

ISSUE 22 / OCTOBER 2019

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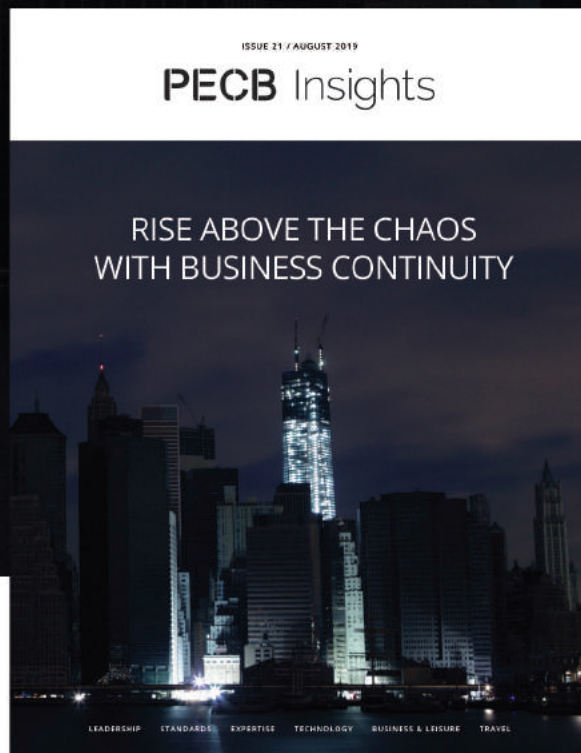
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# In This Issue

**6 The Expert**

Risk Management & Information Security

**12 The Standard**

Understanding Risk With Newly Updated International Standard

**14 Technology**

Blockchain: The Promised Land of Risk Managers?

**19 The Expert**

ISO 31000 and the Risk Culture of Organizations

**24 Leadership**

8 Ways The Best Leaders Motivate The Best In Others

**30 Travel**

A Luxury Weekend Away to Amsterdam

**40 Business & Leisure**

Oslo: The City of Fjords, Arts & Innovation

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6



14



30



Risk management  
is not about future  
decisions, but about  
the future of decisions  
that we must take now.

ROBERT N. CHARETTE





# Risk Management & Information Security

At any point in time, any organization can face Information Security or Cybersecurity incidents<sup>1</sup>. Without having a risk management process supported by an effective and well-documented method in place, organizations will struggle when facing incidents that seriously threaten their sustainability and overall success. It is the top management's responsibility to structure the organization properly, so that it can effectively cope with potential risks.

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[1] In the text, the term "incident" refers to security incidents as well as cybersecurity.

**R**isk is defined as the probability of an incident occurring that can impact the organization and its components in a form that is undesirable and unpredicted.

By focusing on detecting what might go wrong, the risk management process helps to identify risks that could potentially affect the organization. Evaluating risks in terms of probability and impact allows the organization to rank them in order of importance, and deal with them in accordance with their priority. By identifying risks, organizations will be better prepared; will reflect on potential threats beforehand, and may even be able to consider the cost-effectivity of different forms of addressing risk.

It is incorrect to presume that only large organizations need to manage risk. The size of the organization is not a factor when it comes to dealing with risk; all organizations are responsible for ensuring the availability, integrity, and confidentiality of the assets entrusted to them by their clients. Therefore, the need to take into account the organizational framework and the competences of the human resources involved in technology management and Information Security management becomes apparent.

Implementing a risk management process in an organization comes with challenges and pitfalls. Firstly, there is the technological aspect of the organization. Different factors, such as the nature of the information systems in place, the amount of data, the novelty of applications, the transactional exchanges, and the emerging technologies, require the IT specialists to make sure everything works correctly (infrastructures, networks and services, etc.).

Yet, Information Security will be seen in many ways as an irritating factor, and technology managers may try to minimize security because, according to them, security affects performance, is expensive, and requires controls that restrict access. It is, therefore, imperative to separate the branch of Information Security and Risk Management from Information Technology (IT). Ideally, the management of security should be the responsibility of the general management or, even better, it should be under the direct authority of the top management.

Security and Cybersecurity are therefore not just IT issues. On the contrary, they are multifaceted challenges that require an integrated management approach. Total protection against threats and cyber-threats is impossible. The concept of zero risk is non-existent here. We can, nevertheless, create a risk-based approach that features a broad strategy to deliberately avoid, mitigate, accept, or transfer the risks posed by these threats.

Organizations must establish and maintain an appropriate governance and risk management framework to detect and eliminate risks to communication networks and services.

In this context, an effective security (including Cybersecurity) program based on risk management requires a governance framework that uses processes, methods, and tools wisely to manage risk properly.

### **A Governance Framework**

The first step for the management team is to identify the persons within the organization that need to be involved in the development of a security program. Among the key internal measures to be taken initially is the identification of known risks and established controls.

It is best practice to set up an Information Security Management Committee that consists of managers representing the full range of knowledge and skills of the organization.

Another best practice is to appoint a Chief Information Security Officer (CISO) and assign him/her to the function of overseeing the organization's initiatives in the area of security. Nevertheless, the appointment of a person for this duty does not release the rest of the organization – including the senior management, staff, consultants, partners, and clients – from their share of responsibility regarding security management. Security is everyone's responsibility.

## A Risk Management Process

As organizations face a considerable numbers of risks, risk management must be a central part of any organization's strategy. Such strategic management helps in identifying and addressing the risks faced and, in doing so, increases the likelihood of successfully meeting business objectives.

A risk management process based on good practices will:

- Help the management team to take decisions when selecting the risks to prioritize and plan the controls to be deployed
- Facilitate the allocation of capital and resources
- Help anticipate possible scenarios, minimize the number of incidents and their impacts or, in the worst-case scenario, avoid a disaster or a serious financial loss
- Strengthen relationships with partners, clients, and various third parties
- Enlighten leaders in their strategic choices
- Improve brand image vis-à-vis the market
- Build employee confidence in the effective management of the organization

**Figure 1**

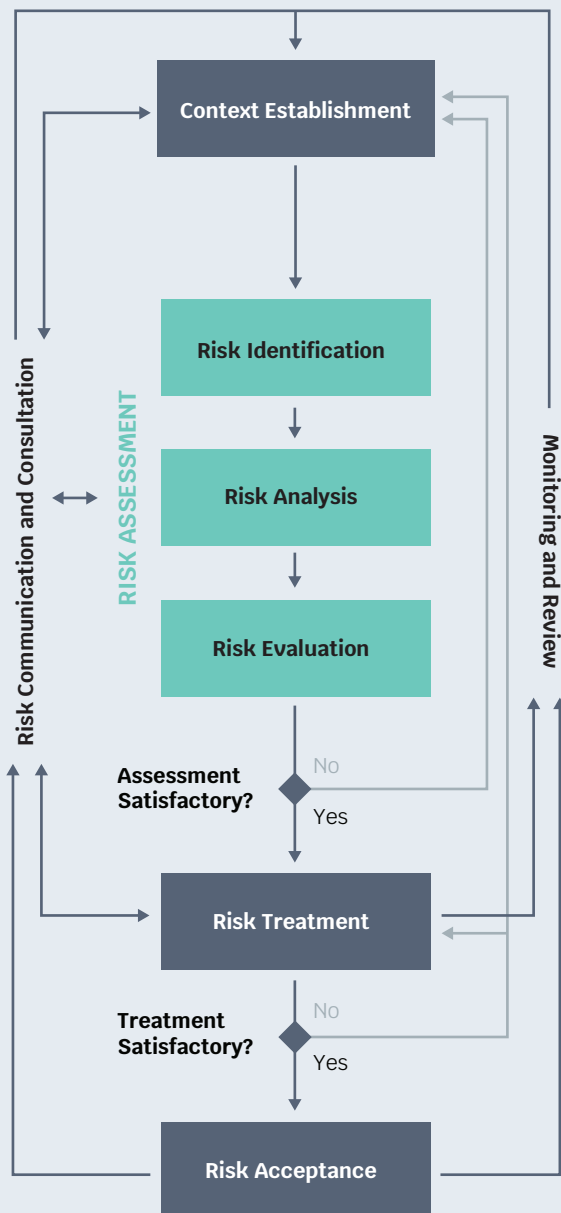


Figure 1 summarizes the process recommended by ISO/IEC 27005 and includes 6 major steps.

1. **Context establishment** aims at globally identifying the information assets (data, information systems, network, etc.) that will be evaluated and located in the internal and external environment.
2. **Risk assessment** makes it possible to identify the risk sources, to estimate the risks, and to assess the importance of risks in terms of their severity.
3. **Risk treatment** allows the selection and implementation of risk-modifying controls (accepting, mitigating, transferring, or avoiding risk).
4. **Risk acceptance** confirms the top management's decision to accept risk.
5. **Risk communication and consultation** ensures transparency between the organization and its stakeholders.
6. **Monitoring and review** ensure that the process is continuously improved and generates the desired outcomes.



The implementation of this process will allow:

- The methodical identification of the risks associated with the organization's activities
- The assessment of the probability of an event occurring
- The knowledge on how to respond to these events
- The strategies to deal with the consequences of such events
- The monitoring of the effectiveness of risk management approaches and controls

### **A Risk Management Methodology Carried Out by Experienced People**

As stated by Didier Hallépée, "The worst risk is the one you do not know about."

In terms of skills, it is important to have experienced staff in risk analysis. The use of a novice advisor may seem economical at first glance, but may become a bad investment if he/she fails to identify and analyze the risks properly. At this stage, it is best practice to delegate the task of carrying out the risk analysis to a risk management-certified specialist.

Managing risk without using a recognized method<sup>2</sup> will not generate the expected benefits to the organization. Using a proven method will allow you to identify the risks, vulnerabilities, likelihood, impact, and nature of the scenario describing how the asset is affected.

The use of a risk map will enable you to visualize risks in relation to each other, judge their extent, and plan the types of controls (organizational, technical, administrative, or legal) that must be implemented to treat them.

Risk prioritization, regardless of how it is done, makes it possible to allocate the right amount of time and financial resources to cope with high magnitude risks. One can put systems and controls in place to deal with the consequences of an event. This could involve defining a decision-making process, as well as escalation procedures an organization should follow if an event occurs.



[2] There are tools that can help in assessing risk. The Mehari risk management method, for example, is a method that has continued to grow and evolve over the last 20 years. This internationally recognized method, supported by CLUSIF, is available in 4 versions (Mehari Manager, Mehari Expert, Mehari Pro, and Mehari Standard) and allows any organization (small, medium, large, or very large) to know and manage both organizational and technical risks.

Risk management requires discipline and great cohesion. For most activities, one needs to structure the approach and identify the carriers.

The implementation of important security processes is essential to support risk management, and we must not reduce the efforts to maintain a proper documentation if we want to improve the quality of the measures, the robustness of the infrastructures, the maturity, and the conformity of the organization.

The four main pillars of Information Security that support the entire risk management structure are:

1. An information security policy
2. Categorization of information assets
3. A risk analysis describing the environment facing the organization
4. An applied Information Security incident management process

These four pillars support a mature management of risk, effective identity and access management, effective technology management, a tested business continuity management process, and an effective and continual education and awareness program.

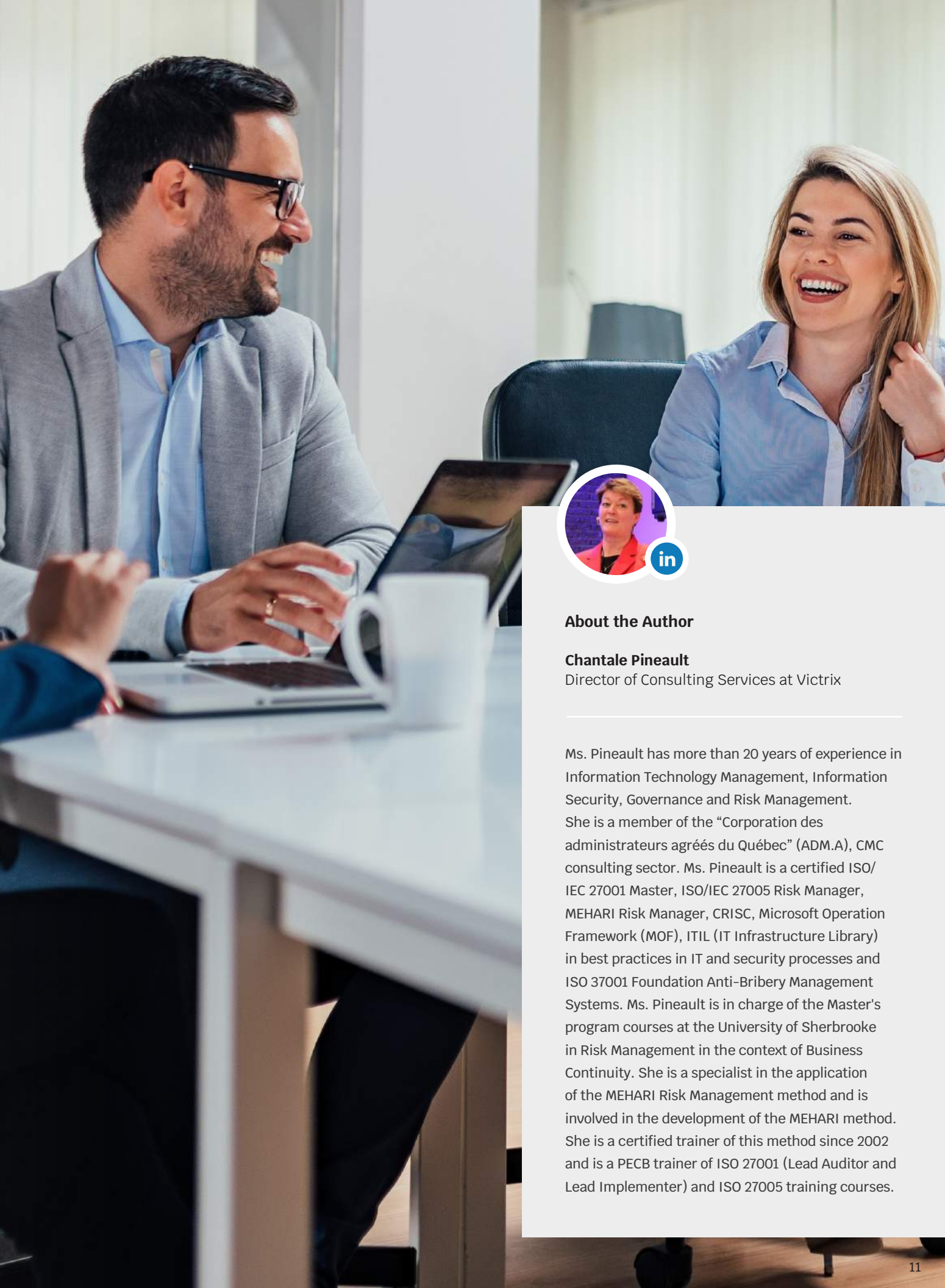
The combination of all these elements will allow the measurement of an organization's exposure to information security risks. Some of the risks that can be faced include:

- › Risks from mobile devices
- › Human resources to recruit
- › Problems in relationships with third parties (suppliers)
- › Various risks associated with off-site work
- › Technology risks, such as: risk of loss, damage, theft, or misappropriation of assets; risk of unauthorized access; risk of business disruption

The list can also include emerging risks such as cloud computing, the Internet of Things, artificial intelligence, metadata, etc.

A risk-based approach will help in better defining investments, and providing a more complete picture of the way things are done. It is not wise to take a chance with risks.





#### About the Author

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Ms. Pineault has more than 20 years of experience in Information Technology Management, Information Security, Governance and Risk Management. She is a member of the “Corporation des administrateurs agréés du Québec” (ADM.A), CMC consulting sector. Ms. Pineault is a certified ISO/IEC 27001 Master, ISO/IEC 27005 Risk Manager, MEHARI Risk Manager, CRISC, Microsoft Operation Framework (MOF), ITIL (IT Infrastructure Library) in best practices in IT and security processes and ISO 37001 Foundation Anti-Bribery Management Systems. Ms. Pineault is in charge of the Master's program courses at the University of Sherbrooke in Risk Management in the context of Business Continuity. She is a specialist in the application of the MEHARI Risk Management method and is involved in the development of the MEHARI method. She is a certified trainer of this method since 2002 and is a PECB trainer of ISO 27001 (Lead Auditor and Lead Implementer) and ISO 27005 training courses.

# Understanding Risk With Newly Updated International Standard

When the only certainty is uncertainty, the IEC and ISO ‘risk management toolbox’ helps organizations to keep ahead of threats that could be detrimental to their success.

All businesses face threats on an ongoing basis, ranging from unpredictable political landscapes to rapidly evolving technology and competitive disruption. IEC and ISO have developed a toolbox of risk management standards to help businesses prepare, respond and recover more efficiently. It includes a newly updated standard on risk assessment techniques.

IEC 31010, Risk management — Risk assessment techniques, features a range of techniques to identify and understand risk. It has been updated to expand its range of applications and to add more detail than ever before. It complements ISO 31000, Risk management.

IEC 31010 describes the process to be followed when assessing risk, from defining the scope to delivering a report. It introduces a wide range of techniques for identifying and understanding risk in a business or technical context.

The IEC and ISO risk management toolbox features internationally agreed standards with best practice and benchmarks on how to manage risk, as well as a risk management framework, agreed principles and processes.

Professor Jean Cross, who is the Convenor of the group of experts who maintain and revise IEC 31010 said “IEC 31010 is a valuable complement to ISO 31000 by providing detail on how risk can be assessed and describing the advantages and disadvantages of the different techniques that can be used”.

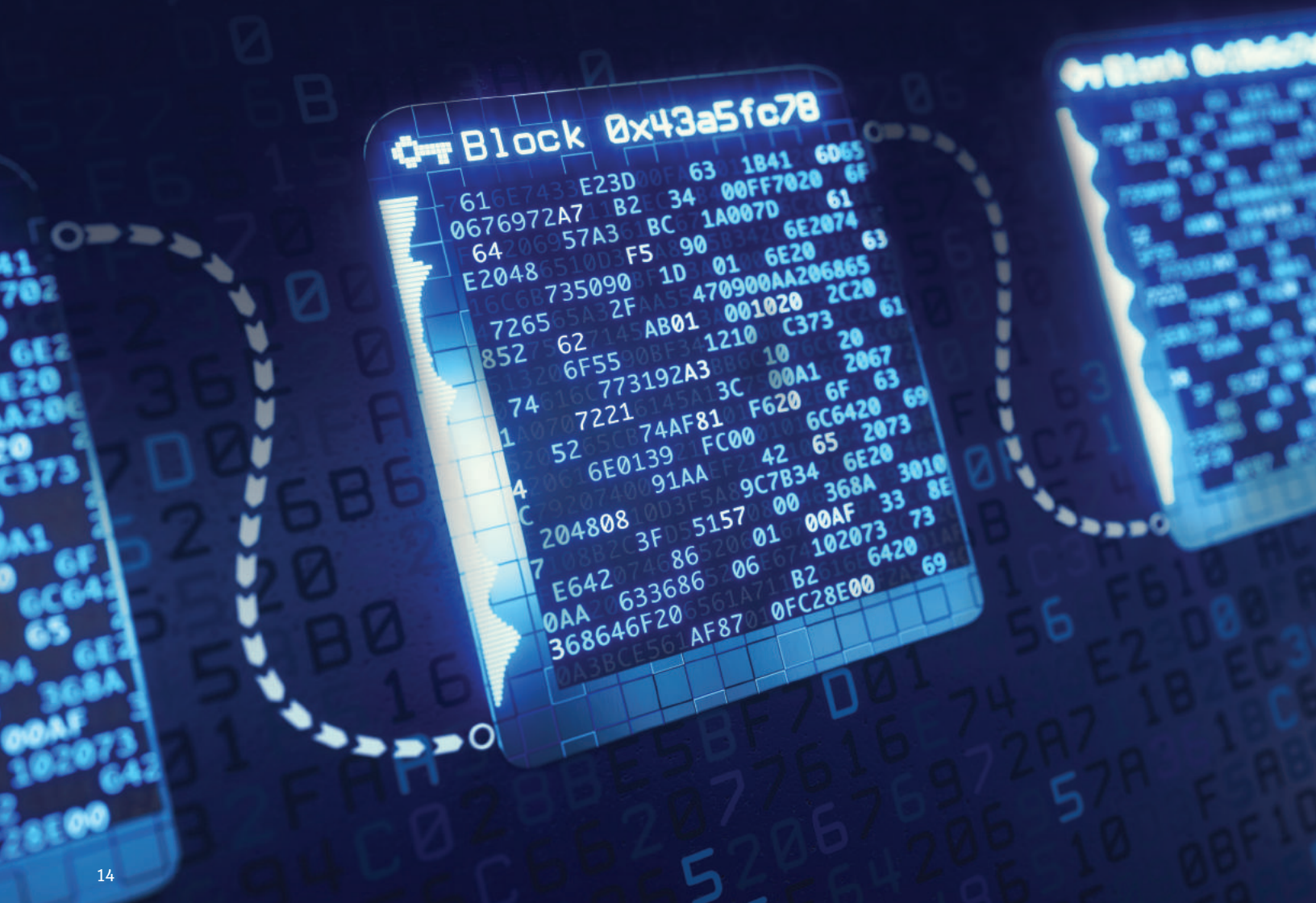
“The standard is useful both as part of a process to manage risk and when comparing options and opportunities so that decisions are based on a good understanding of risk,” she said.



# Blockchain

THE PROMISED LAND OF RISK MANAGERS?

BY JULIAN KUÇI, PECB



We have heard so much about Blockchain these past two years. Indeed, even though in its first steps, if we consider the big temporal picture of its implications, this technology already has a multitude of impacts – not only in the finance and banking sector, but in virtually all industries and disciplines.

**B**ecause of its nature, the first thing that comes to mind is the cybersecurity dimension of this technology. As a matter of fact, Blockchain has been praised precisely for setting an unprecedented level of security when it comes to its uses in the cyberspace, but also when it comes to the security of personal data. But what are the implications that this technology has in the way we manage risk today and, most importantly, in the way we will manage risk in the future? And when one thinks about this aspect of Blockchain, it is inevitable to ask: how can we manage risk in the usage of this new technology?

### **block-chain** noun

a system in which a record of transactions made in a cryptocurrency is maintained across several computers that are linked in a peer-to-peer network.

### **Compliance and Regulations**

While the premise of the usage of Blockchain in organizations is that it makes data transferring much more secure than the current systems, as well as less costly, more efficient and quicker, the novelty of this technology also poses new challenges when it comes to risk management. Risk managers have all the reasons to be excited about this new technology, but by the same token they have all the motives to be intimidated by the challenges that it presents.

Moreover, there is also the compliance and regulatory aspect, which deepens the challenge, because as with every new technology, regulatory bodies will have to enact regulations as soon as possible to make sure that this technology does not pose a serious threat, especially to capital markets. However, because of its anonymous nature, its novelty and, therefore, also lack of experience and shortage of experts, it is much harder for regulatory bodies to form and enact truly efficient regulations for Blockchain.

In the United States, the Financial Industry Regulatory Authority (FINRA) – which is a private entity, that among other things acts as the arbitrary entity of the operations of the New York Stock Exchange – has already issued a comprehensive guidance which is to be carefully considered and followed by organizations which employ the technology in the New York Stock Exchange.

### **The “White Hat” and the “Black Hat” Blockchains**

When it comes to risk management, it is important to distinguish between the two main types of Blockchains: **permissioned** and **unpermissioned** (or permissionless) Blockchain. In the risk and security dimension the distinction between the two plays a big role.

**Unpermissioned Blockchain** is a system which allows all parties to participate without the need of vetting. At the very beginning of the commercialization of the theoretical usages of this technology (remember when cryptocurrencies, more specifically Bitcoin was the buzzword of the day?) almost every case we would hear was in fact based on this type of Blockchain – the unpermissioned one. Therefore, we would hear a lot about mining, and that is because unpermissioned Blockchain uses a pool of cryptocurrency at the beginning to pay the miners and other service providers. In an analogy to labor unions, this would be the “inclusive” type of union, where all the workers (in this case voluntary parties) would be allowed to join the union.

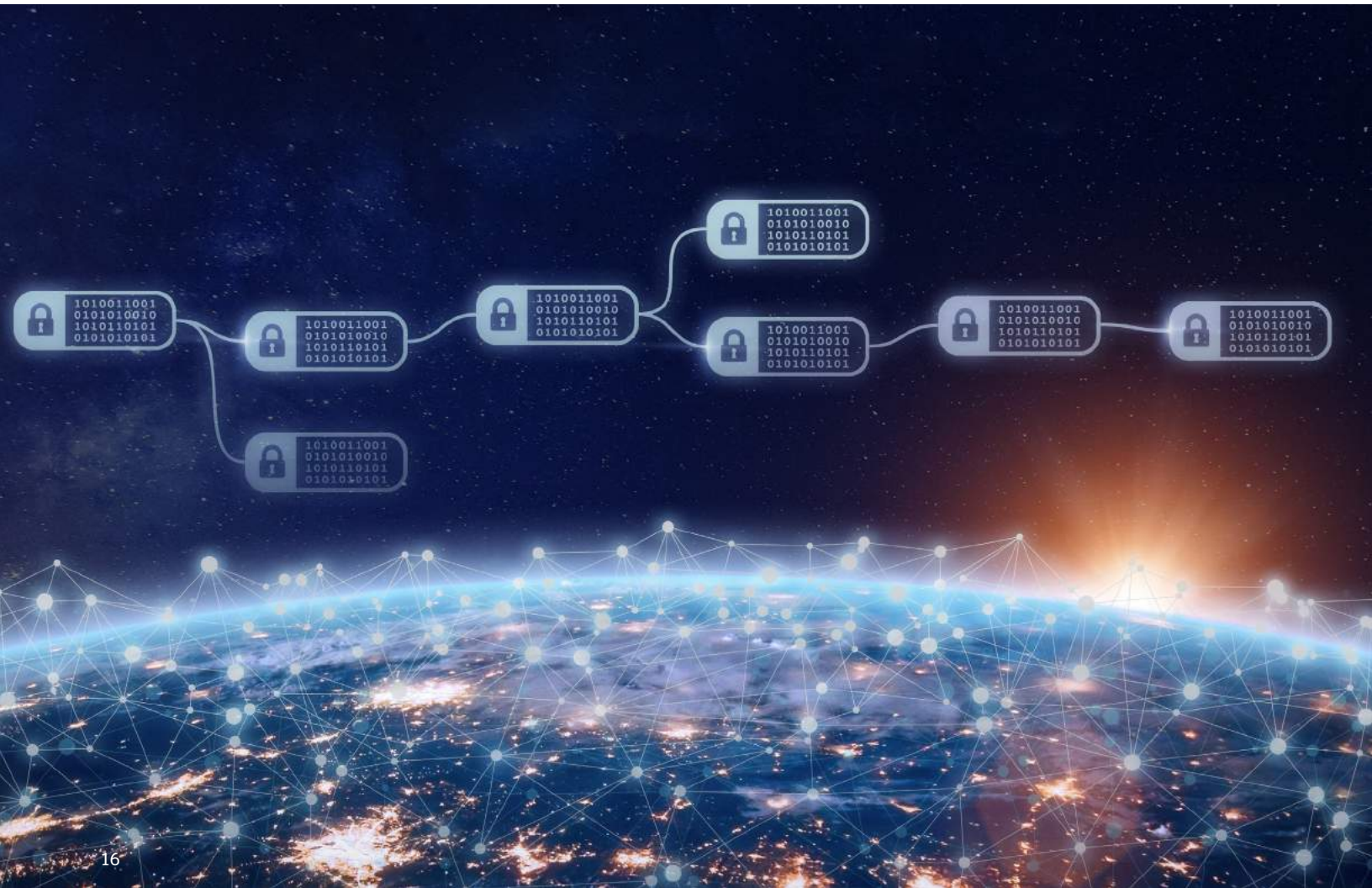
The **permissioned Blockchain**, however, is one where a number of administrators or an administrator strictly controls the access of parties into the framework. So this is the “exclusive labor union” – to continue the analogy. In other words, not everyone can be part of it other than the vetted parties.

## Smart Contracts

When we talk about Blockchain within an organization, we are talking about the “permissioned Blockchain”, where it is easier to mitigate risk than almost any other kind of system. However, regardless of the type of Blockchain, the usage of smart contracts is a crucial element which contributes to a great extent to the minimization of risk through the usage of Blockchain. Tractability and irreversibility are the elements which ensure the minimization of the risk thanks to these self-executing codes (protocol) called **smart contracts**. They can also easily and quickly control or enforce the performance or negotiation of a contract. The straight-through processing that is enabled by smart contracts is also a major factor, which not only increases efficiency and lower costs, but also reduces risk through the reduction of settlement and interaction times.

## Peer-to-Peer Framework

Another major component that contributes to risk reduction through the usage of Blockchain is transparency. The Peer-to-Peer framework – an architecture which distributes the workload between peers and which is commonly used in file-sharing applications in order to avoid single point failure and which gives peers equal privilege and makes them equipotent – is an excellent structure to increase efficiency and transparency as well. It is through the immutability of the audit trail of transactions that this dynamic and self-organizing technology increases transparency, reduces the chances of fraud and ultimately decreases risk.







### **From Humans to Algorithms**

Ultimately, in general, not only in the Blockchain technology, the most genuine way to avoid risk is through the increase of trust. And attempts to mathematically represent trust have never stopped. A trust model – for those who are not familiar – is a compendium of rules that inform the application about the legitimacy of a digital certificate. In other words, it is a systematized way of informing the decision maker to help in taking a decision. The big risk management challenge that Blockchain brings is the creation and adaptation of new risk strategies from risk practitioners that would be able to tackle the transition to an algorithmic trust model from a human-based trust model. That is to say that we are forced to rethink to considerable extents the big picture of organizational governance as well as the nature of the controls we establish.

In every aspect of life, the transferring of tasks and duties from humans to algorithms looks every day more inevitable. There is no reason to believe that risk management is an exception. In this sense, it seems logical that the sooner we accept this reality, the smoother the transition and the lower the risks. Because the idea of automation has taken another, previously unimaginable proportion, risk managers should – on another note – not only premeditate the impacts of these incredibly disruptive technologies, but also think of ways to make the human factor useful in a future where it seems that it (the human factor) will become more of a liability than an asset.



# ISO 31000 and the Risk Culture of Organizations

BY ENIS EMINI, TAULANTA KRYEZIU, JETË SPAHIU  
& ARGITA CANHASI, PECB

There have been many attempts to define the term “risk culture.” Beyond its immediate denotation, definitions revolve around the following: risk culture is a composite of a number of interrelated factors: knowledge, system of values, beliefs, attitudes, behavior, and understanding. Risk culture influences how the people who create and protect value in organizations make decisions.



**T**his article explores how ISO 31000 could potentially help to create a positive risk culture within an organization. It does so by approaching this topic from three different angles:

**1- Human and cultural factors:** Cultural influences can shape human behavior and the way humans perceive risks. Furthermore, we will also explore where ISO 31000 stands in relation to these factors.

**2- Top management's role in creating a positive risk culture:** The leadership has an important role in paving the way for and embedding a positive risk culture. The recommendations provided by ISO 31000 indicate that a strong commitment from the top management is necessary for the creation of a positive risk culture. As we will see, this commitment extends beyond a simple declaration of intent and support.

**3- A risk management framework based on ISO 31000:** The risk management framework, when based on ISO 31000's recommendations, can help organizations integrate a positive risk culture into their processes and activities. In other words, how this vision can be transformed into a habit of those who create and protect value, regardless of their function or level.

A positive risk culture indicates that the individuals who create and protect value in an organization treat risk as an intrinsic part of their day-to-day activities. In other words, a positive risk culture means that individuals do not engage in reckless behavior and impulsive decision-making that could endanger their and the organization's well-being.

## Human and Cultural Factors

We can notice the importance of the human and cultural factors in the very first page of ISO 31000. The introduction states, among others, that *“managing risk considers the external and internal context of the organization, including human behaviour and cultural factors.”* And when the principles of risk management are listed, we see that one of the principles states that *“human behaviour and culture significantly influence all aspects of risk management at each level and stage.”*

So, what does this mean for risk management? When we say human behavior, we mean the patterns of thought and action through which different groups of people understand natural and social phenomena. These patterns generally affect the understanding of the risks and the way of dealing with them. For example, there are people who say that taking any risk means relying on good luck, but there are also people who use scientific methods to decide what risks they want or do not want to take.

One cannot think of effective risk management without thinking of human behavior. Yet, quite often, this important dimension is avoided. When a workplace accident occurs and a worker is injured, we tend to think about the external factors that caused this and, in cases where we are not able to find relevant external factors, we attribute the occurrence of the event to the imprudence of the worker or even bad luck. Therefore, when we conclude that the cause is in the worker, generally our thinking is that we could not have done anything to stop or prevent the occurrence.

It is often the case that even when the human behavior factor is considered, only the physical aspect of it is accounted for, leaving the physiological factor behind. That's because the psychological dimension is more difficult to account for because of its abstract and subjective nature.

Culture has a decisive role in determining vulnerabilities and is defined as “the values, beliefs, knowledge and understanding, shared by a group of people with a common purpose.” It influences people's perception of risk because it shapes their interpretations of the meanings of risk and how they should react to it. It also shapes the rules through



which risk acceptance is defined. In other words, culture is one of the main factors which shape the perception of risk.

Despite its importance, culture is often overlooked when we think about risk management. There are at least two reasons for this:

1. Frequently, professionals dealing with risk management fail to understand the role that culture plays in risk; and
2. because of the attitudes and behaviors that many feel are too uncomfortable, or difficult to deal with.

However, if we do not address these issues when deciding on how to manage risk, we simply fail to take into consideration one of the most important factors that lead people to think and act a certain way.



ISO 31000 aims to demonstrate to organizations the importance of incorporating the concept of risk management in their culture and business strategy. It does so by recommending that organizations implement and continuously work to improve a framework with the objective of integrating the risk management process into the values and culture of the organization.

“Integrating risk management relies on the understanding of organizational structures and context. Risk is managed in every part of the organization’s structure. Everyone in an organization has responsibility for managing risk. Integrating risk management into an organization is a dynamic and iterative process, and should be customized to the organization’s needs and culture. Risk management should be an integral part of the organizational purpose, governance, leadership and commitment, strategy, objectives and operations.”

For example, in a village in El Salvador only Catholics were participating in risk mitigation projects carried out by the Inter-American Development Bank and several other NGOs at the beginning of the year 2000. Evangelical Protestants who also lived in the same village did not participate in these projects because of their more passive and fatalistic perspective of risk. And it is not just a matter of “explaining”; if the basic concept of risk management goes against cultural practices and beliefs, people are very likely to follow their existing philosophies to avoid being seen as the ones that broke their traditions. Human behavior and cultural factors are an integral part of the ISO 31000 framework. This standard strongly emphasizes that human behavior and cultural factors must be taken into account and included in the risk management process in order to be able to effectively manage risks.

It is necessary to have a culture of risk that allows to report, scale, and identify risks or opportunities. The risk culture encompasses values, beliefs, attitudes, and knowledge about the risks that exist within an organization, therefore, developing a positive risk culture is one of the key elements when aligning all fronts of an organization to achieve its strategic objectives.

### **Top Management’s Role in Creating a Positive Risk Culture**

Top management’s leadership and commitment are crucial elements that help organizations to align risk management with organizational objectives, its strategy, and culture. A strong leadership and commitment from the top management help the organization to create (or shift) toward a positive risk culture, better performance, and higher employee engagement.

ISO 31000 recognizes this importance and recommends to the top management to take the direct responsibility of setting objectives and strategies that would lead the organization toward having an effective risk management. In the planning and the development phase of establishing new organizational strategies, the role of the leader is very important. Therefore, a committed leader is key to an effective risk management process. As stated in the standard, the effectiveness of the risk management depends upon its integration into the governance of the organization, including decision-making. This integration requires strong support from the top management of the organization.

Effective leaders know how to motivate employees and encourage employee loyalty. Moreover, employee empowerment is highly dependent on the strategies of a leadership style. Leadership styles impact the commitment, productivity, and even job satisfaction of employees. Different studies regarding the leadership level (e.g., immediate supervisor and top management) show that employees are significantly impacted by the way their leaders behave. For this purpose, ISO 31000 strongly recommends that the top management allocates the necessary resources to manage risk, as well as assigns the authorities, responsibilities, and accountability in this regard. Last but not least, as a way of openly showing commitment, ISO 31000 recommends for the top management to issue a statement or a policy that establishes, “a risk management approach, plan, or course of action.”

#### **A Risk Management Framework Based on ISO 31000**

In today’s complex and unpredictable business environment, natural and cyber aspects have taken an unprecedented dimension. Such aspects might distort an organization’s operations and jeopardize its existence. As a result, risk management is taking a bigger portion of organizations’ attention, efforts, and investments. One can obtain an overall understanding on an organization’s risk culture by simply looking at its employees.





A positive attitude toward risk management is reflected into a positive working environment, whereby every employee is ready to commit and engage in the organization's efforts to manage risk effectively. However, there are a lot of obstacles to overcome when it comes to changing "bad habits". So, how do we overcome such obstacles?

Firstly, organizations need to establish a clear vision and make all employees part of it. Everyone needs to be on board when it comes to accomplishing an organization's vision.

Communication is the second most important component of changing "bad habits". By understanding the risks the organization is exposed to, the efforts it will take to tackle such risks, and the degree to which the organization is willing to accept such risks, a risk-centric culture within the organization can be embedded.

Other important components are adapting and continually improving. The structure of the framework itself allows employees to incorporate its components into their routine and daily tasks.

Lastly, an organization's leadership and employees have specific knowledge and skills that qualify them to do their job. Nevertheless, knowledge and skills are two components that can always be improved and developed with time. One of the key factors that can help in the improvement and development of the knowledge and skills of employees is the adoption of the idea behind the risk management framework into their own everyday job. They become more capable to identify potential risks before they occur, assess and evaluate their potential impacts, and take the appropriate preventive and corrective actions to cope with their occurrence and minimize their impact.

# 8 Ways The Best Leaders Motivate The Best In Others

For some time now there has been a misconception floating around that no one can motivate anyone else; that all motivation comes from within an individual.







**B**ut stop and think. Can't you remember a number of times when you were inspired by someone else? Perhaps you had a boss who got you so excited about a project that you produced far beyond your usual capacities. Or maybe you had a mentor who believed in you more than you believed in yourself, and as a result, you achieved things you never thought you could achieve.

Of course you have had times like that. The fact is you can be highly motivated by someone else. When Napoleon was on the field, for example, Wellington said it was the equivalent of fighting against another 40,000 men.

The question is, what can you do to motivate the best in others? I've found 8 strategies that work extremely well, on and off the job.

### **1. Create an Emotionally Exciting Vision**

People get fired up by a cause or a dream. They work for something they believe in. They don't work for a company or someone else's organizational objective such as "increased market share." Numbers don't cut it. As Motorola says, the cry of "'Shareholder equity! Rah! Rah! Rah!' just doesn't get you out of bed in the morning. But a compelling vision does!"

So give your employees or coworkers (or even your kids) an exciting vision. Follow the example of the great companies. They all have a vision that captures the hearts of their people. Great companies such as ServiceMaster ("Honoring God in all we do"), Walt Disney ("We create happiness"), and Southwest Airlines ("Have fun and make a profit") have exciting visions. And you as a leader must create an equally exciting vision for your people.

### **2. Talk About the Vision**

It's not enough to simply have an exciting purpose. You've got to talk about it. Frequently. With the right kind of words. Truly great motivators know that well-chosen words, if repeated often enough will eventually gain a following. Franklin Roosevelt, for example, was able to coin phrases that summarized his dream, and those phrases helped an entire nation get through the Great Depression. And the whole western world owes its existence to the words of Winston Churchill; words that gave hope in an almost hopeless World War II situation.

### **3. Act With Enthusiasm**

If the people around you see you doing a little more than just "put in your time", waiting for the next early retirement program, don't expect them to be motivated. And don't expect them to follow your lead.



Rather, show your passion. Let them see it in your actions and hear it in your words. You can't be shy, reserved, distant, or unavailable and at the same time be an effective motivator.

After all, enthusiasm is contagious. When a leader attacks a project with enormous energy, others quickly notice and eventually find themselves affected by it. The reason is quite simple—people love to work for those who love what they are doing. As Ralph Waldo Emerson said,

“Every great and commanding movement in the annals of the world is a triumph of enthusiasm.”

#### **4. Believe in Your People**

More than anything else, it is your attitude toward the people in your business that will determine the success or failure of your attempts to motivate them. If the other people know you expect good things from them, they will in most cases go to great lengths to live up to your expectations.

It's like the banker who often dropped a coin in the beggar's cup. Unlike most people, the banker would insist on getting one of the pencils the beggar had with him. The banker would say, “You are a merchant, and I always expect to receive good value from the merchants with whom I do business.”

One day the beggar was gone. Some years later the banker walked by a concession stand, and there was the former beggar, now a shopkeeper. The shopkeeper said, “I always hoped you might come by some day. You are largely responsible for me being here. You kept telling me I was a merchant. I started thinking of myself that way. Instead of a beggar receiving gifts, I started selling pencils, lots of them. You gave me self-respect and caused me to look at myself differently.”

Ask yourself, do you believe in your coworkers? Do you see the beggar or the merchant in those around you? It makes all the difference in the world.

## 5. Demand Excellence

Excellence shows you care. The easy teacher or laissez-faire manager conveys the message that the organization is not worth caring about and neither are the people. As Superintendent of Schools Bill Honig says, “Kids respect courage. They say, ‘If you don’t make me do it, you don’t care about me.’”

Of course, if you demand excellence, if you sanction incompetence, if you enforce high standards, you will be temporarily disliked. So be it. While doing a program with Lou Holtz, the great football coach, he said, “If you desperately need people to like you, you’ll never have their respect.”

You must be willing to tell people when they do not meet expected standards. You must be willing to correct people’s mistakes. You must demand excellence.

Now you may be saying, “Just a minute. I’m not a leader. I don’t have a title. I don’t have the power to do some of the things you just suggested.”

That may be true, but the best definition of leadership is influence, and you influence those around you. You can do most if not all of the things I just outlined. You can act like a leader, no matter what position you hold.

You can also communicate like a friend. People are, after all, motivated by those who make them feel good. Of course, you may not be “friends” with your coworkers. You don’t have to be. But if you communicate like a friend, using some of the following strategies, you’ll go even further in motivating them.





## 6. Remind Your Coworkers How Important They Are

Whenever you hear someone use the “just” word, correct them. Don’t let people get away with minimizing themselves by saying “I’m just a bookkeeper”, or “I’m just a contract worker” or, “I’m just a ...” whatever.

Thomas H. Haggai put it well. He wrote, “The president of a giant corporation may be recognized as important, but the job cannot be done without the shelves you stock, the cloth you weave, the wood you finish, the sale you make, the machinery you build, the smile you give a new customer. The company cannot survive without people like you.”

## 7. Ask for Their Input

If your colleagues are truly important, as point 6 just addressed, then it’s only natural that you would ask for their input. You make them a real part of the team by asking them what they think, listening to their responses, and following through whenever possible.

One of my corporate clients did exactly that, with wonderful results. Several of their HR people traveled from office to office, holding meetings with everyone in the company, from entry level up through the executive level. The HR professionals held up one report after another and simply asked, “Do you need this report?” and listened to what their people had to say. And as a result, they eliminated six million pages of unnecessary reports - a huge saving of time, money, and energy, and a dramatic show of respect for the input of their employees. So ask for their input and listen. It’s almost impossible to motivate someone if you don’t take the time to listen to them.

Finally, in your quest to bring out the best in others...

## 8. Keep Your Promises

Saying one thing and doing another shows a blatant disregard for people’s feelings. Friends don’t do that to each other.

People, seldom if ever, forget a promise. It is not good enough to tell someone, “I’m sorry. I forgot” or “I got busy.” It doesn’t build trust, and it doesn’t motivate

others. Even if you have to write down every promise you make, do it, and keep that list in sight until you have followed through on every promise.

The bottom line is you can motivate others when you apply one or more of these strategies.

Oh, you may get some pushback and naysayers when you do so. So what? As a leader and motivator, you can’t be intimidated by the criticism of others.

Lincoln taught us that when he was viciously attacked by the Eastern press. Being a wise motivator, he did not ignore his critics, but he also knew he could not motivate people if he tried to please everyone. So he posted this sign:

“If I were to try to read, much less answer, all the attacks made on me, this shop might as well be closed for any other business. I do the very best I know how—the very best I can; and I mean to keep doing so until the end.”



### About the Author

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A LUXURY WEEKEND AWAY TO

# Amsterdam

By [www.noroadback.com](http://www.noroadback.com)

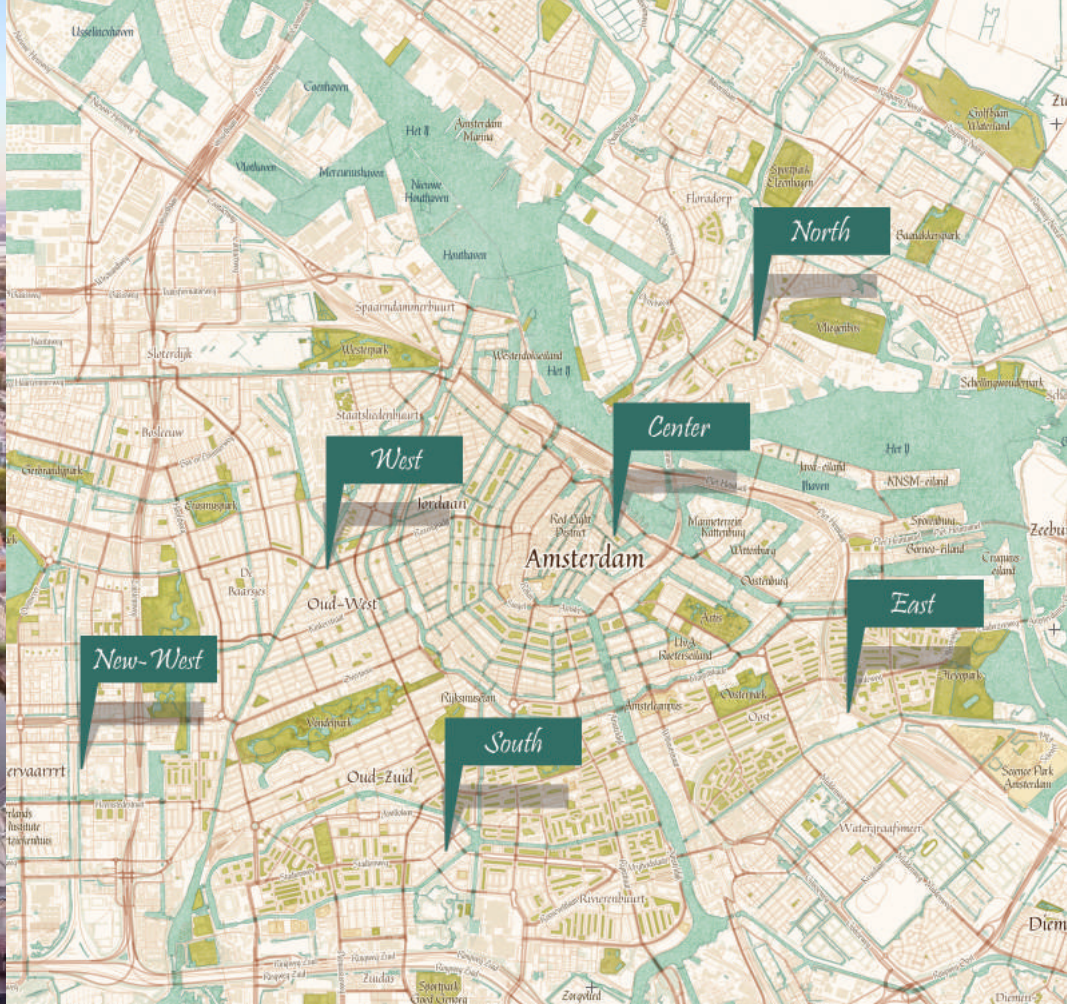




Imagine you're walking on a cobblestone road along a canal lined with tall, old 17th-century merchant houses. Friendly people cross you by on bicycles and whoever you speak to addresses you in a surprisingly accent-free English.

Amsterdam is a city-trippers dream. It's classy and sophisticated, but wild and exciting at the same time. It is home to some of the best museums in the world, but also some of the best clubs. There are ample choices of fine dining in countless Michelin-star restaurants. Historic sites versus modern pop culture. Golden Age architecture versus labor-class pubs, where the locals drop peanut husks straight onto the floor. I love Amsterdam. But as an Amsterdammer, I am probably majorly biased. The advantage is that I know the city in and out. In September/October the city is at its prettiest. It only makes sense to provide you with a plan to see its elegant side. Rain or shine, Amsterdam at its finest, beyond the tourist grid.





## The neighborhoods

To get under Amsterdam's skin you'll need to understand how it's set up. "Old Amsterdam" is divided into four parts: North, South, East and West, wrapped by the highway A10. Locals consider anything outside this highway (called de Ring) not a part of Amsterdam. Technically this is not true.

Each of these areas is a conglomerate of distinct little Amsterdam neighborhoods and former villages, swallowed up in the expansion of Amsterdam over the centuries. Each neighborhood has its own identity. But because certain parts of Amsterdam have been developed at certain times in history, they share characteristics with others in the same conglomerate: similar building styles, functions and vibes.

The center is naturally the oldest part of the city – with canals, crooked cobblestone buildings and ample historical sights. South Amsterdam is the rich part of the city. All houses are beautifully decorated, the streets are wide and prices of real estate and sandwiches alike are considerably higher. West Amsterdam is the hipster part of town. Cool cafes, hotspots, shared working spaces, all in beautiful old buildings. East Amsterdam is quickly becoming the West Amsterdam of ten years ago. Hip and trendy but not as well established as the West. Less pretentious, some might say. North Amsterdam is the part of town that the expats and young urban people have yet to discover. There are some incredibly cool spots, but further dispersed. Some residents consider it one of the last parts that is still "the real" Amsterdam. These people seem to ignore that the city has always been a melting pot of cultures and ideas.



# Amsterdam's Top Sights



If you're visiting Amsterdam for the first time, there are a few sites that you cannot skip.

Try telling your friends you didn't visit the Anne Frank House and forgot to marvel at the paintings of the old Dutch masters. Oh, and those iconic Amsterdam merchant houses? To avoid those awkward conversations I included the top sights in both rainy and sunny weathers, so you get to see them regardless of the weather. Here's what you can't skip:

## Anne Frank House

The Anne Frank House is the world-famous house where Anne Frank and her family, who were Jewish, took shelter during the German occupation in WW2. She wrote a diary at the time which became one of the most printed books in history. Visiting the house is not an easy task. It is a small place and it gets crazily crowded. This means you have to reserve your tickets way in advance. You can book 2 months ahead because tickets sell out quickly. To help unsuspecting tourists, they keep 20% of the tickets which only become available on the day of the visit. So it can be OK not to reserve, but you will not have the first pick in time slots. Tickets can be booked on the website of the museum.

## Rijksmuseum

A world-famous museum, rivaling the Van Gogh Museum for the title of the most visited site of the city each year. The Rijksmuseum is an architectural highlight both outside and inside and regarded as one of the most iconic buildings in town. The museum's collection revolves around Dutch history, more specifically the Dutch Golden Age. There are paintings and statues but also old artefacts, clothing, weaponry and stuffed animals. It is great to wander around for a couple of hours and to get a better grip of the Dutch glorious days.

## Van Gogh Museum

Right next door from the Rijksmuseum is the Van Gogh Museum (simply called the 'Van Gogh' by locals). It hosts the biggest collection in the world of the old master's paintings. It also has an impressive collection of other world-renowned painters. Pro-tip: if you happen to be on the last Friday of the month in Amsterdam, go to 'Vincent op Vrijdag' (Vincent on Friday). In an attempt to make the arts more attractive for young people, they organize monthly events with music and drinks inside the museum. Students pay only 10 euros for the entrance, if they arrive after 18:00.



# Shiny Weather Itinerary

On sun-blessed days Amsterdam is at its best. But the success of each trip depends, at least partly, on a bit of planning. Here are some tips to ensure a weekender that sunny Amsterdam will be a big hit.

## Day 1 – Seeing the City Center

Start the first day with breakfast at your hotel before heading out onto a walking tour. Don't make the mistake of booking a cycling tour to "do as the locals do". Locals don't cycle the city center – tourists do. And it's really quite dangerous. A walking tour takes about 2-3 hours and shows you all the highlights in town. Central Station, Dam Square, Rembrandt Square, de Nieuwe Kerk, Jordaan – you name it. You'll see the Red Light District by day, walk along the canals (Prinsengracht, Herengracht, Keizersgracht) and have plenty of opportunities to take pictures of the cobblestone streets and the 17<sup>th</sup> century merchant houses.

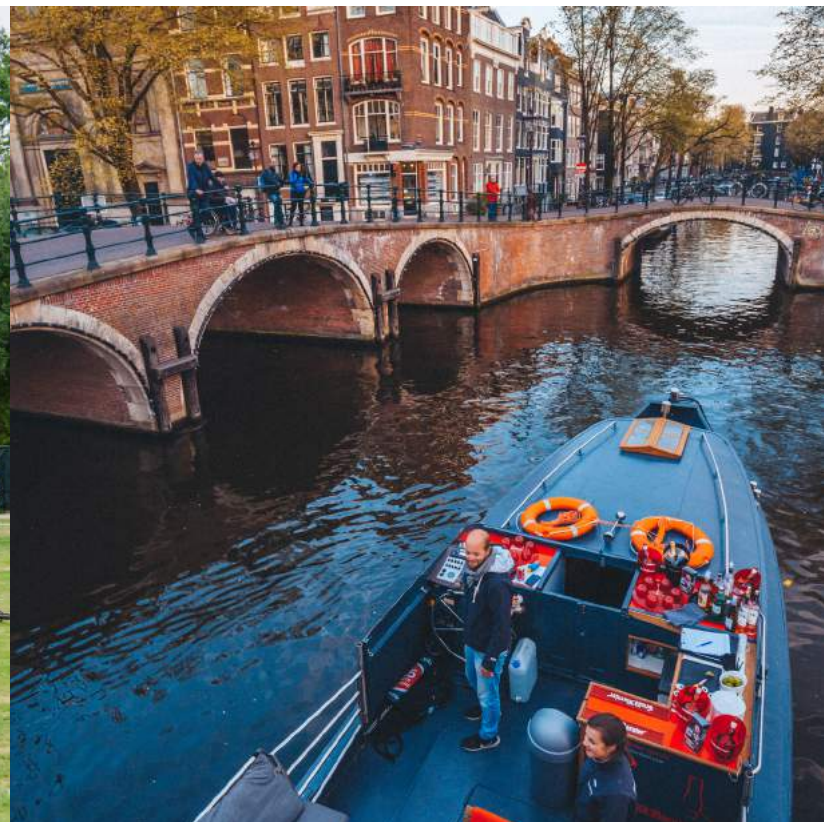
Have lunch at Omelegg in the city center – an omeletterie with a great reputation. Head on to the Anne Frank House and afterwards see the Westerkerk – one of the most iconic churches in Amsterdam located right next door. After an incredibly busy start of the day, it is now time to enjoy Amsterdam as the locals do. Head over to the sunny top deck of Nemo for some drinks and good city-center views. When the sun starts to go down or your stomach starts to growl, head back to the city center for dinner. Try Kaagman & Kortekaas for nonchalant fine dining; Pesca – "the theater of fish" – for some of the best fish & wine pairings in town, or Moon for fine dining at great height in a 360 degrees revolving restaurant, overlooking the city.

When the night falls, a great place to be is Door 74, one of the best cocktail bars in the city center.

## Day 2 – Cycling From Park to Park

Today it's time to explore the area around the city center. By bicycle! Rent a bike (you can do so almost everywhere) for the day and in the morning





visit the Rijksmuseum and the Van Gogh museum, before the sun is at its peak. Afterwards, cycle to the iconic Vondelpark and have a stroll around. Have lunch at the cozy garden of the Vondeltuין or at the stylish Vondelpark 3, or cycle a bit further to the Oosterpark in Amsterdam East to have lunch on the beautiful patio of Hotel Arena. Use the afternoon to cycle around the city; a good route to take is the Stadhouderskade Street, from the Oosterpark all the way to the Westerpark. Take plenty of time to relax in the Westerpark; have drinks at one of the terraces or just relax on the grass. Cycle south to the Pijp, which is the area with the most pubs & restaurants per square meter anywhere in the Netherlands. Have dinner at the excellent “nonchalant fine dining” establishment, Wijmpje Beukers or Michelin-star restaurant Sinne. Then, try the classy Flying Dutchman Cocktails. Not a bad place to end the day.

### Day 3 – Shopping

Use the last day to visit all the things you missed in the itinerary from day 1 and 2, or shop for some souvenirs. A great area for this purpose is the charismatic Negen Straatjes, but for boutique clothing fashion, P.C. Hoofstraat is the best pick.

## Rainy Weather Itinerary



Unfortunately, October in the Netherlands can also mean long, rainy days, or even hammering rain if you are really unlucky. Don't worry, there's still plenty to do, and you can also see all the highlights without getting wet.

### Day 1 – Visiting the City Center

Start the day with a canal cruise in the city center. All canal boats have glass covers, meaning you can see all the highlights from the water, without getting wet. Most cruises take a few hours. Have lunch at Omelegg, after which you can head straight to the Anne Frank House and the Westerkerk. Head over to the Heineken Experience to discover how the world famous Dutch beer is brewed. Have dinner at Moon and stay a bit longer with a drink to enjoy the mesmerizing views of Amsterdam by night. If you don't want to call it a night yet, head over to the TonTon Club. This bar is very popular with locals and is filled with old 80s arcade games, and it stays open until long after midnight.

## Day 2 – Museums & Amsterdam West

Sleep in a bit and have a late breakfast at your hotel, after which it's time for some culture. Visit the Van Gogh Museum and the Rijksmuseum and then visit some local favorite spots. Head over to de Foodhallen – beautifully decorated old market halls which now serve as an indoor food market where you can walk around and try many different cuisines in the countless food stalls that fill the building. After you had your fill, walk to the Filmhallen – a huge cinema decorated in old style, where they screen both Arthouse and conventional movies.

## Day 3 – Shopping

Use the last day to find some souvenirs. Unfortunately Amsterdam doesn't have pretty indoor shopping centers. They do have a small one – the Magna Plaza – which is hosted by a well-renovated old postal office.

# Where to Sleep

The top picks in Amsterdam are the Hotel Jakarta and the QO. The QO has won the FRAME sustainability award 2019; the Hotel Property award 2018; the AHEAD best urban build 2018; the SBID award for best club & bar design and many more. The QO is the place to book if you are looking for top-grade luxury with zero compromise on comfort. QO's rooms are lavish; it sports a fully utilized rooftop cocktail bar and the ground-floor level bar is a meeting place for the locals. The hotel is 100% carbon-neutral.

Hotel Jakarta ticks all the boxes (and more). It is a beautifully designed sustainable luxury hotel within walking distance from the city center. It's located on a small island right in the IJ river, which means that all the rooms have stunning water views to complement their lavish design.

The interior design of the hotel is inspired from Indonesian traditional architecture, with lots of bamboo, wood and jungle plants. A peek out of the window, however, reminds you that you're in the middle of Amsterdam. This mix of Indonesia and The Netherlands, a hint to the Dutch colonial heritage, is also found in its



fusion restaurant “West meets East”. The hotel is built where the city port was located in the 18<sup>th</sup> century – the place where the VOC captains sailed from to explore the Indies (India, Malaysia, Indonesia). Even though the lobby sports a subtropical garden, the whole hotel is carbon neutral and as far as urban oasis go: this is it.

# In, Out & Around

## Airport

The Schiphol Airport has direct flights to anywhere in the world and the airport is connected to the city center by train. The trains leave from a platform located right underneath the arrivals terminal. A ticket costs 4.40 euros and takes you to the Central Station (Amsterdam Centraal) in 15 minutes. For most destinations in Amsterdam, it will actually be quicker to take a train to Amsterdam Zuid (Amsterdam South station) and take the recently opened metro line 52 from there.

## Railway Stations

The Amsterdam Central Station is the main railway station of Amsterdam from where you can simply walk to the city center or connect to the metro, tram or bus lines. But this station isn't the most conveniently located of all Amsterdam stations for intercity transport. If you are traveling to other cities in the Netherlands, it might make more sense to either use the Amsterdam Amstel station (for Utrecht and onwards) or Amsterdam Zuid (for Rotterdam, Leiden, The Hague).

## Public Transportation & Uber

Going from point A to point B in Amsterdam has recently become a lot quicker with the opening of the new North-South Metro line 52 that runs straight from North to South underneath Amsterdam. The cheapest way is getting a 3-day GVB pass which provides unlimited use of all tram, metro and bus lines in Amsterdam for 17.50 euros. You can get it at all GVB ticket machines (blue machines) at metro stops throughout Amsterdam and also at the Schiphol Airport. The easiest (but not always fastest) way to get around the city has got to be using Uber – the app-based taxi service is massive in Amsterdam and it will be much easier to get an Uber than to get a regular cab. As a slightly cheaper alternative you can also download ViaVan – which is a ride sharing taxi service.

In all its brilliance, Amsterdam is a city which has a lot to offer to visitors of all ages. It is a true melting pot of cultures, cuisine, art, architecture, history, entertainment, but also of innovation and environmental sustainability.



OCTOBER 14

# HAPPY WORLD STANDARDS DAY

## Ever wondered where we would be without international standards today?

International standards have helped the world gather around shared goals, values and reach global targets. They do not only help individuals and organizations, but the planet as a whole.

Our species has come a long way, and standards have been our tools of common language.

**ISO 9001**  
Quality first

**ISO/IEC 27001**  
Protecting valuable information

**ISO 37001**  
Transparency & strong institutions

**ISO 31000**  
Entrenching organizational risk culture

**ISO 50001**  
Increased energy efficiency

**ISO 20121**  
Sustainable events

**ISO 14044**  
Optimization of product life-cycle

**ISO 22301**  
Resilience, continuity & growth

**ISO 14001**  
For a sustainable future

**ISO/IEC 27701**  
Better data privacy protection

**ISO 22000**  
Safer food

**ISO 45001**  
Enhanced workplace health & safety

**ISO 13485**  
Better medical appliances & associated activities



LET'S CELEBRATE THEIR IMPORTANCE TOGETHER.





# OSLO



## THE CITY OF FJORDS, ART & INNOVATION

Oslo is the capital of Norway and is located in Northern Europe. It is one of the largest capitals in the world by area; however, most of it is occupied by forests. Oslo was awarded with the prestigious European Green Capital award for 2019. Even though Norway is a famous oil and gas - producing nation, Oslo is a role model to other cities when it comes to green initiatives, like reducing food waste and private car usage in the city center, and has a serious focus on recycling. Norway consists of many fjords and mountains, and Norwegians truly enjoy being in nature. Oslo gives you the opportunity to hike, ski, and swim in the fjords as well as enjoy the big city atmosphere.



## Accommodation

Oslo has many hotels, and they are usually of a good standard. In central Oslo, **Radisson Blu Plaza Hotel** is a high-rise hotel with 37 stories. From the top floors, you'll get a spectacular view of the city. The hotel is within walking distance from popular tourist attractions, such as the Akershus Fortress, Opera House, the main shopping street (Karl Johans Street) and the Royal Palace.

**The Thief Hotel** has a good location in downtown Oslo. The Thief opened in 2013 at Tjuvholmen (Thief Islet) in Oslo. From there you can walk to the City Hall and the Nobel Peace Centre. Thief Foodbar – the Hotel's

restaurant – serves gourmet food made from the fresh local ingredients. The readers of Condé Nast Traveler have named The Thief the best hotel in the category Northern Europe. More than 300,000 people voted in the magazine's Readers' Choice Awards this year.

If you'd like to stay closer to the Oslo Central station, **Comfort Hotel Grand Central** is as close as you'll get. The hotel is located inside Østbanehallen, which is part of the Oslo Central Station. From the hotel, it only takes about three minutes to the train station, trams, buses, and the Airport train.



## Transportation

There is a broad public transportation system in Oslo, consisting of buses, trams, trains, metro and boats. Ruter Service Center is the information center for public transportation in the city. For timetables, maps, route planner and search engines for all city transport in Oslo, as well as all transport in the nearby counties, check The Ruter website or visit the Ruter office located outside the Oslo Central station.

**Bus and Tram:** Trams and buses complement the metro, and you may use the same tickets. Buses and trams cover most of the city. The main, central tram terminal is at Jernbanetorget, where all lines converge. Jernbanetorget is the area outside Oslo central station. As for buses, nearly all central bus lines converge at Jernbanetorget.

**Metro:** Oslo has one of the largest metro systems in Europe. We call them T-bane, short for Tunnelbane (Tunnel Metro). To find a metro station, just look for the blue and white logo with a "T" within a circle. There are six lines, but all lines merge together in one single tunnel through the city center, from Tøyen through Jernbanetorget (Oslo Central Station) to Majorstuen (west side of the city center), and then spread out into the suburbs.

**Boat:** At Aker Brygge, you can catch boats to different destinations. For example, to the small, cozy islands just outside Oslo. Locals use these boats to escape the city. In the summer, it's popular to spend time on the islands' beaches. One of the ferries is a tourist boat that goes to the Bygdøy Peninsula where you can see several museums. If you don't like to take a boat, the bus is also an alternative.

## Food

A traditional Norwegian dinner is usually with fish, vegetables and potatoes. But in Oslo you'll find restaurants with food from all over the world. The city has now an international food tradition, but you'll still find typical Norwegian food. If you'd like to try world class Norwegian seafood, you should visit a small seafood restaurant and fish shop called **Fiskeriet**. It's located in the city center at Youngstorget. The atmosphere is informal and unique. Try a lovely bacalao or fresh shrimps, mussels, fish soup or any fish of the day. Simple meals are available as takeaway.

The only Michelin restaurant in Oslo is **Maaemo** ("Mother Earth"). Maaemo is a three Michelin-starred restaurant. It's nested behind Barcode, which consists of twelve narrow high-rise buildings. These buildings house leading national and international businesses and thousands of people work here on a daily basis. The buildings also contain hundreds of apartments. The menu at Maaemo is a reflection of Norwegian history and climate, as well as of the season. This restaurant is a bit more expensive, and it has only eight tables. Next year the restaurant will move to Bjørvika, which is an area with apartment buildings, fascinating architecture, great outdoor spaces, a seawater pool at Sørenga and Oslo's first urban farmer.

If you would like a simple meal I would recommend **Oslo Street Food**, which is located near Youngstorget. Here you can enjoy street food from around the world and fusion cuisine. The building used to house a public swimming pool. Buy your street food of choice and enjoy it at one of the dining tables inside or outside. These long dining tables also make Oslo Street Food a social place to eat. Each food stall has its unique profile, and together with one café and four bars, Oslo Street Food serves quality food for breakfast, lunch and dinner. The choices range from Indian, Greek, Peruvian, Mexican to Japanese and Filipino cuisines.

Between Grünerløkka and St. Hanshaugen, you'll find **Mathallen Food Hall**. This is an indoor food market with many specialty shops, cafés and eateries that offer high-quality products and dishes from Norway and abroad. Here you will find food that you cannot find elsewhere in the city, and you will meet staff who are proud of their products and who will gladly talk food and give you good recommendations.



The name Barcode was inspired by the illusion that the narrow spaces between the buildings create, which gives the impression of a "barcode".





Several of the shops and eateries have their own serving areas, but it is also possible to buy food from several different places and enjoy it in the common centrally located serving area.

For a breakfast, brunch and lunch Grünerløkka has many café and restaurant options. Among them there's **Liebling**, which is a charming Berlin inspired café and bar. The menu consists of different buns and raw cakes, acai bowls, delicious bread with different toppings. **Ostebutikken** (The Cheese Shop) is a small French shop and bistro that specializes in cheese. The shop sells mature cheeses, oils, vinegars, pasta, spices and more. The bistro also serves affordable dishes and soups. If you are in the mood for Asian food while at Grünerløkka, **Monsoon Noodlebar** is a great place for you. They have different dishes such as Noodle Soup, Wok, a rice menu and sushi. I would recommend Chef's Special Rolls on the sushi menu.

## Coffee

Oslo is like heaven for coffee lovers. Norwegians are known for drinking a lot of coffee. I would recommend **Tim Wendelboe**, which is a micro roastery, coffee training center and espresso bar. It's located in Grünerløkka, and is serving what is perhaps the best coffee in the world. Tim himself is a World Barista Champion and World Cup Tasters Champion. The espresso bar is quite small, so you might have to wait a while for a table unless you want the coffee to go. If it's full, you should take a 15-minute walk to another micro roastery and coffee shop called **Java**.

Java opened in 1997 and was the first micro roastery coffee shop in Norway of its kind. It is located at St. Hanshaugen, next to a lovely park. **Kaffebrenneriet** is another nice coffee shop chain with coffee shops all over town, and serves a broad range of high-quality coffee.

If you're not a coffee lover, I would recommend a tea shop/tearoom called **A. C. Perch**, which is located near the main street, Karl Johan. A. C. Perch was Danish and opened his first shop in 1853. There are 4 shops in total, three in Denmark and one in Oslo. They serve high-quality tea as well as scones and a variety of small sandwiches, macarons and cookies.

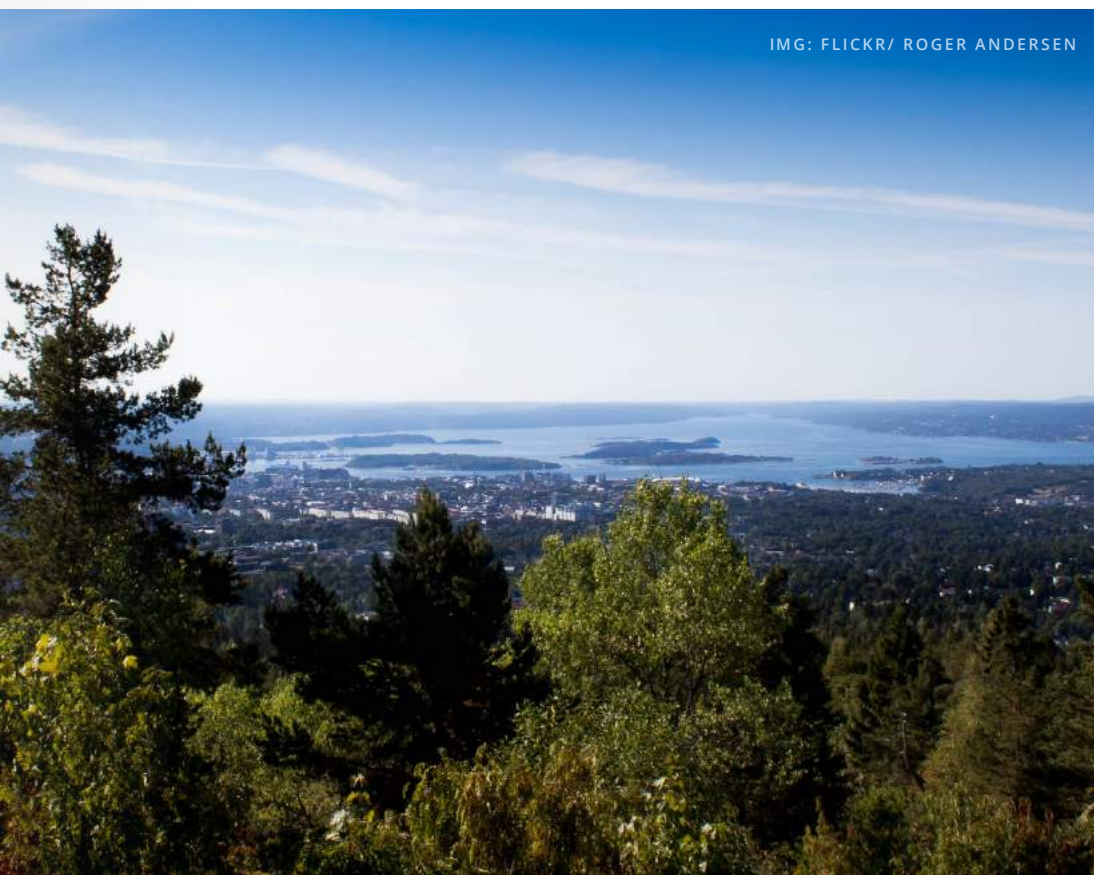


## Hiking

If you enjoy hiking, I would recommend a hike to Vettakollen. The metro from the city center to Sognsvann only takes about 15 minutes, and then you can start your hike. Ask the Tourist Information for a map so you don't get lost in the woods! The hike is not that long and you will be rewarded with a spectacular view over Oslo and the Oslofjord when you reach the top. In the summer, Vettakollen is a popular place to bring your hammock to relax for a while before walking back to the metro. This hike is one of the most accessible hikes from downtown.

In the winter season you can take a short metro ride from the city center to find good ski trails, both downhill skiing and cross-country skiing.

IMG: FLICKR/ ROGER ANDERSEN



In 2008 the Opera House was awarded the prize for best cultural building at the World Architecture Festival in Barcelona.

## Attractions

**The Opera** is shaped as a glacier or a ship, and it looks like it's floating on the fjord. This gives a spectacular impression. Oslo's Opera House is made from marble, so in the summer you may climb the building to get a stunning view over the city and the fjord.

**Akershus** fortress is a medieval castle and fortress built in 1299. It's located close to the city center and walking distance from Metro stations such as Jernbanetorget, Stortinget (the Parliament) and the National Theatre. There are several beautiful viewpoints to the fjord and the city. At the fortress, there are two museums, both related to Norwegian military history.

If you are interested in art museums, I would recommend the **Munch Museum**. Here you will find beautiful and interesting paintings by the Norwegian painter Edward Munch, who painted the famous “Scream”. The Munch Museum is currently located at Tøyen, two metro stations from Jernbanetorget (Oslo central station). The museum is relocating to Bjørvika (near Jernbanetorget) in 2020.

If modern art is more of your taste, then **Astrup Fearnley Museum** is the place for you. It consists of modern and contemporary art, counted among the most significant of its kind in Northern Europe. The museum complements works from the permanent collection by rotating exhibitions with internationally renowned artists.

I would also recommend museums such as the **Viking Ship Museum, Norwegian Maritime Museum, Kon-Tiki Museum and Fram Museum**, all located at Bygdøy.

You may take the metro to Holmenkollen Metro station from the city center (takes about 30 minutes). Holmenkollen is the name of the Ski jump located on the west side of Oslo. This is one of the most popular tourist attractions in Oslo. While you are here, stop by the world’s oldest Ski museum, opened in 1923.

From Holmenkollen go for a hike in Nordmarka, which is a large forest area. In the winter it’s the perfect place to go cross-country skiing and you’ll also find slopes for downhill skiing at a ski center called Tryvann.





## Parks

Oslo is truly a green city, with several parks and green areas. Frognerparken is located on the west side of the city center and is a large green park. The Vigeland Sculpture Park is part of Frognerparken, and consists of several sculptures made by Gustav Vigeland. He is the mastermind behind the park as well as the sculptures.

At Tøyen you will find the Botanical Garden. It's a beautiful garden with a large botanical variety and diversity. There are more than a thousand different plants in the garden, as well as a large and diverse collection of trees and shrubs planted in a systematic fashion. In the summer time, you can visit the Scent Garden. The garden also has two old greenhouses with exotic plants from different parts of the world. There are two museums in the garden, the Zoological Museum and the Natural History Museum.

Some of the most spectacular landscapes surround the city, making it a perfect place for hiking, biking, boating, skiing, or camping. While Oslo has a lot to offer, a weekend here will make justice to the desire to explore and create an impression of the city – however, if you can, I recommend at least one more day, so you can explore a bit more.



### About the Author

#### **Kristin Stensvik**

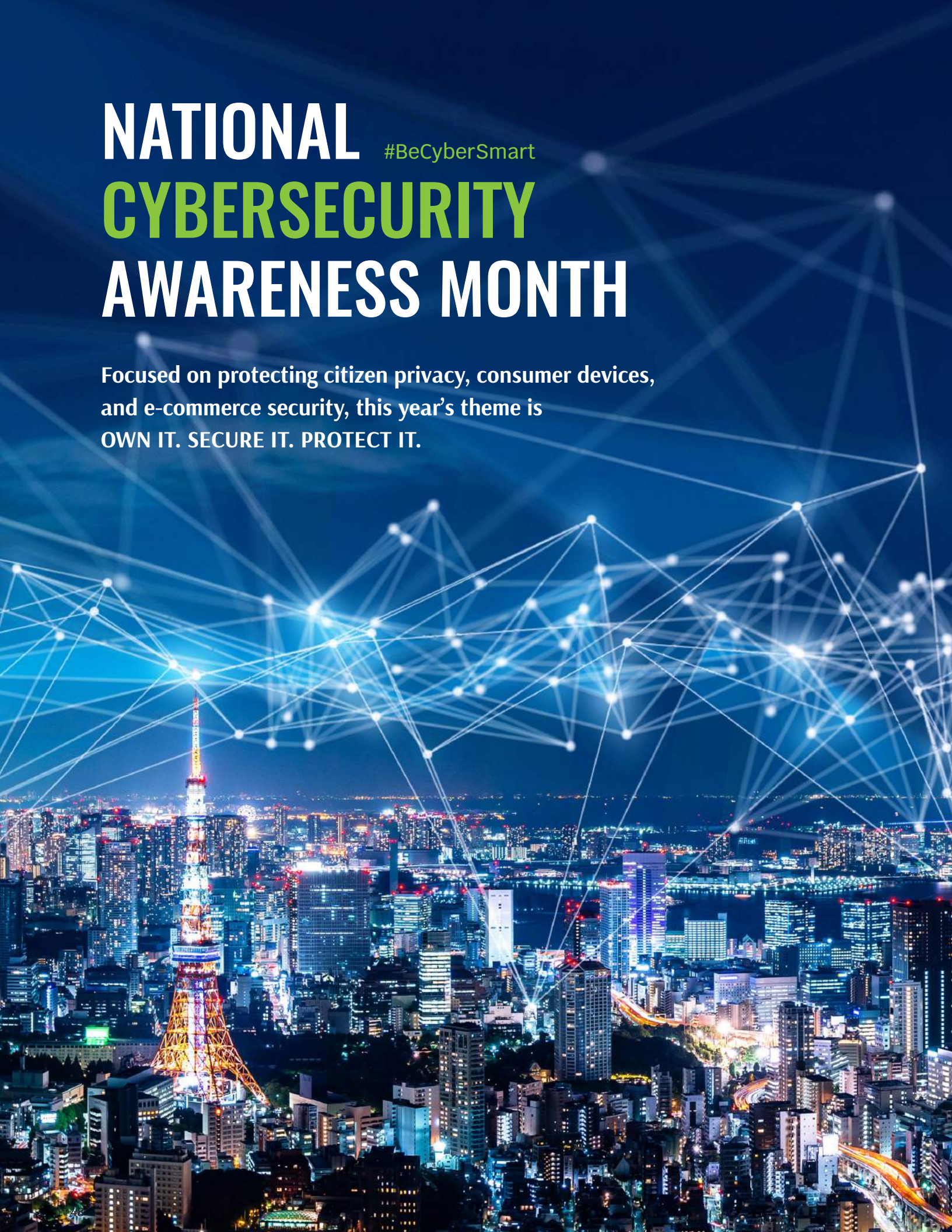
Head of Administration at Watchcom

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Kristin has a Master's degree in Educational Sciences from the University of Oslo, and has been working as the Head of Administration at Watchcom for the last year. Academically, Kristin specialized in work, learning and technology. Watchcom Security Group is PECB Partner and national leader in Information Security, both in consulting and penetration testing.

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**Around 230,000 malware samples** are created every day by hackers

PANDA SECURITY



In 2019, cybercrimes' cost has amounted to **\$2 trillion**

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By the end of 2019 businesses will be attacked by ransomware **every 14 seconds**

FBI



By 2021 cyber damages are estimated at a staggering **\$6 trillion**

FORBES



In 2023 it is estimated that cybercriminals will steal **33 billion records**

JUNIPER RESEARCH



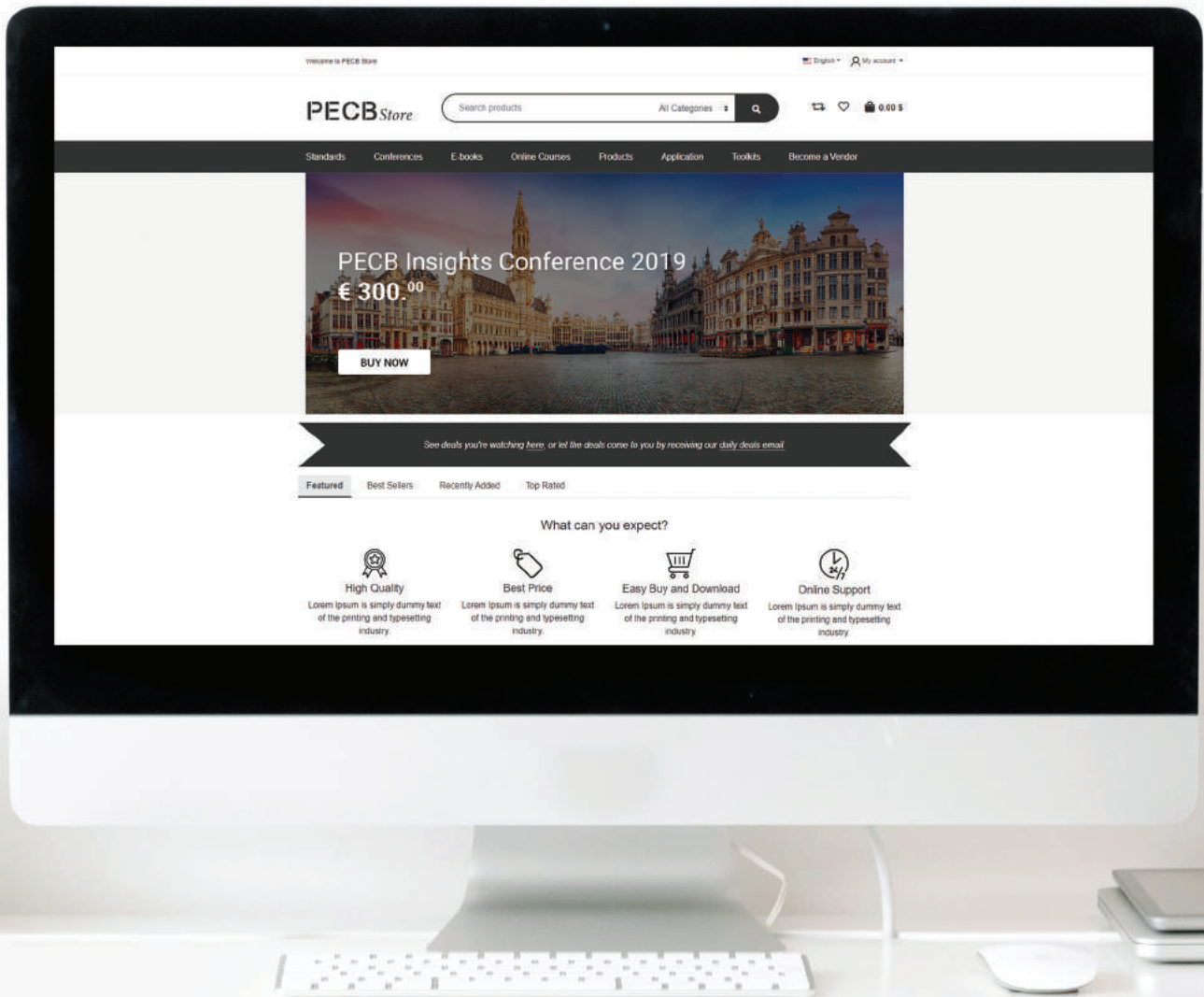
Thinking of a career in cybersecurity? Or simply want to learn how to protect yourself from evolving threats? Our **cybersecurity trainings** are the right ones for you!

→ FIND OUT MORE

WE PROUDLY PRESENT

# PECB STORE

store.pecb.com



PECB has always listened carefully and analyzed the needs of the clients. Staying up to date with the latest trends, we reflected on new ways of helping our network expand their business and optimize their trading operations. Since our network consists of individuals as well as organizations, creating a platform convenient for both was the best solution. That's why PECB has created its first online store platform. The PECB Store contains international standards, training courses, toolkits and much more, while also giving organizations the opportunity to use it as a commercial e-marketplace.

The online platform that PECB has created is best known for its automated processes and minimum effort required for joining and operating it. Clients and especially businesses that join the PECB Store are able to update information in real time; benefit from gaining great exposure to a big network; save time and resources and operate in a user-friendly interface which offers all the necessary tools to simplify and automate the entire business integration.

We invite you to take a tour of the PECB Store and take a look at all its services, products and tools to witness first-hand their quality and effectiveness. PECB Store is a reassurance for individuals and organizations that the products they are purchasing and the businesses they are purchasing from are operating in a safe and reliable way. The built-in admin functionalities make the registering process very easy.

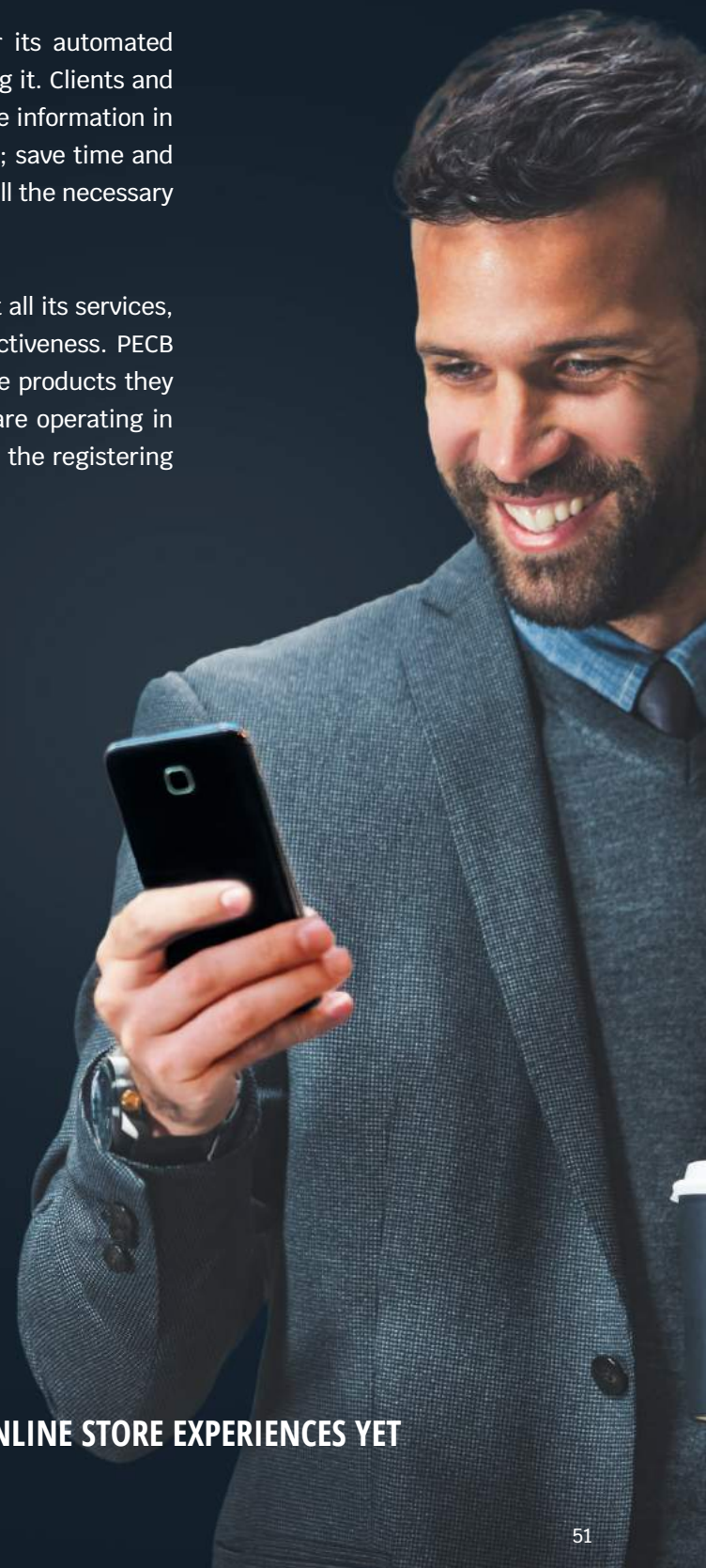
#### **Benefits of using the PECB Store:**

- ✓ User-friendly interface
- ✓ Mobile Responsive
- ✓ Affordable prices
- ✓ Fast service
- ✓ Access to a variety of products
- ✓ A perfectly competitive market

#### **Benefits of becoming a vendor on PECB Store:**

- ✓ Get your own marketplace
- ✓ Have your own advertising spot
- ✓ Improve your business's visibility
- ✓ Get to know your clients and grow your business
- ✓ Fast and easy operations

**YOU ARE IN FOR ONE OF YOUR BEST ONLINE STORE EXPERIENCES YET**





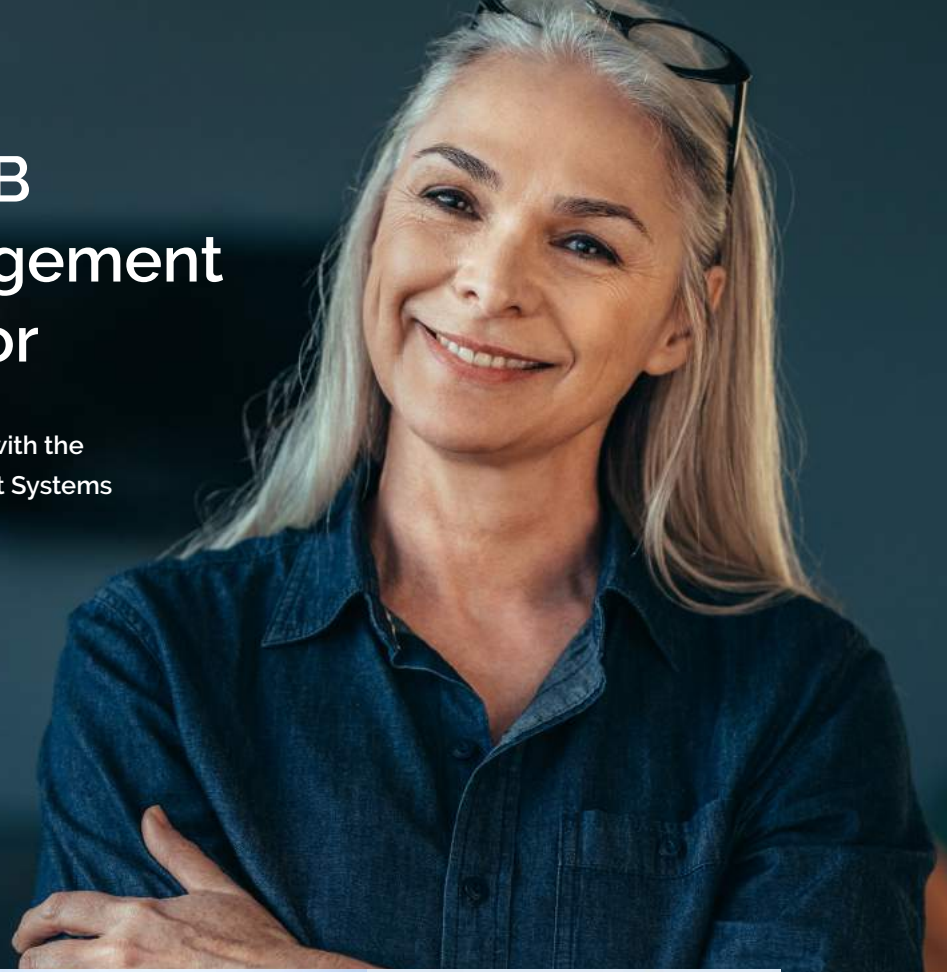
# COMMITTED TO EXPAND YOUR KNOWLEDGE

REALIZE YOUR POTENTIAL TODAY!

Course	Language	Status	
ISO/IEC 27701 Lead Implementer	English	New!	➤
Six Sigma Yellow Belt	English	New!	➤
ISO/IEC 20000 Lead Implementer	German	New!	➤
ISO 9001 Foundation	English	Updated	➤
ISO 31000 Lead Risk Manager	English	Updated	➤
ISO/IEC 27005 Risk Manager	French	Updated	➤

# Become a PECB Certified Management Systems Auditor

Your on-the-job experience coupled with the unrivaled PECB Certified Management Systems Auditor training course



## MOROCCO

October 1-3, 2019  
francophonie@pecb.com



## LAGOS

October 16 -18, 2019  
africa@pecb.com



## BRUSSELS

September 30 - October 2, 2019  
events@pecb.com



## MONTREAL

November 18-20, 2019  
support.noram@pecb.com



## MALAYSIA

December 9-11, 2019  
asia@pecb.com



## DUBAI

December 17-19, 2019  
ame@pecb.com

To reserve your seat please contact the organizers through the emails provided.

# SPECIAL THANKS TO

## PLATINUM PARTNERS



## GOLD PARTNERS





# PECB STORE

Anywhere | Anytime