



Callisto: justice for survivors of sexual assault through organization design

Jose Pablo Arrieta¹ · Bianca Crivellini Eger²

Received: 14 February 2025 / Accepted: 2 February 2026
© The Author(s) 2026

Abstract

In Greek mythology, Callisto was a nymph who survived being raped by Zeus only to be tortured and ultimately murdered by Zeus's partner for her unchastity. Thousands of years later, Callisto's story continues to reflect a persistent issue in society. Survivors of sexual assault still face punishment, not by vengeful gods, but by a justice system that silences, retraumatizes, and fails them. This failure is systemic: Over 75% of sexual assault survivors choose not to report their experiences due to institutional hostility, legal risk, and the absence of safe channels for action, leaving the bulk of sex crimes unaddressed. To change this, a solution must reduce the burden on survivors and rethink their path to justice. We examine how the nonprofit organization Callisto does just that by enabling a novel form of coordination: concealed flash organizing. Using a trauma-informed approach, Callisto allows survivors to store encrypted accounts of their assaults and fosters collective action. In doing so, Callisto replaces risky public disclosure with conditional, concealed coordination. This empowers survivors while minimizing harm and enables the formation of organizations that are too risky to emerge publicly but have the potential to improve the world. We argue that this approach not only redefines the conditions for organizing under threat but also offers a new pathway to justice in contexts where traditional systems have failed.

Keywords Sexual assault · Justice · Concealed flash organizing · Privacy · Information escrow

Introduction

An organization is more than a group of people with a goal (Puranam 2018; 2024). Indeed, a “double coincidence of wants” is necessary for an organization to exist (Jevons 1875).¹ However, individuals who share a goal and would

benefit from collective action often lack mutual awareness of their shared intent, and therefore fail to coordinate. For an individual, naively advertising their goals or intentions can be costly and lead to unacceptable risks, especially when coordination requires disclosing highly personal experiences. Nonetheless, collective action can often improve their lives.

In this Point of View article, we look at what organization design can do to foster collective action in one such context: the case of sexual assault in US universities. Sexual assault in US universities is alarmingly prevalent, yet vastly and systematically underreported (Kimble et al. 2008; Peterson et al. 2017; NSVRC 2026. Among US undergraduate students, “26.4% of females and 6.8% of males experience rape or sexual assault through physical force, violence, or incapacitation” (RAINN 2026; Cantor et al. 2020:xi). However, only about 20% of these cases are reported to the police (RAINN 2026; Thompson and Tapp 2022:5; Sinozich and Langton 2014).

¹ Similar to Jevons's (1875) notion of the necessary conditions for a bartering economy, any act of integration of efforts requires a

Jose Pablo Arrieta and Bianca Crivellini Eger made equal contributions to this study.

✉ Jose Pablo Arrieta
j.p.arrieta@uva.nl
Bianca Crivellini Eger
bianca.crivellini-eger@novasbe.pt

¹ Amsterdam Business School, Universiteit van Amsterdam, Plantage Muidergracht 12, North Holland 1018 TV Amsterdam, Kingdom of the Netherlands

² Nova School of Business and Economics, Universidade NOVA de Lisboa, 2775-405 Carcavelos, Portugal

coincidence of wants: a shared goal.

Underreporting is not a failure of individual courage, but a symptom of a system stacked against survivors. Disclosure exposes survivors to retaliation, public scrutiny, and institutional barriers (Harvey 2000; Bennett and Banyard 2016; Delker et al. 2020). Reporting may also trigger costly countersuits – including defamation, slander, malicious prosecution, fraud, or misrepresentation – that further deter reporting (Harsey and Freyd 2022; Gray 2024; Spohn and Tellis 2012; Murphy et al. 2014; Murphy-Oikonen et al. 2022).

However, underreporting emboldens assailants by reducing the likelihood of early detection and intervention. An estimated 90.8% of assaults in US universities are carried out by repeat assailants, with an average of 5.8 people raped per assailant during their college years (Lisak and Miller 2002:79). Consequently, if the reporting rate for sexual assault were to increase, repeat assailants could be stopped early, and the incidence of sexual assault could be reduced.²

At the same time, reports of sexual assault function as cues that enable coordination among survivors. In this sense, reporting benefits from stigmergic coordination – a decentralized process, originating in biology, in which agents communicate indirectly and coordinate actions through environmental modifications, such as pheromone trails, visible signals, or shared digital artifacts (Theraulaz and Bonabeau 1999; Moffett et al. 2021). In sexual assault cases, survivors often come forward only after a public report gains visibility (Wood and Thompson 2021). The #MeToo movement illustrates how one survivor's disclosure can trigger others, building momentum for accountability and, through redundancy, lowering the risks survivors face when coming forward, as seen in high-profile cases such as Harvey Weinstein, Bill Cosby, and Jeffrey Epstein (Tuerkheimer 2019).

Although common, stigmergic coordination is a deeply flawed solution to the problem of sexual assault, as it relies on public visibility to function. Survivors often lack direct connections and face power imbalances that discourage collective action.³ Similarly, a few cases are reported widely

enough for multiple survivors to hear about a report on their shared assailant. Often, no one comes forward, and survivors suffer in silence. What is needed is a way to organize unconnected survivors on an unobservable issue without requiring early public disclosure. Here, we present Callisto, a nonprofit organization that does just that.

Drawing from the concept of flash organizations (Valentine et al. 2017), we describe how Callisto orchestrates the creation of what we call “concealed flash organizations”. Traditional flash organizations are built around visible coordination, which enables public attention and institutional response (Schelling 1960), the social recognition and legitimization of claims (Weber 1922), and supports the formation of interpersonal trust and a shared collective identity through mutual recognition (Tajfel and Turner 2004). In contrast, Callisto is built around safety and conditional concealment, precisely because the cost of disclosure can be prohibitive. With Callisto, survivors of rape or sexual assault record their experience and are granted certainty that their record will only be shared, with their consent, if the system uncovers other survivors of the same assailant.

As such, Callisto functions as a matching platform serving as a repository of privately stored, encrypted signals. This platform has strong network effects that maximize the chance that survivors are put in contact whenever the necessary conditions for organizing are met (i.e., two survivors of the same assailant submit a report). Rather than eliminating the effects of public organizing, Callisto transforms trust and coordination from interpersonal and public to procedural and system-based (Arrow 1974; Luhmann 1979), thereby temporarily deferring public attention and the possibility of sanctioning until survivors collectively choose visibility (Becker 1968; Bachrach and Baratz 2017). Callisto exemplifies how organization design can expand societal justice by enabling collective action when the cost of disclosure prevents individuals from discovering a coincidence of wants, a challenge not unique to sexual assault in universities.

Designing concealed flash organizations with callisto vault

Callisto rethinks organizing by enabling coordination under safe, conditional concealment. Rather than pressuring immediate reporting, as formal justice systems do, Callisto empowers survivors by giving them time to heal and decide whether, when, and how to act. Grounded in trauma-informed principles (Elliott et al. 2005) and privacy-enhancing technology (Ayres and Unkovic 2012), Callisto shifts power dynamics, thus enabling survivor collective action. In doing so, Callisto facilitates the creation of organizations

² Note that any initiative that promotes an increase in reporting (i.e., a decrease in omission errors) can lead to commission errors (i.e., false reports) (Garud et al. 1997; Csaszar 2013). In the case of sexual assault in US universities, the false reporting rate of sexual assault is estimated between 2 and 10%, around an order of magnitude lower than the omission error rate (Lisak et al. 2010). Therefore, the initiative described below might help rebalance these error rates to a more just equilibrium.

³ Think of the common case of a junior scholar who is sexually harassed by a famous senior scholar at a conference. If the student steps up and denounces their assailant, they are often faced with backlash from the senior scholar and from the system that protects them: other senior scholars and the institutions that employ them. This dynamic of HR protecting their “high performers” is similar to the Susan Fowler faced at Uber (Fowler 2017).

that would otherwise never exist and advances justice through organization design.

Founded in 2011 by Jess Ladd, Callisto launched as a university-hosted platform to support survivors of sexual assault. By 2015, early results were promising: users were six times more likely to report and three times more likely to access support services (Callisto 2018). However, scaling proved challenging, as universities prioritized institutional reputation over supporting survivors. As Callisto's CEO, Tracy DeTomas, notes, "schools are part of the problem", citing the case of Larry Nassar and Michigan State University (Mountjoy 2019).⁴

This led Callisto to rethink its strategic direction and technology. Although Callisto has always operated as an independent 501(c)(3) organization, it shifted away from university-dependent adoption toward survivor-centered access. This transition culminated in the national launch of Callisto Vault in October 2023. The new model eliminates the need for institutional adoption and places power directly in survivors' hands: Callisto Vault is open to anyone with a ".edu" email address. Callisto Vault consists of two tools: the Incident Log, which allows survivors to record their experience without public disclosure; and the Matching System, which enables survivors to join forces when two records identify the same assailant.

Incident log

The Incident Log is a digital form, modeled on how the police or a Title IX Commission collect information about incidents of sexual assault. "It is a more investigative tool, but it's not necessarily meant specifically for that. It is mostly for the survivor to get [their experience] out of their head," explains DeTomas.

Public scrutiny, credibility discounting, and reputational exposure are among the main concerns survivors face when deciding whether to report a sexual assault (Tuerkheimer 2019). The Incident Log is designed to mitigate these concerns. "We are not a reporting tool," DeTomas told us, highlighting that Callisto's architecture is entirely trauma-informed: it recognizes the pervasive impact of trauma and integrates this understanding into policies, practices, and interactions to foster safety, trust, and empowerment while avoiding re-traumatization (Elliott et al. 2005). No question in the Incident Log is mandatory; survivors retain full control over what, how much, and when they choose to disclose,

without the risk of being met with skepticism, rush, or pressure. Their information is kept private and encrypted, relying on privacy-enhancing technology that prevents even Callisto engineers from accessing or identifying matched records⁵. The Incident Log is private and encrypted, providing safety at a moment of extreme vulnerability.

Given these characteristics, the Incident Log could also help increase reporting rates by allowing survivors to document their story privately, without the pressure of publicity. It also reduces the burden of prolonged rumination, something a defense attorney might argue could lead to distortions or memory lapses over time. Reports are time-stamped and may thus have greater evidentiary credibility than reports disclosed later. In this sense, the Incident Log creates a building block for coordination should matching occur.

The Incident Log fosters two universals of organizing: task division, as each survivor contributes information independently, and information provision, because the logs serve as verifiable evidence, released only under conditions to which the survivor consents (Puranam et al. 2014). No identity is exposed, no intent is broadcast, but the latent infrastructure for coordination is established.

Matching system

"Callisto started with a goal to build a system that empowers survivors, rebuilding their sense of agency, prioritizes privacy and facilitates coordinated action" (Callisto 2026). The Matching System is thus a kind of information escrow designed to enable coordination without public disclosure, allowing organizations to emerge. Information escrows are similar to smart contracts, Lockout-Tagout safety procedures, or hierarchical decision structures, that is, systems built around redundancy (Sah and Stiglitz 1985; OSHA 1989; Hsieh 2024). Information escrows are systems that transmit sensitive data to an escrow agent (i.e., a trusted intermediary) only after a preset condition that requires multiple safeguards is met (Ayres and Unkovic 2012).

In Callisto Vault, the Matching System asks survivors to input specific identifiers of an assailant, such as their social media handles.⁶ If another survivor enters the same details, the preset condition is met, and the system transmits the

⁴ Prior to his conviction, Michigan State University dismissed reports from survivors and cleared Nassar of wrongdoing, characterizing his conduct as "appropriate" medical treatment. Nassar is now serving a life sentence in federal prison, following victim impact statements from 156 women detailing his sexual abuse. MSU has since issued formal apologies to the survivors (MSU, 2026).

⁵ The level of encryption has been problematic for Callisto at times. DeTomas explained that they do not allow documents to be attached to their systems because they have experienced cases in which people upload Terabytes of data with the goal of hurting their initiative by increasing operational costs.

⁶ The assailant's information serves as a digital artifact that enables stigmergic coordination, albeit in a private and encrypted manner. By using Callisto, survivors no longer rely on the visibility of their case, yet they reap the benefits of their courage in denouncing their assailant.

information to the escrow agent, namely a Legal Options Counselor (LOC), who then contacts each survivor individually, outlining their possible courses of action, and helping them coordinate any collective action should they choose to proceed.⁷

Callisto Vault gives the power back to the survivors: they decide what to do, if anything (Elliott, et al. 2005). They are given the option to find strength in numbers (i.e., forming an organization). This redundancy decreases the “first mover disadvantage” in sexual assault reporting, enhancing the survivor’s safety (Ayres and Unkovic 2012:146). Survivors who choose to turn to the authorities jointly have an inherent redundancy in their reports; a redundancy that shifts the power imbalance between survivor and assailant by lowering the cost of formally reporting their experience. Throughout this process, strict privacy is maintained until both survivors consent to further engagement, at each stage, including whether to meet one another or pursue formal options, such as reporting to the police or the campus disciplinary committee.

Overall, after the escrow condition is met, a temporary organization is formed that exists solely to support potential legal or institutional action against the shared assailant: A flash organization created on demand, with no prior infrastructure, and dissolved once the coordination task ends. Yet one that remains concealed until the survivors are ready to invoke formal accountability measures. The Matching System then fosters the two missing universals of organizing (Puranam et al. 2014): task allocation, by contacting the LOC, and a promise of reward provision, by giving both survivors a chance to join forces and plausibly increase their chances of getting justice without presuming that such action will occur.⁸

Justice through organization design

Callisto’s concealed flash organizations are an extension of flash organizing. Whereas traditional flash organizing relies on public visibility, transparent workflows, and crowdsourced task scaffolding (Valentine and Edmondson 2015; Valentine et al. 2017), concealed flash organizations operate according to an inverse logic. They are designed to coordinate action silently, intentionally shielded from public view. Concealed flash organizations are latent, until a

private, cryptographically validated match occurs; ephemeral, dissolving once the coordination task is complete; and conditional, emerging only when collective action becomes safer than acting alone. This inversion helps us understand how organizational design can enable coordination when signaling intent is dangerous, or even impossible. Callisto Vault shows that organizations do not need to begin with visibility, shared awareness, or authority. Instead, they can emerge based on safe, conditional concealment. Ultimately, concealed flash organizing can reduce the personal risks individuals face when openly organizing, thus assembling organizations that do not exist today but have the potential to improve the world.

Game theory tells us that naively advertising one’s intentions is a risky strategy (von Neumann and Morgenstern 1944). At the same time, it is proven that, for any coordination system, we can design a mechanism that makes truth-telling the best strategy (Gibbard 1973). This so-called revelation principle comes with a caveat: for truth-telling (i.e., a direct mechanism) to be optimal, the presence of “a trustworthy mediator [that] maximally centralizes communication” is required; only then do “honesty and obedience [become the] rational equilibrium strategies for the agents” (Myerson 2018:11646). Callisto provides a direct parallel to this requirement and acts as a centralized mediator that fosters enough survivors’ trust for them to share their experience (i.e., be truthful) in a private manner. Indeed, Callisto’s platform has strong network effects: if survivors fail to trust the organization and do not upload information about their assailants, any benefit will erode for all involved.

However, if Callisto becomes the place where this information is stored, then its platform becomes a tool for the creation of concealed flash organizations: not merely temporary or *ad hoc* groups, but rather organizations that exist only if a threshold of safety and verification is met. In contrast to other forms of organizing (e.g., stigmergic coordination), Callisto’s use of a matching platform gets us closer to the definition from Puranam (2018; 2024), because it enables the formation of organizations as soon as their platform learns that two or more survivors share a goal (i.e., having been sexually assaulted by the same person).

Legal systems ought not to be perfect. Indeed, no perfect system exists (Christensen and Knudsen 2010), but the legal system’s flaws should not disproportionately benefit one side. The legal system fails survivors of sexual assault by disproportionately benefiting assailants. In practice, almost 80% of all cases of sexual assault are unreported (i.e., omission errors), and, of the cases reported, less than 10% are false (i.e., less than 2% are commission errors) (Thompson and Tapp 2022:6; Sinozich and Langton 2014; Lisak et al. 2010). As Csaszar (2013) shows, when designing a system, there is often an efficient frontier—a set of structures that

⁷ Assailants often upload their social media identifiers to the Matching System. For this reason, the first step for an LOC is to verify the validity of each survivor’s reports. This is also why Callisto requires an escrow agent to act as an intermediary rather than sharing the survivor’s data directly with each other.

⁸ The Matching System also provides information by sending the two cases to the LOC.

minimizes the total number of errors. However, the current state of sexual assault reporting is far from what seems to be an efficient frontier. There is a clear numerical imbalance in the error rates. And, if we consider what each error entails—false negatives being cases of unreported sexual assault and false positives being cases of defamation—one could be pardoned for advocating actions that aim to increase the number of cases reported. This is what Callisto does: it supports survivors of sexual assault by applying a clear understanding of organization design.

The low reporting rates of sexual assault are not a failure of individual courage, but rather the result of systemic flaws in the justice system (Tuerkheimer 2019). Reporting systems of formal justice tend to prioritize rapid case disclosure and minimizing false reports at the expense of survivor safety and participation (Ilagan 2016). Callisto, by contrast, embraces a trauma-informed approach designed to empower those underserved by the justice system by providing a safer pathway for survivors.

Callisto aims to reduce the cost of reporting and the level of trust survivors must feel when making a report. The reality that “trust is an important lubricant of a social system” is well known within organization theory (Arrow 1974:23). For example, Haxhi et al. (2025:874) explain that the emergence of market institutions “start[s] with individuals seeking to transact, looking to decrease cost and increase trust in their transactions.” In the case of sexual assault, the transactions are the reports made to the authorities. These transactions are costly. Legal, social, and bureaucratic systems amplify the cost of disclosure, while providing little assurance of justice—or even of support. Callisto’s platform was designed to counteract the injustice caused by the current state of legal institutions. Using Haxhi et al. (2025)’s framework, Callisto acts as a meso-level system aimed at shifting the trust-cost relationship for reporting cases of sexual assault toward a new equilibrium that supports survivors and deters assailants from acting in the first place.

Callisto’s CEO DeTomasi is clear on this goal: “My job is to work myself out of a job because we should not need this in 10, 20, 30 years... because it will have changed, the systems changed, reporting changed.” There are two ways for this to happen. First, by making information escrows a central tool in the justice system, so that people can report without fear of retaliation. Second, by frightening potential repeat offenders and making them stop before assaulting a second time. In essence, Callisto enables survivors to contribute to a latent public good. Each report strengthens the integrity of the public good, increasing the chances of a future match, and signals the possibility of accountability to assailants. For the survivor, uploading a record is not a futile act (even if unmatched), but a contribution to the public good of collective safety. Concealed flash organizing

thus offers a path to justice when matches occur, but also a mechanism of deterrence and systemic pressure when they do not. Survivors experienced a tragedy; Callisto helps frighten their assailants into inaction.

Conclusion

Sexual assault is not just a personal tragedy but a societal failure. Justice systems have long silenced survivors and protected assailants. Callisto offers a clear alternative: by prioritizing survivor agency, privacy, and coordinated action outside traditional legal institutions. Callisto’s model demonstrates how organization design can drive systemic change (Baumann et al. 2023). The information escrow employed by Callisto could be applied in many other situations where power imbalances and fear of retaliation hinder action, or where visibility can be a liability (e.g., whistleblower protection, dissident networks, workplace harassment, elder abuse, doctoral programs, to name a few).

However, the need for Callisto, or similar alternatives, to be seen as a centralized mediator puts strong pressure on the system. Indeed, Callisto’s long-term goal is to render itself obsolete by embedding its approach into the justice system, so that institutional pathways can reliably support survivors in their pursuit of justice. Callisto uses organization design to redefine how survivors seek justice. In doing so, this shift moves beyond punishment toward empowerment, ensuring that, like the mythological nymph, survivors are no longer punished for surviving sexual violence.

Author Contribution All authors contributed equally to the conception and design of the study. Material preparation, data collection, and analysis were performed jointly by all authors. The manuscript was written collaboratively, and all authors commented on and revised previous versions. All authors read and approved the final manuscript.

Declarations

Competing Interests None

Open Access This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons licence, and indicate if changes were made. The images or other third party material in this article are included in the article’s Creative Commons licence, unless indicated otherwise in a credit line to the material. If material is not included in the article’s Creative Commons licence and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/>.

References

- Arrow KJ (1974) The limits of organization. WW Norton & Company
- Ayres I, Unkovic C (2012) Information escrows. *Mich Law Rev* 111:145
- Bachrach P, Baratz MS (2017) Two Paces of Power. In J. Champlin (Ed.), *Paradigms of political power*. Routledge, pp 118–131
- Baumann O, Davis GF, Kunisch S, Luo J, Wu B (2023) Organizing for good—using organization design to take on grand challenges. *J Organ Des* 12(4):165–176
- Becker GS (1968) Crime and punishment: an economic approach. *J Polit Econ* 76(2):169–217
- Bennett S, Banyard VL (2016) Do friends really help friends? The effect of relational factors and perceived severity on bystander perception of sexual violence. *Psychol Violence* 6(1):64
- Callisto (2018) *2017–2018 Academic Year Report*. Retrieved from: https://github.com/project-callisto/projectcallisto-dot-org/blob/master/Callisto_Year_3_final.pdf
- Callisto (2026) *About*. Retrieved from: <https://www.projectcallisto.org/about>
- Cantor D, Fisher B, Chibnall S, Harps S, Townsend R, Thomas G, Madden K (2020) Report on the AAU campus climate survey on sexual assault and misconduct. *Westat for the Association of American Universities (AAU)*, 362
- Christensen M, Knudsen T (2010) Design of decision-making organizations. *Manage Sci* 56(1):71–89
- Csaszar FA (2013) An efficient frontier in organization design: organizational structure as a determinant of exploration and exploitation. *Organ Sci* 24(4):1083–1101
- Delker BC, Salton R, McLean KC, Syed M (2020) Who has to tell their trauma story and how hard will it be? Influence of cultural stigma and narrative redemption on the storytelling of sexual violence. *PLoS One* 15(6):e0234201
- Elliott DE, Bjelajac P, Fallot RD, Markoff LS, Reed BG (2005) Trauma-informed or trauma-denied: principles and implementation of trauma-informed services for women. *J Community Psychol* 33(4):461–477
- Fowler S (2017) Reflecting on one very, very strange year at Uber. *Susan Fowler*. Retrieved from: <https://www.susanfowler.com/blog/2017/2/19/reflecting-on-one-very-strange-year-at-uber>
- Garud R, Nayyar PR, Shapira Z (1997) Technological choices and the inevitability of errors. *Technological innovation: Oversights and foresights*, 20–40
- Gibbard A (1973) Manipulation of voting schemes: a general result. *Econometrica: J Econometric Soc* 41(4):587–601
- Gray M (2024) *Suing for Silence: Sexual Violence and Defamation Law*. UBC Press
- Harsey SJ, Freyd JJ (2022) Defamation and DARVO. *J Trauma Disassociation* 23(5):481–489
- Harvey MR (2000) In the aftermath of sexual abuse: making and remaking meaning in narratives of trauma and recovery. *Narrat Inq* 10(2):291–311
- Haxhi I, Rivera-Santos M, Rufin C (2025) After the collapse: spontaneous institutionalization and the emergence of market institutions. *Acad Manag Rev* 50(4):874–899
- Hsieh YY (2024) All DAOs are not the same: distinguishing DAOs across various layers. *J Organ Des* 13(4):213–216
- Ilgan K (2016), August 11 *Reporting to police: A guide for victims of sexual abuse*. Reveal. <https://revealnews.org/article/reporting-to-police-a-guide-for-victims-of-sexual-abuse/>
- Jevons WS (1875) Money and the mechanism of exchange. D. Appleton and Company
- Kimble M, Neacsu A, Drumheller K, Wang L (2008) Risk of unwanted sex for college women: evidence for a red zone. *J Am Coll Health* 57(3):331–338
- Lisak D, Miller PM (2002) Repeat rape and multiple offending among undetected rapists. *Violence Vict* 17(1):73
- Lisak D, Gardinier L, Nicksa SC, Cote AM (2010) False allegations of sexual assault: an analysis of ten years of reported cases. *Violence Against Women* 16(12):1318–1334
- Luhmann N (1979) *Trust and Power*. John Wiley and Sons Inc, Chichester
- Michigan State University (2026) *Nassar-related information*. Our Commitment. Retrieved from <https://msu.edu/ourcommitment/news/nassar-information.html>
- Moffett MW, Garnier S, Eisenhardt KM, Furr NR, Warglien M, Sartoris C, Offenber J (2021) Ant colonies: building complex organizations with minuscule brains and no leaders. *J Organ Des* 10:55–74
- Mountjoy M (2019) Only by speaking out can we create lasting change: what can we learn from the Dr Larry Nassar tragedy? *Br J Sports Med* 53(1):57–60
- Murphy SB, Edwards KM, Bennett S, Bibeau SJ, Sichelstiel J (2014) Police reporting practices for sexual assault cases in which the victim does not wish to pursue charges. *J Interpers Violence* 29(1):144–156
- Murphy-Oikonen J, McQueen K, Miller A, Chambers L, Hiebert A (2022) Unfounded sexual assault: women's experiences of not being believed by the police. *J Interpers Violence* 37(11–12):NP8916–NP8940
- Myerson RB (2018) Revelation principle. *The New Palgrave Dictionary of Economics*. Palgrave Macmillan, London, 11646–11652. https://link.springer.com/rwe/10.1057/978-1-349-95189-5_2362
- National Sexual Violence Resource Center (2026) *Statistics*. Retrieved from: <https://www.nsvrc.org/statistics>
- Occupational Safety and Health Administration (1989) The control of hazardous energy (lockout/tagout), 29 CFR 1910.147. U.S. Department of Labor
- Peterson C, DeGue S, Florence C, Lokey C (2017) Lifetime economic burden of rape in the United States. *Am J Prev Med* 52(6):691–701
- Puranam P (2018) *The microstructure of organizations*. Oxford University Press
- Puranam P (2024) *Re-Humanize: How to build human-centric organizations in the age of algorithms*. Penguin Random House SEA
- Puranam P, Alexy O, Reitzig M (2014) What's new about new forms of organizing? *Acad Manage Rev* 39(2):162–180
- Rape, Abuse and Incest National Network (2026) *Campus Sexual Violence: Statistics*. Retrieved from: <https://www.rainn.org/statistics/campus-sexual-violence>
- Sah RK, Stiglitz JE (1985) Human fallibility and economic organization. *Am Econ Rev* 75(2):292–297
- Schelling T (1960) *The Strategy of Conflict*. Cambridge, Mass.
- Sinozich S, Langton L (2014) Rape and sexual assault among college females, 1995–2013. *BJS Special Report*
- Spohn C, Tellis K (2012) The criminal justice system's response to sexual violence. *Violence Against Women* 18(2):169–192
- Tajfel, H, Turner, JC (2004) The social identity theory of intergroup behavior. In JT Jost and J Sidanius (Eds.), *Political psychology: Key readings* (pp. 276–293). Psychology Press.
- Theraulaz G, Bonabeau E (1999) A brief history of stigmergy. *Artif Life* 5(2):97–116
- Thompson A, Tapp SN (2022) Criminal victimization, 2021. Bureau of Justice Statistics, NCJ 305101:1–30
- Tuerkheimer D (2019) Beyond# MeToo. *NYU L Rev* 94:1146
- Valentine MA, Edmondson AC (2015) Team scaffolds: how mesolevel structures enable role-based coordination in temporary groups. *Organ Sci* 26(2):405–422
- Valentine MA, Retelny D, To A, Rahmati N, Doshi T, Bernstein MS (2017), May Flash organizations: Crowdsourcing complex work by structuring crowds as organizations. In *Proceedings of the*

2017 CHI conference on human factors in computing systems (pp. 3523–3537)

von Neumann J, Morgenstern O (1944) Theory of games and economic behavior. Princeton University Press

Weber M (1922) Wirtschaft und gesellschaft. JCB Mohr (P. Siebeck)

Wood MA, Thompson C (2021) Crime prevention, swarm intelligence and stigmergy: understanding the mechanisms of social

media-facilitated community crime prevention. Br J Criminol 61(2):414–433

Publisher's note Springer Nature remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.