



TIO
The Intelligent Organization

People Domain Guide

Help people understand, shape, direct, adopt, learn, and sustain intelligent ways of working.

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How to use this guide

Use the opening sections for the domain view. Use the capability sections to understand definitions, boundaries, outputs, evidence, measures, and maturity. Use the final sections to support assessment, planning, and implementation.

01

Purpose and Use of This Guide

This guide defines the TIO People Domain and its five capabilities: Change, Adoption, Skills, Roles, and Culture. Use it to understand what the People Domain must be able to do, assess current maturity, clarify boundaries and ownership, identify practical outputs, and plan capability improvement. It also supports workshop design, roadmap development, statement of work design, and implementation planning.

02 TIO People Domain

The People Domain is the organization's ability to help people understand, trust, adopt, and adapt to new ways of working as AI, automation, data, and technology reshape the enterprise.

In TIO, the People Domain is an enterprise capability. It brings change, adoption, skills, roles, and culture together so that new ways of working are understood, used, sustained, and improved.

People Domain gives Leadership a credible way to mobilize change, Factory the adoption and workforce evidence needed to prove value, Technology and Data informed users, and employees practical support as work changes.

Domain Plain-English Test: Can the organization help people understand what is changing, learn what they need, use the new ways of working, adapt their roles, and keep trust intact?

Domain Role

- Prepare people for change in plain language.
- Help employees and managers adopt new ways of working.
- Build practical skills for AI, automation, data, technology, and redesigned work.
- Redesign roles, responsibilities, decision rights, and human judgment boundaries.
- Sustain trust, learning, psychological safety, and responsible use.

Domain Operating Logic

Change prepares. Adoption embeds. Skills equip. Roles clarify. Culture sustains.

Domain Principles

- Transformation has people in it, or it is not transformation.
- People are stakeholders in the work system, not passive recipients of technology change.
- Work redesign must be explained before it is imposed.
- Training is not enough. People need practice, support, and changed routines.
- AI and automation should upgrade human work where possible and make human accountability clearer, not more obscure.
- Leaders must make workforce commitments they are willing to honour under pressure.
- Trust is built through repeated behaviour, not slogans.
- Each People capability must be evidenced, measured, improved, and buildable.

The Five People Capabilities

Capability	What it does	Plain-English outcome
Change	Prepares people for what is changing and why.	People understand the change, know what it means for their work, and have a way to ask questions and raise concerns.
Adoption	Makes new ways of working used in practice.	People use the new tools, workflows, data, and AI Use Cases correctly and consistently enough to create value.
Skills	Builds practical capability for intelligent work.	People have the knowledge, judgment, safe-use habits, and confidence required for their changing roles.
Roles	Clarifies responsibilities and human judgment as work changes.	People know what they own, what AI or automation assists, where human review remains required, and how roles will adapt.
Culture	Sustains trust, learning, accountability, and responsible use.	People can learn, question, improve, raise concerns, and use AI responsibly without losing trust.

2026.08 ALIGNMENT | People in the refreshed TIO system

Primary outcome contribution: Intelligence, Automation, and Enterprise Autonomy

- People shape, direct, adopt, challenge, and sustain intelligent work.
- Access expands by role and work, supported by fluency, manager readiness, agent supervision, override, continued human competence, privacy, and recourse.
- Role redesign protects the human contribution the outcome requires and makes accountability explicit.

Evidence at managed maturity: Role-based access, manager readiness, skills, agent supervision, override, privacy, recourse, and workforce outcomes are visible.

03

Standard Capability Definition Template

Each TIO capability uses the same structure, so the full framework stays consistent and easy to translate into tools, assessments, workshops, and statements of work.

Required Capability Structure

- Capability title: one-word name wherever possible.
- Short definition: what the organization must be able to do repeatedly.
- Plain-English Test: a simple question a senior leader can understand.
- Description: plain-English explanation of why it matters and how it works.
- Why it matters: the client problem this capability solves.
- Five behaviors: the repeatable actions that make the capability real.
- What this capability owns and does not own: boundary protection.
- What people actually do: the day-to-day activities and roles that make the capability real.
- Real-world example: a practical example without client identifiers.
- Practical outputs: no more than three concrete deliverables, routines, or artifacts.
- Evidence of maturity, useful measures, maturity model, owners, service connection, and boundary notes.
- SOW Test, top-down validation, and bottom-up validation.

Practicality Standard and SOW Test

- Every TIO capability must be simple to name, clear to define, practical to build, observable in operation, measurable in maturity, and useful enough to scope into real work.
- Every capability must pass the SOW Test: Could a client hire someone to help build this capability, and would both parties understand the expected outputs?
- Every capability must produce no more than three practical outputs. This keeps the framework useful, memorable, and deliverable.
- Every capability must include What People Actually Do and a Real-World Example so non-technical executives can see how the capability works in practice.
- Each capability must be validated from the top down and from the bottom up before it is treated as stable.

04 Change

Short Definition: Change is the organization's ability to prepare people for what is changing, explain why it matters, manage resistance, and guide the human side of transformation.

Plain-English Test: Can people explain what is changing, why it is changing, what it means for their work, where they can raise concerns, and how leaders will support them?

Description

Change makes transformation understandable and manageable for the people who must live with it. It turns enterprise direction, AI Use Cases, workflow redesign, policy changes, and platform changes into clear messages, stakeholder plans, manager support, feedback loops, and action.

A mature Change capability does not treat communication as an announcement at the end. It starts early, listens honestly, helps managers lead through uncertainty, and keeps adjusting as people react, learn, resist, and adapt.

Why It Matters

- Without Change, good technology and good strategy still fail because people do not understand, trust, or support the shift.
- Change reduces fear, confusion, rumour, unmanaged resistance, and manager bypass.
- It helps leaders make honest commitments and gives people a practical path through uncertainty.

Five Behaviors

Behavior	Meaning
Explain	Make the reason for change clear in plain language.
Listen	Surface concerns, risks, confusion, and practical barriers before they harden into resistance.
Equip	Give managers and sponsors the messages, facts, and tools they need to lead locally.
Respond	Act on feedback, correct confusion, and adjust the approach as evidence appears.
Sustain	Keep the change active after launch until new ways of working are stable.

What This Capability Owns

- Stakeholder understanding and engagement for workforce-facing change.
- Change story, communication rhythm, feedback channels, and manager enablement.
- Resistance identification, issue escalation, and practical change support.
- Coordination of people-facing readiness for AI Use Cases, work redesign, data, technology, and governance changes.

What This Capability Does Not Own

- Enterprise strategy and funding decisions.
- Detailed technology design or platform configuration.
- AI Use Case delivery and Evidence Gate ownership.
- Formal labour, legal, privacy, or employment decisions without the right owners.
- A communications campaign that is detached from actual work change.

What People Actually Do

People make Change real by explaining the shift, listening to affected groups, preparing managers, tracking concerns, and adjusting the plan based on what is happening in the organization.

Role	What they actually do
Executive Sponsor	Explains why the change matters, makes visible commitments, and removes barriers.
People or Change Lead	Builds the change plan, stakeholder map, communication rhythm, and feedback process.
Managers	Translate the change into team-level meaning and surface issues early.
Employees and Users	Ask questions, test new ways of working, identify barriers, and provide feedback.
Risk, Legal, Privacy, or Communications	Review sensitive messages, commitments, and stakeholder impacts where needed.

Simple activity flow

1. Clarify what is changing and who is affected.
2. Build a plain-language change story and stakeholder map.
3. Prepare sponsors and managers before broad communication.
4. Engage affected people, listen to concerns, and track issues.
5. Adjust the plan until the new way of working is understood and stable.

Real-World Example

A service organization is introducing an AI-assisted intake workflow. The technical build is simple, but employees worry that the tool will monitor them, judge their performance, or replace judgment they are proud of using.

The Change capability creates a clear message about why intake is changing, what the AI assistant will and will not do, where human judgment remains required, how feedback will be collected, and how managers will support the first month. The change lands because people understand the work change before the tool arrives.

Practical Outputs

Output	What it contains
Change Story	A plain-language explanation of what is changing, why it matters, who is affected, and what commitments leaders are making.
Stakeholder Map	A practical view of affected groups, likely concerns, engagement needs, manager responsibilities, and escalation paths.
Change Rhythm	A simple cadence for communication, listening, issue resolution, manager support, and readiness checks.

Evidence of Maturity

- A current Change Story explains what is changing, why it matters, who is affected, and what leaders are committing to.
- Stakeholder groups, likely concerns, manager responsibilities, and escalation paths are mapped.
- Sponsors and managers are prepared before broad communication begins.
- Questions, concerns, resistance, and readiness issues are logged, assigned, and reviewed.
- Feedback leads to visible changes in messages, support, timing, or design.
- Readiness is checked before launch and during stabilization.
- Post-launch support continues until the new way of working is understood and stable.

Useful Measures

Measure	What it tells us
Understanding	Percentage of affected people who can explain what is changing and why.
Manager readiness	Percentage of managers prepared to answer common questions and lead the change locally.
Issue resolution	Speed and quality of response to concerns, barriers, and unresolved questions.

Maturity Model

Level	Maturity Description
0 Absent	No meaningful Change capability exists. Work is reactive, informal, and dependent on individual effort.
1 Initial / Ad-Hoc	Some Change activity exists, but it is inconsistent, personality-driven, or applied only to selected projects.
2 Repeatable	A basic way exists to perform stakeholder engagement and change support more than once, but ownership, evidence, measures, and handoffs are uneven.
3 Defined	The Change capability is documented, owned, communicated, and used consistently across priority work.
4 Managed	The Change capability is measured, governed, improved, and connected to decisions, delivery, and value evidence.
5 Optimized	The Change capability continuously improves and helps the organization adapt faster as work, technology, AI, and workforce needs change.

Typical Owners and Participants

Role	Typical participants
Executive sponsor	CEO, COO, CHRO, Chief People Officer, transformation sponsor, or business executive accountable for the change.
Accountable owners	People leader, change lead, communications lead, business owner, transformation lead.
Participants	Managers, employees, union or employee relations where applicable, risk, privacy, legal, technology, data, Factory, and communications.

Domain Boundary Notes

- Technology and Data own the enabling systems and information foundations.
- Factory owns delivery of the AI Use Case or redesigned workflow.
- People Change owns the human understanding, engagement, communication, and readiness side of change.
- Leadership Transformation owns enterprise execution rhythm and cross-domain sustainment.

SOW Test

PASS: A client could hire support to build a Change Story, Stakeholder Map, and Change Rhythm for a priority transformation, AI Use Case, workflow redesign, or technology change. The expected outputs are clear and buildable.

Top-Down Validation

A senior leader would recognize Change as necessary because transformation fails when people do not understand, trust, or adopt the new direction.

Bottom-Up Validation

A frontline employee would recognize Change because it shows up as clear messages, prepared managers, honest answers, and visible support during real work change.

05 Adoption

Short Definition: Adoption is the organization's ability to help people use new tools, workflows, data, AI Use Cases, and ways of working in day-to-day work until they become normal practice.

Plain-English Test: Are people actually using the new way of working correctly, safely, and consistently enough to create value?

Description

Adoption is where change becomes behaviour. It is not enough to launch a tool, publish a process, or train people once. Adoption focuses on whether people actually use the new way of working, whether it helps them, where they struggle, and what support is needed to make the change stick.

A mature Adoption capability measures use, listens to users, removes barriers, reinforces good habits, corrects unsafe workarounds, and connects adoption evidence to value.

Why It Matters

- Without Adoption, AI Use Cases and workflow changes become shelfware, side systems, or optional experiments.
- Adoption protects value by making sure new ways of working are actually used.
- It exposes friction that design and delivery teams often miss.

Five Behaviors

Behavior	Meaning
Prepare	Make sure users know what to use, when to use it, and what not to do.
Support	Provide help, coaching, job aids, office hours, and manager reinforcement.
Measure	Track use, correct use, user confidence, and operational outcomes.
Improve	Remove friction, fix confusing steps, and adapt the workflow based on real use.
Embed	Make the new way of working part of normal routines, expectations, and review.

What This Capability Owns

- User readiness and practical enablement.
- Adoption measures, user feedback, support routines, and reinforcement plans.
- Identification of workarounds, low-use areas, misuse, and barriers.
- Coordination with Factory, Technology, Data, and managers to improve the user experience.

What This Capability Does Not Own

- Building the technology solution.
- Owning the business case or Evidence Gate by itself.
- Enterprise training curriculum for all skills.
- Performance management or discipline without the right managers and HR owners.
- Assuming usage equals value without measurement.

What People Actually Do

People make Adoption real by preparing users, watching what happens after launch, helping teams use the new workflow correctly, and fixing the practical barriers that stop use.

Role	What they actually do
Business Owner	Defines what successful use looks like and reinforces the expected behaviour.
Adoption Lead	Tracks usage, feedback, support needs, and adoption risks.
Managers	Coach the team, remove barriers, and make the new way part of daily work.
Users	Use the new workflow, report friction, and suggest improvements.
Technology or Factory Team	Fix tool, process, integration, or support issues that block use.

Simple activity flow

1. Define the target users and expected behaviour.
2. Prepare job aids, support channels, and manager guidance.
3. Launch with visible support and clear safe-use boundaries.
4. Track use, feedback, workarounds, and outcome signals.
5. Improve and reinforce until the new way of working becomes normal.

Real-World Example

A department launches an AI-supported meeting summary and action tracking workflow. The tool works, but teams keep using old notes, side spreadsheets, and email reminders because the new workflow is not yet part of their routines.

Adoption support identifies where people are confused, creates a simple job aid, gives managers a weekly check-in script, tracks use, and fixes one integration issue. Within a few weeks, the new workflow becomes the default because it helps people do the work instead of adding another step.

Practical Outputs

Output	What it contains
Adoption Plan	A practical plan for target users, expected behaviours, support channels, manager reinforcement, and adoption risks.
User Support Pack	Job aids, prompts, examples, frequently asked questions, office hours, and safe-use reminders.
Adoption Scorecard	A small set of measures showing use, correct use, confidence, barriers, and outcome connection.

Evidence of Maturity

- Target users and expected behaviours are defined for the new way of working.
- An active Adoption Plan, User Support Pack, and manager reinforcement approach are in use.
- Managers reinforce the new way of working through normal operating routines.
- Active use, correct use, user confidence, and outcome signals are measured.
- User feedback, support tickets, workarounds, misuse, and barriers are reviewed.
- Tool, workflow, integration, and support fixes are assigned and tracked.
- Old workarounds are retired and evidence shows whether adoption is creating value.

Useful Measures

Measure	What it tells us
Active use	How many intended users are using the new way of working at the expected cadence.
Correct use	Whether users are following the workflow and safe-use rules, not only opening the tool.
User confidence	Whether users understand the new workflow and believe it helps their work.

Maturity Model

Level	Maturity Description
0 Absent	No meaningful Adoption capability exists. Work is reactive, informal, and dependent on individual effort.
1 Initial / Ad-Hoc	Some Adoption activity exists, but it is inconsistent, personality-driven, or applied only to selected projects.
2 Repeatable	A basic way exists to perform user enablement, reinforcement, and usage improvement more than once, but ownership, evidence, measures, and handoffs are uneven.
3 Defined	The Adoption capability is documented, owned, communicated, and used consistently across priority work.
4 Managed	The Adoption capability is measured, governed, improved, and connected to decisions, delivery, and value evidence.
5 Optimized	The Adoption capability continuously improves and helps the organization adapt faster as work, technology, AI, and workforce needs change.

Typical Owners and Participants

Role	Typical participants
Executive sponsor	Business executive, COO, CHRO, transformation sponsor, or service owner.
Accountable owners	Business owner, people or change lead, adoption lead, product owner, process owner.
Participants	Managers, users, Technology, Factory, Data, support desk, communications, risk, privacy, and training teams.

Domain Boundary Notes

- People owns user support and behaviour reinforcement. Technology owns technical support and platform fixes.
- Factory owns the delivered use case and Evidence Gate. Adoption feeds real-use evidence into Factory measurement.
- Change prepares people for what is changing. Adoption makes the new behaviour stick.

SOW Test

PASS: A client could hire support to build an Adoption Plan, User Support Pack, and Adoption Scorecard for a selected AI Use Case, workflow, platform, or data-enabled change. The expected outputs are clear and buildable.

Top-Down Validation

A senior leader would recognize Adoption as necessary because value is not created when tools are launched. Value is created when people use better ways of working consistently.

Bottom-Up Validation

A frontline user would recognize Adoption because it shows up as useful support, clearer routines, fewer workarounds, and a workflow that actually fits the job.

06

Skills

Short Definition: Skills is the organization's ability to build the practical knowledge, judgment, and working habits people need to use AI, automation, data, and technology safely and productively.

Plain-English Test: Do people have the practical skills and confidence needed to work well in the new environment, not just attend training?

Description

Skills builds the human capability required for intelligent work. It includes practical AI fluency, data confidence, process understanding, safe-use habits, role-specific tool use, manager capability, and reskilling for work that is changing.

A mature Skills capability is tied to real work and role needs. It is not a training catalogue. It identifies skill gaps created by strategy, AI Use Cases, work redesign, data changes, technology changes, and governance requirements, then builds learning into the operating rhythm.

Why It Matters

- Without Skills, people either avoid new tools or use them unsafely.
- Skills turns fear into capability and gives people a fair chance to adapt.
- It protects trust by making safe, effective use part of the job, not an optional extra.

Five Behaviors

Behavior	Meaning
Assess	Identify the skills people need now and the gaps that matter most.
Prioritize	Focus learning on roles, workflows, and risks that are changing first.
Teach	Use practical learning, examples, coaching, and guided practice.
Practice	Let people apply skills to real work, with feedback and support.
Refresh	Update skills as tools, risks, workflows, and expectations change.

What This Capability Owns

- Workforce skills and role-based learning needs for intelligent work.
- Practical AI fluency and safe-use learning for employees and managers.
- Reskilling paths where tasks, roles, and workflows change.
- Learning evidence, completion, confidence, and skill application measures.

What This Capability Does Not Own

- Leadership Fluency for executives as a Leadership capability, except in coordination.
- Deep technical certification owned by specialized technology or data teams.
- One-time training events that are not tied to role change.
- Guaranteeing employment outcomes without Leadership and HR decisions.
- Replacing professional, legal, safety, privacy, or sector-specific certification requirements.

What People Actually Do

People build Skills by identifying what roles need to learn, designing practical learning around real work, supporting practice, and measuring whether people can use the skill safely and effectively.

Role	What they actually do
People or Learning Lead	Builds the skills plan, learning paths, and measurement approach.
Business Owner	Confirms which skills matter for the work and how they will be applied.
Managers	Give people time to learn, coach application, and reinforce safe use.
Employees	Practice new skills on real work and identify where more support is needed.
Technology, Data, Risk, or Factory Experts	Provide content, examples, safe-use rules, and role-specific guidance.

Simple activity flow

1. Identify roles and workflows affected by strategy, AI Use Cases, and work redesign.
2. Define the practical skills needed for each affected group.
3. Create a focused learning path with real examples and safe-use boundaries.
4. Give people time to practice and apply the skills to real work.
5. Review confidence, application, and outcomes, then refresh the learning path.

Real-World Example

A municipal service team is asked to use AI to draft first-pass public responses. A general AI training session is not enough. Staff need to know what information they may enter, how to check outputs, when to escalate, how to preserve tone, and what cannot be delegated.

The Skills capability creates a role-specific learning path with examples, practice prompts, review rules, and manager coaching. People become safer and more confident because the training is tied to the actual work they perform.

Practical Outputs

Output	What it contains
Skills Map	A practical map of priority roles, current skill gaps, required skills, and learning priorities.
Learning Path	Role-based learning modules, practice activities, safe-use guidance, and manager support.
Skills Evidence Pack	Completion, confidence, observed application, and examples of skills used in real work.

Evidence of Maturity

- Priority roles have defined skill needs, current gaps, and learning priorities.
- Role-based learning paths and safe-use guidance exist for the work that is changing.
- People receive time, examples, coaching, and support to practise on real work.
- Completion, confidence, observed application, and practical capability are measured.
- Managers reinforce skill application and identify where additional support is needed.
- Examples show skills being applied in AI Use Cases, redesigned work, or daily decisions.
- Learning content is refreshed as tools, risks, roles, and expectations change.

Useful Measures

Measure	What it tells us
Skill coverage	Percentage of priority roles with defined skill needs and learning paths.
Application	Evidence that people are applying the skills correctly in real work.
Confidence and safety	Whether people feel able to use new tools and workflows safely and know when to escalate.

Maturity Model

Level	Maturity Description
0 Absent	No meaningful Skills capability exists. Work is reactive, informal, and dependent on individual effort.
1 Initial / Ad-Hoc	Some Skills activity exists, but it is inconsistent, personality-driven, or applied only to selected projects.
2 Repeatable	A basic way exists to perform role-based learning and skill application more than once, but ownership, evidence, measures, and handoffs are uneven.
3 Defined	The Skills capability is documented, owned, communicated, and used consistently across priority work.
4 Managed	The Skills capability is measured, governed, improved, and connected to decisions, delivery, and value evidence.
5 Optimized	The Skills capability continuously improves and helps the organization adapt faster as work, technology, AI, and workforce needs change.

Typical Owners and Participants

Role	Typical participants
Executive sponsor	CHRO, Chief People Officer, COO, business executive, or transformation sponsor.
Accountable owners	Learning lead, HR leader, people leader, business owner, manager, technology or data learning partner.
Participants	Employees, managers, Technology, Data, Factory, Risk, Privacy, Legal, Communications, and external learning partners.

Domain Boundary Notes

- Technology and Data provide technical content and platform-specific guidance.
- Factory identifies skills affected by AI Use Cases and work redesign.
- People Skills owns workforce learning and role-based capability building.
- Leadership Fluency owns executive judgment and sponsorship capability.

SOW Test

PASS: A client could hire support to build a Skills Map, Learning Path, and Skills Evidence Pack for priority roles affected by AI, automation, data, technology, or work redesign. The expected outputs are clear and buildable.

Top-Down Validation

A senior leader would recognize Skills as necessary because the organization cannot become more intelligent if people do not have the capability to work differently.

Bottom-Up Validation

An employee would recognize Skills because it gives them practical help, safe-use rules, and time to learn before expectations change.

07 Roles

Short Definition: Roles is the organization's ability to redesign jobs, responsibilities, decision rights, human judgment boundaries, and career paths as work changes.

Plain-English Test: Can the organization explain how work is changing, what people still own, what AI or automation may assist, and how roles, responsibilities, and growth paths will adapt?

Description

Roles translates work redesign into human responsibility. As AI and automation change tasks, organizations must decide what remains human, what becomes assisted, what is automated, what new responsibilities appear, and how people develop into higher-value work.

A mature Roles capability prevents silent role drift. It updates responsibilities, decision rights, handoffs, job expectations, career paths, and workforce commitments as work changes.

Why It Matters

- Without Roles, automation changes work informally and people are left unclear about what they own.
- Roles protects human accountability, career development, and trust during work redesign.
- It helps the organization upgrade work instead of only removing tasks.

Five Behaviors

Behavior	Meaning
Map	Identify how tasks, decisions, handoffs, and responsibilities are changing.
Decide	Clarify what people own, what AI assists, and where human judgment is required.
Redesign	Update roles, responsibilities, decision rights, and handoffs.
Transition	Support people through role changes, reskilling, redeployment, or transition decisions.
Review	Revisit role design as evidence shows how the new work actually operates.

What This Capability Owns

- Role design and responsibility changes caused by AI, automation, data, technology, and work redesign.
- Human judgment boundaries, decision rights, and accountability at the role level.
- Role transition planning, reskilling handoffs, and workforce implications.
- Workforce Charter alignment where role impacts are material.

What This Capability Does Not Own

- Detailed process design by itself.
- The technical automation design.
- Enterprise strategy or funding posture.
- Legal employment decisions without HR, legal, and leadership owners.
- Using AI as a hidden headcount-reduction mechanism.

What People Actually Do

People make Roles real by studying how work is changing, deciding who owns what, updating role expectations, supporting affected employees, and checking whether the redesigned roles work in practice.

Role	What they actually do
Executive Sponsor	Sets the workforce posture and confirms material role decisions.
People or HR Lead	Owns job architecture, role changes, transition plans, and employee support.
Business Owner	Explains the work, confirms required responsibilities, and validates the redesigned role.
Factory Lead	Provides task and workflow redesign evidence from AI Use Cases.
Employees and Managers	Explain real work, test new responsibilities, and surface unintended impacts.

Simple activity flow

1. Map the current tasks, decisions, handoffs, and responsibilities.
2. Identify what changes because of AI, automation, data, technology, or process redesign.
3. Define future role responsibilities, decision rights, human review points, and handoffs.
4. Create transition, reskilling, redeployment, or support actions where needed.
5. Review the role after launch and adjust based on evidence and employee feedback.

Real-World Example

A finance operations team automates first-pass invoice matching. The automation removes some manual checking but creates new exception review, vendor follow-up, quality monitoring, and control responsibilities.

The Roles capability updates the accounts payable role so employees are no longer judged only on transaction processing volume. They now own exception judgment, vendor issue resolution, and process improvement feedback. The organization avoids confusion because it redesigns the role, not only the task.

Practical Outputs

Output	What it contains
Role Impact Map	A practical view of affected roles, changing tasks, decision rights, handoffs, and workforce implications.
Future Role Profile	Updated responsibilities, human judgment boundaries, AI or automation use, skills, and measures for the role.
Transition Plan	Actions for communication, reskilling, redeployment, manager support, and review of role changes.

Evidence of Maturity

- Affected roles, tasks, decisions, handoffs, and workforce implications are mapped.
- Future responsibilities, decision rights, AI assistance, and human judgment boundaries are documented.
- Role profiles, job descriptions, or role charters are updated where needed.
- Transition, reskilling, redeployment, communication, and manager support actions are assigned.
- Employees and representatives are consulted where appropriate and material questions are resolved.
- Critical decisions retain named human owners and review paths.
- Roles are reviewed after launch and adjusted using evidence and employee feedback.

Useful Measures

Measure	What it tells us
Role clarity	Percentage of affected roles with updated responsibilities and decision rights.
Transition readiness	Whether affected people have the support, skills, and time needed to move into the new role.
Human accountability	Whether critical decisions still have named human owners and review paths.

Maturity Model

Level	Maturity Description
0 Absent	No meaningful Roles capability exists. Work is reactive, informal, and dependent on individual effort.
1 Initial / Ad-Hoc	Some Roles activity exists, but it is inconsistent, personality-driven, or applied only to selected projects.
2 Repeatable	A basic way exists to perform role redesign and workforce transition more than once, but ownership, evidence, measures, and handoffs are uneven.
3 Defined	The Roles capability is documented, owned, communicated, and used consistently across priority work.
4 Managed	The Roles capability is measured, governed, improved, and connected to decisions, delivery, and value evidence.
5 Optimized	The Roles capability continuously improves and helps the organization adapt faster as work, technology, AI, and workforce needs change.

Typical Owners and Participants

Role	Typical participants
Executive sponsor	CEO, CHRO, Chief People Officer, COO, business executive, or transformation sponsor.
Accountable owners	HR leader, people leader, business owner, workforce planning lead, job architecture lead.
Participants	Managers, employees, Factory, Technology, Data, Risk, Legal, Privacy, Finance, and labour relations where applicable.

Domain Boundary Notes

- Change and Adoption help people understand and use the new role in practice.
- Skills owns learning paths required by changed roles.
- Leadership sets the workforce posture and major commitments.
- Factory designs and measures the work improvement. People Roles owns the human role consequences.

SOW Test

PASS: A client could hire support to build a Role Impact Map, Future Role Profile, and Transition Plan for roles affected by redesigned work, AI Use Cases, automation, or operating-model change. The expected outputs are clear and buildable.

Top-Down Validation

A senior leader would recognize Roles as necessary because AI and automation change accountability, work design, and workforce commitments, not only tasks.

Bottom-Up Validation

An employee would recognize Roles because it answers the practical question: what happens to my job, what am I still responsible for, and how will I be supported?

08 Culture

Short Definition: Culture is the organization's ability to create the trust, curiosity, learning, accountability, and psychological safety needed for people to use AI and AI and automation responsibly.

Plain-English Test: Does the organization make it safe and expected for people to learn, question, improve, raise concerns, use AI responsibly, and protect trust?

Description

Culture is the environment that determines whether people will engage honestly with transformation. It shapes whether people ask questions, report risks, admit what is not working, experiment responsibly, share learning, and trust leadership commitments.

A mature Culture capability does not rely on slogans. It shows up in leader behaviour, manager response, learning habits, transparency, accountability, and the way the organization treats concerns, mistakes, and evidence.

Why It Matters

- Without Culture, people hide problems, avoid new tools, misuse AI quietly, or wait for others to go first.
- Culture makes responsible experimentation possible without turning every mistake into blame.
- It protects trust when work, roles, data, technology, and AI are changing quickly.

Five Behaviors

Behavior	Meaning
Model	Leaders demonstrate curiosity, humility, safe use, and willingness to learn.
Question	People are encouraged to challenge outputs, assumptions, risks, and weak claims.
Share	Teams share lessons, examples, mistakes, and improvements.
Protect	The organization treats trust, privacy, accountability, and human judgment as cultural expectations.
Improve	Culture supports continuous improvement rather than one-time transformation enthusiasm.

What This Capability Owns

- Cultural conditions for trust, learning, responsible AI use, and continuous improvement.
- Psychological safety around questions, concerns, experimentation, and evidence.
- Leadership and manager behaviours that reinforce intelligent work.
- Employee sentiment and trust signals related to AI, automation, data, and work redesign.

What This Capability Does Not Own

- Generic culture programs detached from transformation work.
- Replacing governance, risk, privacy, legal, or security controls.
- Brand messaging that ignores real employee experience.
- Forcing enthusiasm for AI.
- Using culture language to avoid hard workforce decisions.

What People Actually Do

People make Culture real through repeated leadership and manager behaviour. Leaders model safe use. Managers welcome questions. Employees raise risks. Teams share what they learn. The organization responds to concerns without punishment or denial.

Role	What they actually do
CEO or Executive Sponsor	Models the tone, makes trust commitments visible, and responds seriously to concerns.
People Leader	Measures sentiment, supports managers, and connects culture to adoption and learning.
Managers	Create local safety for questions, learning, responsible experimentation, and feedback.
Employees	Use tools responsibly, raise concerns, share lessons, and participate in improvement.
Risk, Privacy, Legal, Security	Help define the trust boundaries that culture must reinforce.

Simple activity flow

1. Define the cultural conditions required for intelligent work.
2. Identify current trust, fear, learning, and accountability signals.
3. Agree on leader and manager behaviours that must be visible.
4. Create forums for questions, examples, concerns, and lessons learned.
5. Measure sentiment and behaviour, then improve the culture deliberately.

Real-World Example

An organization launches several AI Use Cases and notices that employees are quietly using external tools because they want to be productive but do not trust the official process. Managers also avoid asking hard questions because they do not want to look behind.

The Culture capability creates an open safe-use conversation. Leaders demonstrate approved tools, managers ask what is working and what is risky, employees can raise concerns without blame, and the organization turns hidden use into a learning and governance opportunity.

Practical Outputs

Output	What it contains
Culture Commitments	A short set of expected leadership, manager, and employee behaviours for trust, learning, safe use, and accountability.
Trust and Sentiment Review	A recurring view of employee trust, concerns, confidence, psychological safety, and adoption signals.
Learning Forum	A simple routine for sharing examples, lessons, mistakes, risks, and improvements across teams.

Evidence of Maturity

- Culture Commitments define expected leadership, manager, and employee behaviours.
- Leaders model curiosity, humility, safe use, learning, and accountability.
- Employees and managers can raise questions, concerns, risks, and mistakes without blame or denial.
- Trust, sentiment, confidence, psychological safety, and responsible-use signals are reviewed.
- Learning forums share examples, lessons, risks, mistakes, and improvements across teams.
- Unsafe use and concerns are surfaced and addressed constructively.

- Culture evidence informs leadership, governance, adoption, and continuous-improvement decisions.

Useful Measures

Measure	What it tells us
Trust	Whether people believe leadership commitments and feel safe raising concerns.
Learning behaviour	Frequency and quality of shared examples, lessons, questions, and improvements.
Responsible use	Whether people understand and follow safe-use expectations in real work.

Maturity Model

Level	Maturity Description
0 Absent	No meaningful Culture capability exists. Work is reactive, informal, and dependent on individual effort.
1 Initial / Ad-Hoc	Some Culture activity exists, but it is inconsistent, personality-driven, or applied only to selected projects.
2 Repeatable	A basic way exists to perform trust, learning, and responsible-use behaviours more than once, but ownership, evidence, measures, and handoffs are uneven.
3 Defined	The Culture capability is documented, owned, communicated, and used consistently across priority work.
4 Managed	The Culture capability is measured, governed, improved, and connected to decisions, delivery, and value evidence.
5 Optimized	The Culture capability continuously improves and helps the organization adapt faster as work, technology, AI, and workforce needs change.

Typical Owners and Participants

Role	Typical participants
Executive sponsor	CEO, CHRO, Chief People Officer, COO, or transformation sponsor.
Accountable owners	People leader, culture lead, communications lead, business leaders, managers.
Participants	Employees, managers, leadership team, Risk, Privacy, Legal, Security, Technology, Data, Factory, communications, and employee representatives where applicable.

Domain Boundary Notes

- Change, Adoption, Skills, and Roles make Culture visible in practical work.
- People Culture owns the workforce conditions that make responsible adoption and learning possible.
- Leadership owns enterprise values, governance, risk posture, and accountability.
- Culture supports every domain but does not replace their controls.

SOW Test

PASS: A client could hire support to build Culture Commitments, a Trust and Sentiment Review, and a Learning Forum that sustain responsible use, trust, learning, and continuous improvement. The expected outputs are clear and buildable.

Top-Down Validation

A senior leader would recognize Culture as necessary because transformation requires trust, learning, and accountability across the whole organization.

Bottom-Up Validation

An employee would recognize Culture because it shows up in whether questions are welcomed, mistakes are handled fairly, and leadership commitments can be trusted.

09 People Domain Fit and Handoffs

The People domain should be read as one connected system. The five capabilities are not separate workstreams that can mature in isolation. They depend on one another and connect to the other TIO domains.

People capability	Primary question	Primary handoff
Change	What is changing, why, and how will people be supported?	Translates Leadership direction and Data, Technology, and Factory changes into workforce understanding, manager readiness, feedback, and practical support.
Adoption	Are people using the new way of working correctly and consistently?	Turns delivered solutions and redesigned work into normal practice and feeds real-use evidence back to Factory measurement, Technology support, and Data improvement.
Skills	Do people have the practical ability and judgment required for the new work?	Converts role and workflow changes into learning paths, safe-use habits, manager coaching, and evidence of capability.
Roles	What do people own as work changes?	Converts work redesign into responsibilities, decision rights, human judgment boundaries, handoffs, and transition actions.
Culture	Does the environment sustain trust, learning, accountability, and responsible use?	Reinforces Change, Adoption, Skills, and Roles while surfacing trust, learning, and responsible-use signals to Leadership and governance.

Domain Interaction With Other TIO Domains

Domain	How People connects
Leadership	Leadership sets enterprise direction, governance design, risk posture, decision rights, and workforce commitments. People translates those choices into understanding, adoption, capability, role clarity, trust, and sustained behaviour.
Data	Data defines accountability, quality, access, flow, and insight requirements. People builds the literacy, safe-use habits, confidence, and judgment required to use and question data responsibly.
Technology	Technology provides platforms, tools, environments, controls, and technical support. People prepares users, builds practical skills, measures adoption, and surfaces friction that technology teams must resolve.

Domain	How People connects
Factory	Factory discovers, designs, delivers, measures, and scales improvements. People prepares affected groups, embeds the new work, builds skills, clarifies role consequences, and sustains trust through the change.

Working Summary

People is the enterprise capability that turns change into understood, adopted, learned, accountable, and sustained ways of working. Change prepares. Adoption embeds. Skills equip. Roles clarify. Culture sustains. The People domain is mature when people understand what is changing, use new ways of working correctly, have the skills and support to adapt, know what they remain accountable for, and trust the environment enough to learn, question, improve, and raise concerns.