



TIO
The Intelligent Organization

Capability Guide: People Roles

When Work Changes, Roles Must Be Clarified.

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

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

Roles is the fourth People capability. Change prepares. Adoption proves. Skills enable. Roles clarify. Culture sustains.

A mature Roles capability does not let automation, AI, new platforms, or redesigned workflows quietly change jobs by accident. It makes role impact visible, clarifies what people still own, defines where human judgment is required, and gives people a fair path into the changed work.

Field	TIO Roles answer
Domain	People
Capability ID	P4 - Roles
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?
Core point	When work changes, roles must be clarified.
Three outputs	Role Impact Map; Future Role Profile; Transition Plan
First move	Pick one changing workflow and map what is changing by role, task, decision, handoff, and human review point.

2026.08 ALIGNMENT | Roles in the refreshed TIO system

Primary outcome contribution: All three outcomes

- Clarify what people, agents, automations, and systems each do, decide, approve, commit, monitor, and recover.
- Keep human accountability, judgment, relationship, care, creative direction, and legitimate authority visible.
- Role design should address agent ownership, supervision, escalation, override, segregation of duties, and support.

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

First refresh move: Clarify who or what prepares, recommends, approves, commits, monitors, handles exceptions, and remains accountable in one workflow.

02

The Problem This Capability Solves

- AI and automation often change work before the organization changes the role.
- People hear that a task is being automated, but they do not know what happens to their accountability, performance expectations, career path, or daily routine.
- Managers are left to interpret role changes locally, which creates uneven expectations across teams.
- Human review points become vague. People do not know when they are expected to trust a system, check an output, override a recommendation, or escalate a concern.
- Productivity gains are assumed before the organization understands what work remains, what new work appears, and what support people need.
- Job descriptions, performance measures, decision rights, and training paths stay frozen while the actual work changes.
- Employees begin to suspect that AI and automation are being used as hidden headcount tools rather than as part of an honest workforce plan.

Weak Roles creates confusion and mistrust. Strong Roles makes work redesign honest, accountable, and practical.

03 What the Capability Is

Roles translates work redesign into human responsibility. It helps the organization decide what remains human, what is assisted by AI or automation, what can be automated, what new responsibilities appear, and how people move into higher-value work.

This is not generic job-description maintenance. It is the capability to keep roles, responsibility, judgment, performance expectations, and workforce commitments current as work changes.

The five Roles behaviors

Behavior	What it means
Map	Understand current tasks, decisions, handoffs, responsibilities, and pain points.
Redesign	Define how work will change and what each role will own in the future.
Clarify	Make responsibility, human judgment, escalation, and decision rights clear.
Support	Plan the transition, reskilling, redeployment, coaching, and manager support needed.
Review	Check after launch whether roles are working, accountability is clear, and people are supported.

Boundary rule

Factory designs and measures the work improvement. Technology enables the tools and automation. Skills builds the learning path. Change explains what is changing. Adoption proves the new behavior is being used. Roles owns the human responsibility consequences of changed work.

04 How the Capability Works

Roles should be built into work redesign from the start. It should not arrive after the tool is launched or after people ask what happens to their jobs.

The work cannot change clearly if the roles do not change clearly.

A practical Roles flow is:

- Map the current role: tasks, decisions, handoffs, controls, judgment points, measures, and pain points.
- Identify what changes: work removed, work assisted, work automated, work added, and work moved to another role.
- Define the future role: responsibilities, human judgment points, decision rights, escalation paths, handoffs, and performance expectations.
- Plan the transition: communication, skills, coaching, manager support, workforce commitments, and any HR or legal review needed.
- Launch and review: check whether the role works in practice, whether people understand it, and whether accountabilities remain clear.

A simple example

A finance operations team automates first-pass invoice matching. The organization should not simply remove manual matching from the accounts payable role and call the project complete. The role may now need stronger exception review, vendor follow-up, quality monitoring, and process improvement responsibilities. The role changes from processing transactions to managing exceptions and improving flow.

That is the Roles capability at work. It redesigns the role, not only the task.

05 Outputs, Evidence, and Measures

The Roles capability should produce three practical outputs.

Output	Purpose	Evidence of quality
Role Impact Map	Shows how AI, automation, data, technology, or work redesign affects tasks, decisions, handoffs, accountabilities, and people.	Current and future task map; affected roles; human review points; decision-right changes; workforce implications; employee and manager concerns.
Future Role Profile	Defines what the role will own after the work changes.	Clear responsibilities; accountabilities; judgment boundaries; tool use expectations; performance expectations; escalation path; relationship to other roles.
Transition Plan	Shows how people move from current role expectations to future role expectations.	Skills handoffs; manager support; communication plan; timing; redeployment or reskilling actions; affected employee support; review checkpoints.

Useful measures

- Percentage of material AI Use Cases or work redesigns with a completed Role Impact Map.
- Percentage of affected roles with updated role profiles, expectations, or job descriptions.
- Percentage of role changes with a defined skills or transition path.
- Employee and manager clarity on changed responsibilities.
- Number of unresolved role conflicts, accountability gaps, or handoff issues after launch.
- Post-launch review evidence showing whether the redesigned role works in practice.

06

Maturity: 0 to 5

Level	What it looks like	Evidence	Next move
0 Absent	Work changes, but roles are not reviewed. People discover role impacts informally.	No role impact maps, no future role profiles, no transition plans.	Pick one changing workflow and map role impacts.
1 Initial	Some managers adjust roles locally, but expectations vary by team.	Informal updates, local notes, inconsistent expectations.	Create a simple Role Impact Map template.
2 Repeatable	Priority changes include basic role impact review and transition actions.	Role maps and transition plans for selected AI Use Cases or work redesigns.	Define standard human judgment and escalation expectations.
3 Defined	Roles are reviewed consistently for material work changes. Owners, methods, and outputs are clear.	Future Role Profiles, updated expectations, skills handoffs, manager support.	Connect role review to Factory, Skills, Change, and Adoption routines.
4 Managed	Role changes are measured, reviewed, and improved based on employee, manager, value, and risk evidence.	Role clarity measures, post-launch reviews, issue logs, workforce impact reporting.	Use evidence to improve role design and workforce planning.
5 Optimized	Roles evolve continuously as work changes. The organization upgrades work and human judgment with trust and clarity.	Live role architecture, proactive workforce plans, clear career paths, trusted role evolution.	Keep improving as AI, automation, and work patterns change.

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

Start with the work that is changing now. Roles does not need a large job architecture project to begin. It needs a practical way to see how changed work affects real people and real accountability.

Minimum viable Roles capability

- One accountable owner for role impact review.
- A simple Role Impact Map for priority AI Use Cases, automations, platform changes, or workflow redesigns.
- A Future Role Profile for each materially affected role.
- A Transition Plan for skills, communication, manager support, and workforce implications.
- A human judgment rule that explains what people must review, decide, override, or escalate.
- A post-launch review to check whether role clarity and accountability improved.

First 30 days

- Choose one material work change already underway.
- Map affected roles, tasks, decisions, handoffs, and controls.
- Identify what work is removed, assisted, automated, added, or moved.
- Draft future responsibilities and human review points.
- Ask managers and affected employees where the role is unclear.
- Create a first transition plan with Skills, Change, and Adoption owners.

First 90 days

- Apply the Role Impact Map to all priority Factory initiatives.
- Update role profiles for roles affected by material AI, automation, or work redesign.
- Connect role changes to skills plans and manager support.
- Add role clarity questions to adoption and post-launch reviews.
- Review unresolved accountability gaps in the transformation operating rhythm.

08 TSLA Support and First Moves

TSLA can help leaders make role change honest, practical, and connected to the work that is changing. The goal is not to produce a large job architecture study. The goal is to clarify who owns what as AI, automation, data, technology, and redesigned work change the organization.

TSLA support	What it helps produce
Role Impact Workshop	A practical map of how a priority work change affects tasks, decisions, handoffs, and roles.
Future Role Profile design	Clear future role expectations, judgment boundaries, escalation paths, and accountabilities.
Workforce Charter support	Leadership commitments about how people will be supported as work changes.
Transition planning	Skills, manager support, communications, adoption, and workforce implications connected into one path.
Post-launch role review	Evidence on whether the role works in practice and what must be adjusted.

What to do Monday morning

- Pick one AI Use Case, automation, platform rollout, or workflow redesign that changes people's work.
- Write down which roles are affected.
- For each role, identify what work is removed, assisted, automated, added, or moved.
- Define what human judgment still matters and where people must review, decide, override, or escalate.
- Update the role expectation before the change is launched.
- Ask affected employees and managers whether the new role is clear enough to work with.
- Create a transition plan before announcing productivity benefits.

A**Source Note**

This guide is part of the TIO Library. It is aligned to the TIO Framework, the TIO People 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 People Roles 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.