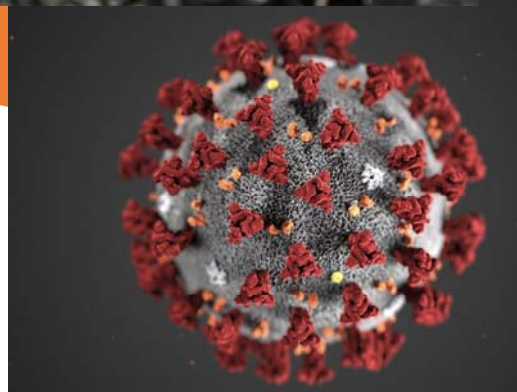


Openness in the Context of Crises



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"*

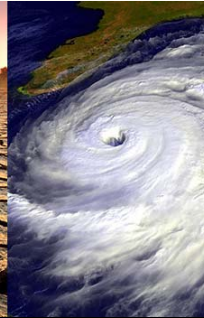
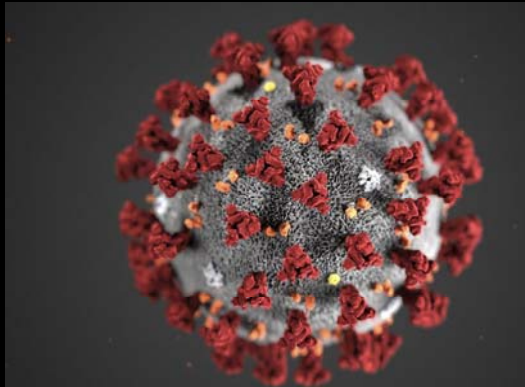


**Lorenz
Graf-Vlachy**

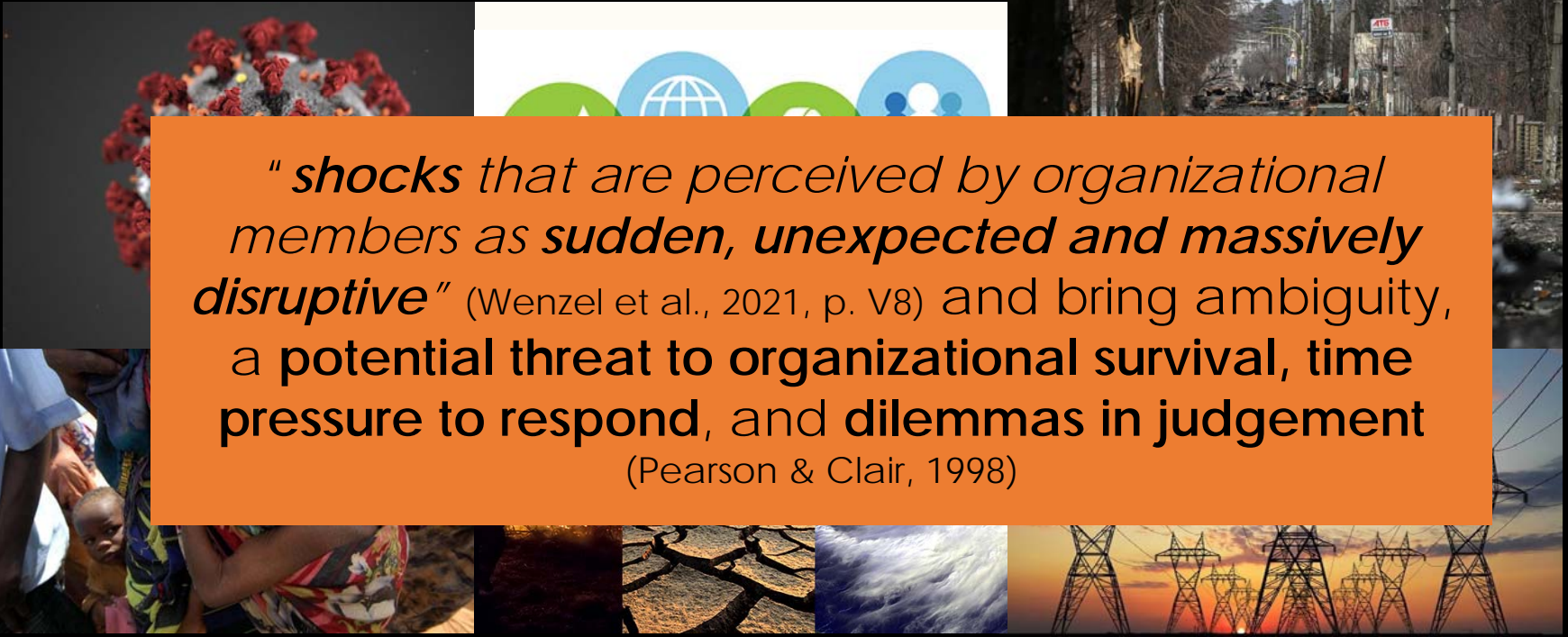
TU Dortmund

*"Strategic
leaders in crisis
management "*

Crises



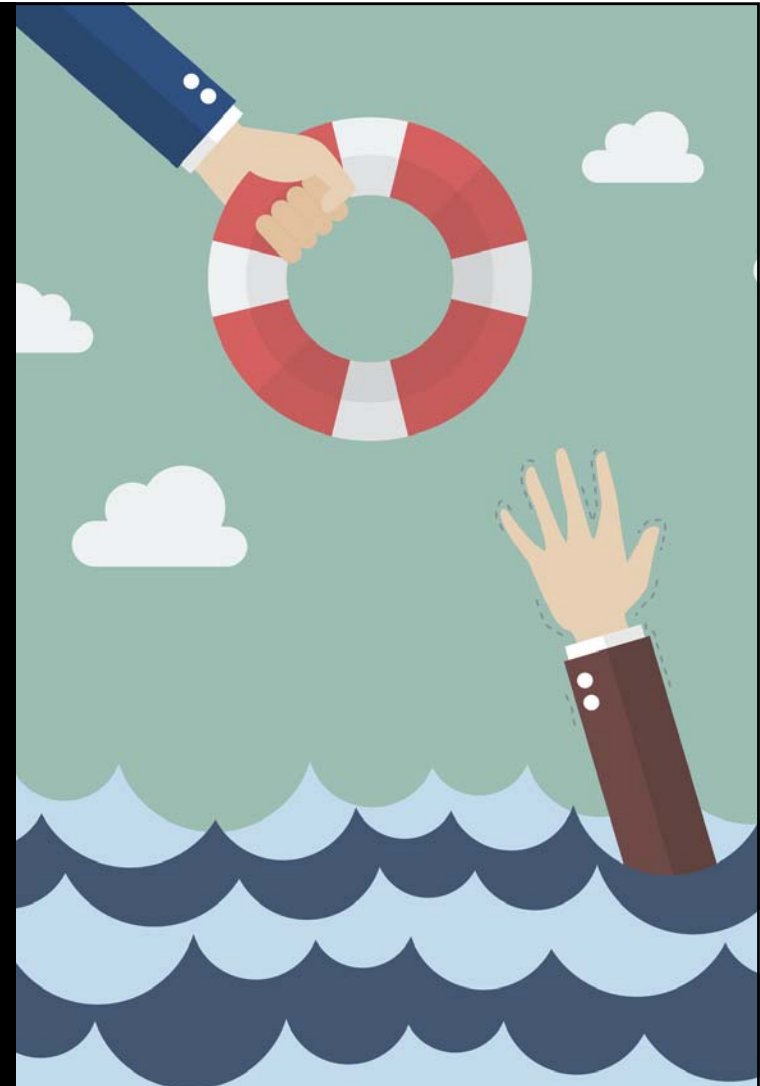
Crises



*"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

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

*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.*

