



The Intelligent Organization

# The Framework

*An enterprise transformation system for the age of AI and intelligent automation*

## 01

## The Problem TIO Solves

*Why scattered AI activity is not enough*

Most organizations are no longer asking whether AI matters. They are asking harder questions: What does this mean to our business, our mission, our purpose? What impact will AI have on our clients, suppliers, and our people? What is true versus hype, and whom can I trust? Where are the real opportunities and risks? How do we, as leaders, navigate our people and organization through this moment of uncertainty and change with clarity and confidence?

In mid-2026, many organizations face some of the following realities:

- Copilots and chatbots are spreading, but value is hard to prove.
- AI consumption costs are growing across tokens, models, agents, platforms, and infrastructure, but many organizations cannot allocate those costs to a use case, owner, or business outcome.
- Data, technology, risk, and people issues slow down useful adoption.
- Leaders are expected to sponsor AI without enough first-hand fluency.
- Employees hear that AI matters, but do not always know what it means for their work.
- AI tools are being tested, but work is not being redesigned.
- Governance either arrives too late or becomes a reason to stop movement.

### The leadership issue

AI tools do not generate their full value when they sit on top of unclear strategy, weak data, disconnected technology, poor delivery discipline, unmanaged risk, and people who have not been helped to adapt. In those conditions, AI tools can become costly mistakes and risk vectors. Leaders retain ultimate accountability. TIO is designed to help.

## 2A

## The Three Enterprise Outcomes What TIO helps the organization become

### MORE INTELLIGENT

Expand the effective reasoning, creativity, synthesis, learning, and decision capacity available to people, teams, and the enterprise.

### MORE AUTOMATED

Redesign work and apply the simplest reliable form of automation, reducing unnecessary human intervention while protecting necessary human contribution.

### MORE IN CONTROL

Protect Enterprise Autonomy: direction, knowledge, data, intellectual property, authority, portability, recovery, and freedom to change course.

The three outcomes are produced by the combined 25 capabilities. They do not create another domain, capability set, or maturity score.

| Term                | TIO meaning                                                                                                                                                                    |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enterprise Autonomy | The freedom, control, capability, and resilience the organization retains to protect what is uniquely its own and change direction.                                            |
| Delegated Autonomy  | Authority granted to a system, agent, automation, or bounded unit of work without a person approving every instance. It is evidence-gated, limited, reviewable, and revocable. |

## 02

## What TIO Is

*A practical enterprise transformation system for the age of AI*

TIO stands for **The Intelligent Organization**.

TIO is a practical, open-source enterprise transformation system that helps leaders build organizations that are more intelligent, more automated, and more in control. It does this by strengthening the five capability domains required to use AI, automation, data, technology, and human judgment safely, productively, and with confidence.

TIO provides a way to look at the whole organization, assess what it can do today, define the future operating condition, choose a transition route, redesign priority work, build the required capabilities, and use evidence to decide what should expand, change, pause, return, retire, or stop.

TIO also recognizes AI FinOps and Token Economics as a cross-cutting operating discipline. It helps the organization measure, allocate, forecast, govern, and optimize variable AI consumption costs while connecting those costs to business outcomes and value.

| TIO is                  | TIO is not                                  |
|-------------------------|---------------------------------------------|
| Enterprise-first        | An AI side project                          |
| AI-aware                | A tool-selection checklist                  |
| Capability-based        | A project plan pretending to be a framework |
| Evidence-driven         | A maturity score based on aspiration        |
| Practical and scale-fit | A heavy transformation office by default    |

## 03

## TIO Design Principles

The rules that keep the system practical, clear, and useful

| Principle                               | Meaning                                                                                                        |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <b>Enterprise-first</b>                 | Start with the whole organization, not with AI tools.                                                          |
| <b>AI-aware</b>                         | Treat Intelligence and automation as forces reshaping strategy, work, data, technology, risk, and people.      |
| <b>Practical</b>                        | Every idea must help a real leader make a better decision or take useful action.                               |
| <b>Simple</b>                           | Use plain English. Remove jargon, hype, and unnecessary complexity.                                            |
| <b>Capability-based</b>                 | Organize around enduring organizational abilities, not one-time projects or documents.                         |
| <b>Evidence-driven</b>                  | Score what the organization can prove and use, not what it hopes is true.                                      |
| <b>Scale-fit</b>                        | Use the lightest structure that can create clarity, accountability, trust, and value.                          |
| <b>Commercially usable</b>              | Keep the public framework useful while allowing TSLA services and artifacts to support implementation.         |
| <b>Value and consumption discipline</b> | Measure AI consumption and cost at the use-case level, connect it to outcomes, and optimize it before scaling. |

## 04

## The TIO System Map 2.0

How the Library moves leaders from orientation to implementation

The TIO Library is organized to help a leader move from orientation to assessment to implementation. Each artifact has a specific job.

| Layer        | Artifact                                 | Purpose                                                                                                                          |
|--------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Direction    | Enterprise Strategy                      | Set direction, choices, value, and the organization's position on intelligence, automation, and Enterprise Autonomy.             |
| Capability   | Capability Model and Maturity Assessment | Define what the organization must be able to do and establish current and target maturity.                                       |
| Work         | Work and Decision Map                    | Choose the bounded outcome, work, decisions, people, information, authority, and evidence that must change.                      |
| Destination  | End-State Architecture                   | Describe the future operating condition and the controls the organization must preserve.                                         |
| Route        | Transition Architecture                  | Choose whether to evolve the current operation or establish the new operation beside it, and define how work and authority move. |
| Mobilization | Implementation Guides                    | Establish a scale-fit first-year path, operating rhythm, ownership, capacity, and Evidence Gates.                                |
| Ecosystem    | Delivery Ecosystem Guides                | Decide what stays internal, what comes from outside, and how capability, portability, and control are protected.                 |
| Delivery     | Factory                                  | Discover, design, deliver, measure, and scale priority improvements.                                                             |
| Operations   | Assurance and Operations                 | Register, approve, operate, observe, review, change, recover, and retire intelligent systems and automations.                    |
| Learning     | Evidence and Maturity                    | Use operating evidence to update decisions, maturity, architecture, transition, and the next priority.                           |

## TIO SYSTEM MAP 2.0

One enterprise transformation system. Three outcomes. Five capability domains. One evidence-driven path.

### MORE INTELLIGENT

Expand reasoning, creativity, learning, and decision capacity.

### MORE AUTOMATED

Redesign work and remove unnecessary manual intervention.

### MORE IN CONTROL

Protect direction, knowledge, portability, recovery, and freedom to change course.

#### 1 STRATEGY

Set direction and enterprise choices.

#### 2 CAPABILITIES & MATURITY

Define what must exist and establish current reality.

#### 3 WORK & DECISION MAP

Choose the bounded work, decisions, people, information, and authority.

#### 6 IMPLEMENTATION & ECOSYSTEM

Set the scale-fit rhythm and assemble delivery capability.

#### 5 TRANSITION ARCHITECTURE

Choose how each bounded unit will move.

#### 4 END-STATE ARCHITECTURE

Describe the future operating condition.

#### 7 FACTORY

Design, build, prove, and scale improvements.

#### 8 ASSURANCE & OPERATIONS

Operate, observe, review, change, recover, and retire.

#### 9 EVIDENCE & LEARNING

Decide what expands, changes, pauses, returns, or stops.

### THE FIVE TIO CAPABILITY DOMAINS

**Leadership**  
directs

**Data**  
informs

**Technology**  
enables

**Factory**  
produces

**People**  
shape and sustain

*The map is a reader path, not a rigid delivery sequence. Organizations may revisit earlier decisions as evidence changes. The five capability domains operate across the entire path.*

## 4A Two Shared Operating Views

### Work and decision design; assurance after launch

| Shared view                     | Purpose                                                                                                                                                                                                                          |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Work and Decision Map</b>    | Connect the outcome, bounded work, decisions, people, AI and automation, information, authority, systems of record, controls, and evidence. It is the common business input to Factory Design, ESA, and Transition Architecture. |
| <b>Assurance and Operations</b> | Register. Approve. Operate. Observe. Review. Change. Recover. Retire. This lifecycle makes ownership, performance, impact, incidents, recovery, and retirement visible after launch.                                             |

## 05 The TIO Capability Model

Five domains and 25 capabilities that work as one system

At the core of The Intelligent Organization Framework is the TIO Capability Model. A capability is an organizational ability that must exist, mature, and work reliably if the organization wants to thrive in the age of AI and intelligent automation. The Framework identifies 25 capabilities organized into five Capability Domains: Leadership, Data, Technology, Factory, and People.

**The TIO operating logic is simple: Leadership directs. Data informs. Technology enables. Factory produces. People shape and sustain.**

| Outcome                    | Principal capability contribution                                                                                                                                                                                      |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Intelligence</b>        | Strategy and Fluency set direction and judgment. Data makes knowledge trustworthy and usable. Technology provides approved access. People build skills and roles. Factory turns insight into improved work.            |
| <b>Automation</b>          | Data Flow, Technology Integration and Automation, and the Factory redesign work and apply deterministic, AI-enabled, or physical automation where it fits.                                                             |
| <b>Enterprise Autonomy</b> | Strategy, Governance, Risk, Data Ownership and Access, Technology Architecture and Resilience, Transformation, Skills, and Roles preserve control, portability, capability, recovery, and freedom to change direction. |



## LEADERSHIP

**Sets the strategic mandate.**  
Provides direction, risk posture,  
and decision rhythms.



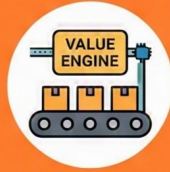
## DATA

**Provides the fuel for insight.** Must be  
owned, trusted, and accessible.



## TECHNOLOGY

**Enables safe, resilient foundations.**  
Ensure AI solutions are secure, integrated, and  
reliable. Architecture and approved tool lanes.



## FACTORY

**Turns ideas into measured value.**  
Known as the "Value Engine," uses Discovery and  
Evidence Gates for repeatable improvements.



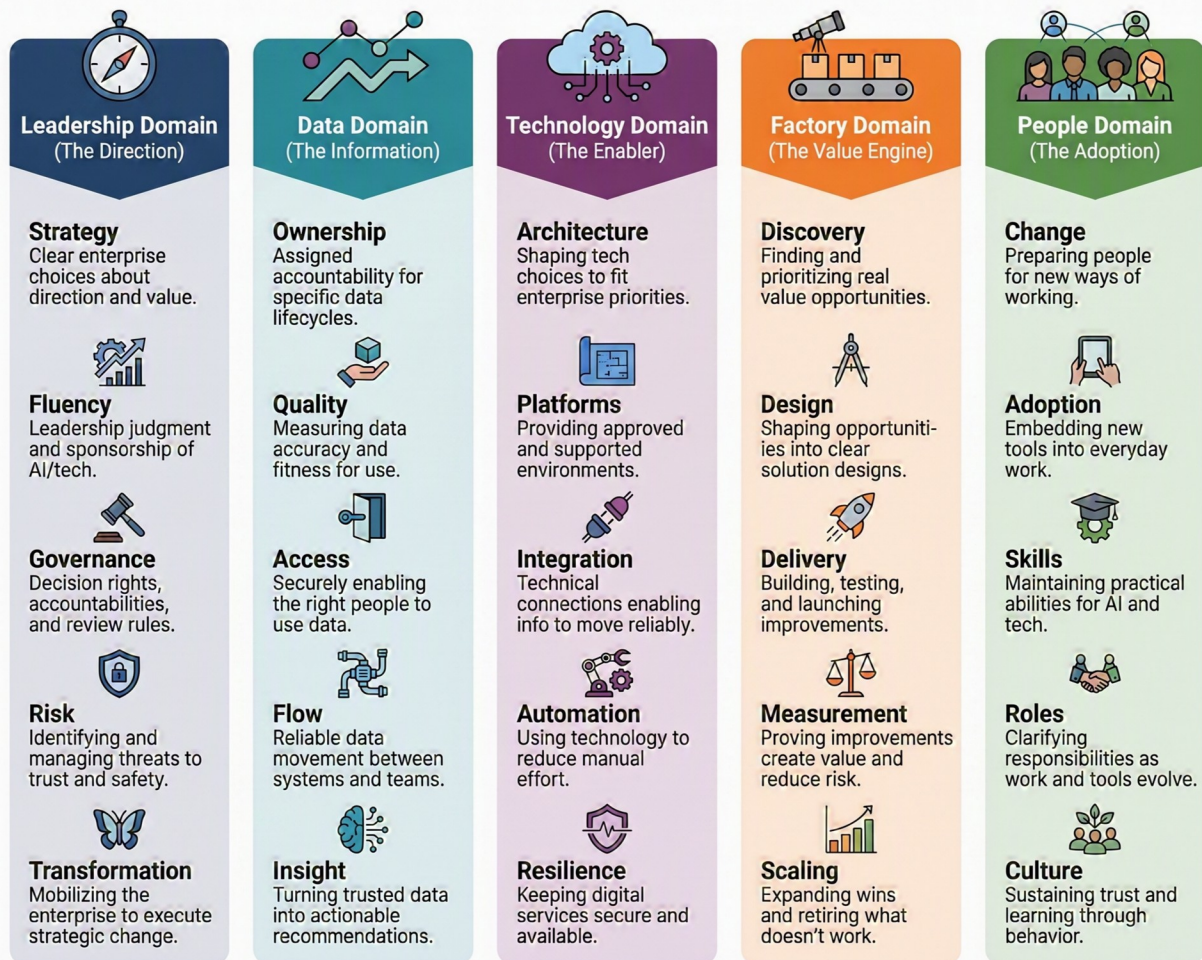
## PEOPLE

**Adopt and sustain new work.**  
Helping teams understand, adapt to,  
and trust the new ways.

The following model identifies the five Capability Domains and the five capabilities within each domain.

# The TIO Framework: 25 Capabilities for the Intelligent Organization

Leadership directs. Data informs. Technology enables. Factory produces. People adopt.



This structure provides practical guideposts for the transformation journey.

## 06

## The Five TIO Capability Domains

Definitions, operating logic, capabilities, and boundaries

### 6.1 Capability Domain 1: Leadership

Leadership is the organization's ability to set direction, make informed choices, govern decisions, protect trust, and mobilize the enterprise around the changes needed to execute strategy.

#### Operating logic

Strategy chooses. Fluency informs. Governance decides. Risk protects. Transformation mobilizes.

| Capability            | Definition                                                                                                                                                                                                                                            | Boundary                                                                                                                                   |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategy</b>       | Strategy is the organization's ability to make clear enterprise choices about direction, value, priorities, investment, and how AI, automation, data, and technology affect the business.                                                             | Strategy chooses where the organization is going and what matters most. Transformation mobilizes the organization to act on those choices. |
| <b>Fluency</b>        | Fluency is the organization's ability to help leaders and key roles understand, question, and sponsor AI, automation, data, and technology decisions with informed judgment.                                                                          | Fluency informs judgment. Skills equip people to do the work.                                                                              |
| <b>Governance</b>     | Governance is the organization's ability to set decision rights, accountabilities, rules, financial thresholds, and review rhythms for AI, automation, data, technology, risk, consumption, cost, and value.                                          | Governance sets the rules and decision rights. Other domains apply them in their work.                                                     |
| <b>Risk</b>           | Risk is the organization's ability to identify, assess, manage, and monitor the risks created by AI, automation, data, technology, vendors, new ways of working, uncontrolled AI consumption, and material changes in provider pricing or dependency. | Governance sets decision rights and rules. Risk identifies what could go wrong and how trust will be protected.                            |
| <b>Transformation</b> | Transformation is the organization's ability to mobilize leaders, resources, decisions, and operating rhythm around the enterprise changes needed to execute strategy.                                                                                | Transformation mobilizes the organization around the program. Factory delivers the work. People make the change stick.                     |

## 6.2 Capability Domain 2: Data

Data is the organization's ability to make information reliable, usable, protected, connected, and useful for decisions, automation, AI, and value.

### Operating logic

Ownership assigns. Quality proves. Access enables. Flow connects. Insight informs.

| Capability       | Definition                                                                                                                                                                                       | Boundary                                                                                                                                          |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ownership</b> | Ownership is the organization's ability to assign clear accountability for important data, including its definition, quality, use, protection, and lifecycle.                                    | Governance sets the data rules. Ownership names who is accountable for specific data.                                                             |
| <b>Quality</b>   | Quality is the organization's ability to define, measure, and improve whether important data is accurate, complete, timely, consistent, and fit for use.                                         | Ownership names who is accountable for data. Quality proves whether the data is fit for use.                                                      |
| <b>Access</b>    | Access is the organization's ability to give the right people, systems, reports, automations, and AI Use Cases appropriate access to the data they need, while protecting sensitive information. | Access enables approved use. Risk and Governance define the boundaries for safe use.                                                              |
| <b>Flow</b>      | Flow is the organization's ability to move important data safely, reliably, and efficiently between systems, teams, workflows, reports, automations, and AI Use Cases.                           | Flow proves important data can move safely and reliably. Technology / Integration provides the technical connections that make the movement work. |
| <b>Insight</b>   | Insight is the organization's ability to turn trusted data into useful analysis, reporting, and recommendations that improve decisions and action.                                               | Insight informs decisions. Strategy chooses what matters. Measurement proves whether value was created.                                           |

### 6.3 Capability Domain 3: Technology

Technology is the organization's ability to provide the digital foundation, platforms, connections, automation, and resilience needed for reliable, secure, and productive work.

#### Operating logic

Architecture shapes. Platforms enable. Integration connects. Automation improves. Resilience protects.

| Capability          | Definition                                                                                                                                                                                                                                                                           | Boundary                                                                                                           |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>Architecture</b> | Architecture is the organization's ability to shape technology choices so systems, platforms, data, security, vendors, and AI solutions fit together and support enterprise priorities.                                                                                              | Architecture shapes the technology environment. Platforms provide the tools and services people use.               |
| <b>Platforms</b>    | Platforms is the organization's ability to provide reliable, approved, supported, and fit-for-purpose technology platforms for work, data, automation, AI, collaboration, and operations, including the metering, tagging, monitoring, and technical optimization of AI consumption. | Platforms provide the approved tools and environments. Architecture ensures they fit together.                     |
| <b>Integration</b>  | Integration is the organization's ability to connect systems, platforms, data, workflows, automations, and AI solutions so work and information can move reliably across the organization.                                                                                           | Integration provides the technical connections. Data / Flow proves important data moves safely and reliably.       |
| <b>Automation</b>   | Automation is the organization's ability to redesign work and use the simplest reliable technology to reduce unnecessary manual intervention while protecting quality, safety, trust, resilience, rights, and accountability.rrors, and support better ways of working.              | Automation provides the technical means to improve work. Factory turns selected opportunities into measured value. |
| <b>Resilience</b>   | Resilience is the organization's ability to keep critical technology, data, automations, AI solutions, and digital services secure, available, recoverable, and reliable.                                                                                                            | Risk identifies what could go wrong. Resilience keeps critical digital services protected and recoverable.         |

## 6.4 Capability Domain 4: Factory

Factory is the organization's ability to turn improvement ideas, AI Use Cases, automation opportunities, and work redesign into measured value. Factory is the Value Engine. It turns ideas into proven improvements and measured value.

### Operating logic

Discovery finds. Design shapes. Delivery launches. Measurement proves. Scaling compounds.

| Capability         | Definition                                                                                                                                                                                                                                                                                                                   | Boundary                                                                                                          |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Discovery</b>   | Discovery is the organization's ability to find, describe, and prioritize real opportunities to improve work, service, risk, cost, speed, quality, or value.                                                                                                                                                                 | Discovery finds the right opportunities. Strategy sets the priorities they must support.                          |
| <b>Design</b>      | Design is the organization's ability to turn selected opportunities into clear solution designs, redesigned work, required controls, and implementation plans.                                                                                                                                                               | Discovery chooses the right opportunities. Design shapes how the selected opportunities will work.                |
| <b>Delivery</b>    | Delivery is the organization's ability to build, test, launch, and transition selected improvements into real work.                                                                                                                                                                                                          | Delivery launches the improvement. Adoption embeds it into everyday work.                                         |
| <b>Measurement</b> | Measurement is the organization's ability to prove whether selected improvements create value, reduce risk, justify total and variable cost, and support better decisions. For AI-enabled work, this includes consumption, unit economics, forecast-to-actual cost, cost per successful outcome, and value-to-cost evidence. | Measurement proves cost, consumption, outcomes, and value. Scaling decides what grows, changes, pauses, or stops. |
| <b>Scaling</b>     | Scaling is the organization's ability to expand proven improvements, repeat what works, and stop or retire work that does not justify continued effort.                                                                                                                                                                      | Measurement proves what happened. Scaling decides what to expand, improve, repeat, pause, or stop.                |

## 6.5 Capability Domain 5: People

People is the organization's ability to help people understand, shape, direct, adopt, adapt to, and sustain intelligent ways of working.

### Operating logic

Change prepares. Adoption embeds. Skills equip. Roles clarify. Culture sustains.

| Capability      | Definition                                                                                                                                                                         | Boundary                                                                                                 |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| <b>Change</b>   | Change is the organization's ability to prepare people for new ways of working by explaining what is changing, why it matters, what is expected, and how people will be supported. | Transformation mobilizes the program. Change prepares people for what will be different.                 |
| <b>Adoption</b> | Adoption is the organization's ability to help people use new tools, processes, automations, AI Use Cases, and ways of working in everyday work.                                   | Change prepares people for what will be different. Adoption proves the new way of working is being used. |
| <b>Skills</b>   | Skills is the organization's ability to identify, build, and maintain the practical skills people need for new tools, processes, data, automation, AI, and redesigned work.        | Fluency informs leadership judgment. Skills equip people to do the work.                                 |
| <b>Roles</b>    | Roles is the organization's ability to clarify responsibilities, decision rights, human accountability, and role changes as work, tools, automation, and AI evolve.                | Skills equip people to do the work. Roles clarify what people are accountable for.                       |
| <b>Culture</b>  | Culture is the organization's ability to sustain trust, learning, accountability, and responsible use through visible leadership behavior, team norms, and regular feedback.       | Adoption embeds new ways of working. Culture sustains the behaviors that make them last.                 |

## 6.6 Cross-Cutting Discipline: AI FinOps and Token Economics

**Definition:** AI FinOps and Token Economics is the organization's ability to measure, allocate, forecast, govern, and optimize the fixed and variable cost of AI and automation while connecting consumption to business value. It extends established FinOps disciplines into model, token, agent, platform, and AI infrastructure economics.

**Why it matters:** AI expenditure can scale quickly and unpredictably. A single user request may trigger multiple model calls, retrieval steps, tool executions, retries, and infrastructure events. Without ownership and metering, the organization may know what it paid in aggregate but not which use case, workflow, team, product, or customer generated the cost or whether the expenditure created sufficient value.

**Primary TIO anchors:** Technology / Platforms meters and technically optimizes consumption. Factory / Measurement connects consumption and cost to outcomes and value. Leadership / Governance sets ownership, thresholds, allocation rules, and reviews. Leadership / Strategy determines what consumption is worth funding. Leadership / Risk addresses uncontrolled usage, provider dependency, pricing volatility, and financial exposure.

**Supporting anchors:** Data / Ownership ensures costs and usage can be attributed through reliable metadata. People / Roles clarifies accountability across Finance, Technology, product or process owners, and executive sponsors.

### Operating logic

Platforms meter it. Factory measures it. Governance controls it. Strategy judges whether it is worth it. Finance accounts for it.

The discipline may cover:

- Input, output, cached, and reasoning-token consumption.
- Agent loops, model calls, tool calls, retries, and orchestration costs.
- Model hosting, inference, graphics processing unit capacity, storage, retrieval, vector databases, data movement, and egress.
- AI software licences, copilots, automation platforms, observability, security, evaluation, integration, and operational support.
- Cost allocation, budgets, alerts, forecasting, showback, chargeback, anomaly detection, model routing, and cost-per-outcome analysis.

**Core artifact:** The AI Consumption and Value Ledger records the AI Use Case, owners, expected value, baseline, provider and model, consumption units, unit rates, actual and forecast cost, cost per outcome, anomalies, optimization actions, and the resulting Evidence Gate decision.

**Scale rule:** The required structure should match the organization's operating reality. A small organization may use a monthly ledger and owner-approved thresholds. A large or distributed enterprise may require formal tagging standards, dashboards, showback or chargeback, consolidated vendor economics, anomaly monitoring, model-routing controls, and portfolio-level review.

## 07

## The TIO Maturity Model

*A simple 0-to-5 scale grounded in evidence*

Inside the TIO Framework, each of the 25 capabilities contributes to three enterprise outcomes: greater intelligence, greater automation, and greater Enterprise Autonomy. The capabilities remain the unit of maturity. The outcomes explain what the combined system is intended to produce.

Each capability is defined precisely enough for its maturity to be assessed. The TIO Framework includes a Capability Maturity Assessment Tool that provides an evidence-based baseline of organizational readiness.

TIO uses a 0-to-5 maturity model for each capability. The model is intentionally simple. It helps leaders assess current reality rather than reward polished documents that are not used.

| Score | Level            | Meaning                                                                        |
|-------|------------------|--------------------------------------------------------------------------------|
| 0     | Absent           | This capability does not meaningfully exist.                                   |
| 1     | Initial / Ad-Hoc | Some activity exists, but it depends on individuals, effort, or improvisation. |
| 2     | Repeatable       | The organization has a basic way to do this more than once.                    |
| 3     | Defined          | The capability is documented, owned, communicated, and used consistently.      |
| 4     | Managed          | The capability is measured, governed, improved, and connected to decisions.    |
| 5     | Optimized        | The capability continuously improves and helps the organization adapt faster.  |

### Scoring rule

Score evidence, not aspiration. A score is provisional until enough evidence has been reviewed.

## 08

## Evidence Discipline

*How TIO keeps maturity assessments honest*

TIO uses evidence to keep maturity honest. Evidence should be concrete, current, reviewable, and connected to real decisions or work. The TIO Capability Table provides up to five strong evidence examples for each capability.

- Evidence should be an artifact, milestone, decision record, implemented practice, review record, operating rhythm, or measurable result.
- For material AI Use Cases, evidence should include current and forecast consumption, cost allocation, cost per outcome, value-to-cost evidence, and any optimization or funding decision recorded in the AI Consumption and Value Ledger.
- The assessment should capture what evidence was reviewed, who owns it, and how confident the team is in the score.
- If evidence is missing or confidence is low, the score should be treated as provisional.
- The point is not to punish low scores. The point is to create a truthful baseline for better decisions.

## 09

## The TIO Capability Assessment

*Turning the framework into a practical baseline and priority-setting process*

The TIO Capability Model and Maturity Assessment Tool turns the framework into a practical assessment. It helps leaders score current maturity, set target maturity, review evidence, identify priority gaps, and choose first moves.

| Assessment question                      | Why it matters                                                  |
|------------------------------------------|-----------------------------------------------------------------|
| <b>What is our current maturity?</b>     | Shows the organization where it actually is today.              |
| <b>What maturity do we need next?</b>    | Prevents every capability from being treated as equally urgent. |
| <b>What evidence supports the score?</b> | Keeps the conversation honest.                                  |
| <b>Which gaps matter most?</b>           | Turns assessment into priority setting.                         |
| <b>What is the first move?</b>           | Converts insight into action.                                   |

### Timing rule

Complete the assessment early enough to shape the transformation program. In most organizations, that means within the first 90 days, typically starting around day 30 after mandate and direction are clear.

## 10

## Implementation by Operating Reality

*One capability model, scaled to different organizational contexts*

The same 25 capabilities apply across organizations of all sizes, industries, and ownership structures. Organizations of different sizes and complexity need guidance scaled to their operating reality, challenges, and opportunities. TIO addresses this through Implementation Guides for five operating contexts.

The Framework structure remains consistent. What changes is the path, pace, governance rhythm, participant group, artifact depth, and level of support required.

AI FinOps follows the same scale-fit rule. Introduce the lightest mechanism that provides sufficient visibility and accountability: from a simple monthly AI cost ledger in an owner-led business to federated standards, allocation, optimization, and portfolio governance in a large distributed enterprise.

| Size band - FTEs | Guide name                   | Core implementation logic                                                        |
|------------------|------------------------------|----------------------------------------------------------------------------------|
| 10 to 50         | Owner-Led Business           | The owner is still the system. Build Minimum Viable TIO.                         |
| 50 to 200        | Managed Enterprise           | Managers are becoming the system. Professionalize without becoming bureaucratic. |
| 200 to 1,000     | Mid-Sized Enterprise         | The leadership team and transformation rhythm must become the system.            |
| 1,000 to 25,000  | Large Enterprise             | Multiple units must move together with common direction and local ownership.     |
| 25,000+          | Large Distributed Enterprise | The system is bigger than any one leader, unit, function, region, or program.    |

Headcount is only a starting point. Public-sector bodies, health systems, universities, governments, and other complex institutions may need a larger-scale guide because of regulation, public accountability, unions, procurement, privacy, political oversight, and stakeholder complexity.

### Scale rule

Use the lightest structure that can create clarity, accountability, trust, and measured value. Do not overbuild. Do not under-govern.

## 11

## Open-Source Stewardship and TSLA Support

*How the public framework and professional services fit together*

TIO is an open-source framework stewarded by The Summit Leadership Alliance Inc (TSLA). The public framework should be useful on its own. TSLA may provide advisory, facilitation, assessment, coaching, workshops, templates, implementation support, and industry- or scale-specific guidance on top of the open-source material.

| Open-source assets                                                                            | TSLA support may include                                                                                                                          |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Framework, Capability Table, Executive Brief, maturity model, guides, and selected templates. | Executive briefings, facilitated assessments, roadmap development, Evidence Gate facilitation, leadership AI fluency, and implementation support. |
| A practical language for leaders to understand and begin the work.                            | Help applying the language to the organization's strategy, risks, data, technology, people, and capacity.                                         |

## 12

## Controlled Knowledge Releases One canon for people and machines

| Control                  | Rule                                                                                                                               |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>One canon</b>         | The Human Library Edition and AI Knowledge Pack Edition express the same approved TIO meaning.                                     |
| <b>Truthful versions</b> | Each document keeps its own version. The TIO Knowledge Release identifies the coordinated baseline.                                |
| <b>No silent edits</b>   | Approved releases are immutable. Corrections are issued through a patch or later release, with checksums, changelog, and rollback. |

### TIO Library Addition Gate

A proposed document, model, term, canvas, or collection enters the Core Library only when it solves a recurring decision gap, cannot be housed cleanly in existing guidance, has enduring value, changes action, creates net simplicity, has one canonical home, and has enough field evidence. The default is integration, not expansion.

## Final Note

### The purpose of TIO

TIO should help leaders see the whole organization clearly enough to act. The purpose is not to create another transformation language. The purpose is to build the capabilities that make AI, intelligent automation, data, technology, and human judgment useful, trusted, and productive.