



The Intelligent Organization

Capability Guide: Technology Platforms

People Need Approved Places to Work.

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How to use this guide

Read Sections 1 through 3 for the executive view. Use Sections 4 through 7 to build and mature the capability. Use Section 8 to decide what to do next Monday morning.

01 Executive Brief

Technology Platforms is the organization's ability to provide approved, secure, supported, usable, and scalable environments for work, data, collaboration, automation, AI, analytics, and digital services.

Platforms are the second Technology capability. Architecture shapes. Platforms enable. Integration connects. Automation improves. Resilience protects. Platforms give people the approved places where work can actually happen.

Capability ID	T2 - Platforms
Domain	Technology
Plain-English test	Do people and teams have approved platforms that are easy enough to use, safe enough to trust, supported enough to rely on, and connected enough to do real work?
Five behaviors	Select. Provide. Standardize. Support. Improve.
Three outputs	Platform Portfolio Map. Approved Platform Standards and Use Rules. Platform Roadmap and Adoption Plan.
Accountable owner	Chief Information Officer, technology executive, platform owner, or assigned technology leader, with business sponsorship for major platforms.
First move	Create a simple map of the major approved platforms, what each one is for, who owns it, who uses it, what data it touches, and where people are using unofficial alternatives.

Core idea

Platforms are the approved, supported environments where people, teams, data, systems, automations, and AI Use Cases do real work. If the approved platforms do not meet the need, people will find unapproved tools that do.

2026.08 ALIGNMENT | Platforms in the refreshed TIO system

Primary outcome contribution: Intelligence and Enterprise Autonomy

- Provide approved personal and enterprise AI environments, data and workflow platforms, model access, evaluation, and operating support matched to the work.
- Platform choices should preserve appropriate control, portability, interoperability, security, economics, and learning.
- Open, proprietary, managed, sovereign, and enterprise-operated options are legitimate when evidence supports the choice.

Evidence at managed maturity: Platforms is defined, owned, applied consistently, measured in operation, reviewed through evidence, and improved without weakening trust, accountability, or Enterprise Autonomy.

First refresh move: Define the approved personal and enterprise AI lanes for one user group, including data, support, evaluation, and exit.

02 The Problem This Capability Solves

People do not wait for perfect technology strategy. They need to get work done. When approved tools are confusing, unavailable, slow, disconnected, or poorly supported, people create workarounds.

They use personal accounts. They buy team tools on credit cards. They move data into spreadsheets. They copy files into external services. They test AI tools without clear boundaries. They build small solutions that solve today's problem and create tomorrow's risk.

Platforms solve this by giving the organization a clear set of approved places to work. The goal is not to force everyone into one tool. The goal is to make safe, productive work easier than unsafe workarounds.

When Platforms are weak

- Teams use different tools for the same work and cannot easily share information.
- People use unapproved AI, collaboration, file sharing, workflow, or analytics tools because approved options do not meet the need.
- Platform ownership is unclear, so support, cost, security, adoption, and improvement fall between teams.
- Work moves through email, spreadsheets, screenshots, and manual copy-paste instead of supported platforms.
- Data access, retention, privacy, and security rules are hard to apply consistently.
- AI Use Cases and automations cannot scale because they depend on personal accounts, unmanaged tools, or fragile workarounds.
- The organization keeps paying for tools without knowing whether they are used, trusted, or producing value.

03 What this Capability Is

Platforms is the practical ability to provide and manage the approved environments where digital work happens. A platform may support collaboration, workflow, customer service, finance, operations, data, analytics, automation, AI, documents, or knowledge work.

This capability is not about buying more software. It is about making clear choices about which platforms the organization will use, what each one is for, how it is governed, how it is supported, how it connects to other systems, and how people are helped to use it well.

What Platforms owns

- The approved platform portfolio and the purpose of each major platform.
- Named business and technology ownership for major platforms.
- Platform standards, use rules, service levels, support model, and improvement rhythm.
- Platform configuration choices that affect usability, security, data access, workflow, AI, analytics, and automation.
- Platform adoption health, user feedback, cost, usage, duplication, and retirement signals.
- Approved platform pathways for AI Use Cases, automation, collaboration, analytics, and knowledge work.

What Platforms does not own

- Enterprise strategy. Strategy sits in Leadership.
- Target technology shape and architecture principles. Those sit in Architecture.
- Detailed data ownership, quality, access, flow, or insight. Those sit in Data.
- Every technical connection between systems. That sits in Integration.
- Every automation opportunity and value case. Technology Automation enables; Factory delivers measured value.
- Workforce adoption, behavior change, and training strategy. People owns adoption, with platform owners supporting enablement.
- Risk appetite and enterprise decision rights. Those sit in Leadership Governance and Risk.

Five core behaviors

Behavior	What it means in practice
Select	Choose and rationalize platforms based on enterprise need, value, risk, fit, cost, and reuse.
Provide	Make approved platforms available, configured, secure, supported, and usable for the people and teams that need them.
Standardize	Define what each platform is for, how it should be used, what data it can hold, and where boundaries apply.
Support	Help users adopt, troubleshoot, improve, and use platforms safely and productively.
Improve	Use evidence on usage, pain, cost, risk, value, and new needs to enhance, consolidate, or retire platforms.

04 How the Capability Works

Platforms should be managed around real work. The better question is not, "Which tools do we own?" The better question is, "Where should people go to do this work safely, productively, and consistently?"

Simple operating model

Step	Plain-English question
1. Clarify platform purpose	What work should this platform support, and what work should it not support?
2. Name ownership	Who owns the business purpose, technology operation, cost, data implications, risk, and improvement of the platform?
3. Set use rules	Who can use it, what data can be used, what approvals are needed, and where are the boundaries?
4. Enable people	Do users know where to go, how to use it, how to get help, and what good use looks like?
5. Connect where needed	What systems, data, identity, workflows, AI services, or automations must connect to make the platform useful?
6. Monitor health	Are people using it, avoiding it, duplicating it, misusing it, or asking for something better?
7. Improve or retire	What should be enhanced, consolidated, replaced, contained, or retired?

Platform rule

Approved platforms must be good enough to use. If safe tools are too hard, too slow, or too limited, people will create unsafe workarounds.

Example

A mid-sized organization wants employees to use AI safely, but leaders have not provided an approved enterprise AI workspace. Some people use personal accounts. Others avoid AI entirely. Teams begin testing tools without shared rules.

The Platforms capability creates a clear platform lane: which AI workspace is approved, who can use it, what data is allowed, what use cases require review, how prompts and outputs should be handled, where support is available, and how usage and issues will be reviewed. The result is not more control for its own sake. The result is safer, more consistent use.

05 Outputs, Evidence, and Measures

Platforms should produce a small number of useful outputs. The goal is to make approved work environments visible, reliable, supportable, and improvable.

Output	Purpose	What it contains	Quality standard
Platform Portfolio Map	Shows the approved platform landscape.	Major platforms, purpose, owner, user groups, supported work, data touched, integrations, cost, risk, usage, and duplication.	Clear enough for leaders and teams to know where work should happen and which platforms matter most.
Approved Platform Standards and Use Rules	Defines how platforms should be used safely and consistently.	Platform purpose, allowed use, restricted use, data boundaries, access rules, support model, service expectations, configuration standards, and escalation path.	Plain enough for managers to explain and practical enough for users to follow.
Platform Roadmap and Adoption Plan	Turns platform choices into improvement action.	Priority improvements, adoption needs, training, configuration changes, integration needs, retirement candidates, cost actions, and value goals.	Connected to Architecture, Data, Governance, Risk, Factory pipeline, People adoption, and operating priorities.

Evidence that the capability exists

- Major platforms are listed, owned, and understood.
- People know which platforms are approved for common work, AI use, collaboration, workflow, analytics, and automation.
- Platform use rules explain what data is allowed, what is restricted, and what requires review.
- Platform usage, adoption, support issues, cost, duplication, and improvement needs are reviewed regularly.
- Unapproved tool use is understood and reduced by making approved platforms more useful.

Useful measures

Measure	Why it matters
Percentage of major platforms with named business and technology owners	Shows whether the platform portfolio is accountable.
Percentage of priority work types with an approved platform path	Shows whether people know where to work.
Number of unapproved or duplicate tools reduced, contained, or retired	Shows whether the organization is reducing shadow technology.
User adoption and satisfaction for major platforms	Shows whether approved platforms are usable, not just available.
Number of AI Use Cases and automations using approved platform pathways	Shows whether platforms are enabling safe scale.
Platform cost, support volume, and improvement backlog trends	Shows whether platforms are being managed as business assets.

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Maturity: 0 to 5

Level	What it looks like	Evidence	Next move
0 Absent	No shared view of approved platforms. People use whatever tools they can find.	No platform map, ownership, use rules, support model, or adoption view.	Identify major platforms and where unofficial tools are being used.
1 Initial	Some platforms are approved and supported, but ownership, use rules, and adoption are inconsistent.	Partial inventory, informal owners, uneven support, scattered usage data, and local workarounds.	Name owners for major platforms and define what each platform is for.
2 Repeatable	Basic platform portfolio, use rules, support paths, and review steps exist for major platforms.	Platform map, owners, standard use rules, access path, and support model are used more than once.	Connect platform standards to Governance, Data Access, Architecture, and priority AI Use Cases.
3 Defined	Platforms are documented, owned, communicated, and used consistently for priority work.	Approved portfolio, ownership model, use rules, adoption plan, training, roadmap, and review rhythm.	Measure adoption, shadow tool use, duplication, cost, support, and value.
4 Managed	Platforms are measured, governed, improved, and connected to enterprise decisions.	Review pack showing usage, cost, risk, adoption, support, roadmap progress, exceptions, and retirement actions.	Use evidence to improve, consolidate, retire, or scale platforms deliberately.
5 Optimized	Platforms continuously evolve as strategy, work, AI, automation, data, risk, vendor options, and user needs change.	Approved platforms are trusted, well-used, adaptable, and enable faster, safer work across the organization.	Keep simplifying the portfolio and improving safe, productive use.

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How to Build and Mature the Capability

Start with visibility and usefulness. A platform portfolio does not need to be perfect before it helps. Leaders need to know what platforms exist, what they are for, who owns them, how people use them, and where workarounds are appearing.

Minimum viable Platforms capability

- A named owner for each major platform.
- A simple platform portfolio map.
- Clear purpose and use rules for major platforms.
- A support path for users and managers.
- A basic view of adoption, cost, issues, duplication, and shadow tool use.
- Approved platform pathways for AI, automation, analytics, collaboration, and workflow where relevant.
- A roadmap for improving, consolidating, or retiring platforms.

Timeframe	Practical actions
First 30 days	List major platforms. Name owners. Identify the top workarounds, duplicate tools, unsupported tools, and AI or automation tools people are already using.
First 90 days	Define platform purpose, use rules, support model, and access path for priority platforms. Create approved lanes for collaboration, analytics, automation, and AI use where needed.
First 12 months	Measure adoption, cost, risk, support issues, and value. Improve priority platforms. Retire or contain duplicative tools. Connect platform roadmap to Architecture, Integration, Automation, Resilience, Data, Factory, and People needs.

What not to build too early

- A large platform governance model before the organization knows what platforms it has.
- A strict tool ban without providing useful approved alternatives.
- A one-size-fits-all platform strategy that ignores different work needs.
- A platform roadmap based only on vendor roadmaps, not enterprise priorities.
- Training programs before the purpose, rules, and support model are clear.

08 TSLA Support and First Moves

The organization must own its platform choices. TSLA can help leaders make the platform portfolio visible, practical, and connected to the wider TIO transformation system.

Where TSLA can help

Support area	Practical result
Platform Portfolio Assessment	A clear view of major platforms, owners, use, duplication, cost, risks, support issues, adoption, and workarounds.
Approved Platform Pathway Design	Clear platform lanes for collaboration, AI, automation, analytics, workflow, and knowledge work.
Platform Use Rules and Support Model	Plain-English rules, access paths, support expectations, and escalation routes.
AI Workspace and Tooling Advisory	A practical path for approved enterprise AI tools, safe use, and support.
Platform Roadmap and Adoption Support	A sequenced plan to improve, consolidate, retire, or scale platforms with business value in mind.
Thought-Partnership	Ongoing executive support as platform choices change with strategy, users, vendors, risk, and cost.

What to do Monday morning

- Ask for a one-page map of the major platforms and what each one is supposed to be used for.
- Name business and technology owners for the most important platforms.
- Identify where people are using unapproved tools because approved platforms do not meet the need.
- Choose one priority platform and write plain-English use rules for it.
- Confirm whether there is an approved platform path for AI use, automation, analytics, and collaboration.
- Start a platform improvement list based on user pain, duplication, cost, risk, and value.
- Connect the platform roadmap to the TIO maturity assessment and the first-year transformation plan.

A**Source Note**

This guide is part of the TIO Library. It is aligned to the TIO Framework, the TIO Technology Capability Domain Master, the TIO Capability Model and Maturity Assessment Tool, and the approved 8-section Capability Guide structure used across the TIO Library. It translates the Technology Platforms capability into practical guidance for leaders and practitioners.

It is written as a practical executive guide. It is not a technical data-management standard, legal opinion, privacy assessment, cybersecurity review, or professional assurance report. Organizations should apply their own policies, obligations, accountabilities, and professional review where required.