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# Converged Security Leadership

Decision Rights, Governance Culture and Evidence

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Global Converged Security Board



# Title and publication overview

**Converged Security Leadership**
Decision Rights, Governance Culture and Evidence
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**Overview.** A leadership companion exploring how shared decisions, accountable governance and honest evidence connect specialist security teams to organisational objectives.

A secondary practical/reference companion comprising four readings and three independent reflection exercises. Complete training sequences and worked solutions are not part of this publication.

**Keywords.** Converged Security; leadership; decision rights; governance culture; assurance; organisational change.

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Exercises use fictional situations. Apply no live changes and disclose no personal or confidential workplace data. Operational decisions require appropriate authority, verified evidence and applicable legal and safety advice.

Playbook passages are selected paraphrases attributed by identifier, play title and edition. Referenced publications retain their own rights and status. Cover imagery is AI-generated illustration.

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# Leadership across security boundaries

Converged Security Leadership connects physical security, cybersecurity and operational technology to the services they collectively support. Specialist teams retain their expertise; leadership establishes a shared direction and a credible route for decisions that cross their boundaries.

**Governance and delivery.** Governance directs, oversees and holds activity accountable. Management and operations deliver controls and services within that authority. A committee can receive many reports without governing effectively if no decision follows from them.

**Business purpose.** Explain the objective at stake before proposing a security measure. Service continuity, safety, lawful processing and stakeholder trust provide context; the most technically attractive option is not automatically the best organisational decision.

**Published-playbook perspective.** Map actual decision-making through evidence, not only the organisation chart. Informal approvals and missing charters help reveal the distance between the declared model and everyday practice.
GCSB-GDL-GLA-001, Play 1: Map the current governance reality (v1.0).

**Primary reading.** GCSB-CSF-STRAT, especially governance structures, strategic alignment and GRC; GCSB-ST-CSF-001 and GCSB-ST-CSF-GLA-001. Consult their mandatory procedures before applying advisory techniques.

# Decision rights and accountable ownership

Responsibility for a task is not authority to commit the organisation. A facilities supervisor may operate a control while a different role holds authority to approve an exception affecting several services. A title or a signature box does not establish a lawful delegation.

**Make the decision visible.** Identify the decision, its scope, the person authorised to decide and the evidence supporting that authority. Identify who contributes specialist advice and who must receive the outcome. Where authority is insufficient, use the approved escalation route.

**Ownership and support.** A named Risk Owner answers for the business consequence and needs the means to act. Control owners contribute to treatment. Coordinating a register does not automatically make its custodian the owner of every risk.

**Published-playbook perspective.** Connect governing-body responsibilities, committee charters and delegation limits into one coherent design. The advisory play favours a proportionate structure over multiplying forums without clear authority. GCSB-GDL-GLA-001, Play 2: Design the target governance structure (v1.0).

**Primary reading.** GCSB-ST-CSF-GLA-001; GCSB-ST-CSF-001; GCSB-CSF-STRAT. The issued documents and GCSB-PRC-GLA-001 determine applicable approval and exception requirements.

# Evidence that supports oversight

Governance evidence shows what happened, who decided and what changed. Approved policies describe intent; minutes, completed actions, tested controls and exception records help show whether that intent operates. Neither a high document count nor an entirely green dashboard proves effectiveness.

**Decision-oriented reporting.** Relate each material finding to a business objective, its uncertainty and the decision required. Consistent definitions and time periods let different functions contribute to one view without hiding specialist detail.

**Challenge and independence.** Assurance is weakened when the person whose work is being examined can suppress or rewrite the findings. Independent challenge should reach the appropriate governing body, with factual clarifications recorded transparently rather than used to soften adverse evidence.

**Published-playbook perspective.** The oversight play connects consistent reporting, independent assurance, conflicts of interest and closure of findings. The educational lesson is to examine both the information received and the decisions it produces. GCSB-GDL-GLA-001, Play 4: Operate oversight and assurance (v1.0).

**Primary reading.** GCSB-ST-CSF-GLA-001 and GCSB-CSF-STRAT on board oversight and metrics. Consult GCSB-PRC-GLA-001 for the mandatory operation of governance.

# Culture, adoption and sustained change

A governance model changes little if staff still use the old approvals, report only within their function or avoid raising uncomfortable information. Adoption means the agreed arrangements can be observed in practice, not merely that staff acknowledged a communication.

**Listen before diagnosing.** Reluctance may reflect unclear benefits, insufficient time, safety concerns or a missing delegation rather than unwillingness. Leaders should distinguish a knowledge gap from a practical inability to act and include the affected specialists in designing the response.

**Reinforce the behaviour.** Shared measures, credible reporting routes and visible follow-through help sustain cooperation. Learning is incomplete when exercise findings are written down but the agreed changes are not verified.

**Published-playbook perspective.** Periodic governance review compares formal arrangements with practice and tracks improvements to closure. Its emphasis is a working evidence trail, not a separate layer of paperwork.
GCSB-GDL-GLA-001, Play 5: Review, improve and evidence (v1.0).

**Primary reading.** GCSB-CSF-STRAT on culture, stakeholder engagement and continuous improvement; GCSB-ST-CSF-TRA-001 and GCSB-ST-CSF-GLA-001, with their corresponding procedures and advisory playbooks.

# Sample exercise 1: A disputed approval

**Fictional scenario.** A museum group plans to share an access-management service between two venues. Facilities considers its approval sufficient, while IT believes the change needs executive authorisation. The committee charter exists, but neither team has checked the delegation schedule. No live change has been made.

**Reflection prompts.** Which decision needs an owner? What documents and specialist evidence would clarify authority? Which matters can the teams resolve themselves and which may need escalation?

**Your note.** Write up to 200 words separating known facts, missing evidence and questions for the authorised decision-maker. Do not approve the change or invent a delegation.

**Playbook reading.** GCSB-GDL-GLA-001, Play 2: Design the target governance structure (v1.0).

Use fictional information only. This exercise grants no operational authority.

# Sample exercise 2: A reassuring dashboard

**Fictional scenario.** A university committee receives a green security dashboard. It counts policies approved and training invitations sent. An independent review identifies repeated delays in removing former contractors' physical and digital access. The dashboard contains no information on action closure.

**Reflection prompts.** Which claims describe activity rather than an outcome? What evidence would test the dashboard's reassurance? How could the governing body receive the review without taking over operational work?

**Your note.** Write up to 200 words proposing questions for oversight, not answers to the findings. Identify the missing evidence and its likely owners.

**Playbook reading.** GCSB-GDL-GLA-001, Play 4: Operate oversight and assurance (v1.0).

No answer key or control implementation is supplied.

# Sample exercise 3: An unused reporting route

**Fictional scenario.** A cultural venue group introduces a common incident-reporting form. Staff have completed the briefing, but the evening teams still call familiar local contacts. They report that the new form is hard to reach during a shift and that earlier submissions received no response.

**Reflection prompts.** What distinguishes knowledge from ability in this situation? Which leadership behaviours might discourage adoption? What evidence would reveal whether an improvement is sustained?

**Your note.** Write up to 200 words identifying questions for staff, local leaders and the governance forum. Keep suspected causes separate from verified ones.

**Playbook reading.** GCSB-GDL-GLA-001, Play 5: Review, improve and evidence (v1.0).

Do not gather identifiable staff information or test a live reporting channel for this exercise.

# Issued-source bibliography

Primary standards and CCSO Policy: v2.0, issued 13 October 2026. Mandatory procedures and advisory playbooks: v1.0, issued 19 October 2026. Verify the current controlled edition and applicable provisions before use.

**GCSB-CSF-STRAT** | Converged Security Framework: Strategic Standards for Unified Risk Management and Organisational Resilience
Read issued primary source | GCSB-PRC-STRAT-001 | GCSB-GDL-STRAT-001

**GCSB-ST-CSF-001** | Converged Security Framework Main Standard
Read issued primary source | GCSB-PRC-CSF-001 | GCSB-GDL-CSF-001

**GCSB-ST-CSF-TRA-001** | Training and Awareness
Read issued primary source | GCSB-PRC-TRA-001 | GCSB-GDL-TRA-001

**GCSB-ST-CSF-GLA-001** | Governance and Leadership Framework
Read issued primary source | GCSB-PRC-GLA-001 | GCSB-GDL-GLA-001

**GCSB-ST-CSF-TIA-001** | Technology Integration and Architecture
Read issued primary source | GCSB-PRC-TIA-001 | GCSB-GDL-TIA-001

# Issued-source bibliography (continued)

Primary standards and CCSO Policy: v2.0, issued 13 October 2026. Mandatory procedures and advisory playbooks: v1.0, issued 19 October 2026. Verify the current controlled edition and applicable provisions before use.

**GCSB-ST-CSF-IRBC-001** | Incident Response and Business Continuity Framework
Read issued primary source | GCSB-PRC-IRBC-001 | GCSB-GDL-IRBC-001

**GCSB-ST-CSF-IAM-001** | Identity and Access Management Standard
Read issued primary source | GCSB-PRC-IAM-001 | GCSB-GDL-IAM-001

**GCSB-ST-CSF-DPP-001** | Data Protection and Privacy Standard
Read issued primary source | GCSB-PRC-DPP-001 | GCSB-GDL-DPP-001

**GCSB-ST-CSF-RMA-001** | Converged Security Risk Management and Assessment Standard
Read issued primary source | GCSB-PRC-RMA-001 | GCSB-GDL-RMA-001

**GCSB-POL-CSF-CCSO-001** | Chief Converged Security Officer (CCSO) Policy
Read issued primary source | GCSB-PRC-CCSO-001 | GCSB-GDL-CCSO-001

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# Converged Security Leadership

From a disputed decision to an overlooked governance action, this volume examines how leadership turns a written framework into working practice.

Selected issued-playbook perspectives connect each reading to practical application. Three short exercises invite independent reflection; the bibliography provides direct access to the primary sources.

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