



TIO
The Intelligent Organization

Capability Guide: People Skills

New Work Requires New Confidence.

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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

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.

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

A mature Skills capability does not treat learning as a catalogue of courses. It connects learning to real work, real tools, real decisions, and real role changes.

Item	TIO position
Domain	People
Capability	P3 - Skills
Point of view	New work requires new confidence.
Plain-English test	Do people have the practical skills and confidence needed to work well in the new environment?
Three practical outputs	Skills Map; Role-Based Learning Path; Skills Evidence Pack
First move	Identify the roles most affected by AI Use Cases, automation, data changes, and work redesign.

The practical test: Do people have the skills and confidence needed to work well in the new environment, not just attend training?

2026.08 ALIGNMENT | Skills in the refreshed TIO system

Primary outcome contribution: Intelligence and Enterprise Autonomy

- Build AI fluency, judgment, prompting, source checking, agent supervision, data handling, workflow redesign, exception handling, and recovery skills matched to the role.
- Preserve human competence to challenge, intervene, and operate safely when intelligent systems fail or are unavailable.
- Use external specialists with transfer by design so critical knowledge does not remain only outside the organization.

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

First refresh move: Define the human and agent skills required to operate, challenge, override, and recover one priority workflow.

02 The Problem This Capability Solves

Many organizations announce new tools, new processes, and new expectations before people have the skills to work differently.

Training is often delivered too broadly, too late, or too far away from the real work. People attend a session, complete a module, or watch a demo, but still do not know what to do on Monday morning.

- Employees are asked to use AI, automation, data, or new platforms without enough practical confidence.
- Managers are expected to coach their teams but do not understand the new work well enough themselves.
- People either avoid the new tools or use them in unsafe, inconsistent, or shallow ways.
- Training completion is measured, but real skill application is not.
- Work changes faster than role-based learning can keep up.

Weak Skills turns transformation into pressure. Strong Skills turns transformation into a fair chance to adapt.

03 What the Capability Is

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 where work is changing.

What Skills owns	What Skills does not own
Workforce skill needs for AI, automation, data, technology, and redesigned work.	Executive AI Fluency, which sits in the Leadership domain.
Role-based learning paths tied to real work and practical use.	Deep technical certification for specialist data, technology, or cyber roles.
Safe-use habits, practice opportunities, confidence building, and manager support.	One-time training events that are not tied to work change.
Evidence that people can apply the skill in the work, not only attend training.	Guaranteeing employment outcomes without Leadership, People, and role-transition decisions.

The five Skills behaviors

Behavior	What it means
Identify	Know which roles, teams, and workflows need new skills.
Focus	Translate broad capability needs into practical, role-based learning priorities.
Practice	Give people time and examples to apply the skill in real work.
Support	Equip managers, peers, and specialists to coach and reinforce the skill.
Prove	Look for evidence that the skill is being used safely and effectively.

04 How the Capability Works

Skills should start with the work, not the course catalogue. The question is not, "What training can we offer?" The better question is, "What do people need to be able to do differently?"

Step	Practical question
1. Start with changed work	Which AI Use Cases, automations, data changes, platforms, processes, or roles are changing the work?
2. Identify affected groups	Which leaders, managers, employees, specialists, and support teams need new knowledge or habits?
3. Define practical skills	What must each group understand, do, check, escalate, or stop doing?
4. Build learning paths	What short learning, examples, practice, job aids, and manager support are needed?
5. Support practice	Where will people apply the skill in real work and get help?
6. Prove application	What evidence shows people can use the skill safely and effectively?
7. Refresh learning	What needs to change as tools, rules, work, risk, and lessons change?

Boundary rule: Skills equips people to work differently. Adoption proves whether the new behavior is actually being used. Roles clarifies accountability and role change. Culture sustains trust and learning over time.

05 Outputs, Evidence, and Measures

The Skills capability should produce three practical outputs.

Output	Purpose	Quality standard
Skills Map	Identifies the skills each affected role or group needs for changed work.	Specific enough to guide learning priorities. Not a generic competency list.
Role-Based Learning Path	Turns the Skills Map into practical learning, examples, practice, safe-use rules, and manager support.	Tied to real work and short enough for busy people to use.
Skills Evidence Pack	Shows whether learning has been completed, practiced, and applied safely in the work.	Includes evidence of application, not only attendance.

Evidence type	Examples
Existence evidence	Skills Map, learning paths, job aids, safe-use materials, manager guides, practice examples.
Use evidence	Participation, practice records, coaching notes, confidence checks, examples of skill applied in work.
Value evidence	Reduced errors, safer use, faster adoption, fewer escalations, better AI Use Case outcomes, improved manager confidence.

Measure	What it tells leaders
Skill coverage	Which affected roles have defined learning paths.
Confidence	Whether people feel ready to use the new way of working.
Application	Whether people can demonstrate the skill in real work.
Safe-use behavior	Whether people follow rules, checks, escalation points, and boundaries.
Manager readiness	Whether managers can coach, answer questions, and reinforce the change.

06

Maturity: 0 to 5

Level	What it looks like	Next move
0 Absent	No clear skill expectations for AI, automation, data, technology, or redesigned work.	Identify the roles most affected by current changes.
1 Initial	Some training exists, but it is ad hoc, generic, or dependent on motivated individuals.	Create a simple Skills Map for priority roles.
2 Repeatable	Basic learning paths exist for common tools, processes, and safe-use expectations.	Tie learning paths to specific AI Use Cases and changed workflows.
3 Defined	Skills are documented, role-based, owned, communicated, and connected to change plans.	Measure confidence, practice, and real application.
4 Managed	Skills are measured, refreshed, and connected to adoption, value, risk, and workforce planning.	Use evidence to improve learning and target reskilling.
5 Optimized	Skills continuously evolve as strategy, work, technology, AI, and roles change.	Make learning a normal part of how the organization adapts.

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How to Build and Mature the Capability

Start small. Skills does not need a large curriculum to begin. It needs clarity about the skills people need for the work that is changing now.

Timeframe	Practical actions
First 30 days	Name a Skills owner. Identify the highest-impact changed work. List affected roles. Draft the first Skills Map. Identify current learning gaps.
First 90 days	Build role-based learning paths for priority groups. Create job aids and practice examples. Equip managers. Measure confidence and application.
First 12 months	Connect Skills to adoption evidence, role redesign, workforce planning, and the Factory pipeline. Refresh learning as tools, rules, and work change.

Minimum viable Skills capability

- One Skills owner or accountable lead.
- A Skills Map for priority roles and workflows.
- A short role-based learning path tied to real work.
- Safe-use rules and examples people can actually follow.
- Manager talking points and coaching support.
- Simple evidence of confidence, practice, and application.

08 TSLA Support and First Moves

TSLA can help leaders make Skills practical, role-based, and connected to the real transformation work. The goal is not to create a training catalogue. The goal is to help people work differently with confidence and care.

TSLA support	What it produces
Skills Mapping Workshop	A practical map of affected roles, skill needs, priority gaps, and first learning paths.
Role-Based Learning Path Design	Short, usable learning paths tied to AI Use Cases, automation, data, platforms, and redesigned work.
Manager Enablement Support	Talking points, coaching guides, and practical support for managers leading changed work.
AI and Automation Skills Support	Safe-use learning, examples, prompts, review habits, and practice routines for real work.
Skills Evidence Pack	Simple evidence that people completed, practiced, and applied the required skills.

What to do Monday morning

- Pick one AI Use Case, automation, platform rollout, or redesigned workflow where people need new skills.
- List the roles affected by that change.
- Write down what each role must understand, do, check, escalate, and stop doing.
- Create one short learning path with examples and safe-use boundaries.
- Ask managers what support they need to coach the new way of working.
- Measure whether people can apply the skill, not only whether they attended training.

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 Skills 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.