



The Intelligent Organization

Capability Guide: Factory Scaling

Scale What Works. Stop What Does Not.

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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

Scaling is the organization's ability to expand, repeat, improve, redesign, retire, or stop AI Use Cases and work improvements based on evidence.

Scaling is the fifth Factory capability. Discovery finds. Design shapes. Delivery launches. Measurement proves. Scaling compounds.

A mature Scaling capability does not treat every successful pilot as a rollout. It asks a harder question: what should grow, what must change first, what can be reused, and what should stop?

Element	TIO Factory Scaling
Capability ID	F5: Scaling
Domain	Factory
Plain-English test	Can the organization decide what deserves to grow, what must change first, what should become a repeatable pattern, and what should stop?
Core point	Scale what works. Stop what does not.
Three practical outputs	Scale Decision Pack; Scaling Plan; Factory Pattern Library
Accountable owner	Business sponsor, Factory lead, and receiving business owner, with Leadership approval where thresholds require it.

Scaling is the organization's ability to expand, repeat, improve, redesign, retire, or stop AI Use Cases and work improvements based on evidence.

2026.08 ALIGNMENT | Scaling in the refreshed TIO system

Primary outcome contribution: All three outcomes

- Scale means expand, adapt, repeat, integrate, retain, coexist, retire what is replaced, or stop based on evidence.
- Reusable patterns should include work design, data, integration, identity, controls, assurance, workforce support, and transition lessons.
- Delegated Autonomy expands only when quality, controls, adoption, resilience, and recovery have been proven.

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

First refresh move: Review one live improvement and decide whether to expand, adapt, integrate, retain, coexist, retire what is replaced, or stop.

02

The Problem This Capability Solves

Many organizations can produce isolated wins. A team pilots an AI Use Case. A workflow improves. A dashboard helps. A manual step disappears. The problem is that the value often stays local.

Other organizations make the opposite mistake. They see early success and push too fast. They scale before the data is ready, before roles are clear, before support exists, before controls are stable, or before the receiving teams understand what changes.

Scaling solves both problems. It helps the organization compound value without spreading immature solutions.

When Scaling is weak

- Pilots succeed locally but never become repeatable patterns.
- Teams treat rollout as the default next step, even when evidence is weak.
- Good ideas are copied without adapting them to different teams, data, controls, or work realities.
- Weak ideas continue because nobody wants to stop them.
- Technology, Data, People, and support readiness are checked too late.
- The organization celebrates activity but does not compound value.

03 What this Capability Is

Scaling turns measured improvement into wider value, reusable learning, or a deliberate stop decision. It is not the same as deployment. Deployment moves something into use. Scaling decides whether, where, how, and how far it should grow.

This capability protects the organization from two common failures: scaling too little and scaling too much. Scaling too little leaves value trapped in pockets. Scaling too much spreads risk, confusion, support burden, and weak work.

What Scaling owns

- Scale, redesign, continue, pause, retire, or stop recommendations for Factory use cases.
- The Scale Decision Pack that uses Measurement evidence and readiness checks.
- Scaling plans for approved use cases, including owners, support, sequencing, and handoff.
- Reusable patterns, playbooks, lessons, controls, prompts, workflow designs, and support notes.
- The discipline to retire weak use cases and capture what was learned.

What Scaling does not own

- Enterprise strategy, funding thresholds, or portfolio trade-offs. Leadership owns those decisions.
- Technology platforms, integrations, security operations, or technical support models. Technology owns those.
- Data ownership, quality, access, or flow readiness. Data owns those foundations.
- Workforce communication, adoption, training, and role changes. People owns those.
- The ongoing business process after handoff, unless a shared service model is explicitly approved.

Boundary rule: Factory Scaling recommends and manages evidence-based expansion, adaptation, reuse, retirement, or stop decisions. Leadership approves enterprise thresholds. The receiving business owns the work after handoff.

04 How the Capability Works

Scaling starts after Measurement has produced enough evidence to make a decision. The decision is not only whether the use case worked. The decision is what should happen next.

The Scaling flow

1. Review the Evidence Gate decision and the Value Evidence Record.
2. Choose the next path: scale, redesign, continue, pause, retire, or stop.
3. Assess readiness across work, people, data, technology, risk, support, ownership, and funding.
4. Adapt the solution for the next team, function, region, process, or business unit.
5. Create or update the playbook, controls, prompts, training, support notes, and operating model.
6. Handoff ownership, track post-scale value, and feed learning back into the Factory.

The six Scaling decisions

Decision	When it is the right answer
Scale	Evidence is strong, readiness is high, ownership is clear, and the value case holds beyond the first setting.
Redesign	The idea has promise, but the work, data, controls, user experience, or support model must change before expansion.
Continue	The use case is useful where it is, but there is not enough evidence or readiness to expand yet.
Pause	The use case may still be valuable, but a blocking issue must be resolved first.
Retire	The use case had value for a time, but the need has changed or a better pattern exists.
Stop	The evidence does not support continued investment or use. Stopping protects capacity and trust.

05 Outputs, Evidence, and Measures

Scaling becomes real through a small number of practical outputs. These outputs should be short, current, and used in real decisions.

Output	What it proves
Scale Decision Pack	The organization used evidence and readiness, not enthusiasm, to decide what happens next.
Scaling Plan	The organization knows where the use case will go next, what must change, who owns it, and what support is needed.
Factory Pattern Library	The organization captures reusable designs, playbooks, prompts, controls, lessons, and stop decisions so value compounds.

Useful evidence

- Evidence Gate decision record and Value Evidence Record.
- Readiness assessment before expansion.
- Scaling Plan with sequencing, owners, support, and handoff.
- Updated playbook or repeatable pattern.
- Record of use cases scaled, redesigned, paused, retired, or stopped.
- Post-scale value, adoption, quality, support, and risk review.

Useful measures

Measure	Why it matters
Scale conversion rate	Shows how many measured use cases become broader value or reusable patterns.
Time from Evidence Gate to next decision	Shows whether the organization can act on evidence quickly.
Post-scale value retained	Shows whether value survives outside the original pilot setting.
Adoption and support health	Shows whether receiving teams can actually use and sustain the change.
Redesign, retire, and stop rate	Shows whether the Factory has the discipline to adapt or end weak work.

06

Maturity: 0 to 5

Level	What Scaling looks like
0 Absent	Use cases end after launch or remain local. There is no clear decision to scale, redesign, continue, retire, or stop.
1 Initial	Some successful work spreads through personal influence, but readiness, support, and handoff are informal.
2 Repeatable	A basic Scale Decision Pack, readiness check, and Scaling Plan are used for priority use cases.
3 Defined	Scaling is documented, owned, connected to Evidence Gates, and used consistently across the Factory portfolio.
4 Managed	Leaders track scale conversion, value retained, adoption, support burden, stop decisions, and pattern reuse.
5 Optimized	Scaling continuously improves how the organization expands what works, adapts what needs to change, and stops weak work without hesitation.

07**How to Build and Mature the Capability**

Start small. Scaling does not require a large enterprise rollout office. It requires evidence, readiness, ownership, and the courage to make clear decisions.

Minimum viable Scaling capability

- A standard Evidence Gate decision that includes scale, redesign, continue, pause, retire, and stop options.
- A simple readiness check for people, process, data, technology, risk, support, and ownership.
- A short Scaling Plan for approved use cases.
- A place to store repeatable patterns, playbooks, lessons, prompts, controls, and stop decisions.
- A post-scale review to confirm whether value, adoption, quality, and trust held up.

First 30 days

- Define the six Scaling decisions and add them to the Evidence Gate.
- Create a one-page readiness checklist.
- Identify the first two or three use cases that may be ready to scale or stop.
- Create a simple Factory Pattern Library using an existing shared workspace.

First 90 days

- Run Scale Decision Packs for priority measured use cases.
- Create Scaling Plans for use cases approved for expansion.
- Retire or stop at least one weak, outdated, or unsupported use case if evidence supports it.
- Review post-scale adoption, value, support, and risk signals.
- Feed lessons back into Discovery, Design, Delivery, and Measurement.

08 TSLA Support and First Moves

TSLA can help leaders build a Scaling capability that compounds value without creating rollout theater. The focus is practical: use evidence, check readiness, expand carefully, adapt where needed, and stop work that does not earn its place.

TSLA support	What it helps the client do
Scale Decision Workshop	Decide which measured use cases should scale, redesign, continue, pause, retire, or stop.
Scaling Plan Design	Define owners, sequencing, readiness, support, handoff, and post-scale review.
Factory Pattern Library	Capture reusable playbooks, prompts, controls, lessons, and operating patterns.
Use Case Retirement Review	Stop or retire weak work without embarrassment and turn the learning into better future decisions.
Quarterly Factory Portfolio Review	Help leaders see whether Factory value is compounding across teams and quarters.

What to do Monday morning

- Pick one delivered use case and ask: should this scale, change, continue, pause, retire, or stop?
- Check whether the next team has the same work, data, technology, controls, support, and ownership conditions.
- Write the scaling decision in one page.
- Capture the reusable pattern and the lesson learned.
- Make stopping weak work a normal, respected Factory decision.

The goal of Scaling is not to make every idea bigger. The goal is to make value compound and learning reusable.

A**Source Note**

This guide is part of the TIO Library. It is aligned to the TIO Framework, the TIO Factory 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 Factory Scaling capability into practical guidance for leaders and practitioners.

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