



TIO
The Intelligent Organization

Capability Guide: Factory Design

Redesign the Work Before You Automate It.

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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

Design is the organization's ability to redesign work, decisions, tasks, controls, and user experience before building or configuring a solution.

Design is the second Factory capability. Discovery finds. Design shapes. Delivery launches. Measurement proves. Scaling compounds. Design makes sure the Factory does not automate confusion or launch a tool into broken work.

Capability ID	F2 - Design
Domain	Factory
Plain-English test	Can the team clearly explain how the work happens today, how it should work tomorrow, what people will still own, what AI or automation may do, and what controls are required?
Five behaviors	Map. Simplify. Assign. Control. Specify.
Three outputs	Current-State Workflow Map. Future-State Workflow Design. AI Use Case Design Brief.
Accountable owner	Factory Lead, process owner, business sponsor, product owner, or improvement lead, with Technology, Data, Risk, Governance, and People support.
First move	Map one approved candidate from Discovery before choosing or configuring a tool. Identify what should stop, simplify, automate, assist, or remain human-owned.

Core idea

Design is the organization's ability to redesign work, decisions, tasks, controls, and user experience before building or configuring a solution. It turns an approved candidate into a clear, buildable, trusted way of working.

2026.08 ALIGNMENT | Design in the refreshed TIO system

Primary outcome contribution: All three outcomes

- Use the Work and Decision Map to define the outcome, work, decisions, human contribution, intelligence, automation, information, authority, systems of record, controls, and evidence.
- Choose the simplest reliable automation and define any Delegated Autonomy through an Autonomy Envelope.
- Design stakeholder protections, assurance, recovery, transition, and retirement before build.

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

First refresh move: Complete the first Work and Decision Map before selecting a tool or model.

02

The Problem This Capability Solves

Many organizations do not fail because they lack technology. They fail because they automate work they do not understand.

AI and automation can make broken work move faster. That is not progress. It can increase rework, confuse accountability, weaken controls, frustrate users, and create risk that could have been avoided if the work had been redesigned first.

Design solves this problem by slowing the organization down just enough to build the right thing. It turns an approved candidate into a clear, buildable, governed improvement.

When Design is weak

- Teams jump from idea to tool without understanding the current workflow.
- The same broken steps, handoffs, exceptions, and approvals are automated instead of improved.
- People do not know what they still own after AI or automation is introduced.
- Controls and review points are added late or missed entirely.
- Delivery teams receive vague requirements and have to guess what the business needs.
- Measurement cannot prove value because the baseline and future state were not clear.
- Users resist the change because the new way of working does not fit real work.

03 What this Capability Is

Design turns an approved Discovery candidate into a clear future way of working. It studies the current workflow, tasks, handoffs, decisions, exceptions, data, controls, users, and risks before a solution is selected, built, or configured.

A mature Design capability does not create diagrams for decoration. It creates a practical blueprint that Delivery can build, users can understand, Risk can review, Governance can approve, and Measurement can test.

What Design owns

- Current-state and future-state workflow design for the AI Use Case or improvement.
- Task-level redesign of work, decisions, handoffs, exceptions, and controls.
- Human review and control points for the use case.
- User journey and work experience design.
- The AI Use Case Design Brief that prepares the candidate for Delivery.

What Design does not own

- Enterprise strategy, funding posture, or portfolio decisions. Leadership owns those choices.
- Technology architecture, platform ownership, integration design, or production operations. Technology owns those capabilities.
- Data remediation, data ownership, data quality, or access rules. Data owns those capabilities.
- Risk appetite, risk assessment, or formal control expectations. Risk owns those inputs.
- Enterprise governance decision rights and approval thresholds. Governance owns those rules.
- Deep workforce planning, reskilling, culture, and adoption system. People owns those capabilities.

Five core behaviors

Behavior	What it means in practice
Map	Understand the current workflow, tasks, systems, data, handoffs, decisions, exceptions, users, and pain points.
Simplify	Decide what should stop, be removed, be standardized, be combined, be automated, be assisted, or remain human-owned.
Assign	Define who owns the future work, who makes decisions, what AI or automation may do, and where human judgment remains required.
Control	Build in review points, exception handling, risk controls, data limits, audit needs, and escalation paths before launch.
Specify	Create a clear Design Brief that Delivery, Technology, Data, Risk, Governance, People, and the business owner can act on.

04 How the Capability Works

Design begins when Discovery has confirmed that a candidate is worth designing. It ends when the team has a future-state design that is clear enough to build, test, govern, support, and measure.

Simple operating model

Step	Plain-English question
1. Confirm the candidate	What problem are we solving, who owns it, what value is expected, and why is it worth designing?
2. Map current work	How does the work actually happen today, including systems, data, approvals, handoffs, exceptions, and manual steps?
3. Find the real friction	What creates delay, rework, risk, customer pain, employee frustration, or wasted expert time?
4. Redesign the work	What should stop, simplify, standardize, automate, be AI-assisted, or remain human-owned?
5. Define controls and judgment	Where are human review, escalation, data limits, risk controls, and decision rights required?
6. Shape the future experience	How will users, managers, customers, and support teams experience the new way of working?
7. Prepare for Delivery	Is the Design Brief clear enough to build, test, launch, support, and measure?

Design rule

Do not automate broken work. Redesign the work first, then decide where AI, automation, data, systems, and people should each play a role.

Boundary with Delivery

Design shapes the future way of working. Delivery builds, configures, tests, launches, and stabilizes it. Design should not try to become a technical build plan, but it must be clear enough that Delivery is not guessing.

05 Outputs, Evidence, and Measures

Design should produce just enough clarity to build the right thing, protect trust, support users, and prove value. It should not produce heavy documentation that nobody uses.

Output	Purpose	Owner	Good enough standard
Current-State Workflow Map	Shows how the work actually happens today, including tasks, systems, data, handoffs, decisions, exceptions, and pain points.	Process owner with Factory support	Recognized by people who do the work. Clear enough to show what is broken, manual, risky, slow, or unclear.
Future-State Workflow Design	Shows how the work should happen tomorrow, including people, AI, automation, systems, data, controls, review points, and exceptions.	Factory Lead or Design Lead	Clear enough for Delivery to build and for users, Risk, Governance, Data, Technology, and People to review.
AI Use Case Design Brief	Converts the future-state design into a concise build-ready brief.	Business sponsor and Factory Lead	Includes problem, owner, baseline, value hypothesis, user impact, data needs, control points, risks, adoption needs, and Measurement expectations.

Evidence that the capability exists

- Current-state and future-state workflow maps exist for candidates entering Delivery.
- The task split between people, AI, automation, data, and systems is visible.
- Human review points, control points, exceptions, and escalation paths are defined before launch.
- Users and process owners have reviewed the future-state workflow.
- Delivery receives an approved AI Use Case Design Brief.
- Measurement has a clear baseline and expected value before build begins.

Useful measures

- Percentage of Delivery candidates with a complete Design Brief.
- Percentage of designs with current-state and future-state workflows reviewed by process owners and users.
- Percentage of designs with human review, control points, exceptions, and escalation paths defined.
- Number of Delivery delays caused by unclear requirements or missing design decisions.
- Number of post-launch issues traced back to weak design.
- Percentage of designs with clear baseline and Measurement plan.
- User confidence in whether the future workflow reflects real work.

06

Maturity: 0 to 5

Level	What it looks like	Evidence	Next move
0 - Absent	Ideas move directly from Discovery or enthusiasm into build, configuration, or vendor demos.	No workflow maps, no design brief, no task split, no controls defined.	Require a simple current-state and future-state design before Delivery starts.
1 - Initial	Some teams map work or define requirements, but practices vary and depend on individuals.	Ad hoc diagrams, local notes, uneven user input, unclear control points.	Create a common Design Brief and require user/process-owner review.
2 - Repeatable	Basic current-state and future-state design is used for priority candidates.	Workflow maps, task split, owner, value hypothesis, early control notes.	Add standard review for Risk, Governance, Data, Technology, and People impacts.
3 - Defined	Design is documented, owned, communicated, and consistently used before Delivery.	Approved Design Briefs, future-state workflow designs, user review, control and handoff definitions.	Measure design quality, Delivery delays, and post-launch issues traced to design.
4 - Managed	Design quality is measured and actively improved across the Factory.	Design metrics, reusable patterns, common controls, lessons from Delivery and Measurement.	Use evidence to refine design standards and improve future use case quality.
5 - Optimized	Design continuously improves and becomes a source of better, faster, safer work redesign.	Reusable design patterns, fewer launch issues, stronger adoption, clearer value proof.	Use learning from Scaling to create repeatable design patterns across functions and work types.

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

Start with one real candidate. Do not build a large design method before the organization has practiced redesigning actual work. The fastest way to mature Design is to use it on important work and learn from what Delivery, Measurement, and users reveal.

Minimum viable Design capability

- A named Design Lead or Factory Lead for the candidate.
- A current-state workflow map created with people who do the work.
- A future-state workflow that shows people, AI, automation, data, systems, controls, and exceptions.
- A clear task split between human judgment, AI assistance, automation, and system action.
- Input from Technology, Data, Risk, Governance, and People before Delivery begins.
- A short AI Use Case Design Brief approved for Delivery.

First 30 days

- Choose one approved candidate from Discovery.
- Map the current workflow with process owners and frontline users.
- Identify what should stop, simplify, standardize, automate, be AI-assisted, or remain human-owned.
- Draft the future-state workflow and task split.
- Define required controls, human review points, data needs, technology dependencies, and people impacts.
- Produce the first Design Brief.

First 90 days

- Use the Design method on several priority candidates.
- Create a reusable Design Brief template.
- Build a small library of future-state workflow patterns.
- Track Delivery delays and post-launch issues caused by unclear design.
- Use lessons from Measurement to improve how future designs define baselines, value, and controls.

What not to build too early

- A complex design methodology that teams cannot use.
- Beautiful process maps that do not change work.
- A future-state design that ignores user experience and frontline reality.
- An automation design that removes human judgment without proving it is safe.
- A Design Brief that reads like a technical specification instead of a work-change blueprint.

08 TSLA Support and First Moves

The organization must own the work redesign. TSLA can help facilitate the design process, simplify the current and future workflows, clarify human and AI roles, define controls, and prepare the use case for Delivery.

Where TSLA can help

- Work Redesign Workshop.
- AI Use Case Design Brief.
- Current-State and Future-State Workflow Mapping Session.
- Human Review and Control Design Template.
- Task Split Workshop for people, AI, automation, and systems.
- Design review facilitation with Technology, Data, Risk, Governance, and People.
- Executive Thought-Partnership for high-value or high-risk use case design.

Monday morning moves

- Pick one candidate that Discovery has already prioritized.
- Bring together the process owner and people who do the work.
- Map how the work actually happens today.
- Identify what should stop, simplify, automate, be assisted, or remain human-owned.
- Define the human review points and controls before choosing a tool.
- Create a short Design Brief before Delivery begins.
- Ask one simple question: are we improving the work, or just digitizing the mess?

Closing thought

Design protects the Factory from building the wrong thing well. It makes the organization redesign the work before it automates the work.

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 Design 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.