



UNIVERSITEIT VAN AMSTERDAM
Amsterdam Business School

(Dawning of a) New Era

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Weak signals

Awareness

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Table 1. States of Ignorance Under Discontinuity

Weak Signals

Strategic surprise

Awareness

Flexibility

Immediate response

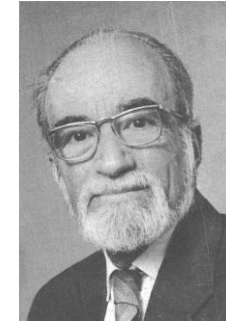
States of Knowledge Info Content	(1) Sense of threat/ opportunity	(2) Source of threat/ opportunity	(3) T/O Concrete	(4) Response Concrete	(5) Outcome Concrete
Conviction that discontinuities are impending	YES	YES	YES	YES	YES
Source of discontinuity identified	NO	YES	YES	YES	YES
Characteristics, nature, gravity, and timing of impact understood	NO	NO	YES	YES	YES
Response identified timing, action, programs, budgets can be identified	NO	NO	NO	YES	YES
Profit impact and consequences of response are computable	NO	NO	NO	NO	YES

Ansoff, H.I. (1975). Managing Strategic Surprise by Response to Weak Signals. California Management Review. Vol. 18. No. 2.

For those who wish to relate this table to the terminology of statistical decision theory, we should note that the information in each state of knowledge may be certain, uncertain, or risky in the sense of definitions commonly used in the theory. The focus in the table is on illustrating the variability of content and not in the state of uncertainty. The dimension of uncertainty can be easily added at right angles to the table, thus creating a cube of possible states of information. In this cube, the states of information, treated in statistical decision theory, would be included in slice number 5.

That '90s Show: Weak Signals Were Clear for Some

“It is staring us in the face. We try to explain the risks. To management. To the board. It is on the news. They don’t really care. We are tolerated, nothing more, even considered a bit of a nuisance.” – Information security professional, 1996



Growing Awareness

'00s:

“Security, yes it’s on the agenda, but it doesn’t have priority at the moment” – CIO of large IT Service Provider, 2006

'10's:

“What keeps me awake at night? Cybersecurity.” – President of the Supervisory Board of a Multinational Firm, 2016



A Different World

Scale

Attack surface

Organized crime

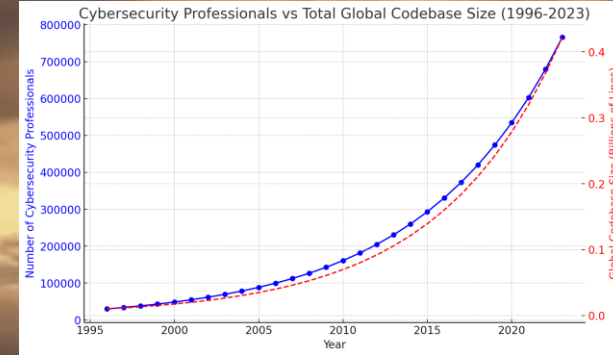
State actors

Regulation

Major incidents

Cyber warfare

AI



Nationaal Coördinator
Terrorisbestrijding en Veiligheid
Ministerie van Justitie en Veiligheid

> Cybersecuritybeeld Nederland 2023



Full Attention

Cybersecurity now #1 on almost every agenda

But.. mind the gaps!

Supervisory board

Executive board

Management

CISO





Announcement

Cybersecurity Academy

Educating a new
generation of
cybersecurity leaders





Cybersecurity Academy Design Team



Martijn Dekker
ABN AMRO / UvA
Programme Director



Lies de Wit
Stater



Dimitri van Zantvliet
NS



Jeroen van Beek
Scattered Secrets



Pieter van Houten
SHV



Kunter Orpak
AFM

International
Part-time
MBA-size group
Start September 2025



Sandra Konings
Arcadis



Paul Hamaker
Heineken



Edo Roos Lindgreen
UvA

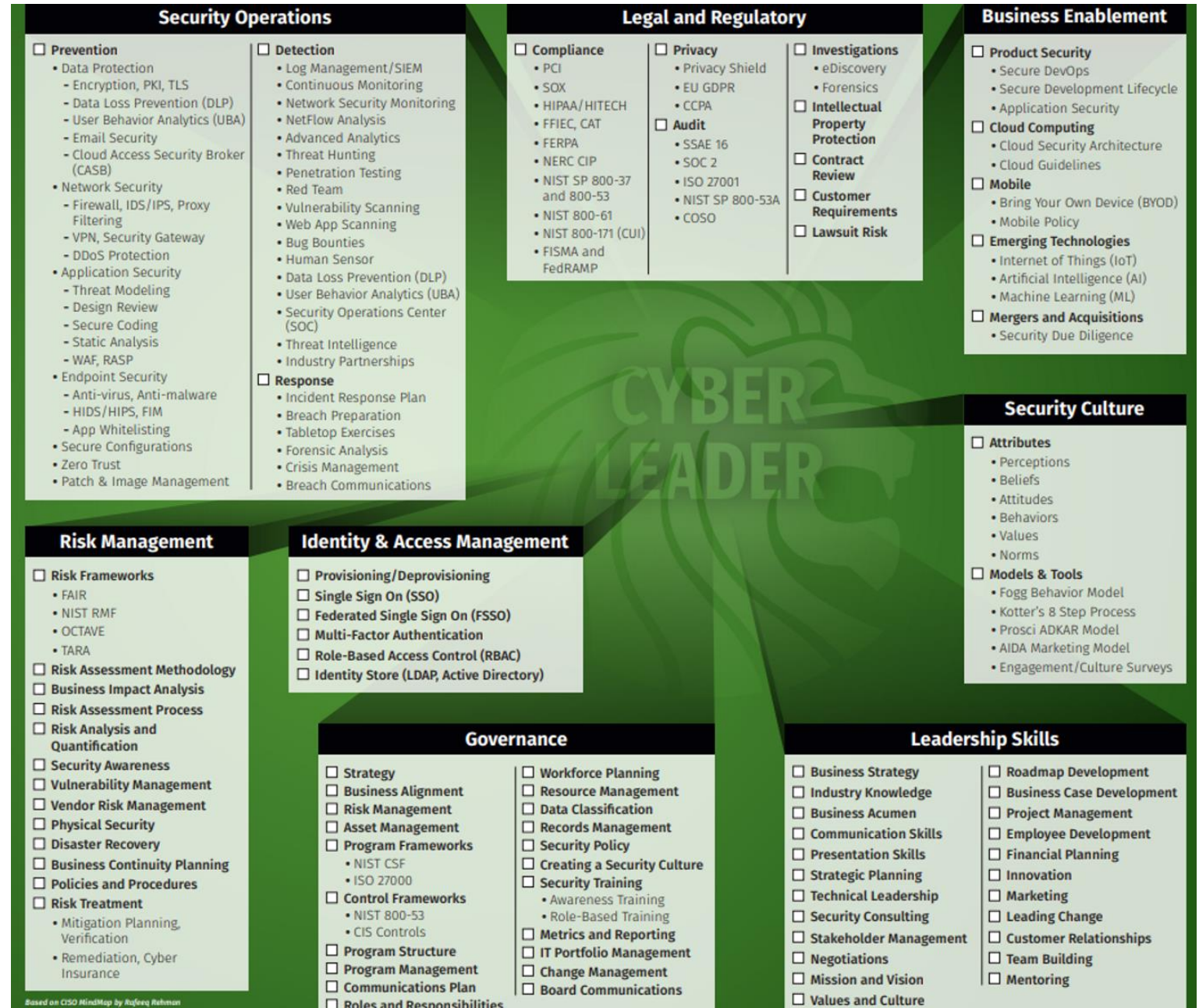


Sook Reker
UvA

Learning Objectives

E.g. SANS CISO Mind Map:

- Leadership Skills
- Governance
- Security Culture
- Business Enablement
- Security Operations
- Risk management
- IAM
- Legal and Regulatory



Executive Programmes at the Amsterdam Business School

MBA & MIF (MSc)

Fulltime MBA
Parttime MBA
MBA AI & Business Analytics
MBA in Healthcare
MSc in International Finance

Executive Masters (MSc)

Management Studies
Finance & Control
Auditing Studies
Accountancy & Control
Actuarial Science

Professional Programmes

Accountancy (RA)
Actuarial Practice Cycle
ESG Academy
Cybersecurity Academy
Bank & Insurance Academy

Executive Education

Open Programmes
Lean Six Sigma
The Analytics Academy
In-company

International, English spoken (Dutch allowed)

Parttime (Friday or evenings)

MBA-size groups (max 30 students)

Triple Crown accreditation (AACSB, AMBA, Equis)