



The Intelligent Organization

Capability Guide: Technology Integration

Disconnected Systems Create Disconnected Work.

Table of Contents

1. Executive Brief	5. Outputs, Evidence, and Measures
2. The Problem This Capability Solves	6. Maturity: 0 to 5
3. What this Capability Is	7. How to Build and Mature the Capability
4. How the Capability Works	8. TSLA Support and First Moves
Appendix A. Source Note	

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 Integration is the organization's ability to connect systems, data, workflows, platforms, services, automations, and AI Use Cases so work can move across boundaries with less manual effort and more reliable information.

Integration is the third Technology capability. Architecture shapes. Platforms enable. Integration connects. Automation improves. Resilience protects. Integration turns separate tools into a working technology environment.

Capability ID	T3 - Integration
Domain	Technology
Plain-English test	Can the organization explain which systems need to connect, what information should move, who owns the flow, what controls apply, and where integration would remove the most friction?
Five behaviors	Identify. Map. Prioritize. Connect. Monitor.
Three outputs	Integration Map. Priority Integration Backlog. Integration Standards and Ownership Model.
Accountable owner	Chief Information Officer, integration lead, enterprise architect, platform owner, or assigned technology leader, with business and data owners for priority flows.
First move	Identify the top five places where people rekey, copy, reconcile, chase, export, or manually move information between systems.

Core idea

Integration is the organization's ability to connect systems, data, workflows, platforms, services, automations, and AI Use Cases so work can move across boundaries with less manual effort and more reliable information.

2026.08 ALIGNMENT | Integration in the refreshed TIO system

Primary outcome contribution: Automation and Enterprise Autonomy

- Connect people, agents, knowledge, workflows, tools, and authoritative systems through controlled interfaces and purpose-bound identity.
- Integration must support reliable event and transaction paths, observability, error handling, reconciliation, and recovery.
- Stable interfaces help models and providers change without rebuilding the business capability.

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

First refresh move: Document the controlled interface between one agent or automation and the authoritative system it uses.

02**The Problem This Capability Solves**

Most organizations do not suffer only from too many tools. They suffer from too many disconnected tools. The work crosses systems, but the systems do not cross with the work.

When Integration is weak, people become the integration layer. They rekey customer information. They copy data from one screen into another. They export reports into spreadsheets. They reconcile numbers by hand. They chase status through email. They build local workarounds because the official path does not move the work.

This slows work down. It creates errors. It hides risk. It weakens data trust. It limits automation. It makes AI Use Cases harder to scale because the information needed for useful work sits in disconnected places.

When Integration is weak

- People manually move information between systems because the flow is not connected.
- Teams argue about status, numbers, and ownership because each system shows only part of the work.
- Reports and dashboards depend on extracts, spreadsheet stitching, and repeated reconciliation.
- AI Use Cases and automations cannot access governed information without unsafe shortcuts.
- Customer, employee, supplier, finance, and operational workflows break at system boundaries.
- New platforms create new silos because connection needs were not planned early enough.
- Integration failures are discovered by users instead of monitored as part of the operating model.

Simple truth

Disconnected systems create disconnected work. Integration is how the organization stops asking people to do work that systems should do reliably.

03 What this Capability Is

Integration is the practical ability to connect the systems, platforms, data, services, events, workflows, automations, and AI solutions that matter most to the organization. It does not mean connecting everything. It means connecting the flows that create value, reduce risk, improve service, remove manual effort, and make better work possible.

Integration sits in the Technology domain because it provides the technical connection between platforms and systems. It also depends on Data, Governance, Risk, Factory, and People because every important connection affects information, decisions, controls, work design, and user behavior.

What Integration owns

- The map of important system, data, service, workflow, automation, and AI connections.
- The priority backlog of integration opportunities and pain points.
- Integration patterns, standards, ownership, documentation, and operating expectations.
- Technical connection points that allow data and work to move between approved platforms and systems.
- Monitoring of integration health, failures, exceptions, handoffs, and user impact.
- Integration readiness for priority AI Use Cases, automation opportunities, analytics, and work redesign.

What Integration does not own

- Business strategy, investment choices, and decision rights. Those sit in Leadership.
- Data definitions, data quality, stewardship, and trusted meaning. Those sit in Data Ownership and Data Quality.
- Data access rules, privacy obligations, and safe-use boundaries. Those sit across Data Access, Risk, and Governance.
- Platform selection and platform portfolio ownership. Those sit in Platforms and Architecture.
- Full process redesign and value proof. Factory owns AI Use Case delivery, Evidence Gates, measurement, and scaling.
- User adoption, training, role clarity, and change experience. Those sit in People.
- Cybersecurity and business continuity by themselves. Resilience and Risk own those boundaries, with Integration supporting reliable operation.

Five core behaviors

Behavior	What it means in practice
Identify	Find the workflows, handoffs, reports, AI Use Cases, automations, and decisions where disconnected systems create friction or risk.
Map	Document source systems, target systems, data fields, events, owners, controls, timing, dependencies, and failure points.
Prioritize	Choose integration work based on value, risk, effort, readiness, reuse, user pain, and enterprise priority.
Connect	Design, build, test, document, and release reliable connections using approved patterns and standards.
Monitor	Track failures, exceptions, latency, data issues, user impact, and improvement needs after release.

04 How the Capability Works

Integration should start with work, not diagrams. The practical question is, "Where does information need to move so work can move better?"

Good Integration connects the flows that matter most. It does not connect everything. It does not create brittle point-to-point shortcuts everywhere. It uses clear patterns, owners, standards, and review so the organization can connect work without creating hidden complexity.

Simple operating model

Step	Plain-English question
1. Find the friction	Where are people manually moving, rekeying, exporting, reconciling, or chasing information?
2. Map the flow	What information moves from where to where, when, why, by whom, and under which controls?
3. Confirm ownership	Who owns the business process, data meaning, source system, target system, risk, and technical connection?
4. Prioritize the backlog	Which connections matter most for value, risk, service quality, automation, AI, and user experience?
5. Design the connection	What pattern, standard, security, data, error handling, testing, and monitoring approach should be used?
6. Release and monitor	Is the connection working, failing, slowing down, creating exceptions, or causing user pain?
7. Improve and reuse	What should be improved, standardized, reused, retired, or redesigned?

Integration rule

Connect the flows that matter most. Do not connect everything for its own sake. The goal is better work, safer information movement, and less manual glue.

Example

A customer request enters a portal, is copied into a service system, then copied again into a finance tracker and a weekly reporting spreadsheet. Each handoff creates delay, errors, status meetings, and reporting disputes.

The Integration capability maps the flow, names the owners, connects the portal, service system, finance fields, and reporting path, and monitors failures. In practice, this means fewer duplicate entries, fewer status emails, faster service, better reporting, and a stronger foundation for automation and AI Use Cases.

05 Outputs, Evidence, and Measures

Integration should produce practical outputs that make connection needs visible, prioritizable, owned, and supportable.

Output	Purpose	What it contains	Quality standard
Integration Map	Shows the important connections and gaps across systems, data, services, workflows, automations, and AI Use Cases.	Source systems, target systems, data moved, events, owners, controls, failure points, dependencies, and manual workarounds.	Clear enough to show where work breaks, where data moves, who owns the flow, and what should be connected next.
Priority Integration Backlog	Turns integration pain into sequenced action.	Candidate integrations, value case, risk, user pain, readiness, effort, dependencies, reuse potential, and priority order.	Focused on the connections that matter most to strategy, service, automation, AI, reporting, risk, and user experience.
Integration Standards and Ownership Model	Creates repeatable rules for safe, reliable connections.	Patterns, standards, documentation expectations, testing, monitoring, error handling, ownership, support path, and change control.	Practical enough to guide projects without slowing every connection into a custom debate.

Evidence that the capability exists

- Priority system and workflow connections are mapped and kept current.
- Manual rekeying, duplicate entry, exports, reconciliation, and status-chasing are visible.
- Integration opportunities are prioritized by value, risk, readiness, user pain, and reuse.
- Source system, target system, business, data, and technology owners are named for important flows.
- Integration standards are used in projects, platform decisions, AI Use Case design, and automation work.
- Failures, exceptions, latency, data issues, and user impact are monitored after release.

Useful measures

Measure	Why it matters
Number of priority workflows with mapped system and data flows	Shows whether important work is understood across system boundaries.
Reduction in manual rekeying, duplicate entry, exports, or reconciliation	Shows whether integration is removing real friction.
Percentage of priority integrations with named owners and support paths	Shows whether connections are accountable after release.
Integration failure, exception, and latency trends	Shows whether connections are reliable enough to support work.
Number of AI Use Cases or automations enabled by governed integration paths	Shows whether integration is enabling safe scale.
User-reported workflow friction before and after integration improvements	Shows whether integration is improving the experience of work.

06

Maturity: 0 to 5

Level	What it looks like	Evidence	Next move
0 Absent	Systems are disconnected and people manually move information. Integration work is reactive or invisible.	No integration map, no priority backlog, unclear owners, heavy manual workarounds.	Identify the top manual handoffs and disconnected workflows.
1 Initial	Some integrations exist, but they depend on individual projects, vendors, or local fixes.	Partial connections, inconsistent documentation, unclear ownership, and little monitoring.	Create a basic integration map and name owners for important flows.
2 Repeatable	Basic integration mapping, prioritization, ownership, and standards are used more than once.	Priority backlog, owners, patterns, documentation, and simple monitoring exist for key flows.	Connect integration planning to Architecture, Platforms, Data Flow, and priority AI Use Cases.
3 Defined	Integration is documented, owned, communicated, and used consistently in technology and transformation work.	Integration standards, backlog, map, owners, change path, testing, and support model are in use.	Measure reliability, exceptions, user impact, reuse, and reduction in manual work.
4 Managed	Integration health, value, risk, exceptions, and improvement priorities are measured and reviewed.	Review pack showing integration health, failures, backlog progress, value, risk, and improvement actions.	Use evidence to improve, reuse, consolidate, redesign, or retire connections.
5 Optimized	Integration continuously adapts as platforms, data, automations, AI Use Cases, workflows, and operating needs change.	Important work moves across systems reliably, with less manual glue and stronger foundations for AI, automation, and insight.	Keep simplifying flows, improving reliability, and enabling new value safely.

07

How to Build and Mature the Capability

Start where the work breaks. The best first Integration conversation is not about architecture patterns. It is about where people are forced to act as the connection between systems.

Minimum viable Integration capability

- A short list of the highest-friction workflows where people manually move information.
- A simple integration map for the most important system and data flows.
- Named business, data, platform, and technology owners for priority flows.
- A priority integration backlog linked to value, risk, readiness, and effort.
- Basic integration standards for documentation, testing, monitoring, support, and exception handling.
- Integration readiness checks for priority AI Use Cases, automations, analytics, and work redesign.
- A review rhythm that tracks failures, exceptions, user pain, and improvement needs.

Timeframe	Practical actions
First 30 days	Find the top five manual handoffs. Map source and target systems. Identify duplicate entry, exports, reconciliation, status-chasing, and AI or automation blockers.
First 90 days	Create the first Integration Map and Priority Integration Backlog. Name owners. Define basic standards for design, testing, documentation, monitoring, support, and exception handling.
First 12 months	Build and improve priority connections. Measure reduction in manual effort, failures, exceptions, delays, and reporting disputes. Connect Integration to Architecture, Platforms, Data Flow, Automation, Resilience, Factory, and People needs.

What not to build too early

- A large integration architecture before the organization knows which flows matter most.
- Custom point-to-point fixes for every local problem without standards or ownership.
- AI Use Cases that depend on manual exports, copied files, or unmanaged data movement.
- Connections without monitoring, error handling, support, or named owners.
- Technical integration work that is not tied to business value, user pain, risk, or service improvement.

08 TSLA Support and First Moves

The organization must own how work and information move across its technology environment. TSLA can help leaders make integration needs visible, prioritize the right flows, and connect Integration to the wider TIO transformation system.

Where TSLA can help

Support area	Practical result
Integration Discovery and Flow Mapping	A clear picture of where work, data, systems, and handoffs are disconnected.
Priority Integration Backlog Build	A sequenced backlog of integration opportunities linked to value, risk, readiness, and effort.
Workflow and Data Flow Assessment	A practical view of manual movement, duplicate entry, reconciliation, status-chasing, and reporting friction.
Integration Standards and Ownership Model	Plain standards for ownership, design, documentation, testing, monitoring, support, and exceptions.
AI Use Case Integration Readiness Review	A check of whether priority AI Use Cases can access governed information without unsafe shortcuts.
Thought-Partnership	Ongoing executive support as integration priorities change with strategy, platforms, data, AI, automation, and risk.

What to do Monday morning

- Ask where people are rekeying, copying, exporting, reconciling, or chasing information between systems.
- Pick one high-friction workflow and map the source system, target system, data fields, owners, handoffs, and controls.
- Name the business owner, data owner, platform owner, and technology owner for that flow.
- Create a small priority integration backlog based on value, risk, user pain, readiness, and effort.
- Check whether priority AI Use Cases or automations depend on unsafe or manual data movement.
- Define a basic standard for documentation, testing, monitoring, support, and exception handling.
- Connect the Integration backlog 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 Integration 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.