



The Intelligent Organization

Capability Guide: People Adoption

Use Is the Real Test.

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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

Adoption is the organization's ability to help people start using new ways of working, keep using them, and stop relying on old workarounds that weaken value.

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

A mature Adoption capability does not assume that a launch, training session, or tool rollout means the organization has changed. It looks for real use, repeated use, safe use, and value-producing use.

Item	TIO position
Domain	People
Capability ID	P2 - Adoption
Core point of view	Use is the real test. If people do not use the new way of working, value will not arrive.
Three outputs	Adoption Plan. Use Evidence. Support and Reinforcement Rhythm.
Accountable owner	Business sponsor, process owner, people/change lead, affected managers, and product or service owner.
First move	Define what real use looks like for one important change and how it will be observed.

Adoption is the organization's ability to help people start using new ways of working, keep using them, and stop relying on old workarounds that weaken value.

Plain-English test: Are people actually using the new process, tool, automation, or AI-enabled way of working in the right way, often enough, and with enough confidence to create value?

2026.08 ALIGNMENT | Adoption in the refreshed TIO system

Primary outcome contribution: Intelligence and Automation

- Adoption means safe, useful, sustained use that improves the work and does not rely on hidden workarounds or unsupported personal accounts.
- Expand access by role and work with approved tools, practical support, manager reinforcement, feedback, and visible evidence of value.
- Measure effective use, trust, barriers, override, work created or removed, and the effect on outcomes.

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

First refresh move: Select one role group, provide approved access and support, and measure sustained useful use rather than license activation.

02 The Problem This Capability Solves

Many organizations confuse rollout with adoption. A tool goes live. A process is announced. Training is delivered. A dashboard is published. Leaders move on.

But the old way of working often continues. People keep using spreadsheets, email, side conversations, manual checks, old reports, personal tools, or familiar shortcuts. Sometimes they do this because the new way is unclear. Sometimes because it is slower. Sometimes because they do not trust it. Sometimes because nobody is looking at actual use.

When adoption is weak, the organization pays for change twice: once to build the new way, and again to maintain the old way underneath it.

- New tools are available, but people keep using old workarounds.
- AI Use Cases are demonstrated, but not embedded into the daily work.
- Managers say teams are using the new process, but the evidence is thin.
- Training is completed, but confidence and behavior do not change.
- Value is expected, but use is too shallow or inconsistent to produce it.

Adoption turns change from announced intent into repeated behavior.

03 What the Capability Is

Adoption makes new ways of working real. It focuses on whether people are using the new process, platform, automation, AI Use Case, data product, or decision practice as intended, and whether that use is creating the expected value.

What Adoption owns

- The practical adoption plan for affected groups and managers.
- Definition of what real use looks like for the change.
- Use evidence, adoption barriers, support needs, and reinforcement actions.
- The link between daily behavior, value realization, and sustained change.

What Adoption does not own

- The business case, funding decision, or transformation priority. Leadership owns those choices.
- Technical delivery, platform configuration, or AI Use Case build. Technology and Factory own that work.
- Skill curriculum design on its own. Skills owns capability-building content and learning pathways.
- Formal role redesign or job architecture. Roles owns role clarity and work allocation changes.

Five behaviors

Behavior	What it means
Define	State what real use looks like, who must use the new way, and what old work should stop.
Enable	Give people the access, support, practice, job aids, and manager help needed to use the new way.
Observe	Look at actual use, not only attendance, completion, or launch milestones.
Reinforce	Use manager routines, reminders, support, peer examples, and performance signals to strengthen use.
Sustain	Remove old workarounds, fix friction, and keep the new way useful enough to last.

04 How the Capability Works

Adoption works when leaders define the behavior they want, remove the practical barriers to use, measure actual use, and keep supporting people after launch.

Simple operating flow

1. **Name the new way of working.** Be specific about the process, tool, automation, AI Use Case, or decision practice.
2. **Define real use.** Clarify who should use it, when they should use it, how often, and what old work should reduce or stop.
3. **Identify adoption barriers.** Look for access issues, unclear value, trust concerns, poor fit, missing skills, manager uncertainty, and workflow friction.
4. **Prepare support.** Provide job aids, practice, office hours, manager scripts, peer examples, and escalation routes.
5. **Measure use.** Track actual behavior, not only training completion or system availability.
6. **Reinforce and adjust.** Fix friction, celebrate useful examples, remove old workarounds, and change the adoption plan when evidence shows weak use.

Boundary with the rest of TIO

TIO area	Boundary
People Change	Prepares people to understand why the work is changing.
People Adoption	Proves whether people actually use the new way of working.
People Skills	Builds the confidence and competence needed to use the new way well.
Factory Measurement	Measures value from use cases and work redesign. Adoption provides the people-use evidence.
Technology Platforms	Provides approved environments. Adoption proves whether those environments are used in daily work.

05 Outputs, Evidence, and Measures

The Adoption capability has three practical outputs. They should be short, current, and reviewed with the people responsible for the change. Adoption evidence should be used to change support, timing, communication, training, and design decisions.

Output	Purpose
Adoption Plan	A practical plan that names the affected groups, expected behaviors, support actions, manager routines, barriers, and reinforcement steps.
Use Evidence	A simple view of whether people are using the new way as intended, including frequency, quality, exceptions, workarounds, and confidence.
Support and Reinforcement Rhythm	The cadence for reviewing use evidence, removing barriers, supporting managers, sharing examples, and deciding what old work should stop.

Evidence that Adoption is real

Evidence type	Examples
Existence evidence	Adoption plan, use definition, affected group view, support materials, manager routine, adoption dashboard or tracker.
Use evidence	Actual usage data, observed behavior, reduced workarounds, manager reports, support requests, exception patterns, confidence signals.
Value evidence	Higher use, less manual rework, faster cycle time, better data capture, fewer errors, stronger service quality, realized benefit.

Useful measures

- Percentage of target users actively using the new way of working.
- Frequency and quality of use by affected group.
- Number of old workarounds still in use.
- Time from launch to stable use.
- Support requests, confusion points, and unresolved barriers.
- Manager confidence in supporting the new way of working.
- Value indicators linked to adoption, such as cycle time, error rate, service quality, or capacity release.

06

Maturity: 0 to 5

Level	What it looks like	Evidence
0 Absent	Adoption is not managed. Leaders assume launch means use.	No adoption plan, no use definition, no use evidence.
1 Initial	Some teams encourage use, but adoption depends on local managers and individual effort.	Informal reminders, training attendance, anecdotal feedback.
2 Repeatable	Basic adoption planning exists for important changes. Real use is defined and reviewed.	Adoption plan, user groups, support actions, early usage evidence.
3 Defined	Adoption is documented, owned, communicated, and used consistently across material transformation work.	Standard adoption method, named owner, manager rhythm, use tracker, barrier log.
4 Managed	Adoption is measured and connected to value, work redesign, support, and decision reviews.	Usage trends, value linkage, workaround reduction, manager scorecards, action reviews.
5 Optimized	Adoption continuously improves how the organization turns change into sustained behavior and value.	Reusable playbooks, real-time feedback, strong manager routines, high trust, faster adoption across changes.

Assessment rule: Do not score Adoption based on launch, communication, or training completion. Score it based on repeated use, reduced workarounds, confidence, and value evidence.

07 How to Build and Mature the Capability

The first version of Adoption should be simple. Start by defining real use for one important change, then look honestly at whether the new way is being used and why not.

Minimum viable Adoption capability

- A named adoption owner for each material change.
- A clear definition of real use and target users.
- A practical view of barriers to use.
- A support plan that includes managers, job aids, practice, and escalation.
- A simple use tracker or adoption dashboard.
- A regular review of use evidence, workarounds, and support needs.
- A decision on what old work should be reduced, stopped, or retired.

First 30, 90, and 180 days

Timeframe	Practical focus
First 30 days	Pick one active AI Use Case, platform rollout, automation, or work redesign. Define real use, target users, barriers, support actions, and use evidence.
First 90 days	Apply the adoption method to all material transformation work. Review adoption evidence with sponsors and managers, and remove barriers quickly.
First 180 days	Connect Adoption to Skills, Roles, Factory Measurement, and Technology Platforms so use evidence becomes part of the operating rhythm.

Common failure modes

- Declaring success at launch instead of after sustained use.
- Counting training completion as adoption.
- Ignoring old workarounds that continue underneath the new process.
- Expecting managers to reinforce use without preparing them.
- Using system usage data without asking whether the work is better.
- Failing to remove friction that makes the old way easier than the new way.

08 TSLA Support and First Moves

TSLA can help leaders build Adoption as a practical enterprise capability that turns transformation work into real use, behavior change, and value.

Where TSLA can help

TSLA support	Practical use
Adoption Planning Workshop	Define target users, expected behaviors, adoption barriers, support actions, manager routines, and use evidence.
Use Evidence Design	Create simple measures that show whether the new way of working is actually being used and creating value.
Manager Reinforcement Pack	Prepare managers with team discussion guides, support routines, use checks, and escalation paths.
Adoption Review Rhythm	Set the cadence for reviewing usage, workarounds, barriers, support needs, and value signals.
Thought-Partnership	Support leaders as they make practical decisions about reinforcement, friction, old work retirement, and sustained behavior change.

What to do Monday morning

1. Choose one change that has already launched or is about to launch.
2. Define what real use should look like in one sentence.
3. Ask managers what workarounds people still use.
4. Identify the top three barriers to use.
5. Create one simple adoption measure.
6. Review the evidence weekly until use is stable.

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 Adoption 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.