

Crisis Management and Recovery for Events

Supplementary questions

2: Crisis: The Juncture of Stability and Development

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1. What are other characteristics of the five phases?

1. Ad hoc
2. Isolated planning
3. Integrated planning
4. Standards
5. Stable/flexible

To answer this, the students should examine other sectors over time. This is important as too often a sector is studied as a snap shot in time. Accountancy for example evolved over a very long period. Engineering was far shorter. Some of the more interesting things to look for are how many of the professions started in a specific field or product. For example: building and railway construction were two specific and very different skill sets. However they are now part of engineering. Is this the same with events? Will conference planners and festival organisers eventually become event managers? Is this part of the maturity model?

2. Examine writings on evolutionary biology. What crisis has occurred? What disasters (e.g. the last ice age). Did they 'return to normal' or was it the next step in evolution?

There are many obvious past examples. Need I mentioned the extinction of the dinosaurs! How much did competition for resources play in this evolution.

Now apply this to the events in your area. How much does the free competition of event companies and teams contribute to the relevance and success of the events?

3. Examine the work of Nassim Taleb. His 'Black Swan' describes unforeseeable risks that, (and partially for that reason) are catastrophic. Is COVID a Black Swan to the events sector?

Quite a few people have drawn attention to the possibility of a pandemic (as in the quote in the chapter); why was this ignored?

4. The chapter asserts that mega events in times of crisis can be 'inertia' to the development of the sector. This is a controversial statement. Are there similar models? Is this what happened to the banks during the GFC?**5. The chapter mentions that events are 'disruptive', what does this mean?**

Look up the works of Dave Snowden and the Cynefin Framework. Are events a controlled (managed) disruption to normal complex business to ensure it does not move into chaos?