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Organizational Agility in Risk Management in a Changing Business Environment: A Case Study

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Abstract:

Purpose: *The aim of this article is to examine how organizational agility affects risk management efficiency in dynamic business environments. The study focuses on demonstrating the practical application of agile approaches in a public institution, using the example of the Norwegian organization NAV.*
Design/Methodology/Approach: *The article employs the case study method, based on an analysis of secondary data related to a project implemented by NAV. The analysis focuses on the quality of activities related to team autonomy, iterative work, and risk management.*
Findings: *It was found that the implementation of agile practices enabled the organization to effectively monitor and manage risks in real time. Particularly important were the strong decentralization of decision-making and the rapid flow of information within project teams.*
Practical Implications: *The results indicate that organizational agility can be an effective tool for risk management, even in public institutions. The article provides recommendations for implementing agile practices to enhance organizational resilience.*
Originality/Value: *This work contributes to the literature by presenting an empirical perspective on agility and risk management in the public sector. It also serves as a valuable source of knowledge for management practitioners seeking ways to adapt to changing market conditions.*

Keywords: *Agility organizational, risk, environment business, institution public.*

JEL codes: *I21, I23.*

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1. Introduction

Contemporary business environments are characterized by high levels of variability, uncertainty, and turbulence. These conditions have significantly reduced the effectiveness of traditional management models, which are increasingly unable to meet the demands of modern organizational challenges. In such a dynamic context, the concept of organizational agility has gained growing importance, as it enables faster responses to change and more flexible risk management.

This article addresses the application of agile approaches in the practice of risk management. It focuses on a case study of the Norwegian institution NAV. The aim of the study is to examine how agile organizations identify and respond to risks in a dynamic environment, and what mechanisms contribute to the effectiveness of these activities.

The article consists of a theoretical section, a description of the research methods, an empirical analysis, as well as conclusions and practical recommendations.

The added value of the study lies in its empirical demonstration of agility as a tangible support tool in risk management processes and in the formulation of practical guidelines for organizations operating under unstable conditions.

2. Literature Review

2.1 The Functioning of the Organization in the Conditions Variability Surroundings Business

Functioning of modern organizations in conditions of environmental variability constitutes a significant challenge (Nudurupati, Garengo, and Bititci, 2021). It requires a flexible management approach and the ability to respond quickly to changes. Additionally, it necessitates the cultivation of a culture of continuous learning and adaptation (Kotter, Akhtar, and Gupta, 2025; Holbeche, 2023).

Environmental variability may encompass economic, political, social, technological, legal, and ecological factors (Vakilzadeh and Haase, 2021). The dynamics of these factors directly or indirectly influence organizational activity. In the face of such circumstances, organizations must monitor the external environment and adjust their internal structures, processes, and resources to maintain or enhance their competitiveness (Elali, 2021).

In a variable business environment, the ability to make timely decisions based on up-to-date data and analysis becomes crucial. Traditional hierarchical management models are increasingly being replaced by more agile organizational structures. These foster decentralization of authority and strengthen team autonomy (Holbeche, 2023). Under conditions of uncertainty, effective risk management also becomes essential.

This includes identifying potential threats, developing action scenarios, and preparing contingency plans (Vakilzadeh and Haase, 2021).

Dynamic change requires the development of an organizational culture based on innovation, trust, and a readiness to experiment (Stylos, Zwiegelaar, and Buhalis, 2021). Adaptation to environmental variability also involves the need to invest in new technologies and in the development of employee competencies (AlTaweel and Al-Hawary, 2021; Stylos, Zwiegelaar, and Buhalis, 2021).

Digital transformation, process automation, and the use of analytical tools have become integral elements of organizational strategy. Enterprises strive not only to react to changes but also to anticipate them and prepare accordingly (Kotter, Akhtar, and Gupta, 2025). In this context, stakeholder relations are gaining increasing importance (Holbeche, 2023). These should be built transparently and based on ongoing dialogue (Stylos, Zwiegelaar, and Buhalis, 2021).

Environmental variability can lead to disruptions in supply chains, changes in consumer behavior, and the emergence of new legal regulations. As a result, businesses are forced to redefine their business models and implement innovative solutions (Elali, 2021; AlTaweel and Al-Hawary, 2021; Holbeche, 2023). Under such circumstances, organizations must balance short-term operational actions with long-term strategic planning (Nudurupati, Garengo, and Bititci, 2021). This also implies the need to enhance organizational resilience, understood as the ability to maintain operational continuity in the face of disruptions (Vakilzadeh and Haase, 2021).

Functioning in a variable business environment is therefore a continuous process (Kotter, Akhtar, and Gupta, 2025). It requires systematic improvement efforts and an ongoing readiness for change. This calls for a comprehensive perspective that considers both external environmental conditions and the internal capabilities of the organization. Effective functioning also demands conscious knowledge management, as well as strong internal cooperation and communication. Only under such conditions can organizations survive and achieve sustainable success in a turbulent and ever-changing market environment (Holbeche, 2023; Nudurupati, Garengo, and Bititci, 2021; Elali, 2021; Holbeche, 2023).

2.2 Management Methods Risk

In conditions of business turbulence, risk management becomes an inseparable element of organizational activities, determining both operational efficiency and the ability to ensure long-term development (Abba, Balta-Ozkan, and Hart, 2022; Nobanee *et al.,* 2021). This process should not be treated as incidental or one-off. Rather, it must constitute an integral part of the organizational strategy and all key decision-making processes (Pomaza-Ponomarenko *et al.,* 2023). Its primary goal is to identify opportunities that may emerge as a result of accurately recognizing

uncertainty factors and consciously utilizing them (Mendes, Vieira, and Mano, 2022; Sapountzoglou, 2023).

The foundation of effective risk management lies in a systematic approach based on the collection and analysis of information (Chenya *et al.,* 2022; Rashid *et al.,* 2024). This enables the identification of threats and the assessment of their likelihood and potential impact.

At this stage, the development of appropriate diagnostic tools is essential, including predictive models, scenario analyses, and early warning indicators. The quality and timeliness of data play a critical role here (Savić *et al.,* 2022; Tavares *et al.,* 2021), as they form the basis for realistic assessments and informed decision-making (Rashid *et al.,* 2024).

As organizations increasingly pursue digitalization, they are more frequently adopting advanced data analytics, artificial intelligence, and simulation techniques. These methods support both the identification of risks and the dynamic response to changing conditions (Chenya *et al.,* 2022; Rashid *et al.,* 2024).

Key elements of risk management also include categorization and prioritization. Not all risks carry the same decision-making weight or potential for disruption. It is therefore necessary to differentiate between strategic, operational, financial, reputational, and legal risks. The actions taken in response to identified risks should correspond to their severity and nature.

In this context, the development of comprehensive response plans is of crucial importance. These plans should include preventive measures, risk transfer mechanisms (e.g., insurance), as well as strategies for risk avoidance, mitigation, or acceptance. The selection of appropriate response methods depends on the level of risk tolerance adopted by the organization, as well as on the available resources (Abba, Balta-Ozkan, and Hart, 2022).

In practice, the effectiveness of risk management also depends on the methods of its implementation and its integration into the organizational culture (Pomaza-Ponomarenko *et al.,* 2023). It is essential to promote openness to reporting irregularities and potential threats (Abba, Balta-Ozkan, and Hart, 2022; Hrytsenko *et al.,* 2021). This requires the development of transparent communication procedures and the fostering of a culture of trust and shared responsibility. Leadership also plays a key role in this regard (Nobanee *et al.,* 2021; Mendes, Vieira, and Mano, 2022). Leaders should not only supervise risk management processes, but also lead by example, making informed decisions based on risk analyses (Hrytsenko *et al.,* 2021; Holbeche, 2023).

Moreover, effective risk management requires continuous monitoring and updating of procedures to reflect changes in market, regulatory, and technological conditions. The

dynamic nature of today's business environment necessitates that risk management mechanisms remain flexible (Tavares *et al.,* 2021). They must be capable of immediate adaptation to new realities (Hrytsenko *et al.,* 2021). Equally important is the integration of risk management with other managerial domains, such as internal control, auditing, project management, and strategic planning (Chenya *et al.,* 2022; Mendes, Vieira, and Mano, 2022).

Only then is it possible to obtain a comprehensive picture of the organizational situation and build a system in which risk-related information is effectively used for decision-making at all levels. An integrated approach enhances organizational resilience and generates value through better utilization of available opportunities and more effective resource allocation (Sapountzoglou, 2023; Savić *et al.,* 2022).

As a result, risk management ceases to be viewed solely as a defensive mechanism (Nobanee *et al.,* 2021; Rashid *et al.,* 2024). It begins to function as an active element that supports innovation, sustainable development, and strategic flexibility (Pomaza-Ponomarenko *et al.,* 2023; Abba, Balta-Ozkan, and Hart, 2022; Hrytsenko *et al.,* 2021).

2.3 Agile Organizations and Management Risk

In agile organizations, risk management assumes a different character compared to traditional management models (Younus and Abumandil, 2021; Ahmed and Rashdi, 2021). This is due to the very nature of organizational agility, which is founded on flexibility, iteration, and the ability to adapt in real time.

Organizations perceive risk as a natural component of uncertainty—something that should be acknowledged, understood, and proactively addressed (Petrovic, 2024; Salin and Lundgren, 2022). Instead of aiming to eliminate risk entirely, agile organizations accept its existence and focus on its continuous identification and rapid response to emerging symptoms of potential disruption (Zahedi, Kashanaki, and Farahani, 2023; Tavares *et al.,* 2021).

In working environments where decisions are made in short iterative cycles, risk becomes an inherent element of each iteration (Tavares *et al.,* 2021; Lunesu *et al.,* 2021). Risk assessment and management are embedded into the operating rhythm of project teams. In contrast to traditional planning methods, which rely on relative stability and predictability, agile approaches embrace constant variability (Azonuche and Enyejo, 2025; Salin and Lundgren, 2022). As a result, risk is regularly addressed during reviews and retrospectives, allowing for its dynamic monitoring and control. This approach significantly reduces the probability of error accumulation and enables early detection of undesirable trends (Temitope and Kareem, 2023; Petrovic, 2024).

Agile organizations base their risk management practices on the decentralization of responsibility. Decisions regarding risk response are made as close as possible to the

point of risk emergence (Azonuche and Enyejo, 2025). Autonomous teams operate under the principle of shared responsibility and are tasked with monitoring operational, technological, or quality-related risks.

This model enhances the ability to take corrective action quickly. It also helps to foster a culture of transparency and openness in communicating challenges. Risk ceases to be seen as a problem only for senior management; instead, it becomes a shared challenge across the organization (Younus and Abumandil, 2021; Ahmed and Rashdi, 2021).

Within agile frameworks, particular importance is placed on predictive capabilities. These are supported through practices such as hypothesis testing, experimentation, and feedback collection. Rather than developing extensive linear risk scenarios, agile organizations emphasize learning through action.

Through rapid prototyping, A/B testing, iterative implementation, and feedback mechanisms, they are able to not only anticipate risks but also actively shape future operating conditions (Zahedi, Kashanaki, and Farahani, 2023; Lunesu *et al.,* 2021). Risk thus becomes manageable and can be leveraged as a source of knowledge, innovation, and competitive advantage (Younus and Abumandil, 2021; Ahmed and Rashdi, 2021).

A characteristic element of risk management in agile organizations is their organizational resilience. It is not based on rigid procedures, but rather on the ability to rapidly reconfigure resources and priorities. This flexibility allows threats to be transformed into opportunities through active engagement and incorporation into organizational learning processes.

Equally crucial is the creation of an environment of psychological safety, where employees feel free to discuss failures, mistakes, or emerging uncertainties. Rather than concealing risks, openness is encouraged, facilitating earlier identification and collaborative problem-solving (Salin and Lundgren, 2022; Petrovic, 2024).

Risk management in agile organizations is therefore systematically embedded into the organizational structure and mindset (Tavares *et al.,* 2021; Azonuche and Enyejo, 2025).

Thanks to the fluid flow of information, collective decision-making, real-time data usage, and continuous adaptation, it becomes possible to reduce the negative impacts of risk while enhancing the organization's adaptive capabilities as a whole (Azonuche and Enyejo, 2025; Temitope and Kareem, 2023).

As a result, risk is no longer perceived as a burden, but instead becomes a catalyst for change—stimulating development, reflection, and long-term organizational resilience (Petrovic, 2024; Salin and Lundgren, 2022).

3. Methods and Materials

3.1 Methods

The aim of the present study was to identify and analyze risk management approaches in organizations operating under conditions of environmental variability, with particular emphasis on agile organizations. The main research hypothesis assumed that organizations characterized by a high level of agility demonstrate greater effectiveness in identifying, monitoring, and mitigating risks arising from dynamic market, technological, and regulatory changes.

To verify this hypothesis, specific research questions were formulated concerning how agile organizations implement risk management mechanisms, what tools and practices are used in the daily work of teams, and to what extent risk management is integrated into their organizational structures and operational culture.

The study was based on the case study method, which enabled an in-depth analysis of a specific organization operating in real-world conditions. The subject of the analysis was the Norwegian public institution NAV (Norwegian Labour and Welfare Administration). This institution implemented an agile management approach within the framework of a transformation project concerning the parental benefits system.

This case study served as a practical example of the application of agile methods in a large and complex organizational structure. It also functioned as a valuable source of knowledge regarding the effectiveness of risk management solutions in an environment characterized by a high level of uncertainty.

The case study was conducted based on publicly available secondary data, scientific literature, and information presented in the article by Dingsøyra and co-authors (2022), which provides empirical evidence concerning the effectiveness of the implemented practices.

The adopted methodology made it possible to verify the theoretical assumptions and formulate conclusions and recommendations that may be applicable to other organizations, regardless of the sector in which they operate.

3.2 Results

In the context management risk in organizations agile it's worth it take a look myself random Norwegian institutions public NAV. This institution has successfully implemented rules agility within project modernization system benefits parental . This project, known as a Parental Benefit Project, has been in detail described in the article "Enabling Autonomous Teams and Continuous Deployment at Scale" by Torgeir Dingsøyr and colleagues (2022).

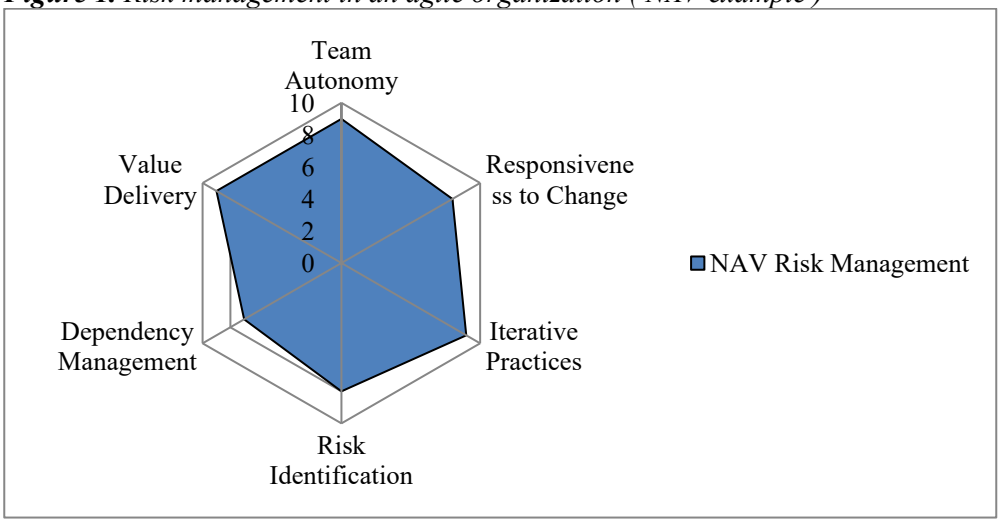
NAV - a large organization scale action and complex structure - stood before a challenge transformations traditional model management projects in more flexible and responsive system. Within project it was decided myself on implementation model based on autonomous teams and on continuous implementation changes (continuous deployment). Integral element this approaches was enabling to the teams self-reliant taking up decisions and also fast reacting on changing myself requirements and potential threats.

Risk management in this aspect it consisted on continuous monitoring and adaptation during his implementation. Thanks application practice agile, such as regular retrospectives, daily meetings teams (daily stand-ups) and incremental supply values, NAV was able to lightning fast identify and respond on appearing myself risks. Such a structure allows Too on better management dependencies between teams , and on more effective solving problems on up to date (Propokowicz *et al.,* 2018).

As a result implementation agile methods management and approaches based on autonomous teams contributed to increase efficiency implementation project , better management risk and faster delivery values For users final. The case of NAV is example effective Applications rules agility in a large public organization. It shows that appropriate management approach risk Maybe significantly affect on success being carried out ventures.

Figure 1 shows level advancement selected aspects management risk in an agile organization example Norwegian NAV institution (which implemented rules agility in management projects IT). Individual Axes chart They represent six key dimensions that May meaning For effective functioning of the organization in the conditions uncertainty and variability surroundings.

Figure 1. *Risk management in an agile organization (NAV example)*



Source: *Prepared by own.*

The highest value achieved in the areas of "Team Autonomy", "Iterative Practices" and "Value Delivery". This confirms that organization attaches huge importance of independence teams, cyclical the nature of the activities and delivery real values users in short intervals time. High The "Responsiveness to Change" assessment demonstrates the organization's ability to dynamically reacting on changing myself requirements and emerging myself risk.

Slightly lower, though still tall level was recorded in the "Risk Identification" category. This suggests that the identification system Risks works efficiently, although Maybe to require further optimization in the context automation or integration with tools analytical. The lowest value "Dependency Management" has been assigned. This indicates important challenges related to the coordination of activities between teams and management interdependencies in the environment multi-project.

General form chart suggests that organization She has achieved tall level maturity in terms of agile management risk. Visible balance between most of the areas indicates on cohesion accepted approaches and on rootedness culture agility in structure and practices organizational. At the same time Figure 1 shows spaces that can constitute point starting points for further improvement actions, especially everything in the scope management dependencies.

3.3 Discussion

Based on the conducted analysis, it can be concluded that organizational agility significantly contributes to effective risk management in conditions of high environmental variability. The case study of the Norwegian institution NAV demonstrated that the implementation of a model based on team autonomy, continuous value delivery, and iterative planning enables not only rapid adaptation to changing circumstances, but also enhances the organization's capacity to identify risks early and respond swiftly to potential disruptions.

The application of mechanisms such as daily stand-ups, retrospectives, and incremental delivery fosters a continuous approach to risk management, rather than treating it as a separate phase in the planning process.

The findings confirm that the key success factor in risk management is not limited to having appropriate tools and procedures, but lies primarily in cultivating an organizational culture that supports transparency, shared responsibility, and openness to change. In agile organizations, project teams—not only senior management—play an active role in risk management, which significantly shortens response times and improves decision accuracy.

Moreover, decentralization of authority and the integration of risk assessment into daily practice contribute to building an environment resilient to disruptions and capable of rapid resource reconfiguration in response to emerging challenges.

It was also observed that organizational agility enables not only better management of negative risks, but also the transformation of risk into a valuable source of information and a driver of innovation. Risk is no longer perceived solely as an operational burden, but becomes a component of organizational learning—fostering continuous improvement and experimentation. Such an approach would not be possible without a systematic flow of information, open communication, and mechanisms that enable the rapid implementation of change.

Ultimately, it should be emphasized that the effectiveness of risk management in agile organizations is not determined solely by structures or technologies, but rather by the alignment between strategy, organizational culture, and knowledge management. The NAV case study confirms that an agile approach, when consistently applied and embedded in daily operations, can enhance not only operational security but also support the development of competitive advantage and long-term organizational resilience.

4. Conclusions

Based on the research results, several recommendations can be formulated for companies that intend to effectively manage risk in a changing business environment while developing their organizational agility. First and foremost, it is recommended to implement a management model based on team autonomy. Such a model allows for faster responses to changing conditions and increases the ability to identify and minimize risks in real time. Enabling teams to make independent decisions, as well as their full involvement in the processes of risk monitoring and assessment, significantly enhances operational efficiency. It also fosters responsibility at all levels of the organization.

It is also advisable to invest in the development of mechanisms that support iterative work practices, such as short planning cycles, regular progress reviews, and systematic retrospectives. These practices enable both early detection of irregularities and rapid correction of activities, supporting continuous process improvement. Organizations should aim to integrate risk management with everyday operational activities so that it does not function as a separate procedure, but as a natural element of project team work.

Furthermore, attention should be given to the development of an organizational culture that promotes open communication, transparency, and collaborative problem-solving. Creating an environment of psychological safety, in which employees feel free to report risks, mistakes, and concerns, facilitates quicker responses and more

effective uncertainty management. Such a culture strengthens trust, which is a key element of both agility and effective risk management.

To achieve full effectiveness, it is also necessary to ensure appropriate technological support, including tools for real-time data analysis, automation of risk monitoring processes, and improved information flow between teams. Organizations that invest in analytical tools and decision-support systems are far better prepared for rapid adaptation and can leverage risk as a strategic advantage.

Finally, it is recommended to treat risk as a potential opportunity. Organizations that are capable of transforming risk into a driver of innovation enhance their adaptability and long-term resilience. The key to this approach is the ability to learn from experience, experiment, and reflect on the outcomes of decisions. Only then is it possible to build agile organizations that can survive in an unstable environment while also developing in a sustainable and dynamic manner.

Future research directions may focus on the quantitative verification of the relationship between the level of organizational agility and the effectiveness of risk management across various economic sectors.

It is also worth further analyzing the impact of specific digital tools and analytical technologies on the processes of risk identification and response. Another area worth exploring is the role of organizational culture and leadership in building an environment conducive to transparent and effective uncertainty management.

Limitations related to the implementation of this case study result mainly from the use of methods based on secondary data analysis, which limits the researchers' direct influence on the scope and detail of the information obtained.

The inability to conduct direct observations and interviews with project participants in the NAV organization means that the conclusions are based on interpretation of available source materials. This may not fully reflect the internal context of decision-making processes.

Additionally, the limitation to a single organization—specifically a public institution in Norway—may hinder the generalization of results to other sectors or cultural and organizational contexts. It is also worth noting that the dynamics of implementing agile methods and risk management practices may evolve over time, which means that the presented picture is static and reflects a specific moment in the project's history.

5. Conflicts of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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