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Sometimes unanticipated threats or opportunities create a situation in which work is required unexpectedly. On these occasions, such urgent and unexpected work demands an instant start, in contrast to the often lengthy processes of investigation, evaluation, development, selection and planning normal in businesses and public services before the start of a project. Managing the Urgent and Unexpected explores what is different managerially if work is unexpected, its implementation is urgent and an immediate start it is required. The lessons offered here will help private and public organizations