



UNIVERSITÀ
DEGLI STUDI
DI BERGAMO

Dipartimento
di Ingegneria Gestionale,
dell'Informazione e della Produzione

Networking Seminars Series

A.Y. 2025-2026 2nd Term

May, 12th 2026, 1:00-2:00 pm (CEST)
Room C302, Via Pasubio 7/B, Dalmine (BG)

Presenter:

Marco Maria Daprà

UCLouvain

**TITLE – Designing for sensemaking.
How organization restore sensemaking in extreme contexts.**

CO-AUTHORS – Desiré del Chiaro, Independent Researcher; Pursey Heugens, RSM (Erasmus University)

ABSTRACT – Research has extensively examined how sensemaking is restored following its collapse in extreme events, with a particular focus on how teams achieve restoration through processes of doubting, updating, and sharing. However, far less is known about how these processes unfold at the organizational level, where restoration is complicated by structural dispersion, heightened epistemic contestation, delays in hypothesis generation and testing, and the challenge of diffusing new interpretations and practices across units. In this paper, we examine the case of ASST Lodi, the first Western hospital to confront a local COVID-19 outbreak, to provide an account of how organizations successfully restore sensemaking under extreme conditions. We argue that, unlike teams, which rely largely on emergent interaction, sensemaking restoration at the organizational level is fundamentally a design challenge. We contribute to the literature by theorizing how successful restoration hinges on the mutual constitution of organizational design and sensemaking, the deliberate calibration of divergence and convergence, and the role of pre-existing capabilities in enabling timely and coordinated adaptation.

METHOD – Longitudinal Case Study

JOURNEY OF THE PAPER – Work in Progress, Accepted at the AOM 86th Annual Meeting in 2026

For further information, please refer to: wavelab@unibg.it