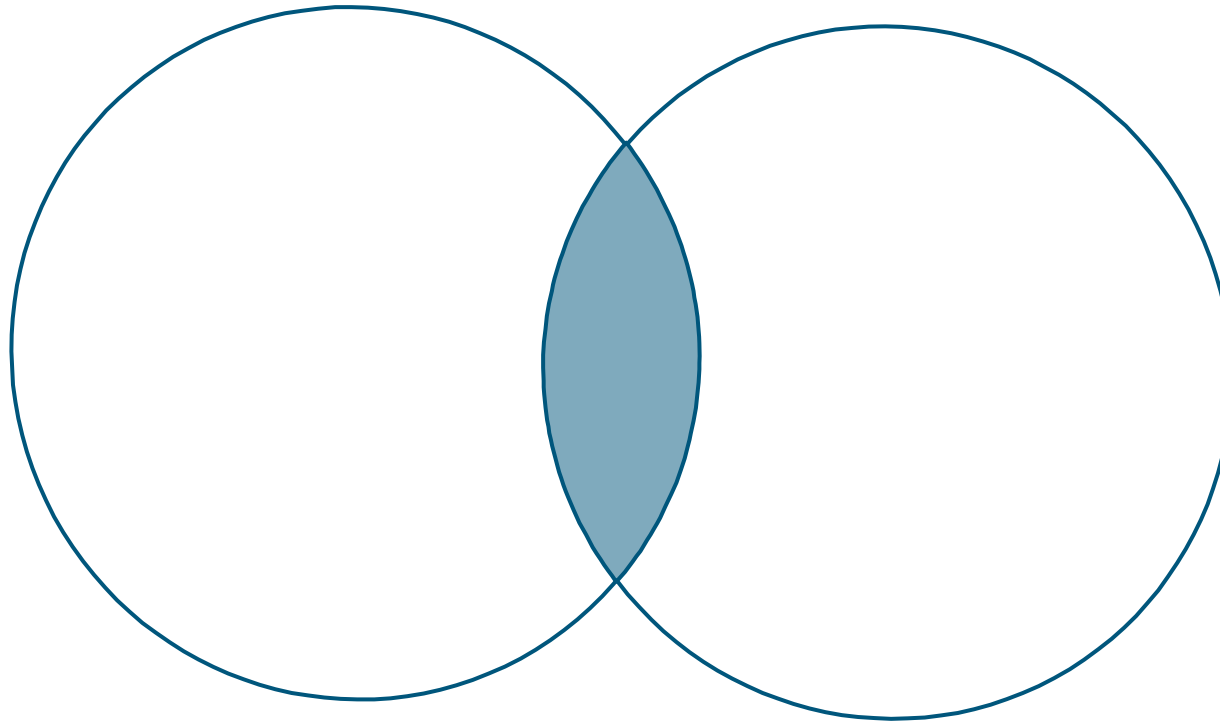
3rd FCE Workshop

Ebola outbreak

Same same… but different

Guiding question: (how) can we manage events in general strategically?

The 3rd FCE Workshop as an
organized event

The ebola outbreak as an
unexpected event

Putting this workshop into perspective
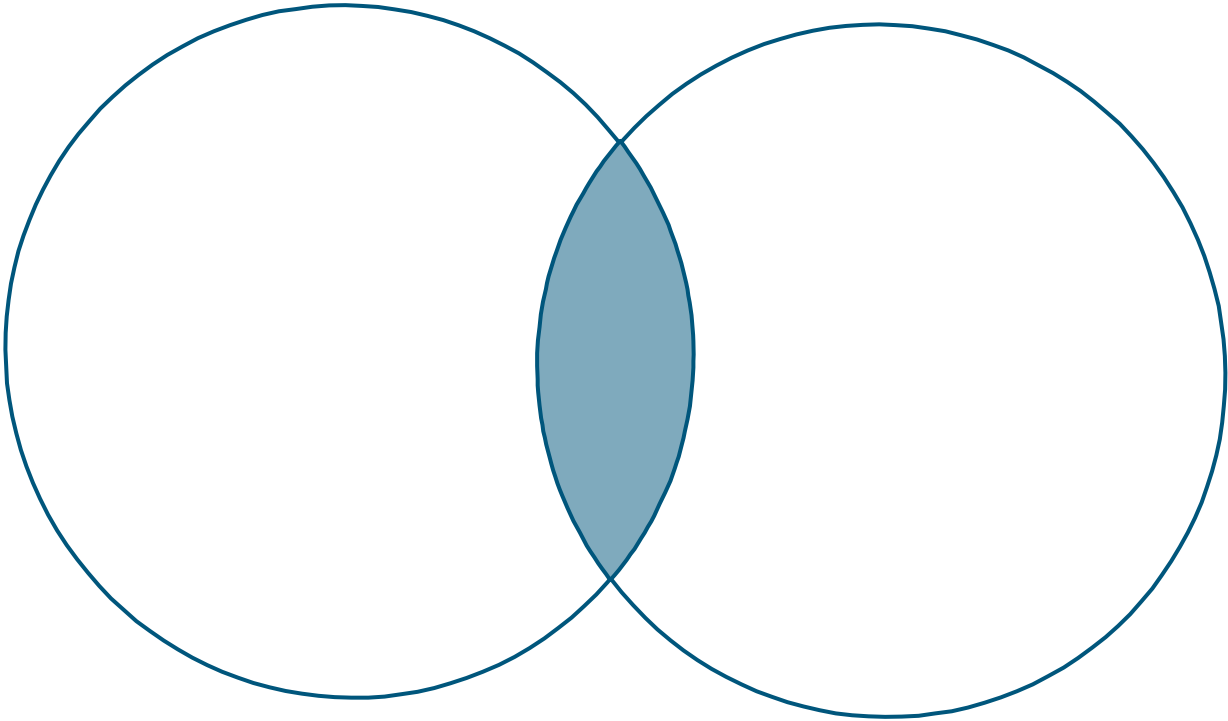

Organized events   Unexpected events

Maguire & Hardy   Schüßler

Müller-Seitz & Sydow   Flight 4U9525

Schreyögg & Ostermann

Comparison of organized and unexpected events along phases

	Before	**During**	**After**
Organized events	Staging dramaturgy in the event run-up (Lampel 2001) Programming and agenda setting (McInerney 2008) Developing positions (Oliver/Montgomery 2008)	Institutional work (Möllering 2011) Discursive struggles (Hardy/Maguire 2010) Regulatory propaganda (Dobusch/Schüßler 2013)	Social and reputational resources (Lampel/Meyer 2008)
Unexpected events	Developing attention and sensitivity (Weick/Roberts 1993) Training and simulation (Crichton et al. 2009) Safeguarding (Lynn 2005) Inspections and audits (Herbane et al. 2004) Emotional preparation (Tugade et al. 2004)	Damage containment (Pearson/Mitroff 1993) Heightened emotions (Isabella 1990) Improvising and bricolage (Bechky/Okhuysen 2011) Empowerment of partici-pants, provision of resources (Geraldi et al. 2009) Interagency coordination (Boin/'t Hart 2003) Role reconstruction (Pearson/Clair 1998)	Sensegiving by top manage-ment (Maitlis/Sonenshein 2010) Establishing resilience (Sheffi 2007) Sustaining momentum (Birkland 1998) Reflection and retrospection (Elliott 2009) Emotional recovery (Fredrickson et al. 2003)

Similarities across organized and unexpected events

	Before	**During**	**After**
Similarities	Setting up security and making emergency plans (Moynihan 2008; Pipan/Porsander 2000) Lobbying and reaching out to stakeholders (Glynn 2008; Pearson/Mitroff 1993) Establishing latent networks (Kelley/Stark 2002; Sedita 2008)	Sensemaking (Oliver/Montgomery 2008; Weick 1988) Networking (Anand/Watson 2004; Kapucu 2006) Setting up temporary organizations (Lanzara 1983; Løwendahl 1995) Collaborating with local communities (Glynn 2008; Beunza/Stark 2003)	New field-level rules, positions, and understandings (Hardy/Maguire 2010; Nigam/Ocasio 2010) Learning and change, e.g. adjusting basic assumptions, changing organizing practices, and forming new partnerships (Christianson et al. 2009; Lampel et al. 2009; Hardy/Maguire 2010) Stabilization of relationships (Anand/Watson 2004; Comfort/Kapucu 2006; Garud 2008) Failure to learn and trigger change (Elliott 2009; Schüßler et al. 2013)

Strategies for managing events and further research

	Before	**During**	**After**
What research on organized events can learn from unexpected events	Attending and developing sensitivity to critical events, integrating field-configuring events into the strategic planning process How organizations can prepare and be trained to participate in field-configuring events	Sensitivity to unexpected events as risks for large-scale organized events and organizing strategies (although already touched on by the project management literature) Role of emotions as catalysts of change Flexibility in, and ad-hoc coordination of interorganizational activities	Learning from participating in organized events, systematic knowledge transfer, and appropriation of the benefits Learning from organizing large events and adjusting procedures
What research on unexpected events can learn from organized events	/	Focus on micro-politics and institutional work activities	Social and reputational resources to be gained from crisis management The role of field-configuring events as a field-restructuring mechanism after an unexpected event

Food for thought for discussion

- Can there be a unifying theoretical framework that is sensitive enough to capture the variety of both phenomena?

- Can both types of events be understood as "field-configuring"?

- Can there really be a strategic management of both types of events?

- Does studying organized events and their unexpected occurrences / surprises merit separate theoretical attention (e.g. Olympic Games in Munich)?