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## Leadership Under Persistent External Disruption: A Dynamic Effectiveness Model of Sensegiving, Trust Calibration, Organizational Resilience, and Stakeholder Legitimacy

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### Abstract

Leadership research often treats disruption as a bounded episode: a shock occurs, leaders respond, and effectiveness is evaluated through recovery or performance. Persistent external disruption complicates that logic because ambiguity, stakeholder expectations, organizational vulnerabilities, and the credibility of prior leadership claims can change while response is still unfolding. This article develops a non-empirical dynamic model of leadership effectiveness under persistent disruption by integrating evidence on crisis leadership, sensegiving, trust, organizational resilience, and stakeholder legitimacy. The model treats leadership effectiveness as a temporally contingent capacity to revise interpretations and responses while sustaining credible relationships with internal and external audiences. Sensegiving is positioned as iterative rather than declarative; trust is conceptualized as requiring recalibration as evidence and expectations change; resilience and legitimacy are treated as distinct, non-substitutable pathways of effectiveness. The model further distinguishes adaptive trajectories, in which interpretation, communication, and response are progressively realigned, from maladaptive trajectories, in which overconfidence, delayed revision, communication breakdown, or legitimacy erosion compound disruption. The contribution is a multilevel architecture that connects leader behavior, follower interpretation, organizational adaptation, and stakeholder evaluation without collapsing them into a single outcome or claiming a universal causal sequence. The model generates propositions and boundary conditions for longitudinal, multilevel, network, and comparative testing. Its principal limitation is that supporting evidence comes from heterogeneous crisis, change, resilience, and stakeholder settings; consequently, the integrated relationships proposed here require direct empirical validation across disruption types, institutional contexts, and temporal horizons.

**Keywords:** Crisis leadership, Sensegiving, Trust calibration, Organizational resilience, Stakeholder legitimacy, Persistent disruption

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### Introduction

Leadership scholarship has accumulated substantial knowledge about crisis response, but its central constructs remain distributed across literatures that emphasize organizational response, stakeholder interpretation, leader behavior, communication, or recovery. Crisis-management research distinguishes internal organizational processes from external stakeholder-facing dynamics, making clear that effectiveness cannot be inferred from internal action alone [1]. Persistent disruption intensifies this problem because the temporal and social boundaries of a crisis may shift while actors are still interpreting what the disruption means [2]. The analytical difficulty is therefore not simply identifying a competent response to a shock, but explaining how leadership remains credible and adaptive when the object of response is repeatedly redefined.



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Crisis-leadership research itself remains fragmented across constructs and theoretical traditions [3]. Interdisciplinary reviews likewise show heterogeneity in empirical settings, definitions, and methodological strength [3, 4]. This article addresses that fragmentation through an original dynamic model organized around four interacting but analytically distinct domains: sensegiving, trust calibration, organizational resilience, and stakeholder legitimacy. The model does not assume that these domains form a compulsory sequence. Instead, it proposes that persistent disruption generates recurring interpretation–response cycles in which leader communication and behavior are evaluated against changing evidence, internal adaptive capacity, and external stakeholder judgments. Effectiveness is therefore treated as temporally contingent and multilevel: leader action matters, but so do follower interpretation, organizational adaptation, and stakeholder evaluation. The article develops this argument while preserving the distinction between relationships supported in existing studies and the integrative mechanisms proposed here.

### *Leadership effectiveness under persistent rather than episodic disruption*

A bounded-crisis perspective encourages evaluation around a recognizable onset, response phase, and recovery point. Persistent disruption weakens that temporal simplification. Evidence from the COVID-19 shock shows that managers altered enacted leadership behavior, particularly toward greater directiveness, demonstrating that external disruption can change what leaders do [5]. Crisis exposure has also been shown, in a political-leadership setting, to alter charisma signaling [6]. Neither finding establishes that more directive or more charismatic behavior is universally effective; both instead show that leadership behavior is endogenous to changing disruption conditions.

Effectiveness under persistent disruption must therefore be separated from possession of a stable style. Network evidence indicates that leader brokerage can shape intraorganizational communication patterns associated with unit recovery [7]. This suggests that effectiveness may depend partly on whether leaders preserve information movement, coordination, and relational access as conditions evolve. The model developed here accordingly defines dynamic effectiveness as the capacity to revise interpretation and response without severing the internal and external relationships on which subsequent adaptation depends. It is a proposed criterion, not a validated scale, and it allows a response that is useful at one moment to become maladaptive when uncertainty, stakeholder expectations, or organizational constraints change.

### *Sensegiving under high environmental ambiguity*

Persistent disruption makes sensegiving difficult because leaders must provide enough interpretive structure to coordinate action while avoiding claims that become brittle as conditions change. Longitudinal evidence shows that leader vision can evolve through contestation and managed pluralization rather than remaining a fixed message imposed on followers [8]. Experimental evidence further indicates that responses to leader change visions depend partly on fit between how a context is construed and followers' regulatory orientations [9]. Sensegiving effectiveness therefore cannot be reduced to message clarity alone; the interpretation offered must remain intelligible to heterogeneous audiences facing different motivational and informational conditions.

Sensegiving is also relational. Research on organizational change depicts leader sensegiving and employee sensemaking as a back-and-forth process rather than independent acts [10]. Extending that insight, this article proposes recurrent sensegiving under persistent disruption: leaders frame events, followers and stakeholders interpret those frames, responses produce new information, and subsequent frames must absorb that information. The critical distinction is between revision and inconsistency. Revision can signal learning when reasons and evidence are made explicit; unexplained reversals can instead undermine confidence. The model therefore treats sensegiving as an iterative coordination mechanism whose quality depends on responsiveness to emerging evidence, audience interpretation, and the temporal consequences of earlier leadership claims.

### *Trust formation, erosion, and recalibration*

Trust is frequently invoked as a resource leaders should preserve, yet persistent disruption creates a harder problem: what leaders can credibly claim changes over time. Experimental evidence indicates that expressing uncertainty can reduce perceived leader competence or effectiveness under tested conditions [11]. This creates a genuine communication tension. Overstating certainty may provide short-term clarity but later expose a credibility gap; openly acknowledging uncertainty may be accurate yet impose immediate evaluative costs.

Trust is also reversible rather than fixed. Longitudinal work on strategic change shows that damaged trust can be restored through relational processes, indicating that disruption need not produce an irreversible endpoint [12]. Crisis-communication experiments further demonstrate that manager messages can elicit affective responses connected with organizational trust [13]. Building on these findings, the model introduces trust calibration as a proposed dynamic mechanism: alignment among what leaders claim, the uncertainty they acknowledge, the actions they take, and what subsequent evidence reveals. Calibration differs from maximizing trust. It permits justified confidence, explicit revision, and admission of uncertainty when warranted. Persistent effectiveness therefore depends not on maintaining uniformly high confidence in leadership, but on preserving

sufficient credibility for followers and stakeholders to accept revised interpretations and coordinated responses when circumstances change.

### *Leadership and organizational resilience*

Leadership effectiveness during prolonged disruption is partly expressed through organizational resilience, but resilience should not be equated with immediate performance. Mixed-method longitudinal evidence shows that organizational resilience can develop over crisis time while changes in resilience do not necessarily translate into simultaneous changes in business success [14]. This distinction matters because a leader may support capacities for learning, adaptation, or recovery even when short-term outcomes remain adverse.

Crisis management and resilience are overlapping but analytically distinct research streams [15, 16]. The first emphasizes preparation and response to adversity; the second more directly addresses capacities to absorb, adapt, and recover. Relational resources are relevant to this distinction: qualitative evidence suggests that intra-, inter-, and extraorganizational social capital can facilitate adaptive human-resource practices that support resilience [17]. Longitudinal firm evidence also distinguishes resilience as reduced severity of loss and faster recovery rather than a single undifferentiated outcome [18]. The proposed model therefore treats resilience as an internal organizational pathway through which leadership may influence adaptive capacity, not as proof that leadership itself was effective. Resilience remains contingent on resources, structures, relationships, and disruption characteristics that cannot be reduced to leader behavior.

### *External stakeholder legitimacy*

Internal adaptation does not guarantee that an organization will remain acceptable or credible to external stakeholders. Legitimacy can emerge through different combinations of visibility, organizational listening, and cross-sector partnership rather than through one universal practice [19]. Crisis settings also show that collective legitimacy may require active relational maintenance across organizational boundaries [20]. Conversely, legitimacy deterioration can become recursive: service failures or contested actions can provoke stakeholder reactions that intensify subsequent governance difficulties [19-21].

These patterns justify treating legitimacy as a dynamic external pathway rather than a reputational aftereffect. Stakeholder-oriented leadership may distribute crisis work and authority across organizational boundaries where problems cannot be addressed centrally [22]. Theoretical work further distinguishes rational, emotional, and moral stakeholder concerns, implying that the same response may be evaluated differently depending on what audiences perceive to be at stake [23]. The model therefore separates external legitimacy from internal resilience. An organization may remain operationally adaptive while losing stakeholder acceptance, or retain symbolic legitimacy while its internal adaptive capacity deteriorates. Leadership effectiveness under persistent disruption must attend to both pathways without assuming that success in one compensates automatically for failure in the other.

### *Temporal tensions in leadership response*

Persistent disruption creates temporal tensions because leadership behavior that appears decisive early can become rigid later, whereas behaviors initially interpreted as hesitation may support later correction. Recent crisis-leadership scholarship argues for greater behavioral specificity rather than reliance on broad heroic labels [24]. This matters when disruption recurs, because style categories can conceal changes in the timing, target, and function of particular leader actions. Theoretical work on an age of disruption likewise challenges assumptions that organizations operate against a stable “normal” background to which they eventually return [25].

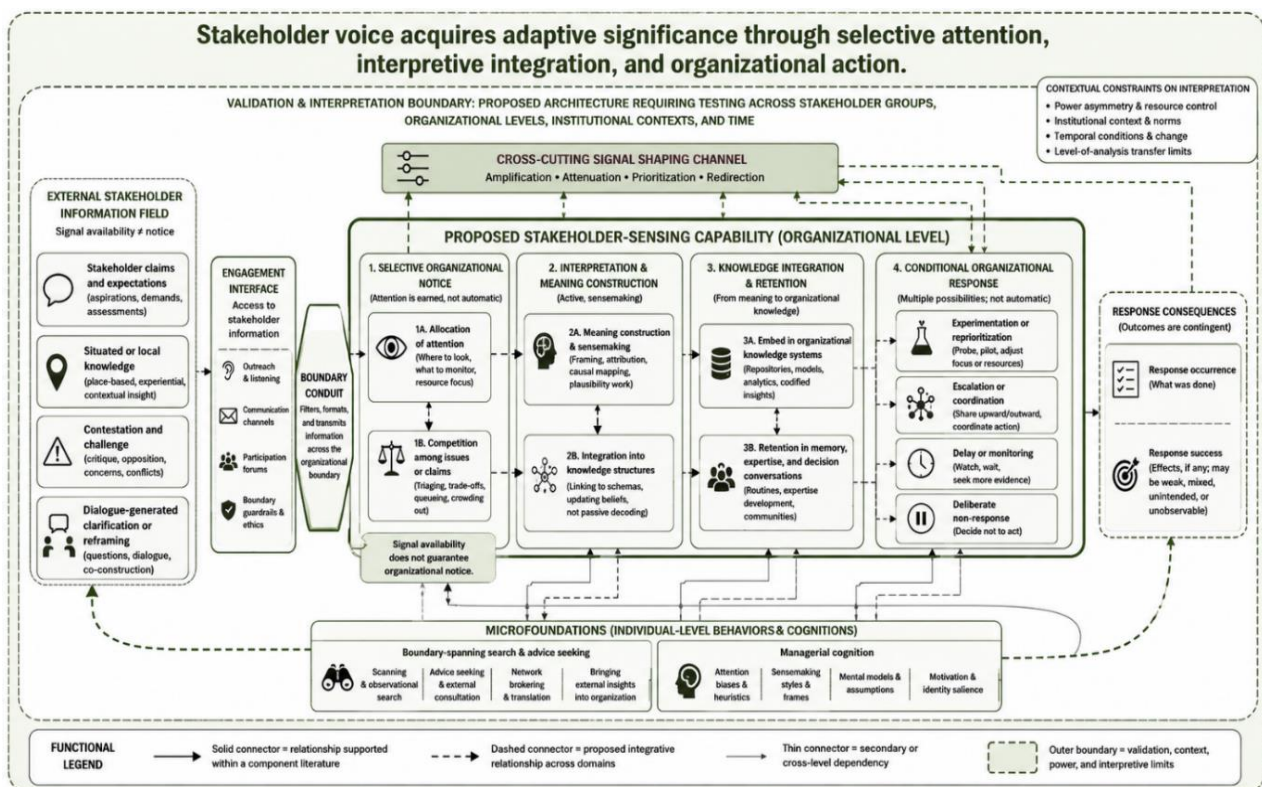
Methodological caution is equally important. Leadership-style research can generate causal illusions when follower evaluations, leader behaviors, and outcomes are conflated [26]. Emerging behavior-oriented measurement approaches, including linguistic measures of responsible CEO leadership, illustrate one attempt to separate enacted behavioral indicators from follower evaluations, while remaining bounded by construct validity and context [27]. Accordingly, the dynamic model does not define effectiveness by favorable leader ratings or by a fixed behavioral repertoire. It asks whether leadership responses remain appropriately revised across time while preserving internal adaptive capacity and external legitimacy. Temporal effectiveness is thus a proposed pattern of alignment, not a claim that any single behavior is consistently optimal.

### *A dynamic model of leadership effectiveness under disruption*

The model proposed here treats persistent disruption as a field of recurrent rather than one-off adjustment. Crisis scholarship already shows that organizational response and stakeholder evaluation are intertwined but conceptually separable [1]. Resilience research shows that internal adaptive capacity can change without mirroring immediate business performance [14]. Legitimacy research demonstrates that external acceptance can emerge through different relational configurations [19]. These findings support keeping the model’s major domains distinct before specifying their interaction.

At its center is a recurrent disruption–interpretation–response cycle. Changing crisis boundaries alter what actors notice and what counts as an adequate response [2]. Leader sensegiving and follower sensemaking can then recursively reshape interpretation [10]. The model proposes trust calibration as the mechanism governing whether revised interpretations remain credible enough to sustain coordinated action. Internal consequences flow through resilience, while external consequences flow through stakeholder legitimacy. Because legitimacy erosion can itself become recursive [21], external evaluation is modeled as feedback rather than an endpoint. Persistent disruption therefore permits divergence: some trajectories involve repeated recalibration and preserved adaptive capacity, while others compound error through delayed revision, trust erosion, communication breakdown, or legitimacy loss. The framework is explicitly theoretical. It is intended to organize testable relationships under recurrent instability, not to assert a validated causal sequence or universal leadership prescription [25]. Causal and measurement limits remain especially important where leader behavior, follower evaluation, and organizational outcomes are difficult to separate [26].

**Figure 1** visualizes how these recurrent dynamics couple trust, internal resilience, and external legitimacy while preserving evidence and validation boundaries.



**Figure 1.** Leadership Effectiveness Under Persistent Disruption Emerges Through Coupled Trust Calibration, Resilience, and Legitimacy Dynamics

### Disruption–interpretation–response cycles

Persistent disruption converts leadership response into a recurring interpretive problem. Crisis boundaries can shift across temporal, social, mental, and organizational dimensions, so what counts as the relevant disruption may change while action is under way [2]. Sensegiving research similarly shows that leader interpretation and employee sensemaking can develop reciprocally rather than as isolated acts [10]. Network evidence adds an organizational mechanism: leader brokerage can alter communication cohesion and efficiency during recovery [7].

The model therefore proposes a disruption–interpretation–response cycle in which external change alters salient cues, leaders frame those cues, organizational actors interpret and act on the framing, and the consequences of action generate information for the next cycle. This is not a claim that every disruption follows an identical sequence. Cycles may overlap, stall, accelerate, or be interrupted by new shocks. They may also operate at different speeds across leaders, teams, organizational units, and external stakeholder systems. Their analytical value lies in preserving temporal updating. A response can initially fit available information yet become less appropriate as evidence, stakeholder expectations, or organizational capacity changes. Leadership effectiveness is therefore located partly in the quality of revision: whether leaders can update interpretations without destroying coordination, explain why prior assumptions have changed, and incorporate feedback from internal and external consequences into subsequent action.

### *Trust calibration as a dynamic mechanism*

Trust calibration specifies how revised leadership interpretations remain usable to others. Experimental evidence indicates that explicit uncertainty can reduce perceived competence or effectiveness in some conditions [11]. Yet trust-restoration research shows that damaged trust can be rebuilt through relational processes rather than treated as permanently fixed [12]. Crisis-communication evidence further demonstrates that leader messages evoke affective responses connected with organizational trust [13].

The proposed mechanism therefore differs from a simple objective of maximizing trust. Calibration concerns correspondence among communicated confidence, acknowledged uncertainty, available evidence, enacted commitments, and later outcomes. When evidence is incomplete, calibrated leadership may require enough confidence to coordinate action while keeping claims revisable. When expectations are violated, recalibration may require explanation, acknowledgment, and behavioral follow-through rather than rhetorical reassurance alone. Recalibration can therefore impose short-term reputational costs while potentially preserving longer-term credibility, although that trade-off has not been directly established across persistent-disruption settings. The mechanism is dynamic because each cycle changes the evidentiary basis on which future claims are judged. It is also relational: followers and stakeholders can recalibrate their willingness to accept subsequent leadership claims. The model does not specify an optimal amount of certainty, disclosure, or revision. Instead, it proposes that persistent effectiveness depends on maintaining credible alignment as conditions change, a relationship requiring direct longitudinal and multilevel testing.

### *Internal resilience and external legitimacy pathways*

The model separates internal resilience from external legitimacy because they capture different consequences of leadership under disruption. Organizational resilience can improve over time without corresponding changes in contemporaneous business success [14]. Relational resources can support adaptive human-resource practices and organizational resilience [17]. These findings justify treating internal resilience as capacity for learning, adaptation, stability, and recovery rather than as a synonym for immediate performance.

External legitimacy follows a different logic. Organizational listening, visibility, and cross-sector partnerships can combine in multiple configurations associated with legitimacy [19]. Collective legitimacy may also require active maintenance during crisis [20]. Conversely, stakeholder reactions can contribute to recursive legitimacy erosion [21]. Stakeholder-oriented leadership may distribute crisis work across organizational boundaries [22], while stakeholder evaluations can differ according to rational, emotional, and moral concerns [23].

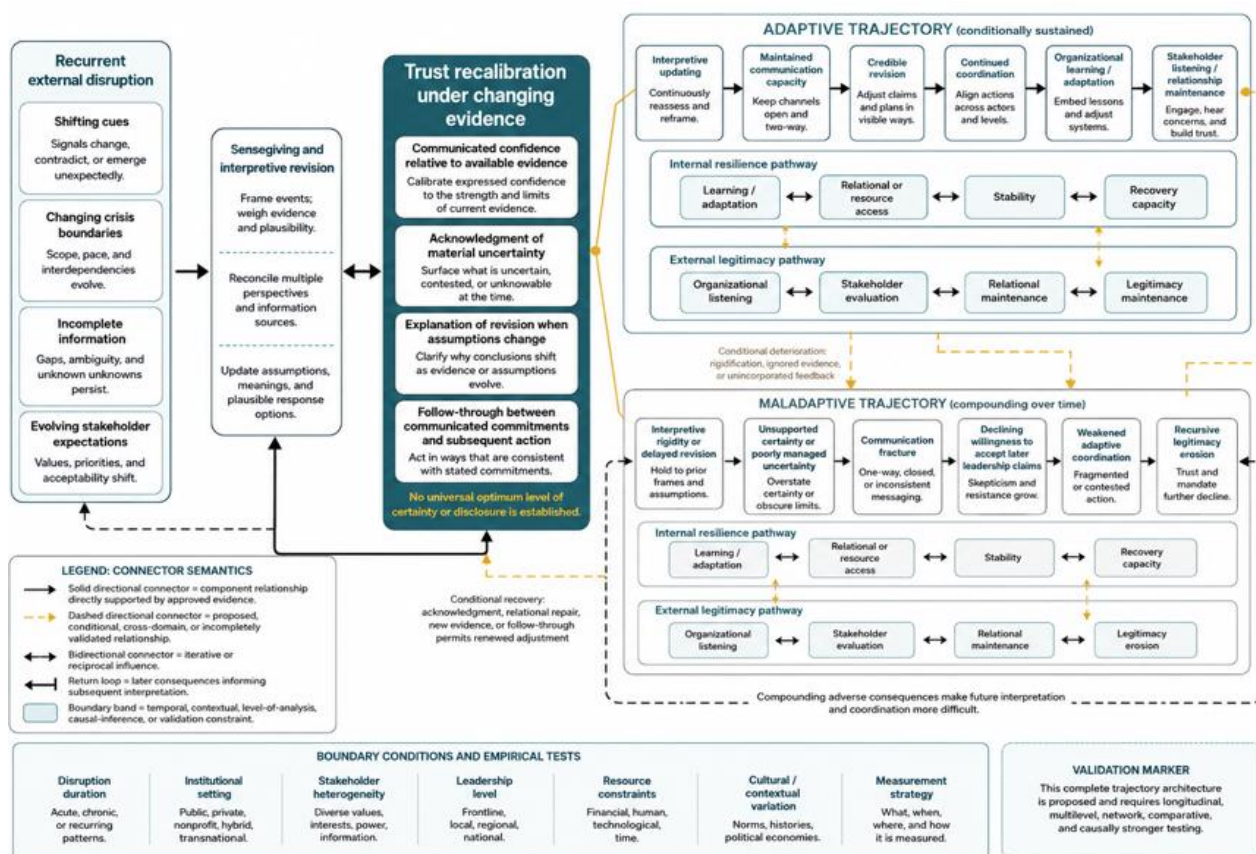
The proposed dual-path architecture therefore rejects substitutability. High internal resilience cannot automatically compensate for deteriorating external legitimacy, and symbolic acceptance cannot ensure internal adaptive capacity. The pathways can nevertheless interact. Resilience affects what an organization can credibly promise externally; stakeholder responses can alter resource access, attention, cooperation, and the perceived authorization of subsequent leadership actions. Divergence between the pathways is theoretically important because it can reveal cases that a single performance measure would obscure. Those cross-path effects are propositions of the present model rather than established universal mechanisms.

### *Adaptive versus maladaptive leadership trajectories*

Adaptive and maladaptive trajectories describe evolving patterns, not stable leader types. An adaptive trajectory involves repeated updating of interpretation, preservation of communication capacity, credible trust recalibration, and sufficient internal and external relationships to support later response. Leader brokerage can preserve communication structures relevant to recovery [7]. Organizational learning and employee-focused processes can accompany increases in resilience [14]. Stakeholder listening and relational configurations can also support legitimacy [19].

A maladaptive trajectory emerges when earlier responses become increasingly difficult to revise. Unsupported certainty can create later credibility problems, while explicit uncertainty can also carry immediate evaluative costs [11]. If adverse stakeholder reactions become self-reinforcing, legitimacy erosion may compound subsequent governance problems [21]. Directive behavior should not be coded automatically as adaptive or maladaptive because crises can alter it without establishing universal effectiveness [5]. Crisis exposure can likewise increase charisma signaling in a context-specific manner [6].

The central contrast is therefore the capacity for correction rather than adherence to a particular style. Adaptive trajectories keep interpretation, trust, organizational capacity, and external evaluation sufficiently connected for revision; maladaptive trajectories progressively decouple them. A trajectory can also reverse if new evidence, relational repair, or stakeholder feedback changes subsequent leadership action. **Figure 2** represents this divergence while retaining contextual and validation boundaries.



**Figure 2.** Trust Recalibration Separates Adaptive Leadership Trajectories from Compounding Disruption Failure

Caption. Parallel trajectories begin with recurrent disruption but diverge through the handling of interpretation and trust. The adaptive branch preserves revision, coordination, resilience, and legitimacy; the maladaptive branch compounds rigidity, credibility loss, communication fracture, and legitimacy erosion. Solid connectors denote evidence-supported component relationships, whereas dashed connectors mark proposed cross-domain trajectory logic. Boundary bands indicate temporal, contextual, level-of-analysis, and validation limits.

Alt text. Landscape diagram with a shared recurrent-disruption field that separates into adaptive and maladaptive trajectories. Both contain interpretation and trust-calibration processes before branching across internal resilience and external legitimacy pathways. Feedback loops permit renewed recalibration, stalled adjustment, recovery, or compounding failure. A surrounding boundary band marks contextual, temporal, causal, and validation constraints.

### Propositions and boundary conditions

The model yields six propositions intended for empirical discrimination rather than confirmation by definition. First, as disruption persists, leadership effectiveness should depend increasingly on repeated interpretation–response updating rather than a single crisis intervention. Second, sensegiving should be more effective when leader framing remains responsive to follower interpretation and changing contextual cues. Third, trust calibration should influence whether revised leadership claims remain credible enough to sustain coordinated response. Fourth, internal resilience and external legitimacy should operate as non-substitutable pathways of effectiveness. Fifth, stakeholder legitimacy outcomes should feed back into later interpretation and trust calibration, thereby contributing to adaptive or maladaptive trajectories. Sixth, these relationships should vary with disruption duration, institutional context, stakeholder heterogeneity, leadership level, and measurement strategy.

These propositions require strong boundary discipline. Crisis-leadership evidence is heterogeneous across settings and designs [24]. Theory developed for recurrent disruption remains prescriptive rather than empirically validated [25]. Measurement approaches can also confound behavior with follower evaluation and causal inference [26]. Behavior-oriented linguistic measurement offers one possible route toward greater separation of constructs, but it remains context-bound [27]. Disconfirmation is therefore central: evidence that static responses perform as well as repeated updating, that resilience fully substitutes for legitimacy, or that feedback does not alter later leadership response would require revision of the proposed architecture. **Table 1** converts the propositions into discriminating observations rather than treating them as generic statements.

**Table 1.** Dynamic Disruption-Leadership Propositions Linked to Divergent Internal and External Outcomes

| Proposition                | Disruption condition | Leadership response               | Trust effect         | Internal resilience pathway | External legitimacy pathway | Temporal/boundary condition | Observation challenging proposition |
|----------------------------|----------------------|-----------------------------------|----------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------------|
| <b>P1 Updating</b>         | Persistent change    | Revise framing                    | Credibility retained | Adaptation                  | Continued acceptance        | Duration                    | Static response performs equally    |
| <b>P2 Interpretive fit</b> | Ambiguous cues       | Responsive sensegiving            | Lower mismatch       | Coordination                | Comprehensibility           | Audience heterogeneity      | Interpretive fit irrelevant         |
| <b>P3 Calibration</b>      | Revisable evidence   | Match confidence to evidence      | Trust remains usable | Coordinated action          | Credibility                 | Communication context       | Calibration unrelated to response   |
| <b>P4 Dual pathways</b>    | Sustained disruption | Balance internal/external demands | Pathway-specific     | Resilience                  | Legitimacy                  | Resource constraints        | One pathway fully substitutes       |
| <b>P5 Feedback</b>         | Stakeholder reaction | Reinterpret consequences          | Recalibration        | Resource effects            | Legitimacy change           | Institutional setting       | No cross-cycle feedback             |
| <b>P6 Contingency</b>      | Variable context     | Context-sensitive response        | Variable             | Variable                    | Variable                    | Level and measurement       | Relationships remain invariant      |

**Note:** All proposition-level relationships are proposed. Entries state theoretically discriminating expectations rather than validated thresholds, effect sizes, or universal predictions.

### *Theoretical contributions*

The first contribution is temporal. The model shifts attention from leadership during a bounded crisis toward leadership across recurrent disruption–interpretation–response cycles. This move preserves evidence that crisis boundaries are mutable [2] while avoiding the stronger claim that all crises are continuous or equivalent.

Second, the model connects but does not collapse sensegiving and trust. Sensegiving concerns the construction and revision of meaning; trust calibration concerns whether claims, uncertainty, and subsequent conduct remain credibly aligned. Their separation permits the possibility that an interpretation is cognitively coherent yet relationally unconvincing, or trusted initially yet increasingly inconsistent with emerging evidence.

Third, the model distinguishes internal resilience from external legitimacy. Resilience concerns adaptive organizational capacity, whereas legitimacy concerns stakeholder acceptance and evaluation. Their separation prevents favorable internal outcomes from standing in automatically for external authorization, and vice versa. The distinction also makes divergent cases theoretically visible rather than treating them as measurement error.

Fourth, the framework treats feedback as consequential. Stakeholder reactions and organizational outcomes can alter later interpretations rather than remaining terminal outcomes. Finally, the model makes measurement boundaries part of theory rather than an afterthought. Behavior, follower evaluation, organizational resilience, and stakeholder legitimacy occur at different levels and cannot be treated as interchangeable indicators of “effective leadership.” This creates a more falsifiable architecture than a broad leadership-style explanation while leaving the integrated relationships explicitly open to empirical challenge.

### *Leadership-development implications*

The framework implies that development for persistent disruption should emphasize revisability rather than rehearsed certainty. Leaders may need practice in updating interpretations, explaining why assumptions changed, and distinguishing justified confidence from unsupported assurance. Sensegiving development should therefore include exposure to heterogeneous audience interpretations rather than training only in message clarity.

Relational capacity is also relevant. Network-brokerage evidence suggests value in preserving communication connections during disruption [7], while social-capital research indicates that relational resources can support adaptive organizational practices [17]. Development should therefore include boundary-spanning, listening, and coordination across organizational interfaces.

A further implication concerns uncertainty communication. Because uncertainty disclosure can impose evaluative costs [11], development should not reduce the problem to “be more transparent.” The more precise goal is calibrated communication: stating what is known, what remains uncertain, what decision is being made, and what evidence would trigger revision. These are model-derived priorities, not proven training interventions, and their effectiveness requires direct evaluation.

### *Future research agenda*

The highest priority is longitudinal testing of complete disruption–interpretation–response cycles. Designs should repeatedly measure leader framing, follower interpretation, trust, enacted response, resilience indicators, and stakeholder evaluation rather than infer dynamics from a single post-crisis survey. Multilevel models are needed because the proposed mechanisms span individual, dyadic, organizational, interorganizational, and stakeholder levels.

Causal identification should be used selectively where disruption provides defensible exogenous variation. Difference-in-differences evidence demonstrates the value of stronger designs for particular crisis-related leadership behaviors [5]. Comparable strategies could test whether revisions in sensegiving or trust calibration precede downstream changes rather than merely co-occur with them.

Future work should also compare internal resilience and external legitimacy directly, especially cases in which one improves while the other deteriorates. Network studies could test whether stakeholder feedback changes later leader communication, cooperation, or resource access. Cross-sector and cross-country replication is essential because existing legitimacy findings arise from materially different institutional environments. Measurement research should separate enacted behavior from follower evaluation and test whether behavioral indicators add validity beyond retrospective style ratings [27]. Null effects, reversals, failed recalibration, and recovery from maladaptive trajectories should be treated as theoretically informative rather than discarded.

### *Limitations*

This model integrates evidence generated with different designs, constructs, and units of analysis. Reviews, experiments, quasi-experiments, network analyses, archival studies, longitudinal cases, and conceptual papers do not provide equivalent causal leverage. Several influential findings also arise from COVID-19 or other distinctive crisis settings, limiting transferability to other forms of persistent disruption.

Some mechanisms are borrowed cautiously from adjacent organizational-change research rather than tested directly under recurrent external disruption. Sensegiving reciprocity, trust restoration, resilience, and legitimacy are also operationalized differently across studies. The proposed trust-calibration mechanism and the coupling of internal resilience with external legitimacy therefore remain theoretical integrations requiring direct validation.

The model does not specify universal thresholds for effective revision, uncertainty disclosure, resilience, or legitimacy. Nor does it assume that adaptive trajectories are always recognizable prospectively. Institutional constraints, power asymmetries, stakeholder conflict, resource scarcity, culture, leadership level, disruption type, and unequal stakeholder influence may alter mechanisms and outcomes. These boundaries should be incorporated into future tests rather than treated as residual noise.

### **Conclusion**

Persistent external disruption challenges leadership theories built around isolated shocks, stable styles, or single outcomes. The dynamic model developed here reframes effectiveness as recurrent alignment among sensegiving, trust calibration, organizational resilience, and stakeholder legitimacy. Its principal contribution is to separate these domains while specifying how they may interact through repeated interpretation–response cycles and diverging adaptive or maladaptive trajectories.

The framework does not establish a universal causal sequence or managerial prescription. It instead offers a testable architecture in which internal resilience and external legitimacy remain non-substitutable, trust can be recalibrated rather than treated as static, and stakeholder reactions can reshape later leadership interpretation. Its value ultimately depends on longitudinal, multilevel, network, comparative, and causally stronger studies capable of challenging, refining, or rejecting the proposed relationships.

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