



CALL FOR PAPERS

Business Horizons Special Issue

Managing for Tomorrow:

How organizational culture, values, and character impact crisis management and crisis communication

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Overview

Organizations increasingly operate in environments marked by disruption, stakeholder scrutiny, social polarization, and declining institutional trust. Under these conditions, crisis management entails planning for the future while staying ready for today—echoing the Page Principle of "Managing for Tomorrow." Crisis communication and management research has expanded rapidly over the past 20 years. It is an applied field that seeks to strengthen crisis readiness and, in doing so, support the wellbeing of those affected by crises, including stakeholders and the organization itself.

To manage for tomorrow and help build a better one, organizations must understand how integrity—along with organizational culture, values, and character (CVC)—shapes crisis management and crisis communication, both in process and outcome. Business and communication scholars have long studied CVC in various leadership and decision-making contexts. But how these elements function together—especially under high stress or severe threats to organizational wellbeing, such as acute risk and crisis situations—remains understudied. How do CVC support integrity, and how can the combination of these four factors be activated to drive crisis management with consistency and agility, enabling an organization to anticipate, respond to, and recover from a crisis?

Integrity and the related CVC constructs are important but poorly understood elements in crisis management. Integrity, for example, can be either an asset or a liability during a crisis. An organization's integrity in leadership and communication can buffer the damage a crisis inflicts, much as reputation can earn an organization in crisis the benefit of the doubt from stakeholders. CVC shapes whether an organization manages a crisis with both effectiveness and integrity, and integrity itself can be a resource to draw on when communicating with stakeholders, potentially increasing acceptance of crisis messages. At the same time, an organization with weak CVC may place its integrity at risk, especially when a crisis is integrity-based rather than competency-based.¹

This special issue examines how integrity and CVC shape organizational readiness, stakeholder responses, crisis recovery, and long-term resilience across both competency-based and integrity-based crises. We seek research that moves beyond treating integrity as an abstract moral ideal or communication claim, and instead explores how integrity and CVC are embedded in—or undermined by—organizational governance and crisis management practices.

Scope and suggested themes

We welcome manuscripts that explore how integrity and CVC influence crisis management decision-making and crisis communication. We encourage contributions from a range of disciplines, including communication, organizational behavior, leadership, management, behavioral economics, and business ethics. Submissions should go beyond description to offer sound, extensive prescriptive advice for managers; be grounded in a solidly scholarly foundation; and be supported by judicious citations.

Themes and illustrative topics

This special issue is intended for the broad readership of *Business Horizons*: executives, managers, physician leaders, entrepreneurs, consultants, business academics, and policy-informed practitioners interested in significant business issues and practical solutions. Manuscripts should be written with both scholarly credibility and managerial usability in mind. Suggested topics include, but are not limited to:

- How do integrity and CVC—individually or jointly—affect the process and outcome of crisis management?
- What role does integrity play in connecting and sustaining CVC in ongoing crisis communication practice?
- How might CVC and integrity buffer against common negative crisis effects, such as reputational damage, negative word-of-mouth, and declining purchase intentions—in both competency-based and integrity-based crises?
- How might signaling CVC and/or integrity before a crisis strengthen their buffering effects, individually or jointly?

¹ Competency-based crises result from mistakes (e.g., mislabeling a food product for allergens) and can typically be managed through instructing and adjusting information, along with compensation when needed. Integrity-based crises occur when an organization knowingly violates its stated values (e.g., managers deliberately placing stakeholder safety at risk).

- Can strong prior perceptions of CVC and integrity become a liability once an organization is involved in an integrity-based crisis, intensifying stakeholders' sense of broken promises and betrayal?
- How do CVC and integrity contribute to an organization's readiness to manage crises?
- How do integrity-based crises, shaped by existing CVC, heighten negative emotions and distress among stakeholders?
- How do integrity-based crises, shaped by existing CVC, change the outcomes crisis managers should pursue?
- Why do integrity-based crises demand a shift toward long-term thinking, reinforcing the need to manage for tomorrow through stronger CVC?
- How can integrity signaling, via improved CVC, help repair the stakeholder-organization relationship following a competency-based crisis?
- Can integrity signaling, via improved CVC, help repair the stakeholder-organization relationship following an integrity-based crisis?
- What are effective and ineffective ways to demonstrate integrity—through organizational culture, aligned values, and accepted character—following a crisis?
- How can CVC and integrity be used to promote stakeholder wellbeing following a crisis?

Submission process and guidelines

Manuscripts **MUST** be submitted electronically to the coordinating guest editor, **Yan Jin** (yanjin@uga.edu), in MS Word format. Submissions should be original, unpublished works not currently under review by other journals, and should conform to *Business Horizons*' Guide for Authors (<https://www.sciencedirect.com/journal/business-horizons/publish/guide-for-authors>). Authors should indicate in their cover letter that the manuscript is intended for the special issue: “*Managing for Tomorrow*”: *How organizational culture, values, and character impact crisis management and crisis communication*.

Manuscripts that do not conform to page limits, formatting/style guidelines, and other noted requirements will be returned without review or consideration. Submissions deemed appropriate will be anonymized and sent out for rigorous peer review. All submissions must be received by January 7, 2028.