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Lars Öbrand, Jonny Holmström, Mike Newman

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Navigating Rumsfeld's quadrants: A performative perspective on IT risk management

Lars Öbrand
Umeå University
901 87 Umeå, Sweden

Jonny Holmström
Umeå University
901 87 Umeå, Sweden

Mike Newman
University of Manchester
Manchester, M15 6PB, UK

Abstract

In this paper, we contribute to risk management theory by investigating the internal dynamics of IT risks in contemporary organizations. We explore how digitization of previously physical organizational contexts trigger risk by conceptualizing risk management from a performative perspective and the assumption that risks are sociomaterial by nature. Through an exploratory case study of the risk management practices at a paper and pulp factory, we analyze the different strategies employed by the practitioners as proactive, reactive and adaptive. We discuss how and why these strategies emerge as a result of the sociomaterial configurations and how organizations can navigate the different types of risk situations.

Keywords: Risk, digital technologies, practice, case study

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