

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar

Organizational Crises and The Mechanism of Trust in Leaders By



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Date : 22 Apr 2026 (Wed)
Time : 10:30 am – 12 noon
Venue : M714, PolyU

Abstract

Organizations face an ever-growing array of crises, disrupting their operational and relational processes and threatening their viability. Trusted leaders help members cope with the uncertainty induced by crises and inspire behaviors under-incentivized yet highly desired in crisis times. However, while noting the context-specific nature of trust development, research has so far overlooked the specificity of crisis-time trust development. Extending the Uncertainty Management Theory to organizational crises and using experimental, survey, and archival data, this talk will examine whether, how, and when crisis vs. non-crisis experiences change members' reliance on leader integrity in trust decisions, whether leaders are aware of such a change, and whether leader integrity predicts crisis-time performance change. As crises put greater demand on leaders' time and resources, identifying leader trustworthy characteristic(s) whose significance changes in crises can help crisis-time leaders more efficiently maintain and garner trust and, in turn, inspire adaptive responses and facilitate crisis recovery.

Prof. Li Huang is an Associate Professor of Organisational Behaviour at INSEAD. She is an incoming associate editor at *Academy of Management Discoveries*. She also sits on the editorial boards of *Academy of Management Journal* and *Organizational Behavior and Human Decision Processes*. Prof. Huang's research focuses on the development and impact of power and status, interpersonal trust, and individual creativity. Prof. Huang's research has been published in journals such as *Academy of Management Journal*, *Organizational Behavior and Human Decision Processes*, *Psychological Science*.

All interested are welcome.



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