

Cases for Event Management and Event Tourism

Questions and answers for analysis

Chapter 10

Q1. List and describe the different elements of the formal staff meeting ritual.

- ◇ Alarms going off
- ◇ Meeting agenda
- ◇ Seating order
- ◇ Individual updates from key members of staff
- ◇ Tea, coffee and biscuits
- ◇ Informal discussions

Q2. What types of knowledge are being created and shared during the staff meeting?

- ◇ Explicit and tacit knowledge
- ◇ Operational and creative knowledge
- ◇ Individual and team/group knowledge
- ◇ Know-how, experience and expertise
- ◇ Mutual understanding, relationships and ways of doing things that are specific to this organisation

◆ Table 1 can be used again here to contextualise and discuss further

Q3. Identify examples of how staff members 1) create; 2) share; 3) utilise; and 4) store knowledge during the rituals.

- 1 Create:** Learning 'how things are done' at QMF (the interview with the Executive Director is a good example of this); exchange of ideas during the discussion of whether musicians should be on TV every day – new team knowledge is created by sharing individual knowledge with each other
- 2 Share:** Updates from each team during the staff meeting; sharing expertise and stories while making coffee
- 3 Utilise:** The Producer uses the newly created knowledge in the staff meeting when later talking to the musicians – she not only draws on her own experience, but also on what she has learned from others during the meeting and uses this knowledge when negotiating with the team on the ground
- 4 Store:** Last year's contract and agreed details between the festival and the musicians is stored on the database → this year's team can build on the documented knowledge and later store the new knowledge in a contract or formal agreement again

Q4. Explain the difference between the formal and the informal ritual in terms of knowledge creation, sharing, and utilisation.

- ◇ Formal rituals emphasise 'know what', while informal rituals focus more on the 'know-how': both are key for the creation of new knowledge, as well as the sharing of existing knowledge.
- ◇ Formal rituals are a place to share mostly explicit knowledge; informal rituals reinforce this but take it a step further through informal discussion and exchange of ideas, experience, and best practices. This helps staff members understand how the knowledge can be utilised in practice and how tacit knowledge can be developed.
- ◇ Particularly the informal ritual of having a coffee reinforces the strong relationship and trust between the two staff members, which underpins all these processes and practices of knowledge creation/sharing/utilisation.

Assignment task

Debate whether formal or informal knowledge rituals are more valuable for an event organisation.

A critical debate of the value of formal and informal rituals in event organisations should highlight the importance of both: in most organisations, emphasis is being put on formal rituals and meetings rather than informal discussions and ritual-like activities. Especially in the high-pressure, intense, and stressful event environment, there is not enough time to engage in the informal rituals that might help people bond, create a sense of community and belonging, and together make sense of the knowledge shared in the more formal rituals. Formal rituals might be more important for certain types of knowledge to be shared, but informal rituals can help with the 'soft' factors of working together (people, relationships, organisational culture and atmosphere) and making new meaning together. An excellent answer will provide an example here of how knowledge that has been shared in a formal ritual (e.g., in a team meeting) can be enhanced even further when staff members then engage in informal rituals in order to make sense of it together, embody the new knowledge and embed it into their work practices.