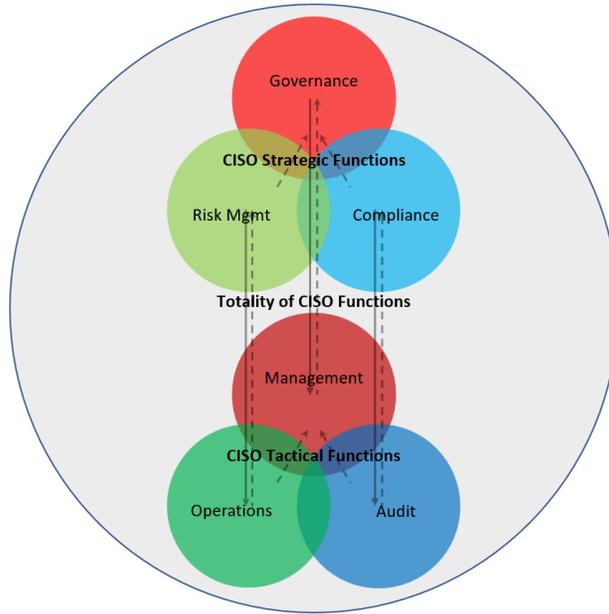


CISO Functional Model: Strategic-Tactical Dependencies

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Date 02/14/2026



Posit

The total domain of CISO Functions (F) is composed of two distinct sets: the Strategic Functions (S) and the Tactical Functions (T).

S consists of Governance (*g*) as primary, informed by Risk Management (*r*), and assured by Compliance (*c*).

T consists of Management (*m*) as primary, executed by Operations (*o*), and verified by Audit (*a*).

All functions are independent, coordinated, and paired as Governance/Management, Risk Management/Operations, and Compliance/Audit.

The Strategic Functions direct the Tactical Functions, and the Tactical Functions inform the Strategic Functions.

Legend

⇒ Specialized semantic connector of Strategic Direction to the Tactical component.

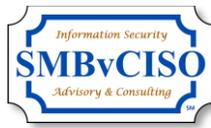
→ Specialized semantic connector of Tactical Feedback to the Strategic component.

Formula

$$(S = \{g, r, c\} \wedge T = \{m, o, a\}) \wedge (S \cap T = \emptyset) \wedge (F = S \cup T) \wedge$$

$$[(g \Rightarrow \{r, c\}) \wedge (r \rightarrow g) \wedge (c \rightarrow g) \wedge (m \Rightarrow \{o, a\}) \wedge (o \rightarrow m) \wedge (a \rightarrow m)] \wedge$$

$$[(g \Rightarrow m) \wedge (m \rightarrow g)] \wedge [(r \Rightarrow o) \wedge (o \rightarrow r)] \wedge [(c \Rightarrow a) \wedge (a \rightarrow c)]$$



Explanation

The formula is built on four core assertions: Structure, Separation, Internal Coordination, and External Interdependence.

Structure and Separation

- $(S = \{g, r, c\} \wedge T = \{m, o, a\})$ establishes the groups: The Strategic set (S) contains $g, r,$ and c . The Tactical set (T) contains $m, o,$ and a .
- $(S \cap T = \emptyset)$ shows Separation: The two sets are disjoint; they share no members.
- $(F = S \cup T)$ shows Totality: The two sets combined represent all of the CISO's domain (F).

Internal Coordination

This section defines the internal hierarchy within each set:

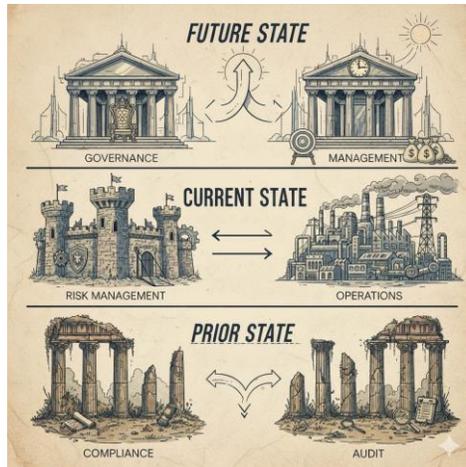
- $g \Rightarrow \{r, c\}$: Governance (g) directs (\Rightarrow) Risk Management (r) and Compliance (c).
- $r \rightarrow g$ and $c \rightarrow g$: Risk Management (r) informs (\rightarrow) Governance (g) and Compliance (c) assures (\rightarrow) Governance (g).
- $m \Rightarrow \{o, a\}$: Management (m) directs (\Rightarrow) Operations (o) and Audit (a).
- $o \rightarrow m$ and $a \rightarrow m$: Operations (o) executes for (\rightarrow) Management (m) and Audit (a) verifies for (\rightarrow) Management (m).

External Interdependence

This section defines the three paired, bidirectional relationships that connect the strategic and tactical sets:

- $(g \Rightarrow m) \wedge (m \rightarrow g)$: The g/m pair is interdependent. Governance (g) directs (\Rightarrow) Management (m) and Management (m) informs (\rightarrow) Governance (g). These are future state functions.
- $(r \Rightarrow o) \wedge (o \rightarrow r)$: The r/o pair is Interdependent. Risk Management (r) directs (\Rightarrow) Operations (o) and Operations (o) informs (\rightarrow) Risk Management (r). These are current state functions.
- $(c \Rightarrow a) \wedge (a \rightarrow c)$: The c/a pair is interdependent. Compliance (c) directs (\Rightarrow) Audit (a) and Audit (a) informs (\rightarrow) Compliance (c). These are prior state functions.





CISO Functions Growth

This is the suggested growth of the CISO functions. Separation of duties is fundamental, but practical headcount dictates:

Headcount (-/+): Persons & Functions

-5: 1 (G/M, R/O, C/A) = 1 (small shop hands-on CISO)

-4: 1 (G/M, R/O); 1 (C/A) = 2

-3: 1 (G/M); 1 (R/O); 1 (C/A) = 3

-2: 1 (G/M); 1 (R/O); 1 (C); 1 (A) = 4

-1: 1 (G/M); 1 (R); 1 (O); 1 (C); 1 (A) = 5

0: 1 (G); 1 (M); 1 (R); 1(O); 1 (C); 1 (A) = 6 (minimum ideal state)

+1 to ∞: add headcount first to Tactical (M, O, A) as needed prioritizing O > MA, A > M; then add headcount to Strategic (G, R, C) as needed prioritizing R > GC, C > G.

Summary

The entire formula confirms that the CISO's domain is a system of six distinct functions, each operating under a primary lead within its own group, but all organized into three interdependent pairs where the strategic component guides the tactical, and the tactical reports back to the strategic.