



TIO
The Intelligent Organization

TIO Transition Architecture

How Organizations Move from Current Operations to the Intelligent Organization

For CEOs, Executive Teams, Transformation Leaders, CIOs, Business Leaders, and TIO Practitioners

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How to use this document

Read Sections 1 through 4 for the executive decision. Use Sections 5 through 7 to shape the transition. Use the examples and working sheet to begin with one bounded part of the organization. Detailed technical, legal, workforce, data, timing, cost, and cutover design must be adapted to the client.

01

Executive Brief

Knowing the destination is not enough. Leaders need a safe route from today to the target.

TIO point of view

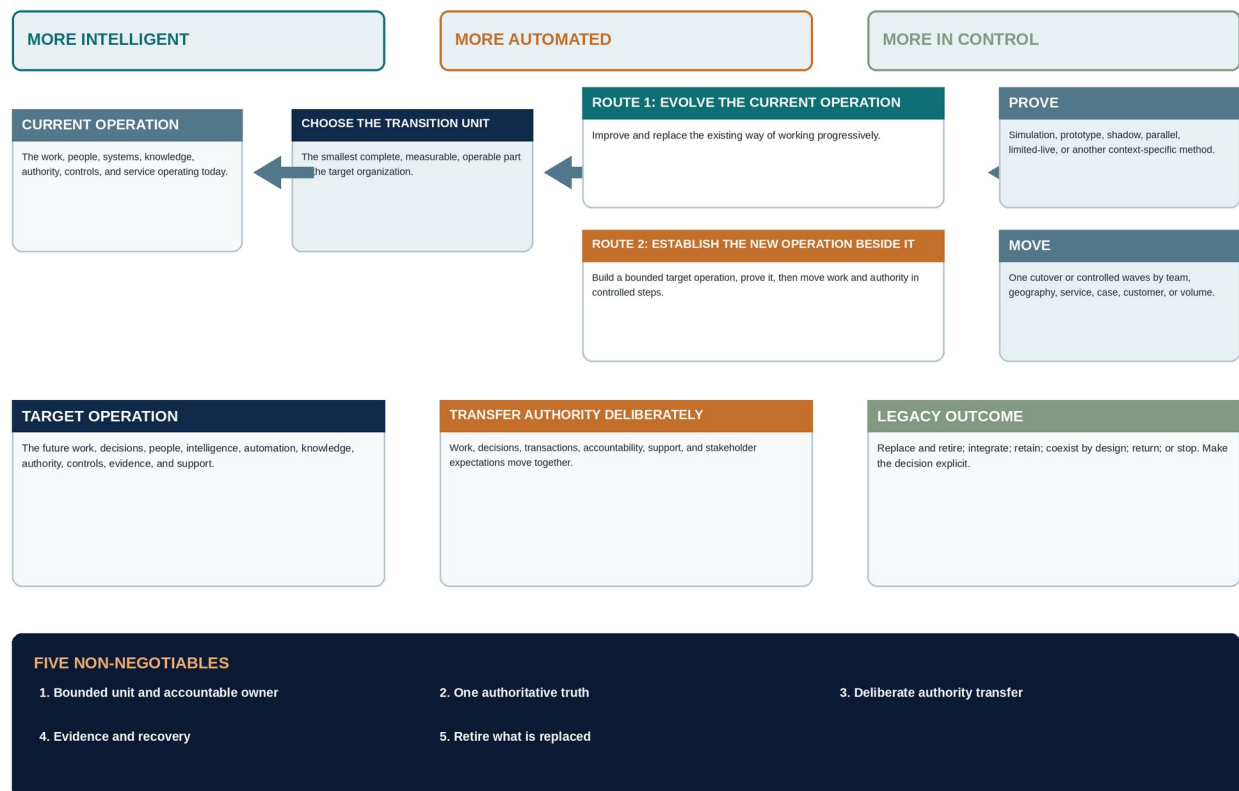
Organizations can move toward the End-State Architecture by evolving the current operation or by establishing a bounded target operation beside it. Most enterprises will use both routes in different parts of the organization.

The TIO End-State Architecture describes the future organization: more intelligent, more automated, and more in control. Transition Architecture explains how a bounded part of the organization will operate while it moves from its current way of working to that target.

This is more than a roadmap. A roadmap lists activities and dates. Transition Architecture makes the temporary operating states visible. It shows which work remains in the current model, which work moves to the new model, where authoritative truth sits, who may decide and act, how service continues, what evidence permits the next move, and how the old model will be retired.

TIO TRANSITION ARCHITECTURE

Choose. Design. Prove. Move. Retire What Is Replaced.



The TIO Transition Architecture at a glance.

02

What Transition Architecture Means

The designed movement through temporary operating states

Definition

TIO Transition Architecture is the designed movement of a bounded part of the organization from its current way of working to its target way of working, including the temporary states, decisions, controls, Evidence Gates, transfer of authority, recovery, and retirement required along the way.

A roadmap usually shows	Transition Architecture must also show
Activities, milestones, owners, dates, and dependencies.	How the organization will actually operate at every temporary state.
What will be built or changed.	Which work, people, data, systems, decisions, and transactions remain current or move.
When a pilot or launch is planned.	What evidence permits shadow, parallel, limited live, cutover, stabilization, and retirement.
Project risks and actions.	Who holds authority, what remains authoritative, and how the organization stops, returns, or fixes forward.

Plain-English test

Can the organization explain how work, people, information, systems, authority, controls, service, and recovery will operate at each step between today and the target?

What this Guide is not

- A sixth TIO domain or a twenty-sixth capability.
- A universal implementation methodology or technical migration playbook.
- A substitute for client-specific architecture, legal, security, workforce, data, vendor, cost, and cutover design.
- A recommendation to rebuild every function beside the current organization.
- A promise that one transition route will fit the whole enterprise.

Transition decision	TIO position
Primary routes	Evolve the Current Operation; or Establish the New Operation Beside It.
Enterprise portfolio	Most organizations use a hybrid portfolio of both routes across different bounded transition units.
Proof method	Simulation, prototype, shadow, parallel, limited-live, or other context-specific proof. A proof method is not a third route.
Movement cadence	One cutover or controlled waves by team, geography, service, case, customer group, or volume.
Legacy outcome	Replace and retire; integrate; retain; coexist by design; return; or stop. The outcome must be explicit.
Governing move	Retire what is replaced. Integrate, retain, or coexist only through an explicit target-state decision supported by evidence.

03

Choose the Transition Unit

Start with the smallest complete part of the target organization

Boundary rule

Choose the smallest unit that can become a complete, measurable, operable part of the target organization.

The transition unit does not need to match the organization chart. It should follow the work, the service promise, and the point where an outcome can be owned and measured.

Possible unit	Example
Workflow	Invoice receipt, validation, exception handling, approval, and payment preparation.
Service or value stream	Employee onboarding from accepted offer to productive first month.
Function	A bounded shared service with clear inputs, outputs, systems, and customers.
Geography	One region moving to the target operating model while others remain current.
Product or service line	One product family using a new intelligent service and operating rhythm.
Customer or case group	One customer segment, case type, or transaction family routed to the new operation.
Business unit or new entity	A subsidiary, carve-out, or greenfield service designed in the target architecture.

Boundary questions

- What triggers the work, and what outcome completes it?
- Who receives the service, and what promise must be kept?
- Who is accountable for the outcome and the transition decision?
- Which records and systems remain authoritative?
- Which decisions and actions are consequential?
- What exceptions, escalations, and support are required?
- What is explicitly outside this transition unit?

Example

"Transform Human Resources" is too broad. "Rebuild employee onboarding from accepted offer to productive first month" is a clearer transition unit.

04

Choose the Route

Improve the current operation or build the target operation beside it

Route 1: Evolve the Current Operation	Route 2: Establish the New Operation Beside It
Use when the current operating model is basically sound and can reach the target through safe, reversible increments.	Use when the target operating model is materially different and the work can be bounded, tested, routed, and retired.
The current operation remains the place where work is done while individual workflows, roles, data paths, controls, and technology are improved.	A complete target operation is designed and built beside the current one. It is proved before receiving live authority.
Best fit: tightly connected operations, smaller changes, limited duplicate capacity, or situations where parallel work would confuse users or create competing truth.	Best fit: clear service boundaries, deep incompatibility between current and target practices, credible temporary capacity, comparable outcomes, and committed retirement.
Main risk: endless partial modernization that preserves old complexity.	Main risk: an expensive parallel organization that never replaces the old one.

Progressive routing

Route 2 should rarely mean switching everything at once. The safer pattern is to move one geography, team, service, case type, customer group, or percentage of volume first. The new operation receives more work only when the evidence supports the move.

Simple route decision

Question	Signal	Implication
Can the current operation reach the target through safe, reversible increments?	Yes	Start with Route 1.
Are the current and target operating models deeply incompatible?	Yes	Consider Route 2.
Can the work be bounded and routed without creating competing sources of truth?	No	Redefine the boundary or evolve in place.
Can the organization temporarily support both operations and integrate the new team with the enterprise?	No	Evolve in place or reduce the scope.
Is there a credible decision and owner for retiring the old model?	No	Do not approve a parallel build yet.

Research validation

Official Microsoft guidance distinguishes in-place and parallel deployment. The MIT Matrix of Change shows that high interference between current and target practices can justify greater isolation. AWS and Google patterns support gradual replacement, shadow evidence, canary-style movement, and planned decommissioning.

05

The Five Moves

A common transition logic that remains flexible by client

Move	What happens	Primary output
1. Choose	Define the bounded unit, outcome, owner, route, scope, and exclusions.	Transition Choice
2. Design	Describe the target work, roles, information, systems, decisions, controls, measures, support, and recovery.	Transition Map
3. Prove	Test the target safely through simulation, prototype, shadow operation, parallel operation, or limited internal use.	Evidence Gate decision
4. Move	Transfer work, information, roles, support, decision rights, and transaction authority in controlled steps.	Cutover decision
5. Retire What Is Replaced	Stabilize the new operation and remove old workflows, access, technology, reports, contracts, duplicate controls, and temporary reconciliation.	Retire What Is Replaced decision

Prove can take different forms

Method	What it proves	Authority
Simulation or prototype	The design and normal-path logic can work.	No live operating authority.
Shadow operation	The new operation can process real inputs and be compared without affecting the outcome.	The current operation remains authoritative.
Parallel operation	Old and new can handle the same bounded work under real conditions and differences can be reconciled.	One known path remains authoritative for commit.
Limited live operation	The new operation can own a small, defined population of real work safely.	Authority is limited by scope, time, value, population, or geography.
Progressive routing	The operation remains reliable as real work expands.	Authority grows through Evidence Gates.

Evidence rule

The new operation earns authority. Schedule pressure alone does not justify moving more work.

06

The Five Non-Negotiables

The route can change. These disciplines should not.

Non-negotiable	Practical meaning
1. Change a bounded unit	The transition has a clear outcome, owner, users, operating boundary, and exclusions.
2. Maintain authoritative truth	At every temporary state, the organization knows which record and service establish official truth and commit transactions.
3. Move authority deliberately	Cutover transfers work, decisions, transactions, accountability, support, and service expectations. Named people approve the transfer.
4. Use evidence and preserve recovery	The organization can continue, change, expand, reduce, pause, return, fix forward, retire, or stop based on evidence.
5. Design retirement from the beginning	Parallel operation remains temporary. Retire What Is Replacedment conditions, ownership, communication, and legacy removal are defined when the transition is approved.

One authoritative transaction path

Old and new operations may both read the same inputs, process the same case, or produce a recommendation during shadow or parallel operation. They should not silently create two official outcomes. The organization must know which service may commit the authoritative transaction and how any difference is reconciled.

Recovery is designed before movement

The appropriate recovery method depends on the client. It may be a rollback, fix-forward, manual fallback, alternate processing, transaction compensation, reconciliation, or temporary return to the current operation. The framework requires recovery to be visible; it does not prescribe one universal mechanism.

07

How the Five TIO Domains Contribute

Transition Architecture connects existing capabilities rather than creating another domain

Domain	Transition responsibility
Leadership	Sets the mandate, transition route, decision rights, risk posture, funding, capacity choices, cutover authority, and retirement authority.
Data	Protects ownership, quality, access, movement, provenance, synchronization, reconciliation, authoritative state, retention, and recovery.
Technology	Enables environments, identity, integration, platforms, observability, resilience, deployment, technical cutover, and decommissioning.
Factory	Discovers, redesigns, builds, tests, launches, measures, applies Evidence Gates, scales, and stops weak work.
People	Redesigns roles, transfers judgment and knowledge, builds skills, communicates change, supports adoption, protects trust, and manages workforce impact.

Governance rule

Leadership designs the decision rights, risk posture, accountability, and Evidence Gates. Data, Technology, Factory, and People apply those rules within the transition work.

Reuse existing TIO instruments

- Enterprise Intelligence Mandate for the target capability and control position.
- Autonomy Envelope for the highest-authority unit of work.
- Evidence Gates for continue, change, expand, reduce, pause, retire, or stop decisions.
- Workforce Charter for how people will be affected, supported, consulted, and protected.
- Transformation Mandate and Roadmap for ownership, capacity, dependencies, and operating rhythm.

Three practical outputs

Output	What it contains
Transition Choice	What is changing, why it matters, who owns it, which route will be used, why the route fits, and what remains outside scope.
Transition Map	Current and target operation, temporary states, work routing, authoritative systems, human and machine roles, Evidence Gates, cutover, and retirement.
Cutover and Retire What Is Replacedment Decision	What work and authority will move, what evidence supports the decision, what monitoring and recovery remain, and what happens to the old model.

08

Two Examples

*Illustrations, not universal prescriptions***Example A: Evolve an invoice process in place**

Element	Illustrative transition
Current operation	Invoices arrive by email. Employees rekey information, match purchase orders, resolve exceptions, route approvals, and post to the enterprise resource planning system.
Why Route 1 fits	The enterprise resource planning system must remain authoritative, the work is tightly connected to finance controls, and the process can improve in reversible increments.
Design	Introduce structured intake, data extraction, matching, exception routing, and clearer approval rules while preserving segregation of duties and payment authority.
Prove	Compare extraction and coding in shadow mode, then allow approved preparation while people continue to review and release.
Move	Expand by supplier group or invoice type. Keep posting and payment release within authoritative finance services.
Retire What Is Replaced	Remove manual rekeying, duplicate spreadsheets, obsolete email queues, and temporary reconciliation after stability is proven.

Example B: Build employee onboarding beside the current operation

Element	Illustrative transition
Current operation	Recruiting, Human Resources, Technology, Security, Facilities, Payroll, and managers coordinate through email, checklists, tickets, and local workarounds.
Why Route 2 fits	The target service crosses several functions and needs a different end-to-end operating model, but it can be bounded from accepted offer to productive first month.
Design	Create one onboarding service with clear triggers, employee and manager experience, role-based knowledge, task orchestration, approvals, support, measures, and a Human Resources information system as authoritative record.
Prove	Run shadow cases, then operate selected employee groups or one geography while the current process remains available.
Move	Route more new hires only after service, data, access, support, and workforce evidence pass. Transfer operating accountability with each wave.
Retire What Is Replaced	Remove old checklists, duplicate tickets, obsolete access paths, local email routines, and temporary parallel support after stabilization.

Lesson from both examples

The route differs. The discipline remains the same: bounded work, authoritative truth, deliberate authority, evidence, recovery, and retirement.

09

First Moves

Begin with one decision-ready transition unit

1. Choose one bounded service, workflow, value stream, or operating unit that matters.
2. Describe the target condition in plain English before selecting the transition route.
3. Decide whether the current operation can evolve safely or whether the target should be built beside it.
4. Name the accountable owner and the people who must integrate the current and target operations.
5. Create the first Transition Map, including authoritative records, work routing, authority, Evidence Gates, recovery, and retirement.
6. Define what evidence would justify moving a small amount of real work.
7. Do not approve a parallel build without a credible retirement decision.

Executive questions

- What part of the organization is different enough to justify a new operating model?
- What must keep working without interruption while we build and learn?
- Where must one source of truth and one transaction path be protected?
- What authority will the new operation earn first, and what remains human?
- What temporary duplication can we afford, for how long, and who owns retirement?
- What evidence would make us expand, pause, return, or stop?

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Working Sheet

Three compact outputs for a client-specific transition

A. Transition Choice

Prompt	Working answer
Transition unit	
Outcome and service promise	
Accountable owner	
Route selected	Evolve the Current Operation / Establish the New Operation Beside It
Why this route fits	
Included scope	
Explicit exclusions	
Retire What Is Replaced owner and condition	

B. Transition Map

Dimension	Current operation	Temporary state	Target operation
Work and service			
People and roles			
Information and authoritative state			
Systems and transaction path			
Decision rights and authority			
Controls and Evidence Gates			
Support, continuity, and recovery			
Measures and value			

C. Cutover and Retire What Is Replacement Decision

Decision field	Working answer
Work and population moving now	
Authority and accountability transferring	
Evidence reviewed	
Known exceptions and residual risk	
Monitoring and support during stabilization	
Stop, return, or fix-forward conditions	
Legacy work, access, technology, controls, and contracts to retire	
Named approvers and decision date	

Client-specific design

These prompts are intentionally light. Each client must add the technical, legal, data, security, workforce, financial, vendor, and operational detail required by its own situation.

11

Source Notes

External validation and internal TIO foundations

The external sources validate the existence and trade-offs of transition states, in-place change, parallel deployment, incremental replacement, shadow testing, canary rollout, cutover, recovery, retirement, and greenfield versus brownfield choice. The simplified two-route and five-move TIO model is a design synthesis, not a claim that the sources prescribe this exact framework.

External research base

ID	Source	How it informed TIO
E1	The Open Group, TOGAF and ArchiMate complementary guidance	Supports the use of transition states, migration planning, work packages, and plateaus between current and target architectures.
E2	The Open Group, Legacy Evolution to SOA - Phase E	States that a target architecture may be divided into several transition architectures and compared through migration options and impacts.
E3	Microsoft Cloud Adoption Framework, Plan your cloud modernization	Distinguishes in-place deployment for small reversible changes from parallel deployment for complex or high-risk changes.
E4	AWS Prescriptive Guidance, Strangler fig pattern	Supports gradual replacement, coexistence of old and new, progressive routing, rollback, and eventual decommissioning.
E5	AWS SageMaker AI, Shadow tests	Shows how a new variant can receive replicated production requests without returning responses, enabling evidence before authority transfer.
E6	Google SRE Workbook, Canarying Releases	Defines partial, time-limited deployment and evaluation before wider rollout.
E7	AWS Prescriptive Guidance, Cutover stage	Supports predefined rollback triggers, data handling, and named fix-forward or rollback authority.
E8	AWS Prescriptive Guidance, Pre-cutover stage	Supports cutover rehearsal, contingency planning, downtime analysis, rollback procedures, and dependency checks.
E9	GOV.UK Service Manual, How the beta phase works	Supports real-user testing, progressive rollout, and keeping the legacy service running until the replacement is ready for live operation.
E10	GOV.UK Service Manual, Retiring your service	Supports explicit retirement planning, user communication, traffic redirection, data protection, and knowledge transfer.
E11	MIT Center for Coordination Science, The Matrix of Change	Supports decisions about feasibility, sequence, pace, stakeholder interests, and greenfield versus brownfield location.
E12	Jansen et al., Structural Differentiation and Ambidexterity	Shows that structural separation needs senior-team and cross-functional integration mechanisms.
E13	NIST, Contingency Planning for Information Systems	Supports recovery planning, alternate processing, and lifecycle integration of contingency measures.
E14	AWS Prescriptive Guidance, Cloud Migration Factory workflow	Supports migration in waves, validation before cutover, and post-migration decommissioning.

E1: <https://help.opengroup.org/hc/en-us/articles/32115987894930-How-the-ArchiMate-Language-and-the-TOGAF-Standard-Complement-Each-Other>

E2: <https://www.opengroup.org/soa/source-book/l2soa/p3.htm>

E3: <https://learn.microsoft.com/en-us/azure/cloud-adoption-framework/modernize/plan-cloud-modernization>

E4: <https://docs.aws.amazon.com/prescriptive-guidance/latest/cloud-design-patterns/strangler-fig.html>

E5: <https://docs.aws.amazon.com/sagemaker/latest/dg/shadow-tests-create.html>

E6: <https://sre.google/workbook/canarying-releases/>

E7: <https://docs.aws.amazon.com/prescriptive-guidance/latest/best-practices-migration-cutover/cutover-stage.html>

E8: <https://docs.aws.amazon.com/prescriptive-guidance/latest/best-practices-migration-cutover/pre-cutover-stage.html>

E9: <https://www.gov.uk/service-manual/agile-delivery/how-the-beta-phase-works>

E10: <https://www.gov.uk/service-manual/agile-delivery/retiring-your-service>

E11: <https://ccs.mit.edu/papers/CCSWP189/CCSWP189.html>

E12: <https://pubsonline.informs.org/doi/10.1287/orsc.1080.0415>

E13: <https://www.nist.gov/publications/contingency-planning-information-systems-updated-guide-federal-organizations>

E14: <https://docs.aws.amazon.com/prescriptive-guidance/latest/migration-factory-cloudendure/workflow.html>

Internal TIO sources

ID	Source	Use
TIO-ESA-0101	TIO End-State Architecture Blueprint v1.2	Defines the destination, Alpha, the grounding principle, authoritative state, and progressive realization.
TIO-ESA-0201	Delegated Autonomy and Evidence Framework v1.3	Provides the Autonomy Envelope and Evidence Gates reused in Transition Architecture.
TIO-0105	Transformation Capability Guide	Defines the leadership capability to focus, sequence, protect capacity, unblock, and adapt.
TIO-04	Factory Domain Guide	Defines Discovery, Design, Delivery, Measurement, Scaling, and Evidence-Gated value realization.
TIO-0203	Data Access Capability Guide	Supports purpose-bound access and the principle that safe use should be easy and unsafe use hard.
TIO-0204	Data Flow Capability Guide	Supports traceable, reliable data movement, lineage, and recovery.
TIO Voice	TSLA-TIO Writing Voice and Authoring Standard v1.0	Requires plain English, peer-level writing, practical movement, and framework simplicity.
TIO Quality	TSLA-TIO Writing Quality Checklist v1.0	Provides the final simplification, evidence, tone, and publication tests.