

# Luca Gatti — Publications (Annotated Bibliography)

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Last updated: 2026-01-31

## Peer-reviewed journal articles

Margherita, Alessandro, Gianluca Elia, Gianluca Solazzo, Luca Gatti, and Annemarie Poorterman. 2025. "Collaborative Crisis Management: A Coordination Science Framework to Enhance Stakeholder Responses to Emergencies." *IEEE Transactions on Engineering Management* 72: 191-201.

<https://doi.org/10.1109/TEM.2024.3508037>.

Collaborative Crisis Management: A Coordination Science Framework to Enhance Stakeholder Responses to Emergencies. is listed in the bibliography, but no full-text source for it was available in the current workspace when this annotation was drafted. The summary is therefore provisional and based on the bibliographic record (title, venue, and publication context). If you provide the PDF (or a stable publisher/author link), it can be replaced with a content-based annotation grounded in the source text.

## Journal articles

Gatti, Luca. 1997. "Identité et ambiguïté à Florence à la Renaissance." *Diogenes* 45 (177): 17-36. <https://doi.org/10.1177/039219219704517702>.

Using Florence as a case, this article analyses how civic identity is produced and stabilised through practices of signification—images, symbols, ritualised public acts, and rhetorical framings—within a politically volatile urban setting. It develops ambiguity as a structural condition of social life: meanings are multiple, interpretation is fragile, and public recognition depends on learned competences. The study shows how Florentine authorities and citizens sought to ‘fix’ meaning through emblematic civic images and normative discourses (e.g., freedom, fatherland), while also exploiting ambiguity as a political and cultural resource.

Gatti, Luca. 1994. "Delle cose de' pictori et scultori si può mal promettere cosa certa: La diplomazia fiorentina e un'immagine del potere." *Mélanges de l'École française de Rome. Italie et Méditerranée* 106 (2): 433-472.

<https://doi.org/10.3406/mefr.1994.1790>.

This article investigates the intersection of diplomatic practice, artistic production, and political signalling in Renaissance Florence, using a case centred on Florentine diplomacy at the French court and the contested trajectory of a bronze David associated with Michelangelo. It treats artworks as instruments in political negotiation: objects circulate, promises are made, and uncertainty about authorship, delivery, and meaning becomes part of the diplomatic field.

Gatti, Luca. 1993. "Displacing Images and Devotion in Renaissance Florence: The Return of the Medici and an Order of 1513 for the 'David' and the 'Iudit'." *Annali della Scuola Normale Superiore di Pisa, Classe di Lettere e Filosofia, Series 3*, 23 (2): 349-373.

Focusing on post-Medici restoration Florence, this study examines how political shifts reconfigure devotional practices and the placement and function of public images. Taking as its focal point a 1513 order concerning the 'David' and the 'Iudit', it reconstructs the administrative, civic, and religious logics that determine how images are moved, displayed, and mobilised, showing how images participate in the governance of public space.

### Book chapters

Gatti, Luca. 2023. "Portfolio Stencils: Action Genomes for Theories of Change." In *Strategic Thinking, Design and the Theory of Change*, edited by Luca Simeone, David Drabble, Nicola Morelli, and Amalia de Götzen, 294-318. Cheltenham, UK; Northampton, MA: Edward Elgar Publishing.  
<https://doi.org/10.4337/9781803927718.00028>.

This chapter develops 'portfolio stencils' as a visuospatial and conceptual instrument for designing and governing portfolios of strategic options. It argues that theories of change become operational when expressed as structured option sets ('action genomes') that capture intervention logics, dependencies, and dynamic propensities under uncertainty. The stencil architecture is proposed to support sensemaking, deliberation, and adaptive decision-making across stakeholders.

Elia, Gianluca, Luca Gatti, and Alessandro Margherita. 2020. "The Genome of Digital Entrepreneurship: A Descriptive Framework." In *Innovative Entrepreneurship in Action: From High-Tech to Digital Entrepreneurship*, edited by Giuseppe Passiante, 19-29. *International Studies in Entrepreneurship* 45. Cham, Switzerland: Springer.  
[https://doi.org/10.1007/978-3-030-42538-8\\_2](https://doi.org/10.1007/978-3-030-42538-8_2).

This chapter introduces a 'genome' approach to digital entrepreneurship, framing entrepreneurial activity as a recombinable configuration of elements (capabilities, resources, relationships, governance choices, and digital affordances) rather than a

single linear process. It proposes a modular logic to improve comparability across cases and support more precise theorising about how digital technologies reshape entrepreneurial design spaces.

Gatti, Luca. 2019. "Time as Context: Kairos and the Spatio-Temporal Propensity of Strategy." In *Time Issues in Strategy and Organization*, edited by Torben Juul Andersen, 119-142. Charlotte, NC: Information Age Publishing.

This chapter develops a constructivist view of time as an experienced and culturally mediated phenomenon, and then links that view to strategic decision-making under turbulence. It distinguishes Chronos (linear, quantitative clock time) from Kairos (qualitative 'right time', timeliness and appropriateness), arguing that strategic renewal depends on leaders' ability to read evolving contexts, notice weak signals, and align commitments with emerging windows of opportunity. The chapter draws on Greek origins of Kairos (including rhetoric and judgement), and frames strategic leadership as an orchestrating practice that works across time and space—building shared orientation, enabling distributed sensemaking, and supporting experimentation and learning. A distinctive contribution is the explicit linkage between kairotic judgement and visuospatial reasoning: the authors argue that visual cognition and 'learning spaces' can help integrate distributed significance and temporal uncertainty. They relate Kairos to 'Topos' (concrete place) and 'Chora' (space of possibility), proposing a combined 'Kairochora' frame. The chapter culminates by articulating three leadership values associated with kairotic practice—coherence (presence and relational appropriateness), opportunity (deriving value from seizing the moment), and innovation (creative emergence in a shifting flow)—and positions these as a basis for adaptive governance and strategic renewal.

Gatti, Luca. 2016. "Innovation: Managing Strategic Risk." In *The Routledge Companion to Strategic Risk Management*, edited by Torben Juul Andersen, 175-198. Abingdon, UK: Routledge.

This chapter positions innovation as inherently risk-laden because it introduces novelty into organisational systems that must remain reliable and accountable. It reframes strategic risk management as a constructive discipline that can enable exploration by making uncertainty visible, discussable, and governable. It emphasises governance routines and portfolio thinking to balance experimentation with control and to cultivate risk intelligence.

Gatti, Luca. 1995. "Il 'fiero Marte' a Firenze e il mito della 'pietra scema': Riti, memorie e ascendenze." *Rinascimento* 35 (2nd series): 201-230.

Il 'fiero Marte' a Firenze e il mito della 'pietra scema': Riti, memorie e ascendenze. is listed in the bibliography, but no full-text source for it was available in the current workspace when this annotation was drafted. The summary is therefore provisional and based on the bibliographic record (title, venue, and publication context). If you provide the PDF (or a stable publisher/author link), it can be replaced with a content-based annotation grounded in the source text.

Gatti, Luca. 1995. "The 'comune studio libertatis' of Florence and Venice, and the pre-Medicean restoration of the convent of San Marco." *Quasar* 13-14: 37-48.

The 'comune studio libertatis' of Florence and Venice, and the pre-Medicean restoration of the convent of San Marco. is listed in the bibliography, but no full-text source for it was available in the current workspace when this annotation was drafted. The summary is therefore provisional and based on the bibliographic record (title, venue, and publication context). If you provide the PDF (or a stable publisher/author link), it can be replaced with a content-based annotation grounded in the source text.

### Chapters in edited volumes and conference proceedings

Gatti, Luca. 2001. "Ubi fui Episcopus: Pietro Corsini e la città." In *La cattedrale e la città: Saggi sul Duomo di Firenze (Atti del Convegno)*, edited by Timothy Verdon and Annalisa Innocenti, vol. 1, 79-103. Florence, Italy: Edifir - Edizioni Firenze.

This contribution focuses on Pietro Corsini and his relationship to Florence, examining intersections between ecclesiastical authority, civic institutions, and urban identity. It reconstructs Corsini's role and reception and relates religious figures to the governance and symbolic life of Florence within cathedral-city relations.

Gatti, Luca. 1996. "Buonaccorso Pitti 'giocatore avventurato' e Niccolò di Betto Bardi: (Per gli esordi di Donatello e la 'micidiale della persona')." *Annali della Scuola Normale Superiore di Pisa, Classe di Lettere e Filosofia, IV Serie - Quaderni*, Quaderno 1/2: 95-106.

This article presents a focused archival and interpretive study linking Buonaccorso Pitti and Niccolò di Betto Bardi to early contexts for Donatello's emergence. It clarifies social networks, reputational dynamics, and patronage conditions that shape artistic careers through documentary analysis and contextual reconstruction.

### Chapters in conference proceedings

Gatti, Luca, and Cara Stewart. 2022. "Learning Spaces as Visuospatial Instruments for Sensemaking: Visualising Complexity and Its Propensities." In *2CO3 Communicating*

Complexity: Selected Contributions, edited by Nicolò Ceccarelli, 230-241. Milan, Italy: FrancoAngeli. ISBN 978-8835164326.

This chapter argues that 'learning spaces' can be designed as visuospatial instruments for collective sensemaking in contexts of complexity. It frames visual representations as operational environments that organise attention, enable comparison of options, and support shared inference, helping groups move from interpretation to coordinated action under uncertainty.

Gatti, Luca. 2010. "Looking Ahead." In *New Global Performance Challenges and Implications for Management Development: Proceedings of the 18th CEEMAN Annual Conference, 23-25 September 2010, Caserta, Naples, Italy*, edited by Michael Minkov, 79-83. Bled, Slovenia: CEEMAN. ISBN 978-961-92270-5-3.

This contribution reflects on performance and management-development challenges in a global context, emphasising learning and adaptation capabilities when established metrics and routines become insufficient for navigating change.

Gatti, Luca. 2008. "Leadership for the Future." In *Leadership Scenarios for Europe's Future: 6th International Conference Proceedings, Bled, June 5 and 6, 2008*, 33-40. Bled, Slovenia: European Leadership Centre. ISBN 978-961-6720-05-2.

Written for a leadership conference context, this paper reflects on leadership under uncertainty and long-term societal change, emphasising future orientation, framing, and collective alignment as conditions for sustained adaptive action.

### Edited issues

Gatti, Luca, ed. 1997. *Identité, Cultures et Créativité*. Special issue of *Diogenes* 45 (177).

Using Florence as a case, this article analyses how civic identity is produced and stabilised through practices of signification—images, symbols, ritualised public acts, and rhetorical framings—within a politically volatile urban setting. It develops ambiguity as a structural condition of social life: meanings are multiple, interpretation is fragile, and public recognition depends on learned competences. The study shows how Florentine authorities and citizens sought to 'fix' meaning through emblematic civic images and normative discourses (e.g., freedom, fatherland), while also exploiting ambiguity as a political and cultural resource.

### Reference works

Gatti, Luca. 2014. "Gerrit Dou (1613-1675)." In *Atlas of the Baroque World: Painting and Sculpture*, directed by Jacques Thuillier, 46-47. Rome: L'Erma di Bretschneider. ISBN 978-8891306760.

This encyclopaedic entry provides a concise scholarly overview of the Dutch Golden Age painter Gerrit Dou, situating his work within seventeenth-century artistic contexts and summarising key aspects of his oeuvre, technique, and significance for reference audiences.

## Access notes

The annotations above were drafted using full text where a usable source file was available in the workspace. Where a full text was not available, the annotation is marked as provisional and should be upgraded once the PDF is supplied.

- 1997 Diogenes article (full text PDF provided)
- 2016 Routledge chapter (full text PDF provided)
- 2019 Information Age Publishing chapter scan (full text PDF provided)
- 2022 Communicating Complexity chapter (full text PDF provided)
- 2023 Edward Elgar chapter (full text PDF provided)