

CISO Masterclass Programme

Two full days, three to six months apart: the first secures the mandate, and the second builds the function that uses it.

A new CISO has two problems, and they arrive in order. The first is being allowed to act: credibility, judgement and mandate in the first hundred days. The second is what to build once that permission exists: a security function that scales without its leader in the middle of every decision. The market reviewed in September 2026 teaches the first problem at length and the second only in pieces. This prospectus describes two full-day masterclasses that take the two problems one at a time, and why they are designed as one programme, with the second day placed after the participant's own first hundred days. It sets out each day module by module, the ten documents participants keep across the two, how the material was built and what has been delivered so far, and how a partner books the programme. The two individual prospectuses carry the full detail of each day, with pages from the documents as they are delivered. Commercial terms are on request.



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Executive summary

The first hundred days buy the right to redesign the security function, and the programme teaches how to secure that right and then how to use it.

- 1 **Two full days of 375 minutes each,** seven modules, a clinic and a close per day, with the exercises worked in the room.
- 2 **The gap between the days is designed.** Day two assumes the participant has completed something like a first hundred days in the seat, and brings the recurring problems that followed.
- 3 **Day one: 100 Days to Credibility.** From the questions to ask before accepting the role to leading the first incident.
- 4 **Day two: Building Your Operating Model.** The function designed element by element, ending in a twelve-month build sequence.
- 5 **One thread runs through both days.** Risk ownership sits in the business, and the CISO's job is to make that true.
- 6 **Day two builds on day one.** The twelve elements replace the first day's quick reading frame, the three lines of defence return as a design grid, and the first day's workbook is used in the room.
- 7 **Ten documents in all,** five per day, from a pre-acceptance questionnaire to a six-month review workbook.
- 8 **Day one was piloted in September 2026;** day two has not yet been delivered to a room.
- 9 **Booked as one programme,** with both dates fixed at booking. Either day can also be booked on its own.
- 10 **Three partner routes,** and one facilitator who delivers every session in person.

01 | Why two days

Securing the mandate and using it are different jobs, and they happen months apart.

Capable CISOs who finish a good first hundred days can still be running on heroics two years later.

Each day solves one of the two problems, and the second cannot be solved before the first.

There is a large market teaching new CISOs how to survive their first hundred days. What comes after, the design of the function itself, is taught in pieces: a week of an eight-week cohort programme, one module of a university certificate, a section of a five-day course. Capable people complete a textbook hundred days, earn real credibility, and then spend the next two years running a function that still cannot absorb a new regulation without heroics, still loses the same budget argument every autumn, and still depends on four people who are one resignation away from a crisis.

The programme takes the two problems in order. Day one is about being allowed to act. Day two is about what to build once you are.

The gap between the days is measured against the participant's own appointment. Day two assumes something like a first hundred days completed in the current seat, so a participant who takes day one before starting the role takes day two after their own hundredth day. For a cohort already in post, three to six months is long enough to apply the first day, redraw the map of who decides, and accumulate the recurring problems the second day turns into a diagnosis.

1.1 Who it is for

First-time and incoming CISOs, and deputies preparing for the seat, take both days in order. Sitting CISOs who already hold the mandate, own a team and a budget, and can act on what they decide can join day two on its own: document 0 of day two gets them to the same starting point from memory. On both days the facilitator adapts each exercise for deputies and for people who came into security from another function. A bank or group building a bench of future CISOs can run the programme for one cohort.

"Everything in the last six hours buys you one thing. It buys you the right to redesign the function."

FROM THE SESSION, MASTERCLASS 1, THE CLOSE

02 | Day one: 100 Days to Credibility

From the questions to ask before accepting the role to leading the first incident.

Day one begins before the contract is signed and continues past day one hundred.

The day runs the full arc of a first CISO appointment: due diligence and the scope of the role before signing, reading the organisation and mapping who decides, trust across the three lines of defence, prioritising with a traceability test, the board view of risk against appetite, and the first serious incident.

Each participant leaves with a hundred-day credibility map, and a workbook for the thirty, sixty and ninety days that follow, completed at home after the session.

TABLE 1 · DAY ONE, MODULE BY MODULE

MODULE	TIME	WHAT IT COVERS
Opening	20 min	Why the first hundred days decide everything else, and what a CISO is and is not.
1 · Before you accept the role	45 min	What to establish and read before signing, the scope of the role area by area, and the terms that survive a new chief executive.
2 · Read the context	40 min	The PPTT frame, interviews, the governance record, mapping who decides, and reading your own team.
3 · Build trust, and recover it	45 min	The three lines of defence, the CIO relationship, and the first hour of a visible failure.
4 · Prioritise	45 min	The maturity model, programme pace, and the decision board, with a traceability test for anything urgent.
5 · Communicate like a partner	45 min	The vision cascade, costed budget scenarios, and the board view of risk against appetite.
6 · Lead an incident	60 min	The first hour, severity and categories, the ten-step lifecycle, ransomware negotiation and insurance.
7 · Your credibility map	35 min	The four-stage spine and the individual worksheet.
Clinic and close	40 min	Three situations from the room, then the engagement arc and the recap.

Source: the masterclass 1 session script, version 1.1, October 2026. Timings total 375 minutes; the clinic runs 30 minutes and the close 10.

"The plan is what you wrote down. The crisis is what you did in the first hour."

FROM THE SESSION, MASTERCLASS 1, MODULE 6

03 | Day two: Building Your Operating Model

The function designed element by element, and a twelve-month build written before the room empties.

Day two ends with a written build sequence for the participant's own function.

The day turns hundred-day findings into a diagnosis, reads the function as a system of twelve elements, and sets a second baseline that shows what the function delivers by the six NIST CSF 2.0 functions. It works through structure, decision rights, the lines of defence as a design grid, culture and rewards, and how to announce a redesign without losing it.

Each participant writes their own twelve-month build sequence, with a target for each capability and the six-month review dates in the diary.

TABLE 2 · DAY TWO, MODULE BY MODULE

MODULE	TIME	WHAT IT COVERS
Opening	20 min	Why day one hundred and one is the real start, and what an operating model is and is not.
1 · From discovery to diagnosis	40 min	Hundred-day findings turned into a current-state reading, with a second baseline by capability.
2 · Read your function as a system	55 min	The twelve elements, the interaction map and the leverage triangle.
3 · Structure, and three decisions	45 min	Centres of excellence, business-facing integration, cross-functional missions, the product model question.
4 · Decision rights and governance	40 min	Delegation with thresholds, the lines of defence as a design grid, and governance that decides.
5 · Culture, behaviours, rewards	35 min	Making the business own risk, and what gets rewarded.
6 · Making the change land	40 min	The announcement, the order of the conversations, the people it costs, and the month after.
7 · Sequencing and your build	60 min	Open design choices, and a twelve-month build sequence for the participant's own function.
Clinic and close	40 min	Three situations from the room, then the four outcomes and Monday.

Source: the masterclass 2 session script, version 1.1, October 2026. Timings total 375 minutes; the clinic runs 30 minutes and the close 10.

"Every operating model survives the design and dies in the announcement."

FROM THE SESSION, MASTERCLASS 2, MODULE 6

04 | What participants keep

Ten documents, five per day, anonymised for external use and theirs to keep.

The instruments are in the documents, so they work the week after without the facilitator.

Each day has the same shape of kit: one document before the day, one filled in during it, two that carry the work afterwards, and a reference guide. Document 1 of each set is the live-session script, which is not distributed.

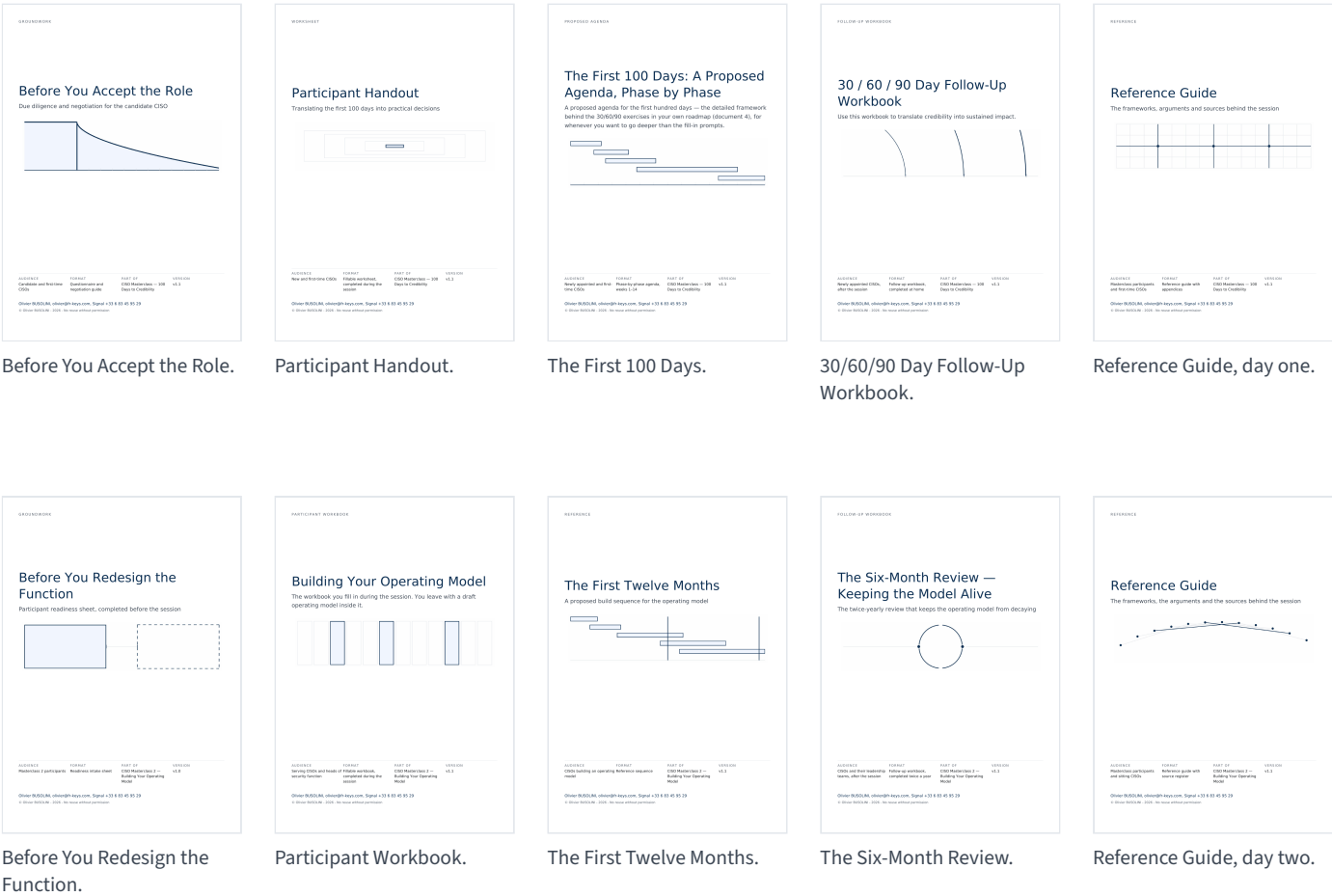
The day-one workbook is brought to day two and used in the room; a participant who joins day two on its own uses its document 0 instead.

TABLE 3 · THE TEN DOCUMENTS ACROSS THE PROGRAMME

DOCUMENT	DAY ONE: 100 DAYS TO CREDIBILITY	DAY TWO: BUILDING YOUR OPERATING MODEL
0 · Before	Before You Accept the Role: forty-five questions, a reading list, a scope table and a negotiation guide.	Before You Redesign the Function: a readiness sheet built from the participant's own first hundred days.
2 · During	Participant Handout: the map of who decides, the prioritisation sort, the board grid and a credibility map.	Participant Workbook: diagnosis, scores, the capability baseline, the lines-of-defence grid, the announcement and the build.
3 · After	The First 100 Days: a proposed agenda in five phases across weeks 1 to 14.	The First Twelve Months: six phases and the output each one owes.
4 · After	30/60/90 Day Follow-Up Workbook: three passes and a credibility check.	The Six-Month Review: the cycle that keeps the model alive.
5 · Keep	Reference Guide: the frameworks, arguments and sources.	Reference Guide: the twelve elements, decision frameworks and source register.

Source: the participant documents, October 2026: masterclass 2 document 0 version 1.0, all others version 1.1. Document 1 in each set is the live-session script, not distributed.

FIGURE 1 · THE TEN DOCUMENTS AS THEY ARE DELIVERED



Source: the cover pages of the participant documents, October 2026. Pages from inside each document are in the two individual prospectuses.

05 | How it was built

Five CISO roles in five banks, two operating model reviews, one pilot so far, and a source register for what is borrowed.

Day one became a full day because ninety minutes could not hold what the pilot room asked for.

Both reference guides name their sources, and the day-two guide marks what is original.

Both days are built from more than twenty-five years in security leadership and five CISO roles in five banks across two regions, with responsibilities in more than a dozen countries. Day two adds two operating model reviews run inside a group security function, including the parts that did not work the first time.

Day one was piloted in September 2026 in a ninety-minute slot. The room asked forty-one questions and the venue closed the session mid-answer, which is why it is now a full day with a thirty-minute clinic.

The pilot room was mixed: sitting CISOs, people preparing for the seat, an information security officer, a compliance officer and two people from outside security. Several parts of day one were written after it and have not yet been delivered to a room. Day two has not yet been delivered to a room at all.

The twelve-element model comes from McKinsey's Organize to Value, the capability functions from the NIST Cybersecurity Framework 2.0, and the research on CISO effectiveness and on security funding is cited where it is used. Each reference guide names its sources; the day-two guide also marks the instruments that are original, such as the inter-action map.

"The method is worth more than my answer. You will not have me in the room on Monday."

FROM THE SESSION, BOTH DAYS, THE CLINIC

06 | Booking the programme

Both dates fixed at booking, one facilitator in person, and three ways for a partner to bring it to an audience.

Both dates are fixed at booking so that the gap between the days is kept.

Each day runs 09:00 to 16:30, in person, worldwide. Twenty-five participants as standard and thirty at most, because past that the exercises stop working. Ten weeks of lead time are needed for a standard day. Commercial terms are on request; travel and accommodation are at cost, on top of the fee.

Booked as one programme, both dates are fixed at booking, with day two placed after the participants' first hundred days. The fixed-date programme suits a cohort already in post. Either day can also be booked on its own.

FIGURE 2 · THE THREE PARTNER ROUTES

Conference and event organisers. A flat delivery fee per day, positioned as a signature workshop rather than a standard session slot.

Consulting and advisory firms. Delivered by Olivier Busolini inside the firm's own client engagement, at a fixed fee per session.

Training organisations. A per-participant model, integrated into the organisation's existing enrolment and delivery process.

Source: partner terms, October 2026.

"Risk ownership sits in the business. Your job is to make that true, not to carry it for them."

FROM THE SESSION, MASTERCLASS 1, MODULE 5