

Openness in
the Context
of Crises

Openness in the Context of Crises: A New Paradigm for Organizational Crisis Management

18262 | Sponsor(s): **SAP, STR, OMT**
 Saturday, Aug 5 2023 12:00PM - 2:00PM ET (UTC-4)
 Boston Park Plaza in **Grand Ballroom A**



Richard Whittington

U. of Oxford

"Conceptualizing openness in the context of crises"



Louise Comfort

Berkeley

"Managing IS in Dynamic Conditions: The Tension between Openness and Control"



Stephen Brammer

U. of Bath

"Dark sides to open crisis management"



Layla Jayne Branicki

U. of Bath

"The role of openness in making crisis logics transparent"



Alfredo De Massis

Free U. of Bolzano

"Openness of the family firm in the context of crises"

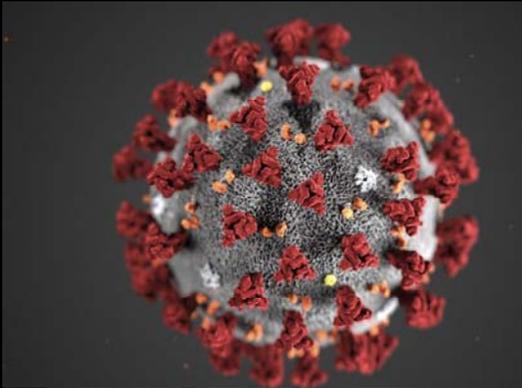


Lorenz Graf-Vlachy

TU Dortmund

"Strategic leaders in crisis management"

Crises



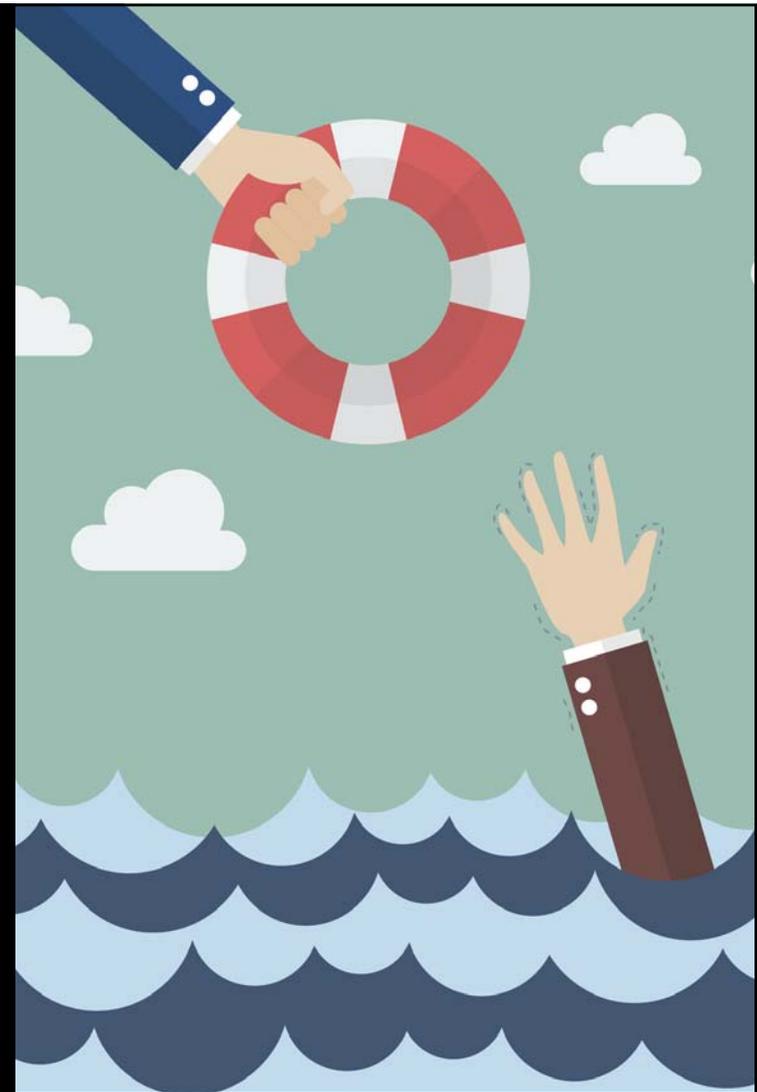
Crises



"shocks that are perceived by organizational members as sudden, unexpected and massively disruptive" (Wenzel et al., 2021, p. v8) and bring ambiguity, a **potential threat to organizational survival, time pressure to respond, and dilemmas in judgement** (Pearson & Clair, 1998)

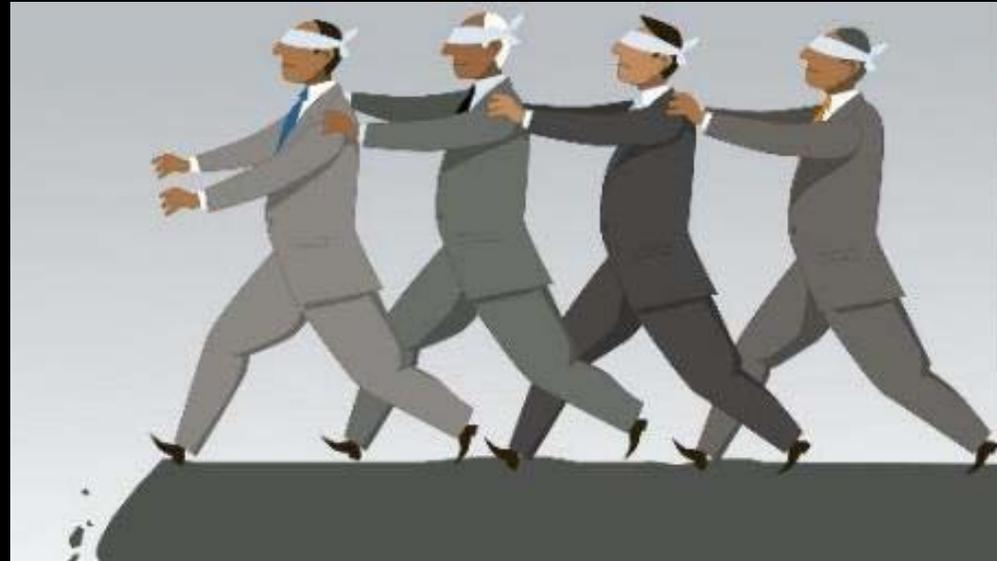
Crises management

- **strategy, innovation management and organization studies** on changing organizational processes, business models, governance, and structures
- **international business** studying e.g. cross-border threats
- **human resources** exploring the need to re-align workforces
- **micro- and psychological perspectives** on individual-level responses
- **family business research** focusing on resilience of family firms
- **finance and accounting** on ensuring liquidity
- **business ethics**



Limitations of traditional „closed“ approaches

- Isomorphism
- Biases and groupthink
- Lack of cross-fertilization and recombinant growth
- Lack of understanding, commitment and psychological ownership



The role of Openness

widening *inclusion* and increasing *transparency*
with respect to the numbers and variety of **both**
internal and external actors

(Whittington et al., 2011, p. 535)

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Agenda

PART I: PANEL Open for all interested

1. Welcome and Introduction (Organizers) 3 min

2. Panel Presentation (Distinguished Scholars) (7 min each & wrap-up) 50 min

- Conceptualizing openness in the context of crises ([Richard Whittington](#))
- Managing Information Systems in Dynamic Conditions: The Tension between Openness and Control ([Louise K. Comfort](#),)
- Openness of the family firm in the context of crises ([Alfredo De Massis](#),)
- Caring about crisis management: The role of openness in making crisis logics transparent ([Layla Branicki](#),)
- Strategic leaders in crisis management ([Lorenz Graf-Vlachy](#),)
- Dark sides to open crisis management ([Steven Brammer](#))

PART II: ROUNDTABLES Only for registered participants

3. Roundtable Discussions (Distinguished Scholars and Participants) 40 min

- 1) What perspectives are applied for studying crises management in the context of openness?
- 2) What could be added to current research from that perspective?
- 3) Which (novel) methods could be used?
- 4) What are potential managerial and policy implications?



4. Reporting of Roundtable Insights by Chairs (~4 min each) 24 min

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*For **roundtables** participants need to express their interest via e-mail to **julia.hautz@uibk.ac.at** by stating what might be their relevant work-in progress (**research question, theoretical perspective, 250 words**) and give **two preferred roundtables by July 27th**.
Based on their preferences, participants will be allocated to a roundtable.*

