
THE DECISION LAYER

CURATED READING · BOARD PICKS

Eight reads for boards who are tired of risk reporting that doesn't decide.

A short, sequenced library for CROs, CISOs, Audit Chairs, and the boards they report to — drawn from work published in Forbes, ISACA, CSO, and CIO across 2025–2026.

HOW TO USE THIS

Each pick is under ten minutes. Read in order if you want the full arc, or take any single section if one matches the conversation you're having this week. Sections move from diagnosis to architecture to AI.

For Boards, CROs, CISOs, Chief Audit Executives, and Audit Committee Chairs at £1B+ regulated organisations

Maman Ibrahim · Founder, DiamondSoul

The picks below are organised around four questions a senior risk leader is usually being asked at the table this quarter — and rarely getting clean answers to. They are not a comprehensive bibliography. They are the eight pieces I would put in front of an Audit Chair who said "I want to understand the gap between what our risk function produces and what we're actually deciding on."

If a single section is enough — read that one. If you want the whole arc, the eight pieces together describe the integrated model: *Risk Taxonomy · Decision Architecture · Decision Infrastructure*.

SECTION 01 *Why your risk function isn't producing decisions*

01

FORBES TECHNOLOGY COUNCIL · APRIL 2026

Your Problem Isn't DORA, NIS2 Or SOX Controls — It's Decision Infrastructure

The framing piece for everything that follows. Most boards under regulatory pressure assume the constraint is a control gap. In practice it is almost always a decision gap. This is the article to read first if your committees are producing more activity than authorisations.

[Read at forbes.com →](#) · ~6 min read

02

FORBES TECHNOLOGY COUNCIL · MARCH 2026

The Power Ladder Architecture — A System For Turning Risk Work Into Decisions, Delivery And Proof

If the first pick names the diagnosis, this one names the architecture. The Power Ladder describes the rungs that risk work has to climb before it shows up as a board-grade decision — and what breaks at each one in most organisations.

[Read at forbes.com →](#) · ~7 min read

SECTION 02 *Building a risk taxonomy the board can decide on*

03

FORBES TECHNOLOGY COUNCIL · MARCH 2026

Risk Taxonomies That Work By Turning 'High Risk' Into A Decision The Board Can Make

Boards do not fund the word "high." They fund choices they can defend. This piece lays out what a risk taxonomy actually has to deliver if it is going to support investment decisions, not just classification exercises.

[Read at forbes.com](#) → · ~6 min read

04

FORBES TECHNOLOGY COUNCIL · APRIL 2026

Crown Jewels, Clean Stories: How To Turn Asset Lists Into Board-Level Risk Decisions

Most asset registers do not survive contact with a board agenda. This is the pattern I use to compress thousands of inventory entries into the small number of crown-jewel decisions a committee can actually authorise.

[Read at forbes.com](#) → · ~6 min read

SECTION 03 *The architecture of control and assurance*

05

FORBES TECHNOLOGY COUNCIL · MARCH 2026

Six Control Families That Turn Regulatory Chaos Into A Working Control System

When DORA, NIS2, SOX, ISO 27001, GDPR and a sectoral framework all live on top of the same controls, most organisations end up with twelve control catalogues and no working control system. This piece describes the six families that compress all of it into something operable.

[Read at forbes.com](#) → · ~7 min read

06

CSO ONLINE

Cybersecurity Management For Boards: Metrics That Matter

A working list of the small set of metrics that earn space on a board pack. Written for the moment when a CISO is being asked to halve a 60-slide deck and does not yet know what to keep.

[Read at csoonline.com](#) → · ~6 min read

SECTION 04 *When AI joins the boardroom*

07

ISACA NOW

When AI Joins the Party, Five Lines Beat Fifty Slides

The shape an AI risk update has to take if a board is going to act on it inside one committee cycle. Built from the same Decision Architecture logic as the earlier pieces, but applied to the model-risk conversations that are now arriving on every audit committee agenda.

[Read at isaca.org](#) → · ~5 min read

08

CIO.COM

3 Unfiltered Lessons From Reinventing AI Risk Governance

Three things I keep watching organisations get wrong when they install AI risk governance for the first time — and the corrections that hold up under regulatory scrutiny rather than just executive enthusiasm.

[Read at cio.com](#) → · ~6 min read

IF ANY OF THESE MATCHED THE CONVERSATION YOU'RE IN

The front-door engagement is the Decision Infrastructure Diagnostic.

A 2–3 week structured executive review naming which of the three load-bearing layers — Risk Taxonomy, Decision Architecture, Decision Infrastructure — is the binding constraint in your function, what it is costing you in board confidence today, and the highest-value move available in the next 90 days.

For boards, CROs, CISOs, and Audit Committee Chairs at £1B+ regulated organisations. Direct contact: maman@thedecisionlayer.org.

These eight pieces are a working subset of the full press archive. The complete library — including ISACA, CSO Online, CIO.com, Forbes Technology Council, MSN, Senior Executive, InformationWeek and others — sits at mamanibrahim.com/press-media.

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