

ISSUE 21 / AUGUST 2019

PECB Insights

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LEADERSHIP

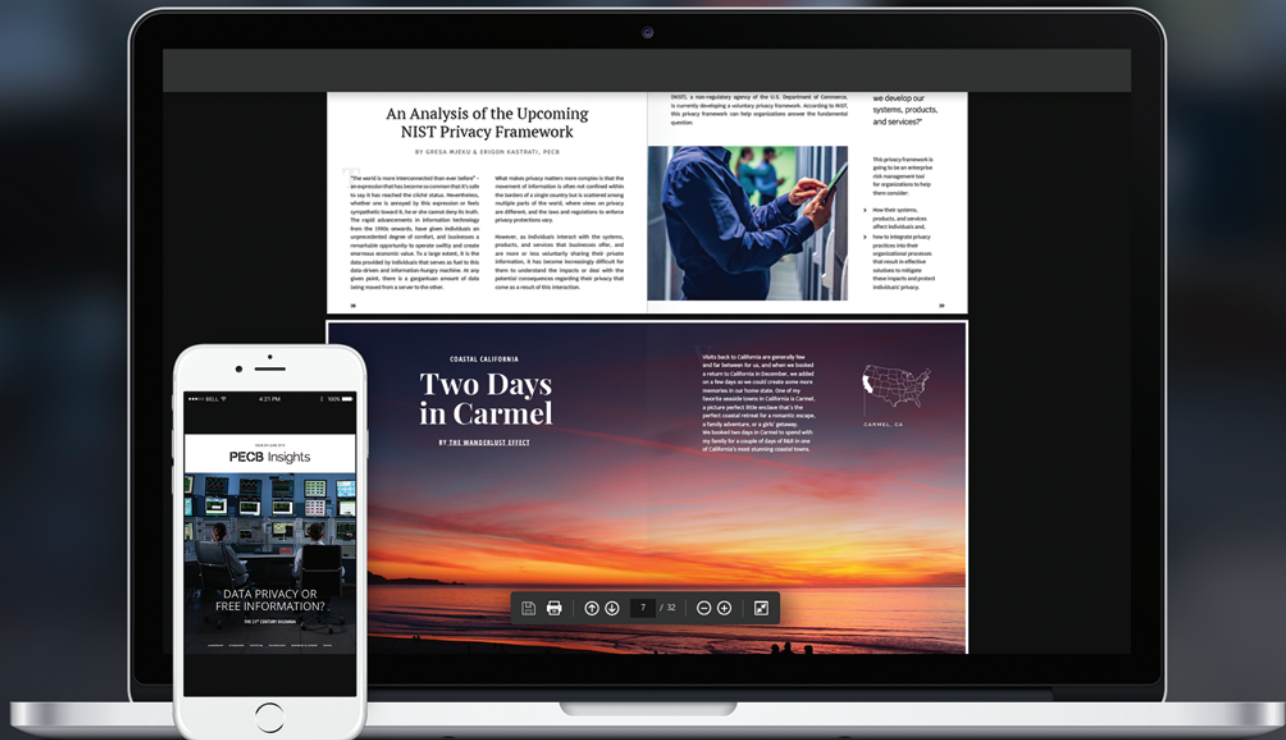
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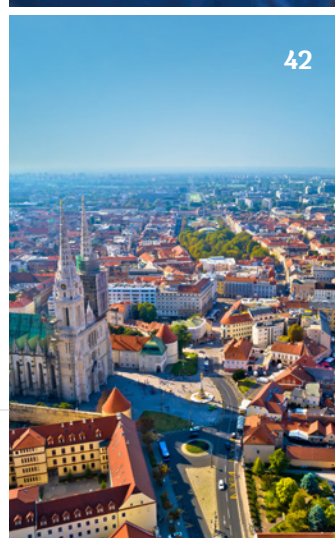
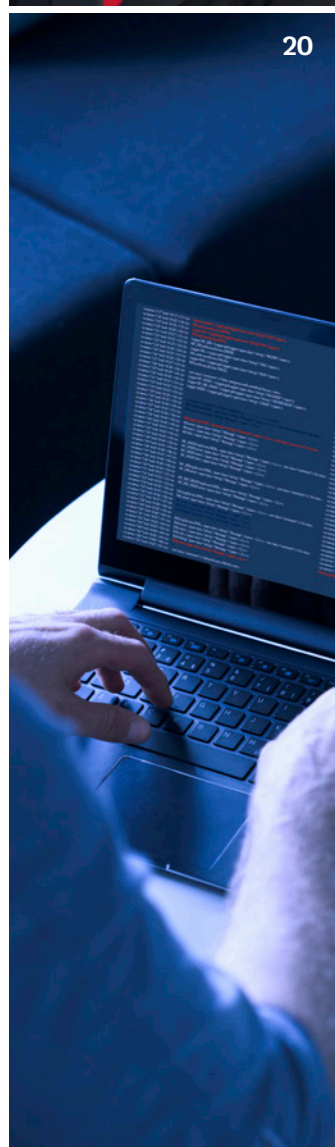
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**JUST BECAUSE
THE RIVER IS QUIET
DOES NOT MEAN THE
CROCODILES HAVE LEFT. ”**

MALAY PROVERB



A close-up photograph of a person's hand, wearing a white shirt cuff, placing a wooden block on a row of other wooden blocks. The blocks are arranged on a wooden surface. Some blocks are standing upright, while others are falling over, creating a domino effect. The background is blurred, showing more wooden blocks and a dark surface.

Business Continuity Resilience: Review, Reassess, and Recommit

The Expert

Your goal is a mature, robust Business Continuity Management System – one of the key requirements for a more resilient organization. Significant amounts of time, effort, and energy have been invested, and the result is a program that aligns with ISO 22301 and meets organizational goals; one you may even view as perfect. But wait, nothing is ever perfectly perfect. Even the best Business Continuity Program cannot rest on its laurels. Things change quickly, and as with organizations and people, Business Continuity programs must continue to adapt, adjust, and mature to grow stronger, more robust.

To maintain an effective continuity capability takes ongoing thought, creativity, resourcefulness, and commitment. Once the initial roll-out of the program is complete, it can be tempting to avoid updates that go beyond meeting basic requirements. Your program must be a living process that allows rapid adjustment to change. True resilience requires identifying what can be done to ensure continual improvement – even beyond standards, regulations, and laws – and to continue the efforts to ensure that Business Continuity Management is an integral part of the organization's culture and day-to-day operations.

Conduct an unbiased appraisal of your Business Continuity Management Program. Include the following four continuity essentials that contribute to program maturity and continual improvement: business continuity capability, external continuity planning, human factor considerations, and reviews and revisions.

Business Continuity Quality

Take a step back and assess the program: are continuity strategies at an optimum for your company, or were they selected because they were the first suggested? What has been done in the past? What another organization does, or what is the easiest to implement?

Honestly evaluate where your program stands today – not when it was first implemented or where you want it to be in the future. In addition to internal and external audits, has your program been reviewed by someone who is not involved in its development or ongoing management? A fresh set of eyes often sees previously overlooked things and new opportunities for improvement.

Does the program contribute to the organization's resilience? Is there full coordination and collaboration among all plans throughout the organization? Has consideration been given to whether (and to what degree) your continuity strategies and plans coordinate with all other existing requirements, policies, plans, and processes? Identify disconnections and overlaps which need improvement.

External Continuity Planning

Avoid inheriting external risks. Take an in-depth look at your suppliers, outsourcing companies, shippers, and other business partners. Include Business Continuity capability, not just price and quality, when selecting contractors, vendors, or service providers or when renewing existing contracts.

Consider including business partners in the continuity planning process. Listen to their concerns; consider their suggestions. Working with your suppliers, service providers, and outsourcing companies is mutually beneficial and the most effective way to establish and strengthen working partnerships that benefit all stakeholders – before, during, and after a disaster or disruptive event.

Human Factor Considerations

Employees must be included in all aspects of Business Continuity planning. While the planning process addresses operations, technology, facilities, and security, it is just as important to give equal attention to employee preparedness. Has the organization adopted a policy that makes the company's concern regarding staff welfare official? Has that policy been converted to action? Implement plans to keep employees informed in the event of a disaster, with information such as when and where to report and on the progress being made towards full restoration of operations.

Take steps to ensure that staffing for critical operations is available by providing cross-training.
Develop succession plans for all key employees.

Reviews and Revisions

The world is not static, nor is your organization. Think about all the changes in your organization over the past three months, six months, a year. For most, this will result in a significant list. And the reality is that a great percentage of the items on the list may require some level of changes or additions to your continuity strategies, staffing, and plans. Frequent reviews and revisions to address changes in operations, supply chain links, regulatory requirements, facilities, and technology will ensure that your plans will serve your company well when the need arises. Assign responsibility for conducting and signing-off on not-less-than annual reviews with specific due dates.

Testing the plan with regularly scheduled tests and exercises will also help identify required changes and enhancements. While carrying out a comprehensive plan of training, exercising, and testing is not easy, it is the make or break of success when a disruption or disaster occurs.

Is there a process in place to track near-misses and small disruptions to ensure that the valuable lessons these non-planned tests can provide are taken into consideration? These mini events provide great opportunities for training people and testing plans.

Next, a Look in the Mirror

Demands on Business Continuity professionals have never been greater, often leading to a failure to make time to devote to considering the bigger picture. Stop and remind yourself of the value of continuity and resilience to the organization and all its interested parties. Even those directly and indirectly concerned with continuity planning may deceive themselves into believing that the work is done and that the program is so good that it can simply be set on autopilot. This poses a danger to all organizations, whether they are seeking certification or recertification.

As a beginning, check to see if these steps are fully incorporated in your Business Continuity Program and carried out as planned:

- Keep your executives and board members informed about the Business Continuity Program.
- Educate all employees on the importance of continuity planning and their role and responsibilities, no matter how small. Do they know what the organization expects from them and what they can expect from the organization when a disaster occurs?
- Involve representatives from all key business units in the planning process. Recognize and address their challenges and fully consider their ideas and suggestions.
- Continue to scan the horizon to identify and address new threats to operations, both internal and external.

Make a renewed commitment to initiate and follow through with ongoing maintenance and continual improvement of your organization's Business Continuity Management Program. Avoid complacency – be proactive and step out of the box. Identify opportunities to continually improve your company's continuity capability rather than coasting. Seek new ways to further imbed continuity in the company culture. Revamp initial continuity training to make it more relevant to all employees.

Take a hard, unbiased look at the program, the team, and yourself.

- Is your organization's Business Continuity Program continually improving, maintaining the status quo, or falling behind?
- Has there been measurable progress and improvement within the past year?
- Do you consistently look for ways to develop and improve yourself, your role, and your fellow team members, as well as the Business Continuity and Resilience Capability of your organization?
- Do team members avoid simply checking boxes to meet an ISO standard, set of guidelines, or regulatory and legal requirements?





- Are you compliant with the requirements of your job description or committed to the objectives of the Business Continuity Program and to building a more resilient organization?
- Do you plan for program improvements and enhancements for at least a year ahead (and even better, three years)?
- Do you focus on a resilient Business Continuity Program? One that not only includes guidance for what to do when a disruption or disaster occurs, but seeks to improve your organization's capability to address how to successfully manage risks and their impact on the organization's future?

Moving Toward Greater Resilience

- Keep in mind what Business Continuity was at its inception and what it is today, how it has steadily evolved and matured – and must continue to do so to fulfill its purpose.
- Commit to a more resilient Business Continuity Program – a key component of a resilient organization.
- Be creative, thoughtful; avoid “the way we have always done this.”
- Take proactive steps to evolve, grow, and improve as a Business Continuity professional and encourage your colleagues to do the same.
- Be fully aware of where your continuity program stands today.
- Determine the direction it needs to go.
- Develop a plan for getting there.
- Get the right people involved.
- Accept that there will be changes, challenges and setbacks along the way.
- Adapt, be resilient while building resilience.

Continuity and Resilience Share Mutual Goals

While this article focuses on Business Continuity, any discussion of Business Continuity today must include resilience and the relationship between the two. This is my take on this: If a resilient organization is one that is capable of functioning at the highest levels in all aspects of its operation and continue to meet its goals come what may; one whose operations and employees

are flexible and prepared to manage disruptions; and one able to achieve its mission in spite of any type of disruption, or large or small disaster, then Business Continuity is a requisite for a resilient organization.

On the other hand, if a Business Continuity Program requires the proactive management of new risks and threats; includes all areas of the enterprise and coordinates with related programs; remains open to consideration of new approaches, strategies, and technology, and always considers the best current and future interests of the organization, then resilience is a requisite for Business Continuity capability.

More importantly, it would seem to follow that the goal is cooperative collaboration between the two. After all, both continuity and resilience have a shared focus: protecting people, the organization's assets, reputation and the interests of stakeholders by developing and maintaining the ability to quickly adapt to disruptions to ensure maintaining continuous operations.



About the Author

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Betty A. Kildow, a Business Continuity Management consultant for more than two decades, has worked with a wide range of diverse organizations, partnering with them to develop their continuity capability. She is an ISO 22301 Master, ISO 28000 Lead Implementer and Lead Auditor, and a PECB Certified Trainer. In addition, she is a DRII Certified Business Continuity Professional (CBCP) and a Fellow of the Business Continuity Institute (FBCI).



Meet Rinske Geerlings

**EUROPEAN ENTREPRENEUR IN AUSTRALIA
AND PECB CERTIFIED ISO 22301 MASTER**

PECB's network – Distributors, Partners, Auditors, Trainers are at the heart of our global presence. Highly experienced professionals, after years of working in a specific field and being trained and examined accordingly, receive the PECB Master Credential, which among other requirements, entails being a PECB Lead Implementer and a Lead Auditor in that specific field. This time we had a conversation with one of our ISO 22301 Masters, Ms. Rinske Geerlings, who is the founder of Business As Usual in Australia.



Even though she “runs the show” at Business As Usual, she sees the partnership with PECB and its excellent staff as very important for the success of her business. PECB has helped her business to innovate and to feel supported in that process. She has been partnering with PECB since 2013, and she says she “...finds PECB to be innovative, flexible and open to suggestions for improvement.” Moreover, the global presence of PECB matches her company mission and its global projects, because while she is based in Australia, she operates and holds training courses internationally.

“PECB’s global conferences and events have been a great enhancement to the relationship and great fun!” Rinske commented. She facilitated her interactive “Cyber Attack Simulation Game” at the PECB Insights Conferences in Montreal (Canada) in 2017 and Paris (France) in 2018. She also hosted the “Internet of Things (IoT) and Security” panel at the Paris conference.

Always on a busy schedule and working intensively, Rinske has her creative, expressive space, where apart from her professional passions she finds inspiration and that extra push. As such, she is band manager and lead singer in the Latin/Jazz band SophieG.

When asked about her relationship with music and how the two worlds of Business Continuity and consultancy come together, she explains:

“The left side of my brain is in constant overload with so many interesting work-related issues to delve into every day. If I didn’t switch on the right side of my brain sufficiently (in my case by singing in my band), I think I would go crazy! Music is one of the few things that are completely able to move me ‘into the moment’ rather than being ‘in my head’ the whole day.”



She tells us that she remembers always being quickly bored: “Even when I was four years of age, I recall begging my grandfather for ‘more difficult spelling words’ and ‘more complex calculations’. After high school I wanted to delve into a university environment that would challenge me intellectually, and I certainly found one: the University of Technology in Delft in the Netherlands, where I’m originally from.”

During her Master studies in Industrial Design Engineering, she quickly found out that she is a generalist, rather than a technological specialist. Even in the highly technical environment of the university, she found ways to inject the curriculum with broader topics, such as Marketing and Business Management.

In her final year at university, she decided to do an overseas thesis project for 9 months in Sydney and that’s when she fell in love with Australia. She explains: “Quickly after receiving my honors degree, I rushed back to the Land of Oz for a career in consultancy, namely, IT Management. I further expanded my accreditations there with ITIL, COBIT and the ISO standards ISO 22301, ISO 31000, ISO 28000, ISO/IEC 27001 and ISO/IEC 27032. Especially after starting my own company ‘Business As Usual’ these certifications became essential.”

Rinske first came in contact with standards and management frameworks when she worked as an IT support analyst as part of her Engineering studies. “ITIL, PRINCE2 and COBIT were brand new concepts to most organizations back then, and luckily I was trained in these IT management methodologies by my employer at the time, to deliver better structured project deliverables.” – she said. Rinske comments on how this first experience with structured frameworks was the stepping stone to her later adoption of ISO standards – initially the ISO 22301 standard for Business Continuity Management.

The connection Rinske has with the world of standards and consultancy is one that always seeks to expand the texture of these environments and always add more depth of thought as well as of view. “ISO is the way of the future in my view, particularly for those who work in an international environment and/or serve multinational organizations. The ISO standards all speak the same language.”

Part of our corporate culture at PECB is giving the right importance to what many call “mistakes”, but that we organically embody in our day-to-day work (and consider) as “lessons”. We asked Rinske on this matter, and even on this subject she inextricably reflects the width of her view:

“Probably the biggest mistake I’ve made professionally has been not trusting my instincts in a specific business challenge. Coming originally from the corporate world 13 years ago, before becoming an entrepreneur, I used to have a large sounding board of colleagues/peers, managers and staff – a big ‘safety net’”.

Now she is proud that she has learned to trust her intuition and be fully independent when she needs to be.



Further, when asked about what is important to her regarding values and success, Rinske gives a powerful message: “Firstly, the understanding that, no matter what you do or don’t do, all paths have pros and cons. Regret, for that reason, is a waste of time and energy. Another major pitfall is for people to let the opinions from the outside world have more control and power than their own voice from the inside. If you feel a strong urge and calling, follow it! No matter how crazy and scary it may be. And never – EVER – give up on your dream.”

Rinske feels that her position as a European female entrepreneur is quite unusual in Australia and other non-European regions, but this gives her a competitive edge. “Apart from doing a fantastic job and committing to strong values and ethics, being from a different culture makes you stand out even more, and it can make people remember you.” – she adds.

HOW HAS THE ISO 22301 PECB MASTER QUALIFICATION SUPPORTED RINSKE'S CAREER?

Rinske believes that her experience of more than 20 years of planning for continuity events and being actively involved in the industry as a speaker, facilitator, consultant and trainer has helped her to get genuinely connected to the ISO 22301 standard.

“I welcomed it with open arms, as I believe any ‘local’ (i.e., country-specific) BCM standards have certain limitations, particularly when aligning them with interfacing international ones (e.g., ISO 31000, ISO/IEC 27001, ISO 28000).”

She gives us some hints on how today’s Business Continuity risks should be tackled in a nutshell:

“With a ‘cool head’ and a ‘warm heart’! I often come across Business Continuity Plans that assume a loss of building/access or a loss of IT-type scenario. And then a number of mathematically driven Business Impact Analysis (BIA) and Risk Assessment documents. Hardly ever do I see in these plans the proper ‘loss of staff availability’ scenarios being addressed.”

Further she continues: “Staff is in fact the most important ‘ingredient’ to survive any disruptive event. Addressing their needs and limitations contributes to ‘doing the right thing’ as an employer, but also to maintaining the organization’s ‘face’ (i.e., its reputation and ‘brand’). I have written a number of articles on this topic, which can be found on my LinkedIn profile (e.g., [‘1 most common blind spot in BCPs’](#)).”





**BE THE CHANGE
YOU WISH TO SEE
IN THE WORLD**

GANDHI



Tackling Privacy Information Management Head On: First International Standard Just Published

We are more connected than ever, bringing with it the joys, and risks, of our digital world. Cybersecurity is a growing concern, with attacks against business almost doubling over the last few years and is an increasingly significant threat to global stability.

Unsurprisingly, laws and regulations are rapidly being put in place to reduce these risks and protect our digital privacy. How can organizations keep on top of these requirements and protect themselves at the same time? The world's first International Standard to help organizations manage privacy information and meet regulatory requirements has just been published.

Protecting our digital privacy is a significant business concern. According to IBM the average cost of a data breach is USD 3.6 million, and legal obligations are increasingly stringent. As we get more connected, governments all over the world are introducing various privacy regulations, such as the European Union's General Data Protection Regulation (GDPR), which organizations must adhere to. The new ISO standards will help businesses meet such requirements, whatever jurisdiction they work in. ISO/IEC 27701, Security techniques — Extension to ISO/IEC 27001 and ISO/IEC 27002 for privacy information management — Requirements and guidelines, specifies the requirements for establishing, implementing, maintaining and continually improving a privacy-specific information security management system. In other words, a management system for protecting personal data (PIMS).

Formerly referred to as ISO/IEC 27552 during its development, it builds on ISO/IEC 27001, Information Technology – Security techniques – Information security management systems – Requirements, providing the necessary extra requirements when it comes to privacy. Dr Andreas Wolf, Chair of the ISO/IEC technical committee that developed the standard, said almost every organization processes personally identifiable information (PII), and protecting it is not only a legal requirement but a societal need.

“ISO/IEC 27701 defines processes and provides guidance for protecting PII on an ongoing, ever evolving basis. Because being a management system, it defines processes for continuous improvement on data protection, particularly important in a world where technology doesn't stand still.”

Microsoft is an active participant in the committee.

Julie Brill, Corporate Vice President and Deputy General Counsel of Privacy and Regulatory Affairs at Microsoft said:

“We applaud the ISO/IEC technical committee for developing this groundbreaking standard for privacy so that organizations of all sizes, jurisdictions, and industries can effectively protect and control the personal data they handle. As the next chapter of Microsoft's commitment to extend the rights provided in the European Union's General Data Protection Regulation to our customers globally, Microsoft Azure and Office 365 will implement the PIMS standard and will assist our customers and partners in adopting this interoperable model.”

ISO/IEC 27701 was developed by working group 5 of ISO/IEC technical committee ISO/IEC JTC1/SC 27, Information security, cybersecurity and privacy protection*, which is made up of experts from all over the world from data protection authorities, security agencies, academia and industry.

Matthieu Grall of the Commission Nationale de l'Informatique et des Libertés, the French independent watchdog for the protection of personal data, was an active participant of SC 27 and a contributor to the development of the standard. With increasingly stringent data protection requirements and laws, he said there is a real need for this standard.

“Despite the risks of not complying to these regulations, we know that many organizations are simply not ready and need guidance. With the number of complaints and fines related to privacy and data protection on the rise, the need for this standard is now obvious.

Moreover, organizations need to bring trust to their authorities, partners, customers and employers. Such a standard will contribute strongly to this trust.”

Disclaimer:

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Prepare Now or Pay Later

The operational impact of ransomware attacks in 2019 has been devastating for public and private sector global organizations which were not properly prepared.

From Baltimore, Maryland, shutting down their city government operations and spending over \$18 million to recover systems, to La Porte County, Indiana paying a \$130,000 ransom in a Ryuk Ransomware attack, a new story seems to surface almost daily in the USA.

HealthITSecurity offers an article with the headline: “71% of Ransomware Attacks Targeted Small Businesses in 2018”. Here’s an excerpt: “About 70% of ransomware attacks in 2018 targeted small businesses, with an average ransom demand of \$116,000, according to a recent report from Beazley Breach Response Services.”

As political pressure mounts, there is even a resolution by mayors to not pay any more ransoms to hackers.

“Paying ransomware attackers encourages continued attacks on other government systems, as perpetrators financially benefit...” the adopted resolution reads.

But how can organizations prepare in advance to avoid the dangers and cyber-threats posed by ransomware?

Start With Tested Backups

Despite all the bad news, there are positive stories with happy endings – even when ransomware or other malware strikes. The reason these stories end well is that many organizations have backups of their data that are tested and can be used to quickly restore operations.

For example, take this story from Ohio: “Computers and servers in Richmond Heights City Hall were infected by malware July 1. Just a day later, systems were returned to normal thanks to backups and a rapid response from the IT team.”

So what steps are needed to be prepared regarding backups? Start by asking these questions:

1. When was the last time you backed up your home PC with your most important data? (Please double-check your answer with a genuine date and data.)
2. When was the last time your work laptop, desktop and/or smartphone had a usable backup? (Note: Are you sure it worked properly, and the data is available now?)
3. Pick a critical computer system at work that you know is backed up. When was the last time your network/infrastructure team did a full restore of data using the backup tapes/disks/data?





Responding To Cyber-Incidents, Such As Ransomware

Most public and private-sector organizations look to the National Institute of Standards and Technology (NIST) to do the required research to provide guidance and direction on incident response, in the same way that they developed, released and updated the Cybersecurity Framework.

NIST SP 800-184 is a guide that came out in December 2016 regarding cybersecurity event response and recovery. The title of the document is “Guide for Cybersecurity Event Recovery.”

The purpose of this NIST document is to support organizations in a technology-neutral way in improving their cyber event recovery plans, processes and procedures, with the goal of resuming normal operations more quickly. This document extends existing federal guidelines regarding incident response by providing actionable information specifically on preparing for cyber event recovery and achieving continuous improvement of recovery capabilities. It points readers to existing guidance for recovery of information technology.

NIST SP 800-184 starts this way: “Preparation enables rapid recovery from incidents when they occur and helps to minimize the impact on the organization and its constituents. Additionally, continually improving recovery planning by learning lessons from past events, including those of other organizations, helps to ensure the continuity of important mission functions.”

NIST 800-184 stresses the importance of being prepared to recover from a cybersecurity event. The upfront work that can be done to ensure proper plans are in place to recover from cybersecurity events in a timely manner is very important. This includes having not only technical plans in place, but also organizational and communication plans in place so that there is a well-defined process to follow after a cybersecurity event occurs. This preparation leads to much less confusion during the recovery process. Another important topic is the notion of continuous improvement of the recovery plan. Performing regular tests and exercises of the recovery plans helps to ensure that an organization can successfully recover from a cybersecurity event after it happens.

Resources To Help With Ransomware

While the threat and urgency surrounding solutions to our ransomware emergency have surfaced, there is a growing focus on one of the most prominent counter-developments called the “[No More Ransom Project](#)”.

Here’s some background on the “No More Ransom Project” from their website:

“Law enforcement and IT Security companies have joined forces to disrupt cybercriminal businesses with ransomware connections.”

“The ‘No More Ransom’ website is an initiative by the National High Tech Crime Unit of the Netherlands’s police, Europol’s European Cybercrime Centre and two cyber security companies — Kaspersky Lab and McAfee — with the goal to help victims of ransomware retrieve their encrypted data without having to pay the criminals.”

The “No More Ransom Project” Web portal offers many resources, including: A Crypto Sheriff tool to help identify what type of ransomware you may be infected with, plenty of ransomware prevention advice, a Q&A section which includes the history of ransomware and even some decryption tools to help with the fix for many types of ransomware. There is also a link to report a cybercrime.”

Final Thoughts

The growing threat of ransomware requires urgent action from every individual and organization that relies on their data and online services. From individuals, to small businesses, to large enterprises, the global impact of ransomware continues to grow, with no end in sight. Prepare now to avoid significant cost and ensure business continuity if a ransomware strikes you.



About the Author

Dan Lohrmann

Chief Strategist & Chief Security Officer at [Security Mentor Inc.](#)

Dan Lohrmann is an internationally recognized cybersecurity leader, technologist and author. Starting his career at the NSA, Lohrmann has served global organizations in the public and private sectors in many leadership capacities. As a top Michigan Government technology executive for seventeen years, Dan was national CSO of the Year, Public Official of the Year and a Computerworld Premier 100 IT Leader. He is currently CSO & Chief Strategist at Security Mentor, where he advises global and local corporations and governments on cybersecurity and technology infrastructure strategies and security culture change. He has been a keynote speaker at security conferences from South Africa to Europe and Washington D.C. to Moscow.

The Power of Leadership, Influence and Speech





It's hard to believe that the United States is once again in "Presidential election campaign mode". The Democratic potentials are vying for recognition, in order to be nominated. The Republicans are counting on President Trump showing up as a leader in order to be re-elected. Parties and politics aside, there is much to be learned by listening and watching the candidates trying to influence your decision. The goal is to be persuasive and to be seen as a leader. You may not want to be president, but no doubt you want to be recognized as a leader regardless of your official position.

What are some takeaways and skills you can use to demonstrate your own leadership? Let me mention a few: Leadership Presence, Influencing Skills, and Speaking to Lead.

Let's look at the specifics. Put a mirror up to yourself and decide what skills you need to enhance:

- Demonstrating authenticity
- Demonstrating the ability to articulate a message and be expressive
- Being inspirational

There are many possible definitions of the phrase "Leadership Presence". Some say that it is the ability to connect authentically with others, having a comfortable confidence. For those who possess leadership presence it means that people think they are the "real deal" and will trust/listen/follow them. I like to say that Leadership Presence is the influential intangible.

The term “leadership” itself is defined as: “The root cause of influence”; “Acting from a place of clarity and from a conviction such that you inspire others to take action;” and “The ability to command authority over and draw a following from a group of people.”

Leadership Presence can be demonstrated from the inside out or the outside in.

By starting on the inside, it means that you are present. You take time with your direct reports, colleagues and customers. You are not constantly multitasking. You understand what motivates your team, what they are about, what their challenges are. Most employees leave companies, not due to the job, or the money, but because of their manager.

When a manager demonstrates empathy, truly listens and cares, employees will jump through hoops for him/her. Leaders understand this. They know what matters to their people. When they communicate – both good and bad news, their teams know it is in the best interest – not just for themselves, but for the greater good.

Demonstrating presence from the outside in is how they carry themselves. The overarching feeling they portray is confidence. Are they always confident? Of course not – no one is. But the signals they send make others feel confident about them. Visually, they do this by standing tall, having direct eye contact, an expressive face, and a good handshake. Dressing varies depending on industry and position, but good grammar never varies. It shows that you pay attention to detail. A confident leader sounds confident, both by having a strong voice inflection and by using strong language. You probably are noticing this listening to the candidates. A lower pitch with variety makes a difference.

A great message can sound boring when you are monotone. You sound unsure when you use a lot of fillers (“uh”, “um”, “OK,” “you know” and “so”).

When you complete a sentence, **keep up your volume but drop your pitch.** When your voice goes up at the end of a sentence, it sounds like you are asking a question rather than making a declarative statement.

In other words, **be exciting and passionate about your message.** You will pull in your audience of one or thousands.

Keep in mind that your words matter! **Paint pictures with your words** – and make sure the words are understandable.

When you use jargon, idioms, acronyms, and \$50,000 words, **your message may get lost.**

The goal is to **connect with your audience – not confuse them.** Pay particular attention to ways you may undercut your credibility and create doubt in the listener. Using words like: “I guess”, “I hope”, “maybe”, “sorta”, “kinda”, “probably” and “hope”, you do not inspire confidence.

Paint pictures by using stories, along with specific data, so your audience will understand what you are saying. If people see you as authentic and you can articulate a message that resonates with them, you will be able to influence and inspire.

The ability to influence others is critical, not just for the political candidates, but for you as well if you want to be a leader. Your presence and your message will influence others and call them to action.

Your role models may differ – and there is no singularity in wanting to demonstrate leadership. After all, President Kennedy and President Obama had very different styles from Steve Jobs and Oprah Winfrey. But they are all leaders who inspire others. They communicate, influence and inspire others to take action and embrace change.

The good news is skill building around leadership presence, influencing and speaking can be learned – if you are willing to push yourself out of your comfort zone and practice new techniques.



About the Author

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Marjorie is the founder & CEO of [BRODY](#) Professional Development in Jenkintown, PA. BRODY is a global company that offers customized Leadership Communications training, executive coaching, webinars, meetings and conference workshops/keynotes. Marjorie is the author of more than 30 books and has been featured in many national media outlets, including Fortune, BusinessWeek and Selling Power magazines, USA Today, The Washington Post, and The Wall Street Journal, as well as CNBC, Fox TV, ABC, and CBS News.

In the Beginning, There Was Incident Management



Human survival has always depended on the ability to identify threats and react to them accordingly. Also, the whole process needs to be quick and cost-effective; the undertaken countermeasures shouldn't require too much energy, resources or time. Otherwise, avoiding the threat or its consequences could become a Pyrrhic victory.

The same rules apply to incident management within organizations. Companies may not implement a comprehensive Business Continuity Management System (BCMS), but they always have in place plans on how to respond to the most common or the deadliest threats. Some types of incidents – like cybersecurity threats – are required by law^[1] to be managed in a professional and standardized way.

Incident management is the beginning of the emergency response not only historically but also functionally. We tend to forget that every emergency response starts with incident management. Hence, it should not be an independent domain, detached from Business Continuity. It's an integral part of resilience-building activities.

[1] For instance: DIRECTIVE (EU) 2016/1148 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 6 July 2016 concerning measures for a high common level of security of network and information systems across the Union (NIS Directive)

Incident management is still often managed in silos, which means that different business units manage different types of incidents: health & safety, physical security, cybersecurity, frauds, employee misconduct, product tampering, equipment malfunction, external service provider unavailability... the list goes on and on. The problem is that we may lose the perspective on all important interdependencies and in effect, also the consistency of the procedures. It is a good practice to apply a holistic approach to incident management. It improves information flow and escalation, allowing the crisis management team to contain the incident before it will develop into the full-blown disaster.

To make sure that our incident management strategy addresses the most probable incidents to which the company is exposed to, procedures should tackle risk assessment results. It means that for each identified threat, there is a dedicated procedure describing how to handle such an incident.

The risk assessment must be conducted with attention to detail. For our purposes, we need information on the threats which could cause unavailability of critical

resources – employees, locations, external service providers, IT or DCS systems, manufacturing and logistics equipment. On top of that, we should scan for the risks which threaten the protective measures and supporting infrastructure (as their failure may result in an incident – i.e. failure of an air-conditioning system in a data center, power supply failure, telecommunication links, etc.).

With regards to the cybersecurity incidents, our risk analysis should focus on potential threats to each of the Information Security attributes: confidentiality, availability, integrity and in some cases authenticity as well^[2].

The probability of such events is mainly of interest to the risk managers, who need to assess the risk and implement adequate controls. However, despite their best efforts, they will never be able to reduce the risk to zero. Therefore, the incident and crisis managers don't analyze the chance of occurrence of the threat, but they rather focus on its potential impact, since their everyday job is to prepare responses to the events which usually are of low probability, but often of catastrophic consequences.



[2] Article 4 section 2 of the NIS Directive adds the authenticity attribute to the definition of 'security of network and information systems'. The NIS directive applies to the operators of essential services and digital service providers in the European Union.

Well-drafted, comprehensive incident management procedures define:

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1. Who, within an organization or its business partners will be able to detect an event or will receive a warning of the threat (implied or imminent)?

2. Who should be informed about it?

3. Who, where and how will register the event?

4. Who will analyze the event and in what aspects?

5. Who will classify the event and according to what criteria (type of an event, potential or actual impact)?

6. Who will prioritize the event (i.e., incident, major incident, disaster)?

7. What is the algorithm for the information escalation (direct supervisor, business unit manager, line manager, top management, capital group management)?

8. Who and when will inform the PR Manager or the spokesperson?

9. Who will secure the evidence?

10. Who will communicate with law enforcement agencies?

11. Who will communicate with employees and their families (in case of serious injuries)?

12. Who will communicate with service providers and manage their response?

13. Who will communicate regarding the incident with other interested parties and who will approve the general crisis communication strategy?

14. Who will be responsible for containing the incident?

15. Who will manage the repair & recovery efforts?

16. Who will scan for links between multiple incidents and based on what information?

17. What resources are needed and where will they be available?

18. Who, how and where will keep track of emergency action?

19. Who, where and how will keep track of incurred expenses?

20. Who and in what form and through which means of communication will report action status to the top management?

21. What are the criteria for activating the Business Continuity Plan?

22. Who and how will define conclusions and “lessons learned” from the incident?

23. Who and when will fill the incident management Knowledge Base?

24. What are the guidelines regarding the disclosure information about the incident?



It is essential that there is a single, but interdisciplinary organizational structure, responsible for handling the incident and implementing the Business Continuity Plan. Therefore, the incident management team constitutes a part of the Crisis Management Team responsible for the overall Business Continuity response.

Incident management procedures and the results of the risk assessment are also the best sources of reference for composing the BCM exercise scenarios and inspiration for awareness training courses.

Then again, exercises provide us with suggestions for the additional measures worth implementing in incident management. For instance, incident management procedures often use the linear communication links, which cause the repetition of the same information over and over again – especially when we need to brief the next crisis team members joining the emergency action – spending valuable time and losing the momentum. One solution to this problem could be establishing a conference call at regular intervals, where everybody hears everything being said. The other idea is a written action log, accessible to all the members of the CMT, which helps the persons joining the conference call or a meeting to brief themselves, without interrupting the ongoing discussion.

During an incident, people tend to react instinctively to danger. The crisis managers are often left with the difficult task to override the natural reaction and to assure people's safety. A good example would be an evacuation procedure: the instinct tells people to run away from the danger at all cost and as fast as possible, but the procedure is designed to avoid panic – we need to follow an indicated route to the meeting point, which

sometimes is longer than the shortest way outside. We shouldn't run – we should instead take stairs and not use elevators, even if it takes more time to reach the exit. The procedure is critical but counterintuitive – that's why it needs to be exercised frequently.

The incident management procedures and Business Continuity Plans are a very specific type of risk control mechanism. When every preventive measure fails, these are our last resorts: incident management and finally, the Business Continuity Management System.



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Renata Davidson works in Business Continuity Management since 1998. She was the first professional in Central and Eastern Europe to be certified by the Disaster Recovery Institute International. During her career, she has led tens of projects for the Blue Chip companies in Poland. She is the founder and CEO of Davidson Consulting & Partners LLC, a partnership of experts specializing in Business Continuity, Operational Risk Management and Process Management. Renata is also an author and lecturer of Business Continuity.



YOUR GUIDE FOR

A Perfect Weekend in Brussels

BY WANDERLUSTINGK



If you're looking for a weekend full of beauty, beer, and chocolate, you're in the right place. These are some of my recommendations for a weekend in Brussels, based on my experience of living there for a month as well as numerous other trips. Somehow, I've kept returning to Brussels and I keep finding more things to do each successive time. This itinerary is mostly based on my recent weekend in Brussels with friends.



Travel



This itinerary is relaxed, as Brussels is quite walkable and has a good metro system. Note: I've left out the Atomium, even though it is a great piece of architecture.

Grand Place

How can you miss Grand Place? Grand Place is Brussels' right to fame and it is absolutely stunning. The square is certainly crowded, but the earlier you're here, the better. Many of the buildings were built to house the powerful guilds who once controlled commerce in Brussels, although the town hall, which dates back to the medieval period, is the most iconic building of Grand Place (known as Grote Markt in Flemish).

Manneken Pis

One of the most frustrating things about Brussels that many don't tell you is that Manneken Pis is often in a costume and a bit smaller than you might imagine. The statue epitomizes Belgian sense of humor and is often dressed up in elaborate costumes. It's more difficult than you might think to get a picture without a costume.

Secondhand Books

My friend Lerissa told me about this bookshop (Rue du Midi 89), which is one of her favorite bookstores in Brussels! Many Belgian bookshops have a good selection of Flemish or French books; however their English selection is more limited. This cozy bookstore has a fantastic selection of English-language books for a great price.

Église Saint Nicolas

The church of Saint Nicholas is one of the oldest churches in Brussels. It dates back to the 12th century although it has been rebuilt several times. It's absolutely beautiful inside and free to visit, so don't be afraid to take a peek!

Waffles

Although Brussels' waffles are famous, they were actually invented by a Belgian family who lived in the United States who wanted to create something new and interesting for the 1964 World's Fair. That said, Brussels' waffles have caught on.



You can tell that it's a Brussels waffle by its rectangular shape and lightness as Liège waffles tend to be more circular and sweeter. You'll find numerous places to get Brussels-style waffles, although I would highly recommend Maison Dandoy.

Where to Stay in Brussels

I've stayed in several hotels and hostels in Brussels during my various trips. For those on a budget, Sleep Well hostel is a steal with clean, basic rooms and a good location. I really loved staying in the heart of the trendy Ixelles neighborhood at the nice, yet affordable Hotel Neufchatel, as it made it easy to find great food and cafes at night. The Dominican is a nice option for anyone seeking an affordable 4* boutique hotel in a centrally located area just around the corner from the Royal Galleries.

Saturday in Brussels

Belgians know how to eat. There is no question about that and every trip to Brussels involves some weight gain for me. I'm a chocoholic, so I always stop by a number of chocolatiers in Brussels.

Coffee and a Light Breakfast

A good start to the day is important, especially if you're coming off a train from elsewhere. I generally take the train into Bruxelles Central given the choice, although it's very easy to travel from Bruxelles Nord. Also, I often head to Aksum for a good cup of coffee.

Galleries Royales Saint Hubert / Chocolate Tasting Part I

The Royal Galleries of Brussels is a stunning covered shopping arcade in the center of Brussels. This beautiful gallery holds some of the best chocolatiers in the world. I recommend stopping off at Mary, Neuhaus, and Tropismes (for books).





Comic Walls of Brussels

All around the city, you'll find gorgeous comic murals showing off Belgium's amazing legacy of comic art. (The Tintin museum is a little outside of the city!) My favorite piece sat close to Rue du Marché au Charbon 41. This was one of the first painted murals in Brussels. You'll find many more as you walk around the city over a weekend.

Frederic Blondeel

I've tried most of the best Brussels chocolatiers and Frederic Blondeel is my favorite chocolatier. This bean-to-bar chocolatier comes from a family of roasters and his chocolate is made with the utmost care, with every ingredient taken care of by an employee or often Frederic Blondeel himself. Everything is sublime. Trust me.

Marché Aux Poissons / Saint Catherine

One of my favorite calmer areas (as recommended by my friend who lived in Brussels) is Saint Catherine. Along Quai aux Briques, you'll find a lot of charming cafes and a nice place to sit as people walk by. You might not be so hungry after the chocolate. However, this is a great area to slow down as it's away from the crowds in the city center.

You'll find a lot of options for all budgets, although we ended up getting gourmet burgers. Come early and stop by Nordzee for reasonably priced Belgian-style fish plate. (They close at 6pm, so get here earlier if you're looking for a snack.)

Craft Beer Or Cocktails

Although Belgium is famous for its abbey beer, there's also great craft beer in Brussels too! Brussels Beer Project makes fantastic experimental beer that can be found at their namesake bar. You'll find other cafes that make great cocktails in this area, including vintage-style drinks at L'Archiduc or the innovative bar next door (Cobra).

Sunday in Brussels

Belgium feels sleepy sometimes, with supermarkets outside of the city center closing down for the whole day. Luckily, there's plenty to see in the residential neighborhoods, which are full of charm. The second part of this two-day itinerary in Brussels focuses on showing you the charm and beauty of Brussels away from the center.

Breakfast at the Market in Saint Gilles

Saint Gilles is known as a village within Brussels. This charming neighborhood is full of art deco architecture and it hosts a lovely market. On Sunday, you'll want to come to Market Parvis Saint-Gilles armed with a few euros to pick up breakfast and browse the various goods here. It's a great place to pick up cheeses as a souvenir too.

Halle Gate

This elaborate port once stood as part of the gate around the city of Brussels. It dates back to 1381 and it's incredibly impressive as you walk through the picturesque park around it. For a few euros, you can visit the port and learn about the history of Brussels as well as weapons, or you can just walk by and enjoy the view!



Browse Secondhand Goods at the Marolles Flea Market

I always love a good flea market. I stumbled upon the Marolles Flea Market, which takes place every Sunday. You'll find a bit of everything here: from used clothes to poor taxidermies, to antique items. If you're an antique lover, be sure to bring cash with you as I was wishing that I could buy some of the oddities on sale here...

Galerie Bortier

Although the Royal Galleries are super famous, be sure to stop by the Galerie Bortier, which is full of bookshops and art shops. It's just such a beautiful place to take a moment to enjoy the beautiful surroundings and shop.

Park Mont De Artes

For the most iconic view of Brussels, head to Park Mont des Arts for stunning views from the Mountain of Art. This lovely park is surrounded by gorgeous buildings in every direction and you'll be glad that you climbed to the top of the stairs!

Royal Palace/Parc De Bruxelles

From here, head towards the Royal Palace and Brussels Park. This park was once used for hunting; however it's open to the public to enjoy. From Place des Palais, you can admire this palace that is open to the public during summer.



A Beer, Of Course

With limited time, quick decisions must be made. Before you leave, consider stopping for a drink at one of these classic Brussels bars: Delirium Café, A la mort Subite, or Au Bon Vieux Temps. (If you're ambitious, try going to all three!)

Delirium Café is the most famous and most expensive of these three. This bar is a favorite of tourists, but it surprised me with its nice atmosphere and decent selection of beer. There's ample seating and it's worth the visit if you're keen to have a beer here.

A La Mort Subite has a stunning interior dating back to 1928. I was worried it would be too touristy, but we had a blast having beers here, although you'll pay for the pleasure. Their homemade beer is fantastic and I loved their peach-flavored beer. You might need to wait for a table.

Lastly, I had to include Au Bon Vieux Temps. This old cafe is hidden down an alleyway that is very easy to miss, but it's full of charm. I loved the quiet of the cafe as well as its charm that will take you back in time.



What to Expect From the Revised Version of the ISO 22301 Standard

BY DONIKA GASHI & VESA HYSENI, PECB

The Expert



The ability of handling disruptions and crises during emergencies has never been more important to organizations than nowadays. The ISO 22301 has become a global benchmark for business continuity management systems. Taking this into consideration, ISO 22301 is being updated in order to ensure its relevance to a constantly changing business environment and conditions. The revised version of the ISO 22301 is predicted to be published in fall 2019.

A DIS (Draft International Standard) of the ISO 22301 has been published at the beginning of 2019. During this time, all interested parties were allowed to make comments and submit them to their relevant bodies which are taken into consideration prior to the final publication of the standard. Even though some changes may be evident in the final version of the standard compared to the draft, the latter just gives an idea of what the final version of the standard will contain.

The Likely Changes ISO 22301:2019 Will Bring

Considering that ISO 22301 is being developed using Annex SL and the High-level Structure that can already be aligned with other management system standards such as ISO 9001 – Quality Management or ISO/IEC 27001 Information Security Management, no drastic structural changes are expected in the revised version. On the contrary, the main focus of this update has been towards simplification, clarity, and the word choice for the clauses; thus including less prescriptive procedures. As it can be seen in the current DIS, redundant information has been removed, the terminology has been simplified, and the content has become more consistent.

However, there are a few changes worth mentioning:

Changes	ISO 22301:2019
Simplification	<p>Less prescriptive procedures and less documentation requirements.</p> <p>For example, the clause related to the organization and its context in the new version does not specify what aspects an organization shall consider regarding the documentation process, compared to the previous version.</p> <p>Another example is the clause in the revised version related to the involvement of the top management, which focuses on the maintenance of an effective BCMS, thus making it more pragmatic than the previous clause.</p>
New requirements	<p>Sub-clause 6.3 is introduced as a new requirement in the revised version of the standard, requiring from organizations all changes in the BCMS to be made in a planned manner.</p>
Renamed	<p>Clause 8.3 Business continuity strategy has been renamed to Business continuity strategies and solutions. This way, the focus is on finding appropriate solutions for specific cases.</p>
Removed	<p>“Risk appetite” references have been removed in the revised standard. The emphasis now is on the level at which the impact of not resuming the activities becomes unacceptable for the organization.</p>

ISO 22301:2019 — Positive improvement that will bring even more value to practitioners, professionals, and businesses worldwide.

While removing duplications, the revised standard has clearly distinguished the requirements (what) and the guidance (how). It should be noted that ISO 22313, a guidance document, will also be updated reflecting the changes of ISO 22301, and it will be published after the release of the new version of ISO 22301. Since the latter is expected to be published in fall of 2019, there will be a transition period of three years for all current certifications. Hence, all

the certificates of 2012 will be valid only until the fall of 2022.

NOTE: The information provided in this article covers in general the major changes that the revised ISO 22301 will bring to the existing one. For more detailed information regarding the changes in ISO 22301:2019, please refer to the [article](#) written in the 19th Issue of PECB Insights Magazine.

DISCOVER THE CITY OF A MILLION HEARTS



Zagreb is a vibrant city known for its historical museums, parks, medieval architecture, cultural and sports events. Situated on the southern slopes of the Medvednica Mountain, along the banks of Sava, it is the capital and the largest city of Croatia. Zagreb is an ideal place for a day trip or longer visits, especially during Christmas when the city turns into a winter wonderland. With a history that dates back to 1094, the city is full of historic landmarks, interesting sites, museums, hotels and restaurants.

Croatia has a great geographical position, between Central Europe and the Adriatic Coast. It is known as a destination where you can enjoy Mediterranean-style holidays and experience the Adriatic coastline with over a thousand islands. Over the last few years, Croatia has shown that it is a wonderful place to also spend winter vacations as well. Zagreb has been awarded as the best European Christmas Market for three years in a row. Its magical atmosphere, with the aroma of mulled wine, gingerbread, the sound of Christmas bells, and a variety

of events will satisfy even the most demanding visitors. Zagreb is one of the few capital cities in the world where you can experience skiing only 30 minutes from the city center, in a beautiful ski resort known as Sljeme. Even though the name of the mountain is Medvednica, locals prefer to call it Sljeme, which is actually the name of its highest peak (1033 m). During the winter, Zagreb hosts the FIS Ski World Cup “Snow Queen Trophy”. The first weekend in January is reserved for the “world’s best male and female slalom skiers’ race” on Sljeme.

Attractions That You Shouldn't Miss

The Botanical Garden is an oasis at the heart of the city where you can see the rarest Croatian plants. The garden cultivates and protects endemic plants and it's mainly a scientific institution. It's a great escape from the city rush where you can enjoy a calm walk in the garden and discover its biological diversity. The best time to enjoy the best of the flowers' bloom is spring.

Grič Tunnel is a pedestrian tunnel located in the city center of Zagreb under the historic neighborhood of Gradec. This historic bomb shelter is an important part of history. It was built and used during WWII to shelter people from air attacks. In 2016 the tunnel was remodeled and opened for the public, serving as a tourist attraction and hosting cultural events.

Maksimir Park is Zagreb's oldest and biggest public park, which opened in 1794, and it is a great place to escape the city noises. The Zagreb Zoo, which is inside the park, is home to an extensive number of animals. The park is one of the favorite places for weekend sports and relaxing activities. It has an artificial lake, meadows and creeks and also a large area of natural forest. It is as tranquil as close to the city.

Once you decide to visit Zagreb, you can choose to explore both the city center and the surrounding areas by combining a walking tour and a panoramic bus tour.





St. Marks's Church – very special church located on St. Mark's Square in the old town of Zagreb, called Gradec or Upper Town. It's one of the oldest buildings in Zagreb, famous for its easily recognizable colorful roof of red, white and blue checkered roof tiles. This square also contains two other important buildings: the Croatian parliament on the east side and governmental building on the west side.

Croatian Museum of Naïve Art – This museum has a well-organized collection of naïve art accompanied by a very helpful overview brochure that is available in multiple languages. It is a kind of museum which displays works of Croatian naïve artists such as Generalić, Rabuzin and Lacković Croata. The museum is dedicated to the work of naïve artists of the 20th century and it is house to over 1900 works of art, mainly by Croatian artists but also other well-known international artists of the genre.

Zagreb Cathedral is the most impressive monumental gothic-style sacral building in the city. It's a Roman Catholic Church with impressive neo-gothic towers, which are the result of restoration after several damages caused by the earthquake of 1880. The stained glass windows are beautiful. There is a souvenir shop next to the cathedral where they also sell specially handcrafted items.

The Museum of Illusions is unique in this part of Europe with a great location close to the main square – Ban Jelačić Square. If you want to explore the world of illusions and experience the impossible, it's worth a visit. It's a perfect place for a new experience and a lot of fun, but also to learn and discover the mystery of illusionism. The interesting thing is that you can touch everything around you which is not common in most museums.

Technical Museum Nikola Tesla – the museum was established in 1954 to promote science and technology. It's named after the famous engineer and inventor, Nikola Tesla. The museum has a collection of numerous items typical for the 19th and 20th century industrial era and it showcases the evolution of science and technology.

Museum of Broken Relationships is a museum dedicated to failed love relationships. Its exhibits include personal objects left from former lovers, accompanied by brief descriptions. It has begun as a traveling collection of donated items but it has found a permanent location in Zagreb. In 2011, it received the Award for Europe's most innovative museum. It is located in the Upper Town, a historical part of Zagreb rich in tourists' attractions.

Dolac Market is a farmers' market located in Upper Town (Gornji Grad) and it's the most visited and the best-known market in Zagreb. It is famous for its combination of traditional open market and a sheltered market below where farmers come to sell their homegrown fruits and vegetables. It is located near the main city square – Ban Jelačić Square. It's not just a street market, it's a great and lovely spot where you can pass through and see all the fruit, vegetables, cheeses and more and feel the tradition of selling and buying on the street.

Tkalčićeva Street is a beautiful vibrant street with old houses, bars and restaurants. Both locals and tourists love outdoor eating and drinking in this picturesque street. Tkalča is a place where you can relax, enjoy a drink with friends, take a casual walk and start your nightlife. It is quiet during the day and it gets really busy at night, and it might be hard to get a table anywhere.

...and There is More to This

The entertainment scene in Zagreb offers a lot of variety when it comes to nightlife, live music and cultural events. You can visit the Croatian National Theatre, Gavella City Drama Theatre, Vatroslav Lisinski Concert Hall, Komediya Theatre or some of the modern cinemas.



The city is rich in social events throughout the year, and some of the most popular events locals and tourists like to visit are Strossmarte, Festival of Lights, INmusic festival etc.

In Zagreb you'll discover many architectural and natural beauties, museums, exhibitions and gastro-events. You get to enjoy every day cafe culture, city parks and greenery and an array of street festivals (Cest is d'Best – International Street festival, Welcome Spring Festival, Food Film Festival at Zrinjevac Park, A Sea of Books in July, Midsommer in Maksimir Park to celebrate beginning of summer in a Swedish way, Burger Festival in September and many others).

Zagreb Upper Town is the oldest part of Zagreb. It's accessible on foot from Ban Jelačić Square. You can take the route from Radićeva Street towards the Stone Gate (Kamenita vrata) or enjoy a ride on the shortest funicular in the world.

Enjoy a Unique Culinary Experience

Zagreb dining is rich with many old and new restaurants. There are plenty of traditional restaurants serving Croatian dishes like štrukli, zagrebački odrezak, purica i mlinci, etc. Croatia is famous for seafood, which is a must – try.. While you can find great seafood in Zagreb too, its gastronomic traditions are focused on continental dishes. The city also has modern restaurants that serve dishes from around the world and some of the best restaurants are Dubravkin put, Okrugljak, Bistro Apetit, Noel, Barbieri's, Mano and so one.



IMG: FLICKR/ PREMSHREE PILLAI



IMG: BISTROAPETIT.COM

Dubravkin put is situated next to the Tuškanac woods and is not far from the main square. It's a place where the food and service perfectly match the beautiful decor and atmosphere of this restaurant. They have a long list of wines – make sure to indulge in the regional Croatian wines! This restaurant has a Michelin Guide recommendation. It is advisable to make a reservation as the restaurant is full most of the time.

Noel earned a Michelin star in February 2019 and joined four other Croatian restaurants with this culinary honor. Just by entering the place you feel welcomed and that makes the experience even better – the presentation and the quality of the food and service will make your day.

Bistro Apetit is a place where you have the opportunity to enjoy the ultimate combination of food and drinks. A world-renowned chef will make sure you have an unforgettable gastronomic experience in global cuisine. Definitely recommended to stop by for dinner if you are in town. The restaurant is located on the hills above Zagreb and it feels like peaceful and serene.

Apart from more high-end restaurants, Zagreb has many small and casual restaurants that are very popular both for tourists and locals. The best examples are Mundoaka Street Food, Rougemarin, Mali bar, Time Restaurant, Otto and Frank, Pod zidom Bistro and Wine bar.

Zagreb is a city with many charming streets, traditional shops, excellent restaurants and hidden little places. After you find your favorite place, you will wish to stay forever. You can live like locals, relax in the park, explore the city on a bike ride, go hiking on Sljeme or enjoy summer open-air concerts and festivals. Regardless of the length of the visit, you will enjoy all that Zagreb has to offer and will feel that it is well-worth leaving the coast to spend at least a few days in Croatia's capital.



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The Changing Face of MBAs in the Digital Era

With the advent of the internet age, digitalization is here to stay. Such development has affected all industries, reformed business models and brought upon the necessity of change - as a 'do or die' in a very engaged competitive environment. The education sector is witnessing this shake-up, as new distance learning study programs are challenging the rigidity of traditional classroom-exclusive programs, as they are more flexible and adaptable to the changes of the labor market. As times change, so should the concepts.

For a long time, the school system has adopted a standardized approach to education, resembling the industrialized system of batch production, spanning from elementary to graduate education. While this system has its merits for creating narrow trade and profession experts and seeing through the Industrial Revolution, it is now being criticized for hindering the free flow of ideas and creativity among students, and limiting their career within the confinements of their specialization.

One of the key elements of a traditional study program is the idea of a highly standardized curriculum. This ensures that institutions operate in similar fashion, and the knowledge output covers the same general topics. Overall, this serves well as a guideline, but entering the current digitally induced knowledge economy means that in less than a decade from now, more than a third of all skills learned today will become obsolete. Many professions are being aided or gradually replaced by artificial intelligence, leaving a challenging gap for universities and colleges alike to tackle.

Contemporary MBAs are no strangers to this trend. They are digitally oriented, and due to their multi-dimensional environment – future proof. Time is past for unilateral professions: combinations of Management and Information Technology, Security, Risk among others, ensure that students do not ‘sink with the ship’ of conventional professions that risk to become obsolete by automation and artificial intelligence. Nowadays, most employers – understanding the need for change, when headhunting for their companies are looking for the added value from their candidates, something above and beyond their standardized degree. Those are the ones that will ultimately get the job.

Having understood this imperative for change, universities long established in their traditional systems are embracing change, slowly but surely. Many seek cooperation with international universities, and other providers of online education to ease their change in this new era. Considering the importance of online resources and distance education in the lifelong learning process – the difference between classroom-based and online learning environments is quickly dissipating. Yet, the ‘digitally native’ institutions – created in the knowledge economy and for the digital era, are better versed to adjust and adapt. Having a complete focus on providing value and skills for the future, study programs offered by these institutions need no transition at all – they are already well ahead of their competition.

Having finished the first year of studies, MBA students at PECB University have managed to get the best of their academic and professional worlds. Career advancement was a given – and a work-study-life balance was provided to each student. The industries have benefited from this new disruption in the educational world too – individuals are becoming more qualified while giving their best at their workplace too. Balance has been proven to be a key to mastering all sorts of tasks, and such luxury has been offered to the students too.

As our student, Mrs. Canhasi says: “As a full-time working student, having all the video recordings of the lectures and being able to watch them at my convenience was very important. This way, I was able to manage and coordinate the time dedicated for studying, without interrupting my daily responsibilities at work... Another benefit which I find very important is the ability to use all the knowledge and skills gained throughout the semester at my job position. As an ambitious person pursuing professional goals, PECB University has provided me with a great opportunity to finish my master studies through its online program. I am beyond grateful to be able to advance my knowledge and abilities along with gaining a master's degree without affecting my job performance.”

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Innovation & Security Meet Risk Management

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The PECB Insights Conference will be an event where participants will have the chance to explore the headquarters of the European Union, Brussels, while learning more about the different trends in Information Security and Risk Management. The topics chosen for the round-table discussions represent the changing landscape and evolution of technology and its potential impacts on businesses, be those positive or negative. Risk Management is a key business area that will be heavily affected by these rather disruptive technologies.

New technologies will not only impact Risk Management and Information Security, but will also force the emergence of new approaches to risk. With the popularity of the Internet of Things (IoT) increasing, discussions have started on whether IoT will be more of a disruptive innovation or a threat to data privacy. Experts are divided on whether IoT will be useful in bringing new applications in assessing and regulating risks, or whether it will make organizations more vulnerable to attacks. The need to familiarize organizations with the application of IoT is becoming more imminent. However, 80% of companies fear that they do not have the skills to analyze and understand the data that IoT provides. At the PECB Insights Conference there will be dedicated roundtables and discussions on IoT and the effect it will have on Risk Management. One of these roundtables is "Internet of Things, Risks and Security".

Risk Management is a field which must always keep up the pace with the advancement of technologies, such as Artificial Intelligence and Blockchain. It is important for organizations to start to integrate these technologies in their everyday operations and processes, and to do so, they must first understand how these technologies can benefit or damage their organization. With the AI technology, organizations can automate procedures previously done by individuals, which will mean less time and manpower.





Interested in learning more about these topics?

All this and much more will be discussed at the PECB Insights Conference in Brussels. Come and meet fellow experts on October 3-4, to discuss and immerse yourself in stimulating and informative discussions. Take a look at the official agenda [here](#).

Thinking of joining us at the conference?

Then why not invest in your career by taking one of our Pre-Conference Training Courses. Master the concepts of Privacy Information Management Systems based on ISO/IEC 27701, or advance your auditing skills by registering for the Certified Management Systems Auditor training course. Find out more about the Pre-Conference Training Courses [here](#).

However, there can be repercussions, which is why there should be a fail-safe and preventive set of measures for cases of technical errors or cyberattacks.

Discover what will be the impact of disruptive technologies in our discussion “The effect of disruptive technologies (AI and Blockchain) on Risk Management”.

Blockchain technology has been welcomed by many risk experts across different fields, since there is an assumption that this technology will be able to lower existing risks. Indeed, this technology has proven to be beneficial to Risk Management- however, organizations must be resilient and understand the risks that come with this technology. The nature of the Blockchain technology is different from other applications, since it becomes part of the organizations' core infrastructure, thus having a much higher potential impact on the essential operations of the organization. To ensure that organizations receive all the benefits of Blockchain technology, they must analyze and plan for the potential risks, such as cyberattacks, technical failures, and third party-associated risks. Benefits of the Blockchain technology include lower costs, improved transparency, improved inventory trail of transactions, and increased efficiency.


Learn more about the impact and future of Blockchain in one of our round-table discussions dedicated to Blockchain “The Future of Blockchain –Trends, Risks and Outlooks”.

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