



Remembering Claudio

In Memory of Claudio Ciborra 1951 - 2005

Claudio Ciborra, Professor and Convenor of Information Systems at LSE, died in Milan, his hometown, on Sunday 13th February 2005, aged 53; finally losing his battle against cancer.

Claudio had inspired many of us (and not just in Information Systems) with his innovative thinking about Information Technology and organizations long before he came to our department. We watched him at conferences defending surprisingly new and refreshing ideas, confronting the established gurus from the business schools – and always dressed in impeccable Italian style for such performances.

In 1998 he was invited to join the Department as a visiting professor, then in 2000 he was appointed to a full chair. When offering him the post, the selection committee asked if he was willing to take on the role of head of department. His answer, so typical of Claudio, was “I want to be on the sun deck, not in the engine room.” He took on the convenor’s role and from the beginning he steered firmly from that deck, though he never lost touch with the engine room. He brought Italian style to our department, and one of his first acts was to employ architects, and completely redesign the ambience of our offices.

Claudio was an intellectually demanding leader. He expected us not only to do well in terms of conventional academic performance, but also, and more importantly, to secure an international reputation for creative thinking and forthright delivery. Always an iconoclast, he broke several conventions. His direct way of letting you know what he thought, and in particular what he didn’t like, was challenging but never malicious, although he often angered even his closest friends – although no-one could stay angry for long with such a charming man.

Claudio loved being at the LSE, where he totally submerged himself in the School’s intellectual and social life. He enjoyed living in London, and made many friends beyond the department and the School, making the most of the capital’s multiple facets: the avant-garde East End, the Royal Opera, even the salsa nightclub at the basement of the LSE. He was also a true cosmopolitan, visiting friends and juggling professional engagements across Europe and North America, hopping from London to Oslo, to Berlin, to Milan, to Barcelona, to Boston with equal enthusiasm, to give a keynote speech, or organize a new research agenda, hear the Berlin Philharmonic, or to take part in swimming races.

Truly intellectual, daring and uncompromising, yet always playful in his work as well as his personal life. Claudio leaves a huge influence in the shaping of a growing research stream on the social study of information and communication technology.

About this book

This collage of photos and tributes has been collected with the help of Antonio Cordella, Mike Cushman, Sarah Emery, Maha Shaikh and a large number of other people who kindly provided their photos of and tributes to Claudio. The intention has been to give us all a lasting photographic and textual collage to remind us of Claudio in addition to the EJIS and JIT special issues. I have included all photos available and the selection of 94 out of the 215 tributes has entirely been mine. The principle applied has been in Claudio's spirit of bricolage without the aim of anything else than conveying the mood of the moment here exactly one year since he passed away.

I once met Claudio just as his trusted laptop had broken and he had lost most of his digital possessions. I asked horrified how he felt. His reply: "I am like Hidegger, sometime I say yes, sometime I say no to technology" was typical Claudio. This collection is our collective and unison yes to Claudio.

Carsten Sørensen
LSE, February 2006

Truly intellectual, daring and uncompromising,
yet always playful in his work as well as his personal life



Message from the family

Dear Claudio's friends, colleagues and students from around the world,

Your heartfelt words of condolence, tribute and remembrance for him have triggered, day after day, never ending recurrent waves of emotion and sadness to me and my family.

We have felt gathered with you all, hands in hands, in the 'in memory of Claudio' site, like in an unforgettable 'virtual cathedral', where emotions meet with sorrow and memories intensively reverberate on all new friends entering the site for the last farewell.

Thank so much for having given back to him through the Net a new virtual life, he will ever remain alive in the collective memory of all of us.

Our warmest thanks,

Carlo, Claudio's eldest brother

Bruno, Claudio's brother

Grazia, his sister in law

His nieces Valentina and Marta and nephew, Federico

Milan, 12 April 2005

...almost two months have passed since the death of my brother, Claudio Ciborra. I would like to thank all the friends and colleagues for their nice thoughts, memories and tales here collected. His entire work (books, lessons, conferences...) is here to stay as privileged witness of his life... Virtus non timet quod facit. (Virtue is not afraid of action)....

I would also like to inform you that I have implemented a prize - 'In Memory of Claudio Ciborra' - for the best dissertation on 'Large corporate infrastructures and information technology' for students of the Politecnico di Milano (Technical University of Milan) where Claudio gained his degree in Electronic Engineering.

Bruno Ciborra, April 2005



Claudio was a major figure in the LSE, whose contributions stretched well beyond his own Department. I was extremely pleased when he was appointed, and his contributions more than lived up to expectations. He was not only an outstanding scholar, but a warm-hearted and inspiring colleague. He will be greatly missed by everyone who knew him, both within the School and in the larger academic community.

Lord Tony Giddens
Former director, LSE

Claudio had many unique and valuable qualities, both as a person and an academic. Yet I will always remember him as the kind of man that combined intellectual generosity and openness in ways that struck me as highly original. In these rare and valuable human and academic qualities he will always stand as the model to emulate.

Jannis Kallinikos
Department of Information Systems
LSE

It is hard to accept that Claudio is dead. He was such a towering intellect, a forceful personality, a giant presence in our department. However, coming into the office this morning and seeing his black-bordered photograph, smiling benignly on all who entered, brought home the dreadful finality. Claudio, colleague and friend, has gone, and we are left only with memories – so many memories. One particular memory I shall always cherish concerns the time when he twisted my arm to do a double act with him at the Italian Cultural Institute in London – “Think of it Ian: Nietzsche and Heidegger take on Information Systems.” An offer I couldn’t refuse! He wanted each of us to do three five minutes pieces, interleaved. Needless to say he was to speak for Heidegger. Not wanting to let him down I spent days in careful tortuous preparation. Knowing how tricky balancing six separate pieces could be, I suggested a rehearsal. He replied “let’s be

spontaneous!” And spontaneous he was, with an awesome performance, seamlessly linking my three sections with the points he set out to say – in total control of his, and my, material. s Claudio ran our department with the same enthusiastic confidence and certainty. He was marvellous leader, a true motivator – a brilliant tactician, and consummate strategist. Claudio inspired everybody in the group, staff and students, to give of their best. Without exception, we shall all miss him.

Goodbye Claudio – we shall never forget you.

Ian Angell - Acting convenor, Department of Information Systems, LSE

To work with Claudio was to have the best dragged out of you always



It seems like Claudio has been there by my side more or less always

Claudio would have loved this page. Our collected tenderness, grief, affection. But also, the fact of it—pasted up, situated, communal, expressive. In this virtual place resides the potential he always saw: the deeper truths beyond the reach of templates and hierarchies.

I am coming to terms only slowly with this page. My relationship with Claudio has been a virtual one for the last eight months. Each night before I went to bed on the east coast of the US I wrote him a note. The mornings began with sitting down to read his reply. In this way I have kept track of his illness and his, famous, moods. I have exhorted, cheered, scolded, persuaded, pleaded, prayed, and most of all tried to let him know how much I loved him. I expect to be getting a note back from him in the morning, even now.

My memories of Claudio stretch back to the beginning of my own career, but I can't recall how we first met. I can see him standing in my little assistant professor's office at Harvard back in

82?, 83? recounting Unger's latest lecture at the Law School, when Claudio was in Boston as a fellow at MIT, I think. I remember him making pasta at his rented flat, while on the phone with a friend in Italy who was reading him the recipe: ricotta, eggplant.... Later we had lots of adventures working together: Venice, London, Milan, both Cambridges, Nice, Naples, and on and on. Funnily, my most vivid recollection of him is right here in my home. I came down to the kitchen one summer morning and he was sitting at the counter. He looked at me with the widest, silliest grin I had ever seen. Then I realized my two young children were bustling around him, making bacon and eggs and smoothies and serving "Uncle Claudio" in grand style. "I am surrounded by intelligent agents," he said, giggling wildly. It seems like Claudio has been there by my side more or less always.

Claudio was the only one who really understood my relationship to my work. That will never happen again. We could have a fierce discussion

about Heidegger then prowl the Cap d'Antibes for the best bouillabaisse. Saying goodbye to him is too painful.

Claudio was a big human being. I adored his irony and elegance and the way it gently cloaked a mischievous ardour, commitment, and need. I adored his mind, his clarity and playfulness and the way he reveled in subtlety. We didn't have to see each other all the time, but we made sure we knew the other was there. Ah, the cell phone. When we were together, we were never bored; there was always too much to discuss and not enough time. Not enough time. Now I feel a tear in the universe and it's hard to breathe. I miss him terribly. How could he go?

It helps a great deal to read the loving words of so many friends, colleagues, admirers. That was Claudio.

Shoshana Zuboff
Professor (Retired)
Harvard Business School



Claudio had inspired many of us world wide (in Information Systems) with his innovative thinking about IT and organizations. We had watched him at conferences to defend surprisingly refreshing new ideas. We had witnessed his confrontations with established gurus of business schools - always dressed in impeccable Italian designer style for such performances. He joined the LSE Department of Information Systems in 1998 as a visiting professor for a couple of years before he was appointed to a chair in 2000. The selection committee asked him if he was willing to take convenor's duties. He answered that he would like to be on the deck, not in the engine room.

He took the convenor's role from the beginning of his appointment and he steered firmly from the deck, though not out of touch with the engine room. He was an intellectually demanding leader. He expected the LSE team not only to do well in terms of conventional academic performance ratings, but to secure an international reputation of creative, uncompromising thinking. He broke several old conventions. His direct way of letting you know what he thought, and in particular what he didn't like, was a new and challenging way of communication that often made angry even his closest friends. He loved living in London and made the most of its multiple facets: the avant-garde East End, the Royal Opera, the salsa nightclub at the basement of the LSE. But he wove his life in a network of professional engagements and friends across Europe, hopping from London to Oslo, to Berlin, to Milan, to Barcelona to the USA with equal enthusiasm to give a key note speech or organize a new research agenda, to hear the Berlin Philharmonic, or to take part in swimming races.

Truly intellectual, daring, uncompromising, yet always playful in his work as well as his personal life. He leaves a huge influence in the shaping of a research stream on the social study of IT. He will be missed by friends all over the world.

Chrisanthi Avgerou
Professor of Information Systems, LSE



Maybe I was fortunate to get there "in time" to tell him how loved he was

Ci sono tante parole ma poche appropriate per scrivere di...Claudio mio grande amico dal 1977 forse nessuno come lui ha saputo perfezionare la sua grande lucidità mentale con la genialità e lo studio trasformando il suo corpo di intellettuale in una capacità sportiva che l'ha portato a attraversare a livelli di primato lo stretto fra Stromboli, isola da lui molto amata, e Strombolicchio. L'ho visto tuffarsi in novembre nel mare del nord con un'energia contagiosa, abbiamo condiviso l'amore anche per l'Olanda e la Norvegia.

Il ricordo del suo humour mi impedisce di essere retorica, ma con poche persone come con lui ho sentito la curiosità delle scoperte della mente e la dolcezza di amicizie condivise, la continuità, non sbandierando mai i suoi successi. Ha viaggiato moltissimo ma alla fine aveva scelto di tornare a Milano per un pò quando nonostante la sua forza ha dovuto perdere un'unica battaglia

in questo momento è difficile immaginare perchè non sia successo un miracolo ma comunque la vita e la presenza di Claudio sono state miracolose

addio grande amico di sempre

Gianna Porciani

An Antenna in the South

We were having breakfast at an Internet project meeting with the Aalborg group in October 1996, when Claudio explained to me the importance of north-south collaboration: "You know Bo, up here in the North you will never go anywhere if you just meet among yourselves. To really move forward, you need an antenna in the South." And thus, while we were building the Viktoria Institute in Göteborg, Claudio and I made several trips to Naples to set up the "Istituto Vittorio" there. We never quite managed that, but we had a lot of good times, good conversations, and we became friends for life. Claudio remained our antenna in the South even when he moved to London and he played an important role as we were moving forward. Up here in the North, we are sad and sorry now, and the world is suddenly much bleaker. How will we be able to make it without our Antenna in the South?

Bo Dahlbom

The Viktoria Institute, Stockholm, Sweden

I am overcome with sadness at the loss of this gracious, intelligent and witty man. I met him when I came to LSE in 2000 as an American here to help the fund raising office do its work. His friendship has meant a great deal to me, as I was in London without knowing many people here when I arrived.

On Feb 12 I went to Milan to visit him in hospital, knowing he was ill, but not how very ill he was. We could talk for a while until he tired so I sat for some 2 hours while he slept. He was very thin and the cancer alarmingly large. Carlo, his brother and family, included me in their discussions and took me to dinner. Friend Anna met me the next day for breakfast and took me to a special musical programme that night. On Saturday he required oxygen to breathe and it was hard to communicate anything beyond the fact that I was present for a while. On Sunday he was sedated and sleeping when I left and he died while I was on the plane on the way back to London. Maybe I was fortunate to get there "in time" to tell him how loved he was. His picture here is so alive and direct. I like remembering him that way. He has an astounding number of friends from so many places around the world. There is little comfort in such a death, except that it makes us value each other all the more.

Mary Blair

Director of Development and Alumni Relations, LSE

"Ha det bra!"

In this unfortunate occasion I would like to evoke some memories regarding the friend and mentor Claudio.

In expressing my condolence and presenting a personal remembering I feel I can only join in the pain of the family, the computer science community and the many friends and colleagues. Claudio was a star of the academic community as much as he was for his students. We all know Claudio was as much knowledgeable about science as much he was about the latest trends, keeping always our attention by being able to quote Martin Heidegger as well as Ms Dynamite. In doing so I feel necessary to somehow put into brackets the persona of Information Systems Giant Claudio, and after putting aside this image, to contemplate what is left as a personal legacy to me.

He has had a deep and long lasting impact as a mentor, a leader, a supporter during difficult times or simply, but perhaps above all, a friend. On other more academic and scientific occasions I hope to be able to contribute to the collective endeavours aimed at assessing and further developing Claudio's scientific legacy. Claudio's advice has always been critical and straightforward, perhaps sometimes too critical. But most of all I remember his deep sense of aesthetics, his enjoyable knowledge of countries, wines, people all over the world, with a special leaning for kayaking in the Norwegian fjords! A very attentive listener of music, but above all of people. I still remember him in that very mode: light, gentle, and deeply caring.

Diego Navarra
Department of Information Systems, LSE

I remember I saw Claudio for the first time around 1980. He stayed at the University of Oslo for a period doing research in Norway at the time I was a student. In 1996 Claudio visited Scandinavia for a period again - this time in Gothenburg. We met and soon discovered our shared interests and attitudes regarding research. Since then we have collaborated closely and developed a deep friendship. He became a close friend of the whole family and the children loved "uncle" Claudio.

Claudio was appointed Visiting Professor in Oslo. He visited us for several weeks every term. He has been an fantastic stimulation for the whole IS group. He invited me to become visiting professor and spend a year at LSE, which I enjoyed enormously - for many reasons. For me personally both his friendship and collaboration have been extremely enjoyable, stimulating, and rewarding. We both enjoyed the mix of contrasts and harmony between our Italian and Norwegian styles and characters and between Italian and Norwegian landscape, culture, politics, and history. For me the most memorable moment illustrating this was when Claudio took me to Ferrara to listen to the Oslo Philharmonic.

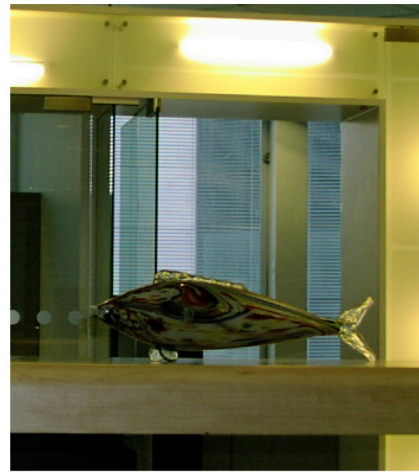
Claudio was widely known to be very honest - which often meant critical - when commenting on others' work. In our collaboration he was the exact opposite; when we were writing together he NEVER criticized what I had written - even though he very often had the best reasons for doing so. He was extremely polite and careful and gave only positive comments. He even asked if it was OK that he corrected some of my mis-spellings (and they were numerous!).

Thank You, Claudio! I'm extremely grateful for your stimulating collaboration and caring friendship. I miss you enormously. As you always ended our conversations: "Ha det bra!"

Ole Hanseth
Department of Informatics, University of Oslo

With shock, sorrow and pain I heard that Claudio lost his last battle. Unbelievable. We have experienced so much together - from inspiring academic collaborative work to underground pubs, via Stromboli, Naples, skiing and never ending discussions about life. In addition to the loss of a great inspirator for the academic community, we are many that now have lost a dear, dear friend. Claudio, I can't imagine how the life will be without you.

Kristin Braa
Telenor Research & Development, and University of Oslo



... every time that I had the chance to talk to Claudio was like floating in a huge sea of culture and knowledge... a real open-minded mind opener... we'll all miss him!

Luca Giustiniano
L'Aquila University, Italy

Claudio was an artist as well as an immensely-talented intellectual. I will sorely miss his creativity.

Federico Iannacci
Department of Information Systems,
LSE

Claudio was both inspiring and challenging. I had the opportunity of working with him and writing together. It was always a truly enjoyable experience –laughing, but rigorous; an open mind and a cheerful attitude. His work is both relevant and pioneering in many aspects. His absence comes as a huge loss for our community, but at the same time it will challenge us to keep high standards in creativity, friendship and sense of humour. Thanks, Claudio, for your inspiration and deep human outlook.

Rafael Andreu
IESE Business School, Barcelona

...sauna after skiing, swimming in the ice hole, posing after it,

It was at IRIS 1999 that I learned the great capacity of Claudio. As you might know IRIS is a typical Scandinavian affair and outside the sessions hardly any English is spoken but by keeping close to Claudio life was easy. Everyone gathered round him and he alone could silence the Scandinavian languages around me. And then surprise you with a fluent Norwegian sentence. As an "incrementalist" I will miss his criticisms dearly. I wish his family and friends a lot of strength in the empty time to come.

Ton Spil

University of Twente, The Netherlands

We have known each other for the best half of our lives - professionally and as friends. Your radical and innovative thoughts influenced the ways in which I conduct research. We met at conferences, we travelled together, and we stayed in each others homes. I'll miss the provocative ideas - even the insults, I'll miss the laughs, I'll miss you.

Finn Kensing

IT University of Copenhagen

"Hugs & Kisses Ash, love, Claudio"....., his words on a get well card, when I was in hospital a couple of years ago. I remember Pro's and my shock, and Antonio reassuring us, "Noooo, but this is what Claudio is like", on seeing him, Professor Ciborra, drumming away on his car steering-wheel and nodding his head wildly, at a drum and bass track, while driving us back to our place, late at night, after his house warming party in Old Street. Another image, in my mind, is of the photograph of him holding up his trophy on the beach after having won the swimming competition last summer. Some of us still use his phrase "Armani glasses", (imitating an Italian accent) when referring to concepts of 'transaction cost and markets'. It's hard to accept that he is not going to be around us anymore. His passion for life and his work was an inspiration, if not infectious, evident from his rigorous intellectual inquiry and varied personal interests: swimming; the opera; i-studio 5; his love for well presented, good food; to name a few. It is heart warming and humbling to see how many people's minds and hearts he has touched, like mine. He will always be remembered.

"Hugs & Kisses Claudio, love, Ash."

Ashutosh Khanna, Department of Information Systems, LSE

A man with glasses, wearing a black jacket and khaki pants, is posing in a snowy forest. He has his arms outstretched and one leg lifted in the air. The background consists of snow-covered ground and bare trees.

and so on. He was just more extreme than the locals

I was in my first swimming race, with Claudio on the lane by me, and I was wondering to myself how strange he was. So I was intrigued that, from that moment I started a lasting swimming friendship but that professional life diluted. Anyway I will not forget him and his brilliant comments and ideas. Your swimming companion Ciao Antonio Germani
BASF, Germany

Claudio attended a number times the KISS seminar in the northernmost corner of Finnish Lapland. Almost like a typical Finn, he enjoyed the silent solitude of skiing on the rolling mountains around Kilpisjärvi, sauna after skiing, swimming in the ice hole, posing after it, and so on. He was just more extreme than the locals. I always enjoyed his attitude to be against everything, his smart comments, and envied his intelligence and his capability to express his criticism in an irresistible charming Italian (?) way. They were culminations of all the meetings and conferences where I met him. It is pity that the best are taken away first.

Juhani Iivari
University of Oulu, Finland

Claudio was a lively, inquisitive and analytically oriented researcher. That was a refreshing departure from what many of his colleagues tried to do when attempting to rationalize the impacts of information technologies on corporate economics. Claudio - a relatively young man - will remain in our memories with fondness and admiration.

Paul A. Strassmann
retired Chief Information Officer of Kraft,
Xerox, Department of Defense and NASA

There are very few in this world with the qualities that Claudio possessed, he was definitely a 'chosen one'. I had minimal interaction with Claudio, but like many other people my work and life were affected by his personality and work. I feel privileged that most of the time I spent at LSE was with Claudio here and in charge. I remember him sitting in the departmental seminars with his eyes closed and I always thought he was having a little snooze but then he would surprise me by engaging in a very lively debate with the speaker which was both critical and humorous at the same time. A man of great intellect, I can just see Claudio debating the ontology and epistemology of this world with God and the angels, and intriguing them with his concepts of improvisation and bricolage. Though we will always have his work with us, I wish I had known him better, and learned more when he was here with us. May his soul rest in peace.

Mian Farooq Haq, Department of Information Systems, LSE
With thanks to a great scholar and teacher.

I'm not sure whether Tennyson was to Claudio's liking - for him perhaps, a more classical reference would be appropriate - but I've always liked the following, and I hope Claudio would too:

This is the truth the poet sings.
That a sorrow's crown of sorrow is
remembering happier things.
Locksley Hall, 1, 75

Claudio was always questioning 'truths'. A renaissance man ... multidimensional, cultured, discriminating, critical and reflexive. His writings are alive and will remain so - for us to treasure; for us to question his truths - for ourselves. He would like that.

Bob Galliers



It is thanks to my father that I had the chance to learn to know Claudio "Cyborg" Ciborra. Since then, 1997, I avidly jumped at any opportunity I could find to bother him with all sorts of questions and gain new perspectives, understandings and ideas of what I wanted to do next in my life. As a result the trajectory of my private and professional life since '97 carries a bit of him and of his world. I even had him to send the prettiest student he had in Bologna to Viktoria Institute in Gøteborg (where I was writing my Masters thesis), who I eventually married. I was really shameless.

Claudio, you have virtually been the godfather of my marriage, my professional life, and my daughter Maia. How I wish she could sit on your lap to pull your long white beard some 10-15 years from now, while we would recall events and memories, like the beautiful Ariadne aus Naxos in Munich, the nice ski trip we had in Alpe di Siusi last year or the "sparkling" panel at the last IFIP 8.6. To me you are a friend, a guide, a Maestro. You gave me a beautiful example of an authentic life.

Edoardo Jacucci
University of Oslo, Norway



Claudio was always the master of substance and style. From ICIS 1991 where Claudio showed us photos of Hundertwasser's architecture and suggested lack of documentation and improvisation as a means of creating strategic advantage, over his taste of rotten mushrooms when he dressed as a preacher took on strategic alignment at ECIS 1997, to his excellent recent presentation of moody knowledge. He also had the rare ability to consistently deliver recalcitrance. In his world social science laboratories could indeed blow up, and they frequently did. The results were most often than not spectacular, groundbreaking and unexpected. Due to Claudio's rigor, integrity, idiosyncrasy, charm and in particular humour, it was impossible to take it personal when his lab happened to explode in your face. His search in Gothenburg for pasta sauce without the obligatory cream led the gang to a restaurant where the Italian owner refused to believe that Claudio was Italian - much to his own great amusement. Claudio was a unique person and we will all miss dearly at work every day. His ideas locked in books cannot console us as we have lost a friend.

Goodbye Claudio.

Carsten Sørensen
Department of Information Systems, LSE



Regrettably, I did not have the good fortune to encounter Claudio until relatively late in life when his reputation was well established. Our first meeting, which took place at the ECIS meeting in Aix-en-Provence, was a milestone in my academic career. It seemed to me that Claudio's approach to the subject of IS opened up a path that I had been searching for, for years. Generous to a fault, Claudio staked his whole reputation and deployed all his influence in an unrelenting endeavour to encourage the Italian research community to venture out into the international academic world.

Visiting Claudio in the course of his illness, I was struck by his indomitable vitality: alert to detail, prompt to grasp the essence of things, he remained remarkably creative right to the end. Claudio had the enviable ability to juggle multiple research interests at the same time, though always giving his various colleagues the impression that his attention was devoted exclusively to them. Irrepressible as he was, Claudio's mind was forever lighting on interests outside our academic field, often of the most unexpected nature: architecture, cooking, sport but, above all, art.

One day after he had become quite ill I called him to see whether he would like me to visit: "Certainly," came the reply "but don't come round until you've seen the Seven Heavenly Palaces of Anselm Kiefer exhibition." After following these instructions, I went to see Claudio and found myself embroiled in an absorbing discussion with a man who, though confined to his sickbed, gave every impression of knowing much more about the exhibition than his interlocutor. Claudio's academic and cultural contribution is something that those who shared his interests and relied on his support cannot but carry on into the future. His immense human warmth, too, will surely remain with those of us who had the privilege of enjoying his friendship and love.

Marco De Marco
Catholic University of Milan, Italy

My dear friend Claudio, the 6-month period I spent in the Politecnico di Milano as a Visiting Professor in 1982 was one of the brightest in my life mostly thanks to you. Although working in different fields, your lecture here in Crete on 6 June 1996 was a unique experience. Tonight I will look at our holiday photos from our common Greek-island holidays with Isella, Michela and the other friends, remember our laughs and controversial discussions. I hope that placing my name in this long list will reserve me a place close to you in any future encounters. So long!
Markos Papageorgiou
Technical University of Crete

I am very sorry to hear this sad news; I met Claudio a few times and he was a really warm and energetic presence and it is a terrible loss for the department and the field in general.
Bruno Latour
Ecole des Mines, France



I personally met Claudio in 1969 when we were students at the Polytechnic of Milan. Claudio was a friend and a colleague. I remember his talent and originality. I will miss Claudio greatly.
Ciao Claudio.
Sergio Mariotti
Professor of Industrial Economics,
Polytechnic of Milan, Italy



Dear Claudio,
Your work represents a milestone for all scholars worldwide and a great inspiration for me. Thank you Claudio, I will all miss your inimitable style. Good bye.
Cecilia Rossignoli
Facoltà di Economia, Università degli Studi di Verona

Un pensiero riconoscente a Claudio, grande talento, studioso raffinato e rigoroso, uomo eclettico e innovatore.
Antonella Graiff
L'Istituto Trentino di Cultura, Italia



Many of my colleagues and I knew that Claudio was gravely ill but that he had maintained his spirit and was continuing to work. The latest news we had was that his condition had stabilised. This made the shock of his death on 13th of February more striking.

I had met Claudio when he was a young man at the Politecnico di Milano. At that time he was somewhat shy and modest, but already making an impression with the breadth and depth of his thinking. As the years passed that impression was reinforced. When he came to the LSE as a visiting professor I was delighted, and even more so when he agreed to apply for a permanent post.

Most of the appreciations flowing in from all over the world illustrate the impact he has made on the IS world. But they also indicate the warmth of feeling he engendered as a human being. He added lustre to the IS department at the LSE, and in the great tradition of the LSE he will be remembered as one of its outstanding luminaries. He will leave a huge gap in the IS world.

Frank Land
Emeritus Professor in the Department of Information Systems, LSE



"Think of it Ian: Nietzsche and Heidegger take on Information Systems"

One of the most charismatic men I had the honour to meet

Claudio and I shared the mentorship of late Kristen Nygaard. Kristen was always busy. If he had more than one visitor he made them socialize so he could engage in other missions. This is how Claudio and I ended up in a small office together at University of Oslo in 1977. That became the start of a long friendship and collaboration.

Claudio was looking for a home throughout his life and he found several. One of them was Scandinavia where he visited often, did some of his research, and interacted with students and colleagues. Claudio had, in that way, a severe and long-lasting influence on many research environments in Denmark, Finland, Norway and Sweden. He became a frequent participant in the annual IRIS conferences, and he held visiting positions at several institutions.

Always engaged, helpful, and provocative, Claudio was really most at ease when relationships were challenged and pushed to the limit. He would always question the establishment and support those outside the center of events. Sometimes, he would even go so far that he appeared hostile to those with whom he debated. Given his commitment to change and innovate our thinking that was probably just a dysfunctional side-effect.

He was a great researcher and contributor to our field, he inspired me enormously, and he was a very good friend. How sad to miss him already at this point.

Lars Mathiassen
J. Mack Robinson College of Business,
Georgia State University

Claudio was a source of great intellectual inspiration to so many of us. Personally speaking, I will always remember with gratitude the support, encouragement and interest Claudio showed in the field of IT & Development. With fond memories, I will also remember how terrible he thought my Italian was! We will miss him terribly in the Department.

Shirin Madon
Department of Information Systems,
London School of Economics

In the light of our temporary farewell, I can only repeat the dedication you wrote in the book you offered me at our last encounter: "To a long lasting friend"...

Rik Maes
University of Amsterdam

I feel so numb. Claudio is gone. One of the most charismatic men I had the honour to meet. A unique leader. I feel so lucky that I heard his lectures, his words. Claudio was and will be a pure inspiration to everyone that had the unique opportunity to meet him, to hear him.

I will miss Claudio, and not just for all those wonderful evenings at the Opera when the music was always enhanced by his encyclopedic knowledge, but for his intellectual companionship. His creativity was the defining aspect of his intellectual breadth and integrity. He was a marvelous colleague and a friend. His loss is keenly felt inside and outside the LSE.

Henrietta Moore
Deputy Director, LSE

Knowing that Claudio will never return is very tough for us at LSE who have worked closely with him since he 'settled down' in London. He was a great friend who enjoyed good food, good company and good music (when he first arrived, he asked me about radio stations in London and was particularly keen to identify any that might play music by "The Dead Kennedys"). He was a colleague to chat to about academic ideas and the arts as well as someone to share gossip with (many of these conversations took place over lunch, where Claudio was a big fan of stodgy English puddings). He was a head of department who became a highly effective leader (never having held such a position provided a real test of double-loop learning for him) and, in my case, Claudio was the person who had taught an advanced MSc option with me since 2000. Claudio was particularly proud of this course and one of the last e-mails I received from him was enquiring about how many students had enrolled this term on "our course".

These aspects of Claudio (and many others) can never be replaced. However, so much of Claudio is still with us. In particular, I treasure his belief that we are all capable of delivering innovative, world class research. All too often, he would look at our work and see in it not the work-a-day material that was perfectly capable of being published, but the potential for fantastic work that we were overlooking. These critiques applied as much to people like me as they did to the PhD students presenting their work for the first time. While unsettling to begin with, this belief slowly infected us all, and has completely transformed the way I think about my research. I now find myself rising up and asking "Is this work as innovative as Claudio would like?" and if not, "What can I do to transform it into something really interesting?"

Those of us who have worked closely with Claudio have had the benefit of seeing a wonderful individual at work. We have also had the advantage of having a role model to look up to and to try to emulate (however poorly). Thank you Claudio.

Edgar Whitley
Department of Information Systems, LSE



Claudio was one of the most welcoming people in the School. We met by chance at the Opera soon after my arrival, which clearly caused him to think I might be human! I will miss him greatly, as will we all.
Davies, Howard - Director, LSE

On behalf of AIS, and personally, I lament the great loss to our community with the passing of Claudio Ciborra. His writings and thoughts will live to inspire and provoke generations of IS scholars.
Rick Watson
AIS President

I will miss Claudio greatly. He was a wise and generous colleague when we were both convenors, and his charm and grace under the pressure of the role was exemplary. His intellectual breadth and rigour made him a great colleague and he opened up real connections with the work of critical social scientists across disciplinary divides. This is a very sad and cruel loss to our LSE community.
Nikolas Rose
Professor of Sociology, LSE

It goes without saying that Claudio contributed significantly to IS research. In creative and scholarly ways Claudio challenged the dominant IS paradigm and I admire him for that. Most of all though I'll remember dancing with Claudio at IS gatherings and watching him fully enjoy himself. What a smile.
Erica Wagner
Cornell University

Me da wo ase, da yie.
(I thank you. Rest in peace.)
Osei-Joehene, Daniel - Department of Information Systems, LSE

I owe so much to Claudio. He "intervened" in my life by inviting me to speak at an IFIP conference in Riva del Sole, Italy in 1982. At the time, I was unaware that my dissertation was being read in Europe. I did not have a paper to present at the conference. Claudio invited me to just come and the conference would pay my way. After a longish journey by air and rail, and having slept through the day, I arrived at the conference reception. Inside the door were Kristen Nygaard and some other people. I introduced myself and everyone seemed to know of me already. This was a real Cinderella moment for me! Claudio helped me by recognizing what I was trying to do in my work, and I always have used his work as a guiding light. He has made such a deep impression on my thinking that I think I have cited him in every paper. He provided other opportunities,

notably the chapter in his book on groupware. Personally I was extremely fond of him. We always took some time to talk at conferences. He visited my humble house in Palo Alto. We listened to Men at Work sing "The Land Down Under", we shopped together at Neiman Marcus. Hanging out with Claudio was such a pleasure, I only wish it could have been all the time. In the last year I discovered what Frank Land mentioned, a development of temper I had not experienced before. But to be honest, I took it like a phenomenon of weather. Nothing could ever cloud the great affection, love and admiration I feel for Claudio. I can't believe I won't see him again.

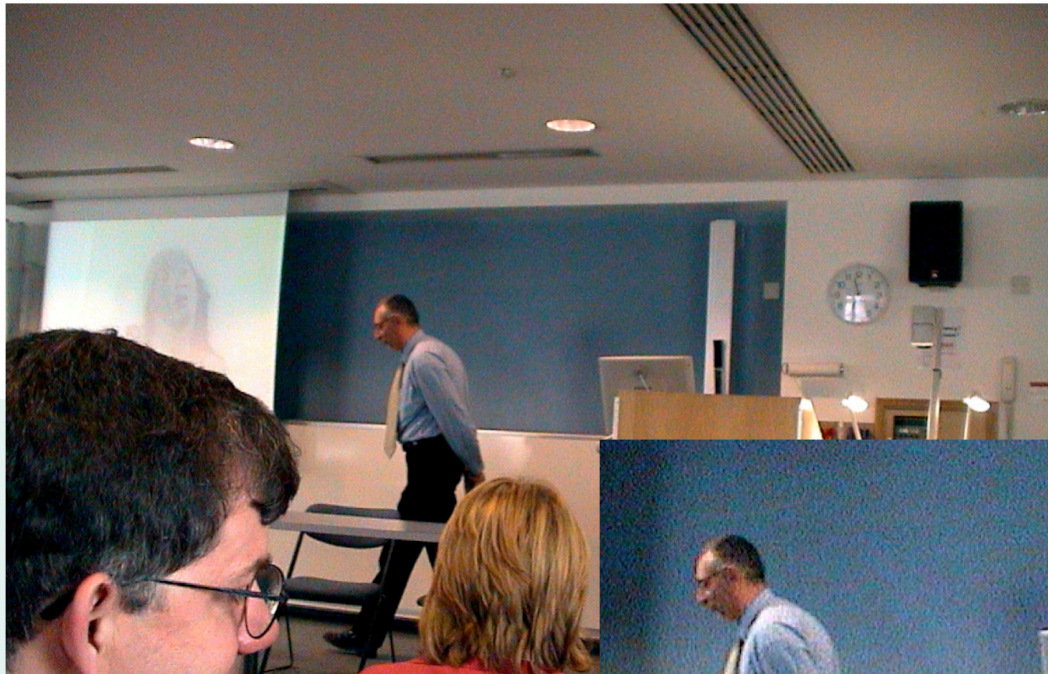
Eleanor Wynn, Intel





Claudio revolves in my mind as a whirl of energy

"... and then I stumbled upon Heidegger..."



Claudio's work was a great inspiration to me as a doctoral student and I read everything that he wrote avidly. As my career progressed, I always made time to attend his seminars and was excited at the prospect of his arrival as Professor at LSE. When Claudio was flat-hunting, he stayed with my husband Walter and I at our place near Chancery Lane. He was a gracious guest, teaching us about the importance of using just the right olive oil for specific dishes, helping us to choose light fittings, discussing the best nightclubs nearby. As a colleague he brought us drama and challenged everyone. Claudio leaves much work unfinished. It is sad that his life was cut so short. I wish him peace.

Susan Scott
Department of Information Systems, LSE



We were shocked to hear of Claudio's recent death. Claudio was an inspiration to his many colleagues and friends beyond the LSE, including those of us in the IKON research group. We have particularly warm memories, for example, of his stylish keynote at one of our conferences a few years back on 'Moody Knowledge'. Only Claudio could have pulled off a title like that. We would like to express our sincere condolences to his family and friends at this very sad time.

Jacky Swan
Warwick Business School, UK
On behalf the IKON research group: Jacky Swan,
Harry Scarbrough, Sue Newell, Maxine Robertson,
Mike Bresnen

Claudio was involved with the European Conference on Information Systems (ECIS) at many levels. Few will forget the enchanting keynote presentation on the nature and limits of models and methods in the IS discipline he gave in Cork in 1997. Less widely appreciated, however, was all the work he did behind the scenes to develop and strengthen the European IS community. Following on from his book in 1994 with Tawfik Jelassi that presented a European perspective on strategic information systems, Claudio accepted the role as international programme chair for ECIS 1999 in Copenhagen where he was instrumental in shaping the nature of the contributions to be presented at that conference. More recently, he helped bring ECIS to Naples in 2003. This memorable conference also played a significant role in creating a growing, dynamic information systems community in Italy.

In recognition of all of Claudio's works for the ECIS community, the ECIS standing committee is pleased to announce the creation of a special award for the most innovative research paper at ECIS, to be awarded every year in Claudio's honour.

Edgar Whitley
on behalf of the ECIS Standing Committee

Few people knew he was a professor of international fame in our pool

Claudio, o il nostro "Cyborg" come amavamo chiamarlo in squadra, eri con noi sin dagli inizi quando riuscivi ancora ad allenarti regolarmente, quando la tua passione per il nuoto ti aveva spinto fino negli USA per affinare la tua tecnica con teorie futuristiche sulle nuotate, prima che i tuoi sempre crescenti impegni di lavoro facessero di te un saltuario in allenamento, ma sempre presente appena possibile alle nostre gare e ritrovi di gruppo. Ogni qual volta comunque ti presentavi era per noi motivo di gioia, per il tuo perenne sorriso, per i tuoi nuovi piercings, per la tua calma nella discussione di spogliatoio. Io personalmente ti ringrazio per il tuo supporto quando la squadra ha cominciato a vacillare e per la nota di colore che hai sempre portato nel nostro gruppo.

Ti aspettavamo a giugno l'anno scorso ai mondiali Master di Riccione fino a che ti ho chiamato, per sapere del tuo ricovero improvviso, non mi sarei mai aspettato che andasse a finire così.

Resterai per sempre nei ricordi di tutti noi Masters. Your coach forever

Roberto Spinella
On behalf of the Swim Master team, Milan, Italy



I remember a tall, lanky young lad, in Malta on a student study holiday in 1973, his face slightly reddened by sun and a long tuft of hair shadowing his cheerful eyes. I remember an irresistible fund of humor and sympathy, I remember tales about the old housekeeper Adele that would make us laugh to tears, I remember him in a bunch of young hopefuls, kidding all the time but also committed and he was certainly the most promising one. I did feel a grip of sorrow when I read an obituary with his name on a national newspaper; I couldn't believe...perhaps a homonym? No, alas! It was you dear Claudio and a flood of memories runs before my eyes and a painful regret for having lost contact with you.

"Good night, sweet prince, and flights of angels sing thee to thy rest."

Marita Giglio

Italy

Claudio is our swimming pal and friend, a friend during those tough workouts, a laugh during our fun nights out, part of the team in our swim meet transfers. We remember him as being a great guy with a great sense of humour. Claudio had a marked sense of style and at the same time was very discreet about his success and private life so that few people knew he was a professor of international fame in our pool environment. He is and will remain "Il Grande Cyborg" - "The Great Cyborg"!

Cyborg we will miss you and we will always remember you dearly.

Lisa Giachetti
on behalf of all Claudio's old and new teammates at the Milano Linat pool



Claudio, you will stay with us longer, because your creative thinking will continue to affect our minds, and we'll treasure the memory of your style in searching, playing, talking, teaching, living.

Pasquale Gagliardi
Secretary General, Giorgio Cini Foundation, Venice

He is and will remain "Il Grande Cyborg"

After returning to Austria as a 15 year old high school student from my first visit to the UK, I wrote a postcard thanking the family I had stayed with for the "great hostility they had shown me during my visit". Some 30 years later, reading Claudio Ciborra's chapter Xenia in the Labyrinth of Information Systems turned the initial pang of embarrassment triggered by this memory into wonder and delight. I vividly remember the inspiration when, while enjoying Claudio Ciborra's hospitality, I read about the concept of hospitality's applicability to information systems: people and infrastructure are ambiguous strangers who should "grant each other the right to visit but not necessarily the right to stay". His presence and his writing engaged the heart and mind of the reader/listener as much as he engaged his heart and mind when he taught and wrote. I will miss anticipating the new articles and books Claudio would have written. So, I'll continue to re-read the ones he wrote and be newly inspired many times by the memory of Claudio and his ideas, reaching beyond IS to so many areas of life.

Alex Radzyner

Head of IS, Bank for International Settlements



My mind, after Claudio's loss, goes back to our university days in Bologna, when I met him first, and considers how my life has changed because of it. New horizons were opened and new meanings concerning what to do in my life emerged. But what about now? I am pretty sure that things will not change a lot. Claudio will continue to inspire me and maybe not only me. He will continue to be a point of reference for researching into the very depth of things and for pursuing the beauty of life.

Andrea Resca

Iulm University - Milan

I first met Claudio almost 20 years ago and while our paths have crossed only intermittently since then, I have always enjoyed listening to him, reading his articles, and at times arguing with him. He was an original, controversial, and charming man. I particularly remember the stir he created in the audience with a critique of mainstream IS methods in his keynote talk at the ECIS'97 conference in Cork, Ireland. His attire for that occasion, as I recall, was also very striking, a black, collarless suit that made him look a bit like a Jesuit missionary! Certainly, he showed passion and zeal in his words and deeds, and enjoyed attacking conventional "wisdom" in the information systems field. He brought colour, humour, and intellectual depth to the IS community. He will be sadly missed.

iam Bannon

Department of Computer Science & Information Systems, University of Limerick, Ireland.

Claudio was an inspiration to us all at the LSE. Reading the tributes to him on these pages makes me understand so clearly how his early death will and has affected so many. His friends and colleagues in 'his' department; his huge international network of academics and friends; his opera friends; his drinking friends; and those like me who used to have long sessions discussing everything from sociology to good food and drink. Thank you for these friendships and for the times we drank and spoke together. Thank you for the good times.

Rosie Gosling

Director of External Study, LSE

"Look for a flaw in the net that binds us/tight, burst through, break free!"

Claudio was a dear friend of our family. Leslie was a colleague of Claudio's in Norway in the early 1980s and a frequent collaborator with him. Bob taught occasionally in Claudio's program at the Theseus Institute and also worked with him on a few projects. But we will remember Claudio mainly for the many vacations we took with him over nearly 20 years: on Cape Cod and on Mount Desert in Maine; at Sea Ranch in California; in the Dolomites, Tuscany, Naples, Sicily, and, of course, his beloved Stromboli, which held a special place in his heart. He knew our

children from their birth; they called him "Zio Claudio." At times, Claudio could be stubborn, willful, and difficult. But he knew how to have fun. He had a remarkable (indeed, enviable) sense of freedom. And he shared his passions with extraordinary generosity. At this very sad time, we remember the lines of Montale: "Cerca una maglia rotta nelle rete/che ci stringe, tu balza fuori, fuggi!" ("Look for a flaw in the net that binds us/tight, burst through, break free!") Robert Howard and Leslie Schneider
Newton, Massachusetts



I met Claudio Ciborra at Politecnico of Milano since 1978 and since that time we have engaged in research in Information Systems and Organizations . He was for me an important and influential colleague. Italian academic institutions, and especially Politecnico, were not able to understand and to support his creative and stimulating ideas, while at international level he obtained high reputation. I remember the period I spent at UCLA with Claudio, at the Center for the Quality of Working Life, and traveling through California from San Francisco to San Diego. I'd like to make a strong prayer for him and his soul.
Piero Migliarese
University of Calabria, Italy

The only law is the one that leads to freedom. Professor Ciborra, as did Jonathan Seagull, discovered that boredom and fear and anger are the reasons why a gull's life is so short, and with these gone from his thought, he lived a fine life indeed.
Franca Cantoni
Department of Economic and Social Sciences, Università Cattolica del Sacro Cuore, Italy

'You're dangerous because you're honest'. You wouldn't even have liked the U2 song, would have dismissed it as too commercial and mainstream, yet the line describes you somehow. I'm glad though we shared an appreciation for The Matrix soundtrack. Many memories spring to mind: hanging out in a Copenhagen nightclub with you, eating in a small family restaurant on Capri with you, organising and disagreeing on the programme of an ECIS conference with you, arguing about IRIS games results and information systems development with you. You were a great challenge and inspiration to me (and many others). You introduced me to the IS community in Italy where I then found so many friends. You are greatly missed, take 'care' where ever you are now.
Karlheinz Kautz
Department of Informatics,
Copenhagen Business School

He was a unique person, kind and very thoughtful in his own special way



I am devastated to hear that Claudio has left us. Claudio hired me as Departmental Manager in early 2002 and was totally supportive throughout our years together. He was a unique person, kind and very thoughtful in his own special way. He gave the administrative staff a chance to attend conferences around Europe which were great fun, and he had a very special style and way. Claudio was particularly supportive when I became pregnant and stayed in touch once April was born, sending such touching and thoughtful emails. I can't believe I will not see him again. I will miss you Claudio,

Sarah Emery
Department of Information Systems, London School of Economics

Claudio revolves in my mind as a whirl of energy. He was always in motion--dancing, swimming, thinking, talking. Claudio made new ideas and new projects fun; not just the academic challenge, but the intellectual pursuit of the truly curious. Thank goodness he was with us all for the time we had.

Joan Greenbaum
City University of New York

What a terrible loss for us all. Claudio was that most precious of the academic breed: a worthy adversary. I never had a discussion with him in which I came away settled in my mind. He had a way of upending things that I thought I understood. He was brilliant, maddening, humane, and hilarious: an unusual combination, and an endearing one. To lose both Rob Kling and Claudio in such a short period of time... It strains the soul of our field.

John L. King
Dean School of Information
University of Michigan

Claudio was a brilliant man, he was eccentric, interesting, dynamic and very charismatic. He could hold an audience captive and I remember the lectures he gave for Interpretations of Information in a way that I can remember no other. His passion for research and a drive to push IS forward was felt by all that read his work or had the pleasure of meeting him. It seems so strange to think that we will never see him stride in to i-Studio 5 again, hear his laugh, or hear and try to follow his conversation in Italian to Antonio through the walls separating their offices! I had the pleasure of working with him recently and this was such a learning experience. His dedication to his work is reflected in the fact that he was writing papers up to the very last few days of his life. I hope that we get to see his last few unfinished papers because he inspires all with his work and will never be forgotten, both as a wonderful man and a fantastic academic. We miss you Claudio....

Maha Shaikh
Department of Information Systems, LSE



He has made such a deep impression on my thinking that I think I have cited him in every paper

Claudio taught us many things; one was the importance of moods. He identified panic and boredom as the moods that were the enemies of learning, but he did not discuss panic much – I suspect because he had little, if any, personal experience of panic. He talked far more about boredom and it always seemed he saw boredom as the ultimate threat. He combated it by ceaseless intellectual enquiry; an energetic, but always subtle, engagement with music and art; and a restless enjoyment of all the good things of life – food, parties, sport and dancing. To work with Claudio was to have the best dragged out of you always. To be in his company was to be filled with humour, curiosity and, not infrequently anger, but the humour and curiosity stayed and the anger passed. We, in IS at LSE, are left not only with his books and papers to read and reread like everyone else, but a working environment that is designed, from his imagination, to a quality not matched in any other university I've visited. Every morning we can walk into our offices and say "Thank you, Claudio".

Mike Cushman
Department of Information Systems, LSE



Thank you Claudio for the many many years of joint work that we spent together. To do research with you has been a privilege and a pleasure for me. In a way, we felt like children playing and discovering new things. With you around there was always a sense of adventure and discovery mixed with a sense of lightness even in the toughest and most indefatigable intellectual work. I will miss your energy, but will keep exploring.

Giovan Francesco Lanzara
University of Bologna



Claudio was different - provocative, direct, charming, forgiving, intellectually committed; open to new ideas, experiences and challenges...and fun. His loss will be widely felt, and we are proud to have published some of his books, especially the Labyrinths of Information.

David Musson
Editor, Business & Management
Oxford University Press

Claudio has been my Maestro, the person who introduced me to the information system discipline, made me love it, and who supported the development of my intellectual knowledge while challenging the rigour and relevance of my work all the time. Being close to him it has sometimes been difficult to accept his critique. Yet we have always known that his comments were only mediated by his intellectual rigour and personal concern, and that's why we always looked up to him as a

Maestro and not just a senior colleague.

As in his academic life, Claudio was very demanding in his friendships. But again this attitude was contributing to the making of the very deep and profound friendship that has linked us over the years. Thanks Claudio for all what you have given us along these years. Ciao.....

Antonio Cordella
Department of Information Systems, LSE



For me as an occasional visitor to IS conferences and to LSE it is a great shock to hear that Claudio Ciborra has passed away. He was an original person, one who commanded respect through his thinking, and who made the IS field a credible intellectual enterprise. This is a great loss.

Gert Jan Hofstede
Wageningen University, Netherlands

Claudio Ciborra was one of the founding Faculty of the Theseus Institute. He joined Theseus at the very beginning of the life of the institute in the early 90s and was instrumental in giving it its reputation as a school not just interested in management and technology, but also as a place dedicated to reflection on the social and human impacts of IT. Claudio participated a lot in the academic life of Theseus, in terms of teaching as well as in terms of research. He involved our institute in several European projects and introduced it to his very large network of academics in the field of IT and MIS.

I personally first met Claudio in 1991. I still remember this vividly. I participated in a conference of the Strategic Management Society in San Francisco. Claudio was presenting his research and made a few jokes about being a scholar on the "Cote d'Azur" before he went on to discuss his research! This was typical of Claudio. Then I got to know Claudio better

when I arrived at Theseus in 1995. I remember him as a person who was both quite serious when it came to his research and very joyful when it came to partying. A lot of us will remember him dancing on the groundfloor in Theseus in Sophia Antipolis!

Claudio kept its dual appointment at Theseus and the University of Bologna until 1996. Then he transferred to being a "Visiting Faculty" in order to be able to take another dual appointment in Scandinavia and then in London (London School of Economics). We tried to get Claudio in the MBA program or in the MBA alumni "refresher" as much as possible since we know that Claudio was very popular with the MBA participants and the alumni. But Claudio's schedule had become so busy that it became quite difficult to have him as a visitor.

We will all miss Claudio as a colleague and as friend.

Francis Bidault

Dean, Theseus MBA

Dear Claudio you have often been in this volcanic land, perfect place for your volcanic creativity, you appreciated the Neapolitan way of life, and you always had curiosity for differences in life. I thank you a lot for the wonderful moments we spent together throughout our existential trips.... I'll miss you a lot but I want to live with the longing of meeting you again, ciao Gino

Luigi d'Alessio

I was deeply saddened to read about Professor Ciborra's demise this afternoon. My first interaction with Claudio was in late 2001 when I went to introduce myself as he was my personal tutor. As a budding IS student at that time, the few questions and comments he asked/offered during our short discussion initiated my strong admiration for his insightful ideas. Through my readings of his numerous works and my experience of sitting in his lectures and seminars at the LSE, I've learnt a lot from him. I will never forget the critical yet very useful comments he offered about my PhD research during my upgrade presentation in September 2003 because the key contributions of my PhD emanated from those comments. Personally, his brilliance and creativity that have earned him worldwide recognition in the IS and Organisation Science fields has always been my inspiration, and I'll forever live to remember him. While we grieve over his death, I hope we'll be thankful for his life because Claudio lived and dedicated his efforts through extensive research to push forward the knowledge frontiers of IS and Organisation Science. As a true intellectual and scholar, the heavy influence of his ideas goes without saying; and I have no doubt that his ideas will endure in the years to come.

May his soul rest in peace.

Gamel Wiredu

University of Limerick, Ireland

Studio Ciborra

Though I knew that Claudio was gravely ill it still comes as a surprise to hear of his death at such an early age. Claudio has made an important contribution to the understanding of information systems where his breadth of learning, his enthusiasm and intellectual rigour, as well as his productivity, leave a legacy that is very important. He is one of a select few who have developed the understanding of IS to include mainstream social science thinking and his example has encouraged many of us to do likewise.

In all my dealings with Claudio I found him sympathetic, interested, and intellectually challenging. I know his death has left a large gap in the teaching and understanding of IS but, more positively, Claudio's constant work with others means that developments drawing on his work and contributions will continue for many years to come.

Chris Westrup

Manchester Business School

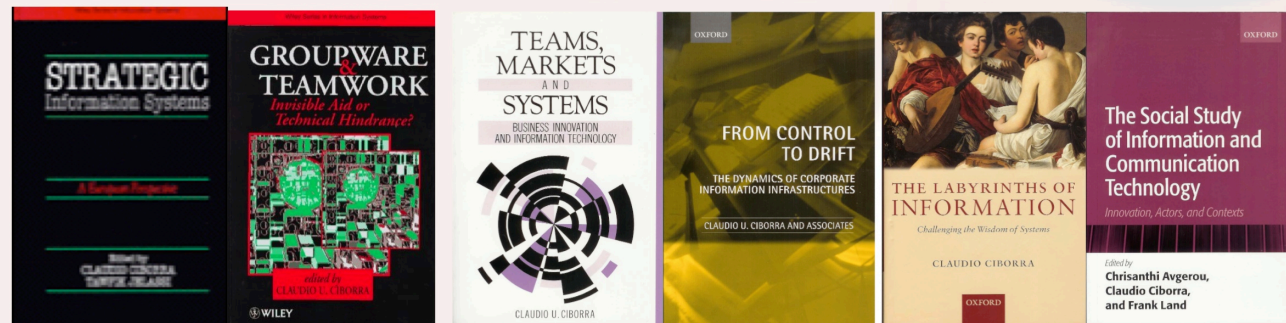
Thank you Claudio for continuously pursuing the truth in your job, as in your life, without compromises.

You represent a model for IT and other field researchers.

Your contribution to IT was great because it was conjugated with Social Science and focused on Social life.

Mariano Errico and family

Naples





He will always stand as the model to emulate

Ciborra is one of the few 'research' names that I can recall from my years of undergraduate student in computer science during the eighties. For some reason, at that moment unknown to me, I happened to run into several of Ciborra's papers at the university library, papers that I then read with curiosity and surprise, being as I was in an environment dominated by computer scientists and engineers.

Now I know that those readings did influence my decision to join the local Information Systems group, where for some years I "drifted" by researching on conceptual models and deductive databases. But, for my refreshment, I kept on reading papers and books authored by that name: Ciborra. Years later, in 1995, "serendipity" paved the way for me to meet "the name."

While Ciborra was visiting his friend Rafael Andreu at IESE Business School, Janis Bubenko was on leave with my thesis supervisor Toni Olive at UPC. And I was in the middle of them all, trying to bring them together while trying to finish my thesis. A doctoral course was the excuse, and we all "bricolaged" for a few days the course on "Organizations, Strategy and Information Systems", the first edition of which was taught by Andreu, Bubenko, Ciborra and myself. All of a sudden, "the name" had become a face, a tall body and a friend to me, and Ciborra had moved to Claudio in my mind. In the summer of 1997, I remember having dinner with Claudio on the hills of Barcelona and telling him about my intention to move from the hard to the soft side of IS, from the databases towards the human axis of IS. We agreed so much in our views that he decided to take me to the then forthcoming 20th IRIS meeting. After finding that only paper contributors could attend, he went on to using his "soft mafia" tools and easily convinced Kristin Braa to allow my attendance.

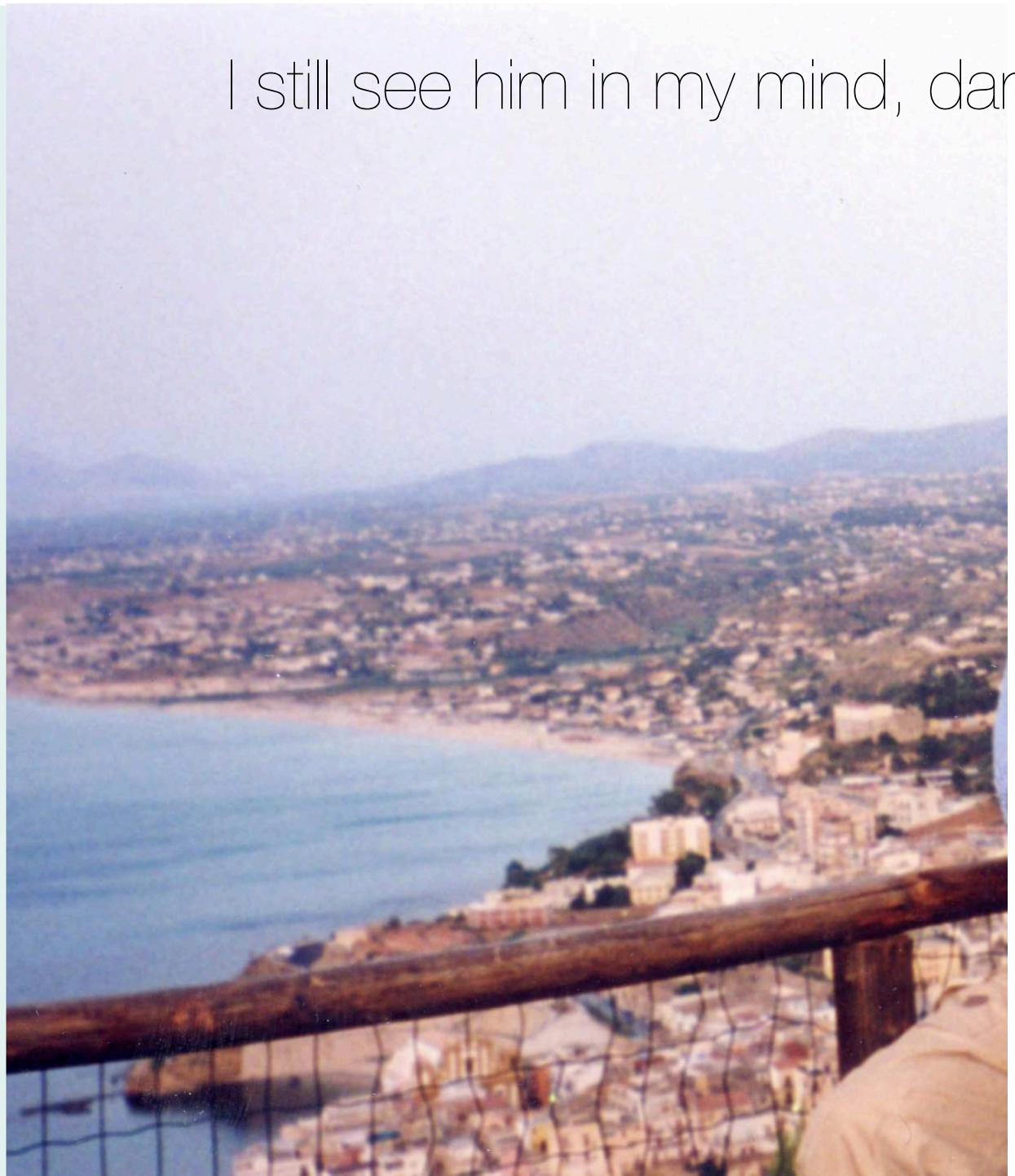
I had been to ICIS before, but IRIS was a very different thing... especially at night! I had been exposed to part of the Scandinavian IS school, but the part unknown to me was present at IRIS. And you could see that Claudio was loved by them, and that he felt at home with them. From then on, I have met Claudio several times and he has always been so inspiring to me. From time to time I surprise my students by telling them that "software behaves as if it had a life of its own" and that we should learn how to do "software gardening" rather than software engineering.

Claudio has been my favourite "transgressive" author, someone refreshing my ideas and making me question my views on IS, and on research and teaching. Reading authors like Claudio should be mandatory for every computer science student, and a must for every doctoral IS student. I was an undergraduate student when I read Ciborra, then a doctoral student when I made a friend named Claudio, and now a sad IS professor that will never forget you, Claudio Ciborra.

Joan A. Pastor-Collado

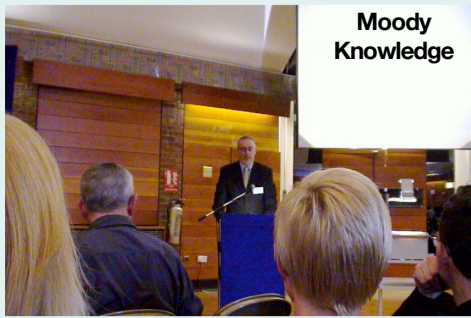
Universitat Internacional de Catalunya, Barcelona

I still see him in my mind, dancing



ancing so happily at the basement bar of the LSE





Moody Knowledge

It was with a great sense of loss and sadness that I heard of the death of Claudio. I could write at length about his work and what I admired in it, as I am sure many could. However, what I will miss most is a generous friend who was even more excited about phenomenology and Heidegger than me. Our conversations about "the big man" were always a delight. We have indeed lost a great scholar, teacher, innovator, and most of all a friend. Claudio's parting leaves a great big gap in our community that nobody can possibly fill.



As a Heideggerian Claudio knew that it is the possibility of death that gives life its vitality. An authentic life is one lived 'toward-death', not hiding from it or concealing it but embracing it as an ever possible possibility. I also wish to celebrate the authenticity of Claudio's life--a life lived in the fullness of every single moment.

May we continue to be inspired by him!

Lucas Introna
Lancaster University Management School



Claudio's intellectual contributions to the field of information systems research served the purpose of planting trees that others now sit beneath. In addition, to being a first rate intellectual, he was also a colourful, engaging human being whose deep laugh I will never forget. I have no idea what comes after this life, if anything, but if there is 'something' it just got a lot more interesting.

I am also sorry that I will never have the opportunity to walk the mountains of Mann Gulch with him as we had discussed. There are only a few people in the world who would appreciate that place as much as Claudio and it would have been nice to be there with him.

Cameron Lawrence
Department of Information Systems, LSE



Claudio was a friend, a colleague and a continuous source of new hints and ideas. It is difficult to think that I will not have any more the occasion to discuss and to joke with him.

Every one who had the occasion to read his writings, to listen his talks, to interact/discuss with him in public or in private will miss his brilliant intelligence and his charming presence. His legacy is so rich that we will continue for many years in the future to discuss the many concepts he has brought to our attention: bricolage, care, gestell for understanding the interplay between information systems and organizations.

In Italy this is also a moral debt we must pay him, since Italian Universities were unable to recognize his outstanding merits and to support his research and didn't act so that his studies had followers and developers. We must fill this gap not only for his memory but also, and mainly for the new generations of researchers who still need his mastership.

Giorgio De Michelis
DISCo, University of Milano



I first met Claudio at a conference in the mid-1970s and immediately took to his enthusiasm. We both had interests in systems development then. Claudio always impressed me with his desire both to contribute to knowledge and to learn.

His investments in big themes – perhaps transaction cost economics with Williamson par excellence – are testaments to this. But I guess overall Claudio brought and stressed a European dimension to information systems. Perhaps his “theory” about bricolage captures this best – challenging yet grounded, memorable yet deep – and comforting in many ways.

I, with many others, will miss him.

Michael Earl
Dean Templeton College
Oxford University

Claudio had a most inventive way of pushing our field forward. He gave us new words, concepts, frameworks and empirical insights to understand the world and use in our research, and they have proved to be most productive. He reshaped our field with his evocative ideas of formative context, bricolage, strategy, and the Baroque, and did it with wonderful humor and a deep sense of irony. Scholars like Claudio are very rare, and when they die so young, it is an especially great loss. I miss him.

Dick Boland
Case Western Reserve University, USA



Claudio appeared in my life quietly, a conference speaker of marked dress sense, style and content. He quickly established his reputation and was rightfully appointed to his Professorship at LSE in 2000 - whereupon I suggested that he led LSE in competition with Brunel! He looked amused.

In 2003 on my medical retirement, he generously had me appointed Visiting Professor at LSE. At my first departmental meeting, when discussing the role of IS at LSE and the individual, Claudio declared that he saw himself as a 'hero figure'. I was amused. I have worked with him on the Research Assessment Exercise (RAE). I have waspishly reviewed his book, which the publisher's lawyers refused to print even though Claudio had generously given permission, but he was not amused. When Claudio went off on sick leave, I looked forward to his return in order to disagree about many ideas, both for pleasure and/or conviction. Sadly we have all been robbed by his sudden and ridiculously early death. I am not amused.

In the last few weeks, knowing he was dying, he still found the will to send me a message saying "congratulations and full admiration" when he heard I was a member of two RAE sub-panels. When I heard of his death I could not believe it, and still cannot. As you can see, it is not easy for me to express myself. All I can say about him now is that he was not just intellectually gifted, but courageous both in offering an honest view but also seeking advice when he needed without ego impeding him. His work, whilst criticised, always provokes thought - the highest achievement in my view. He led the LSE Department (as opposed to mere idle managing) which his absence will now make obvious. He was also generous, courteous and helpful.

On reflection I think he was right. He was, and still is, a hero figure.

Ray Paul
Department of Information Systems, LSE

I am deeply upset to hear the tragic news of Claudio's death. I had known him as a colleague for some ten years, first as a co-contributor to a conference panel session, then when he contributed a chapter to a book I edited, and since I became an external examiner for the London School of Economics we have seen each other twice yearly for examination boards. I always looked forward to meeting Claudio for two reasons – because he was always interesting to talk to about the arts – opera, design, fine art - and because he exuded a sense of fun and mischief which resulted in delightfully controversial stances as an academic. I shall miss him especially for his writings. He was the only author in our field whose work I always, always looked forward to reading. My sympathies to all his family and friends.

Chris Sauer
Templeton College, Oxford

Claudio joined CARR in 2001 as PricewaterhouseCoopers chair in risk management, a position he held until June 2004. Within CARR he introduced glamour and high opera in addition to intellectual insight and fresh, multidiscipline approaches to risk and information systems. He led us into his academic 'labyrinths' and at a personal level we never knew what to expect next - cakes fresh in from Naples, photos from Sardinia, or a tour of his 'palazzo'. His knowledge and interests were informed by the renaissance and modern - philosophy (a sustained interest in Heidegger), by music, night clubs, 'punk design' among other things. In an exchange last month about Stromboli he declared yet another interest, signing off 'Love from your volcanologist and risk expert'. Sadly, what he referred to as his own personal 'system disaster management'

didn't avert the disaster, but he leaves CARR a legacy of work on risk, philosophy, organizations and information on which others may build. One his last publications was a CARR discussion paper and we enjoyed frequent exchanges until shortly before his death about his next book. Sadly that will not be completed but he leaves behind ideas which will remain important references point in risk regulation studies for the future. His colleagues at CARR will miss him greatly.

Bridget Hutter and Mike Power
Co-directors, Centre for Analysis of Risk & Regulation, LSE

During my study at the LSE IS Dept. (1999-2003), he was always at the forefront of the Dept. He created many 'innovations' by deconstructing the old conventions not only at the Dept. but the IS research field as a whole. "Social Study of IT (SSIT)" workshops, being held every year since 2001, is one of them and it well contains Claudio's innovative soul. He was a truly intellectual, creative and cool scholar. I still see him in my mind, dancing so happily at the basement bar of the LSE...

Masao Kakiyama
Kwansei Gakuin University, Japan



We have known each other for the best half of our lives - professionally and as friends. Your radical and innovative thoughts influenced the ways in which I conduct research. We met at conferences, we travelled together, and we stayed in each others homes. I'll miss the provocative ideas - even the insults, I'll miss the laughs, I'll miss you.

Finn Kensing
IT University of Copenhagen

Claudio's passing takes more than his life from us, it also leaves information systems a little more drab. I shall miss his provocations, musings and moods. I won't miss them directed at me, of course.

Steve Sawyer
Penn State University, USA

We will all miss you, lots. Your intellect, charm, vision and humour are irreplaceable. Wherever you are, dance on.

Steve Smithson
Department of Information Systems,
LSE

It is strange but the department, our department, has never been so full of you now that you are not any more there.

You have always been a naughty kid making sure that no single research seminar, conference or other event you ever participated remained a dull gathering of bored and boring academics. You were giving me false deadlines to make sure that I would submit my papers on time and we never managed to agree on a single thing related to fashion, music or art, (if art is those posters that I kept putting on the walls of the 5th floor). But being a kid you would always be fascinated by a new idea; look out for the people you loved; and give advice in your own unique Claudio way that made me a happy man every time I would get a smile or an email from you. I still remember our trip in Oslo with Ole, Jannis, Daniel and Diego, the first research trip I had ever made. I had lost my wallet, credit cards and was late in every single meeting we had when you turned to Jannis and told him: "we chose not to have any children to avoid this, and now look at us!"

Another time, in Oslo again, I was not letting you enjoy your meal and kept asking you about a boring case study. You gave me a very serious look and told me that we all have a limited time on this planet and we had better spend it doing interesting stuff. This was back in 2002.

I hope that you will be cycling up there as well and I'm sure bicycles are not as easily stolen there, as in London. Maha says that she will finish your paper; I still need to look at the manuscripts for the risk case study; and Ash refuses to accept that you have left. I think he is right.

Prodromos Tsiavos
Department of Information Systems, LSE

Our restless heart:and so we ask
"Who am I and what do I wish?"

For me Claudio is, in his own words, care and concern about people and things, but meshed into worrying nagging unsettling ideas - the not so smooth unfolding of the bitchy blurry palazzo of emotion, a fitting site for the parliament of design (cool design I guess?) where God knows who gets elected.

As you told me, less is more (and more is less). I'll keep trying.

Tony Cornford
Department of Information Systems, LSE



I was saddened to hear that Claudio has left us, so soon. I have many warm memories of subversive, creative and thought provoking conversations with him, as a student at Theseus and later working with him on projects. There aren't enough people out there pushing us to constantly question what's really going on in our world and one less is a great loss. Thank you Claudio for helping us to, at least sometimes, wake up and smell the coffee. But most of all, I thank him for the fact that I never pass a DIY store without thinking about him, with a smile.

Requiescat in pace.
Robert Liddington
Middle East Strategy Advisors, Abu Dhabi.U.A.E.



It is with great sadness that I pay my respects to Claudio Ciborra. I met Claudio in 2000 as I embarked in my intellectual journey in Information Systems. Claudio has been an indispensable figure throughout the years, both for his writings, for his comments, and for his presence. Brilliant, highly controversial, extremely reflective, witty, and at times moody, Claudio has added "the spice" to the lives of many, to an entire department and to a field of study that needs it. As such, his academic and

leadership skills have been invaluable to the people that surrounded him as well as to the academic field. Although we have forever lost his presence, as far as I am concerned, Claudio is still with us—making a difference through his insightful writings and through the memories we have of him. Thank you Claudio and rest in peace.

Daniele Pica
Department of Information Systems, LSE

Claudio, you will stay with us longer, because your



I met Claudio in the early eighties. I had heard of him as a brilliant intelligence. The conversation was short (he was preparing a Conference in Tuscany for trade unions and socially concerned researchers on designing computer systems with and for users), but enough to confirm the voices about his brightness. The meeting was the beginning of a friendship.

We did not see each other very frequently, but, once we met, we were as we had seen few days before only. A curious and rare experience. Maybe due to that I continuously came across and made reference to his works; maybe it depended on the mutual understanding grounded in common values; maybe both.

In last summer, Claudio came to Ivrea to deliver an invited lecture at the graduation ceremony at Interaction Design Institute Ivrea. The talk was simply marvellous. I asked Claudio for permission to publish it in a book I was preparing. The reply was positive. I felt a sense of intellectual pleasure.

A few weeks later, a common friend, the mythical Luisella, informed me that Claudio was ill. From then on, I had frequent conversations with Claudio. I was impressed by his energy: he continued to work even during heavy therapy. I visited him at the end of January: We talked about politics, philosophy, his disease, the side effects if the therapy, about common friends. A usual conversation with Claudio that was enriched by the calm presence of Anna Maria. This is Claudio I remember: sitting and brilliantly talking even if the disease manifested itself with its brutality.

Later, we kept in touch several times by email because some doubts emerged about the English translation of some Heidegger's concepts in editing his contribution. The last email was on 2nd February, where he announced to have "found a better and definitive solution". With such a message, Claudio confirmed until the last the impression I had of him when I firstly met: Claudio was fond of the research and looking for better solutions, both intellectual and social.

Sebastiano Bagnara
Università degli Studi di Siena, Italia



creative thinking will continue to affect our minds



Claudio was one of the few Convenors I actually saw on both a professional and social basis. Sadly, the social side was an all too rare event. In fact we probably saw each other most "in transit" outside Tower 1, with him en route to Heathrow, and me off to Gatwick...we didn't even manage to synchronise departure airports! Claudio was one of the most supportive Convenors when it came to helping international students and making full use of the Language Centre. His care and support were invaluable to me when I was re-shaping the services we now provide. His intellect and humour were a deadly combination whether it was at induction meeting or over a drink at a party. He always was top of my "must-get-to-talk-to-him-more" list, but the plans to meet up for dinner, cross paths in some European capital or think of some joint project never happened...because there was always the possibility that they would "once work pressures subsided". Sadly, this list has now become "what-I-wished-we-had-done" list. Claudio will leave a hard-core legacy of academic writing which will be inspirational to all those that read it. And to those who were lucky enough to be taught by him, his inspiration has already had tangible results.

Nick Byrne
Director, LSE Language Centre

It was a great shock to hear of Claudio's death. We in the IS community lost a dear friend and colleague in Claudio. I first met Claudio in Pisa at a Crest workshop in 1979. He was hanging out with Pelle Ehn, Ulrich Briefs, and others who were pushing for a marxist orientation toward systems development. I found their view very different and challenging from the one typically held in North America. In speaking with Claudio, I was impressed by his insight, his candor and his desire to challenge the commonly held beliefs. He was not afraid to take a contrarian position then, nor throughout his career. In fact, that was one of Claudio's supreme strengths - never to take anything for granted, but to look beneath the covers so to speak to uncover the underlying meaning. He was always way ahead of the rest of the community in terms of new ideas; ideas that he thought were or would be important once the

rest of the field caught up with him. The only trouble is by the time we did catch up with Claudio, he was on to the next challenging idea. Whether it was transaction cost economics, his notion of 'bricolage', or whatever, he was always 'out in front'. And it wasn't confined to academic thought. He was the first to introduce the IS field to everything from smart Italian dressing to short hair. He was one of the first to spend his time as a visiting scholar on just about every corner of the globe. I always felt that Claudio could never settle down at any one geographic place for fear he would become stale. Perhaps, he was was the academic that all of us aspire to be: smart, resourceful, worldly, creative and innovative. We as a field will miss him; I as a friend will sorely miss him.

Rudy Hirschheim
Louisiana State University

My most vivid recollection of Claudio was at a dinner some years ago. Much of Claudio's most recent research up to that point was centered on the unique IT management culture at Olivetti. Shortly before the particular event at which we were dining, Olivetti had collapsed and failed. Claudio was asked, more-or-less, about whether Olivetti's failure called into question Claudio's earlier research. "What will you do?" was asked. Claudio's answer? "Well, I've been lifting weights and swimming." he said, "Like the Phoenix rising from the ashes, I am coming back."

The emblem of Atlanta, a city burned in the American civil war, is the Phoenix rising from the ashes. I pass this huge symbol, erected over the central square, every day to and from work...

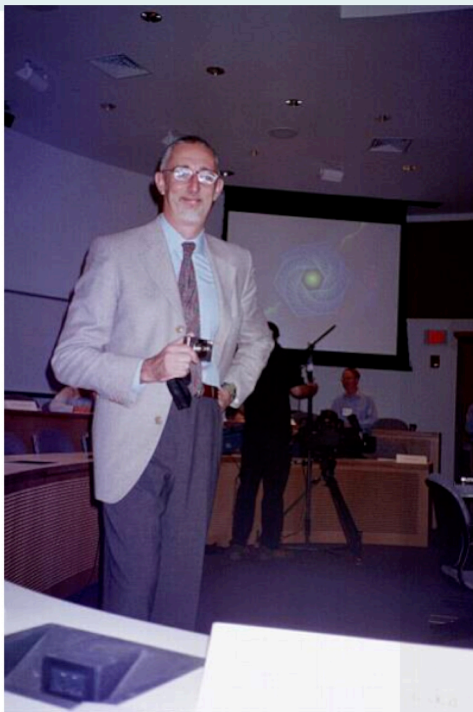
and I always think of Claudio.

Richard Baskerville
Chairman, CIS Department, Georgia State University



Losing Claudio at an early age is a big loss for our community. I think, only he, with his impeccable Italian style, wits, and the unbearable lightness of his presentations (not lightness in substance) could work through so many contradictions in his work, be such l'enfant terrible and yet be liked by all. He never let anybody act indifferently towards what he said, nor did he accept indifference but searched for controversy. I have two personal memories which characterize this. In one CSCW conference he insisted on a panel about the fundamental ambiguity of organizational action and strategy. After a long procrastination within a panel about ambiguity John King asked from Claudio what did he EXACTLY mean by ambiguity. Another occasion was when he showed me in the middle of some ICIS conference session a picture of a beautiful white leather sofa in one of the top design magazines, and said proudly that this was his sofa. No one else in the community could have done this with such grace. I miss him.

Kalle Lyytinen
Department of Information Systems, Case
Western Reserve University, USA



Having had the honour of hosting Claudio and of co-authoring a paper with him I can only confirm the contents of the "In Memory" text. Having grown up in Italy I will also add my experience of being able to share with him his love for Italy and its continental culture, in particular for its mountains which may well represent his love for and commitment to summits of controversial intellectual challenge. As it has been done for a few others that I admire, I wish to suggest that some of his latest and closest institutional colleagues complete their In Memory with the publishing of a bibliography of his works and a summary of the core of his ideas, seen as a contribution to his intellectual efforts.

Kristo Ivanov
Department of Informatics, Umea University

StudioCiborra



Additional tributes to Claudio Ciborra

Jos Aarts
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Mario Abis
Matteo Abis
Basma H. Abu-Hassan
Leena Abu Kuwaik
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Ayodele Adeyemi
Ana Paula Afonso
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Katerina Voutsina
Alfred Waller
Andrew Wallwork
Daniel Wilberforce
Brent Work
Yudong Yang

As well as these tributes we have received messages of condolence and sympathy to Claudio's family, colleagues and friends from:

Adel M. Aladwani
Brent Bannon
Trevor Beard
Paolo Dini
Piercarlo Maggiolini
Alejandro Gil Ojeda
Elnaz Poursafar
Balvinder Singh
Shannon Smith
Andrés Solano
Antonio Strati
Rohit Talwar
Puppe Thongsari
Simon Villamayor
Randa Yousif



