

Contingency in Corporate Communications Risk Perception in Organisational Change

This theoretical paper aims to highlight the contingent perception of risk in corporations with a focal point on the risk *communication* in changing organizational patterns. The paper focuses on underlying mechanisms allowing for the construction of issues assessed as uncertain or insecure in complex systems. These remarks will finally lead to the inversion of a widespread argument concerning the evaluation of modern world's *complexity* as a reducible variable. In contrast, the authors aim to present complexity as an irreducible factor of decision making, adducing the process of "*drawing distinctions*" (Spencer Brown, 1973) as a selection that requires a reflexive understanding of *contingency*. The proposed paper endeavours to connect these basic considerations with the perception of risk in communicating organisational change in a "*tangled world*" (Hernes, 2008) by using a process-based organisational analysis.

The authors conclude their presentation with an illustration based on the corporate experience of Procter & Gamble in the merger with Gillette, highlighting the logics of contingency management between the priorities of building up consensus by communication. This currently prepared case study fosters further research, relating to the analysis of social trust (e.g. Renn and Levine, 1991) in organisational contexts.

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