Implementation Guide for Large Distributed Enterprises

The First 12 Months | Typical size: 25,000+ employees, or institution-level complexity

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Table of Contents

How to Use This Guide

Read the Starting Point first to confirm that this guide matches how your organization actually operates. Use the first-year path and phase sections to sequence the work. Use the operating rhythm, decision-rights, artifact, and roadmap sections as practical working references. Adapt the structure to fit your organization, but protect the core logic: direction first, assessment before commitment, a small portfolio, clear ownership, Evidence Gates, communication, and measured value.

00 Starting Point

The starting point for a large distributed enterprise

A large distributed enterprise does not need more isolated transformation activity. It needs common direction, clear trust rules, federated decision rights, local ownership, a credible capability baseline, disciplined portfolios, and a practical way to move across many units without losing public, customer, employee, or regulator confidence.

TIO helps leaders build that system. It starts with the whole organization, not with AI tools. It treats AI, automation, data, technology, work redesign, risk, and people as part of one enterprise transformation.

This guide is written for very large enterprises, governments, public bodies, health systems, universities, utilities, banks, insurers, national retailers, resource companies, and other organizations where scale, regulation, stakeholder complexity, geography, workforce complexity, and trust make transformation harder.

The simple idea

At this scale, no one leader, function, or program office can transform the organization alone. The center sets direction and guardrails. Local units make the change real. Evidence decides what scales.

Is This the Right Guide?

TIO Implementation Guides are organized by operating reality, not only by headcount. Choose the guide that best matches how your organization actually works today.

Guide	Typical size	Operating reality
Owner-Led Business	10 to 50	The owner is still the system.
Managed Enterprise	50 to 200	Managers are becoming the system.
Mid-Sized Enterprise	200 to 1,000	The leadership team and transformation rhythm must become the system.
Large Enterprise	1,000 to 25,000	Multiple units must move together with common direction and local ownership.
Large Distributed Enterprise	25,000+ or institution-level complexity	The system is bigger than any one leader, unit, function, region, or program.

Use this guide when complexity, public accountability, regulation, multiple business units, geography, unions, legal exposure, procurement rules, records obligations, cybersecurity, data sensitivity, or stakeholder scrutiny make the organization operate like a large distributed system, even if headcount is below 25,000.

01 The Large Distributed Enterprise Reality

Why scale, complexity, regulation, and trust change the work

Large distributed enterprises often have many strategies, systems, leaders, committees, policies, portfolios, unions, vendors, risk owners, and local realities. The transformation challenge is not only deciding what to do. It is making the right things move across the system without creating confusion, resistance, risk, or bureaucracy.

- The organization has central direction, but local units own much of the work.
- Technology, data, privacy, legal, risk, procurement, and workforce rules matter from the beginning.
- AI use is already happening somewhere, formally or informally.
- Some units are digitally advanced. Others still need basic data, workflow, or platform foundations.
- The organization must protect trust while still moving quickly enough to matter.

The scale challenge

The first year is not about launching a massive AI program. It is about building enough common direction, trust, evidence, and local activation so the organization can move safely and repeatedly.

2026.08 alignment	How this guide applies the refreshed TIO system
More Intelligent	Begin with direct, safe leadership use of approved frontier AI. Expand through leadership, then by role and work. Connect personal use to governed enterprise knowledge and systems as capability matures.
More Automated	Use the Factory to redesign bounded work and apply the simplest reliable form of automation. Preserve the human contribution the outcome requires.
More in Control	Define the organization's Enterprise Autonomy position: knowledge, data, authority, dependencies, portability, operating capability, recovery, and freedom to change direction.
Scale-fit application	Use a governed portfolio of locally selected routes under enterprise standards. Jurisdiction, public trust, service continuity, local operating reality, and cross-unit learning shape the movement. Set institution-wide architecture, delegated-autonomy, evidence, and assurance standards. Allow local route choice within those standards and require explicit cross-jurisdiction knowledge, data, authority, and recovery decisions.

Material transition output	Purpose
Transition Choice	Define the bounded unit, accountable owner, target condition, primary route, and reason it fits.
Transition Map	Show current and target operations, work routing, authoritative truth, human and machine roles, temporary states, Evidence Gates, movement of authority, and recovery.
Cutover and Legacy Outcome Decision	Confirm what work and authority move, what evidence supports the decision, how recovery works, and what is replaced, integrated, retained, allowed to coexist, returned, or stopped.

2026.08 alignment	How this guide applies the refreshed TIO system

02 What Should Be True After 12 Months

The practical outcomes that matter more than activity

Area	What should be true
Leadership	Enterprise direction, executive sponsorship, portfolio priorities, decision rights, and risk posture are clear enough for local units to act.
Data	Priority data domains, ownership, access rules, quality issues, and lineage needs are visible for the first waves of work.
Technology	Approved tool lanes, platform constraints, integration needs, resilience issues, and minimum digital foundations are understood.
Factory	Priority AI Use Cases, automations, and work redesign efforts move through a governed portfolio with Evidence Gates.
People	Executives, managers, unions or employee representatives where relevant, and affected teams understand the direction and receive practical support.
Trust	Privacy, records, cybersecurity, legal, ethics, accessibility, procurement, and public or customer trust requirements are designed into the work.
Value	The organization can show what changed, what value was created, what risk was reduced, and what should scale, stop, or change next.

03 The 12-Month Starting Path

A disciplined sequence from direction to federated execution

The sequence matters. At this scale, too many programs fail because activity begins before the organization has agreed on guardrails, authority, evidence, and local ownership.

Phase	Timing	Primary question	Core outputs
1. Set Enterprise Direction	Month 0 to 2	What must the institution become, and what must be protected?	Enterprise mandate, ambition, risk posture, executive sponsorship, trust principles.
2. Establish Federated Governance	Months 1 to 3	Who decides, who owns, who escalates, and what must be common?	Executive Council, decision rights, risk gates, central guardrails, local accountability.
3. Assess and Prioritize	Months 2 to 4	What is our real capability baseline, and where should we move first?	TIO Maturity Assessment, AI usage baseline, readiness assessments, portfolio priorities, first waves.
4. Activate Waves and Prove Value	Months 3 to 12	How do we move locally, learn centrally, protect trust, and prove value?	Wave charters, executive AI fluency, communication, change, Evidence Gates, quarterly value reviews.

Assessment rule

Do not lock the transformation portfolio before completing the TIO Maturity Assessment. The enterprise direction sets the ambition. The assessment shows current capability. The transformation portfolio closes the gap between the two.

P1 Phase 1: Set Enterprise Direction

Timing: Month 0 to 2

Start with enterprise mandate, public or customer value, trust, risk, and strategic pressure. This conversation belongs with the CEO, city manager, deputy minister, board, executive committee, or equivalent sponsor group.

- What is the organization here to do, and what must it become?
- What must be protected as AI, automation, data, and technology change the work?
- What pressures are forcing change now?
- Where is the organization already straining?
- Where are local units moving faster than central governance can see?
- What would make the public, customers, employees, regulators, or the board lose trust?
- What kind of value must be proven in the first year?

Output	Purpose
Enterprise Mandate	State why the transformation exists and what it must serve.
Trust Principles	Name what must be protected: privacy, safety, access, records, equity, legal defensibility, customer or public confidence.
Executive Sponsorship Model	Clarify who owns direction, funding, escalation, and cross-enterprise trade-offs.
Transformation Narrative	Give leaders one plain-language story they can repeat.

P2

Phase 2: Establish Federated Governance

Timing: Months 1 to 3

Large distributed enterprises need central guardrails and local ownership. Too much central control slows the organization down. Too little creates risk, duplication, and tool sprawl.

Governance choice	Practical guidance
Central guardrails	Set common rules for privacy, data, cybersecurity, procurement, records, accessibility, risk, and responsible use.
Local ownership	Each division, business unit, region, or service area owns adoption, local process change, and value evidence.
Decision rights	Name who can approve, stop, scale, fund, accept risk, grant data access, and approve exceptions.
Portfolio authority	Use an enterprise body to prioritize across the portfolio and resolve cross-unit conflicts.
Escalation path	Make it clear which issues stay local and which move to executive, legal, privacy, risk, board, council, or regulator review.

Federated rule

Common rules. Local action. Shared evidence.

P3 Phase 3: Assess and Prioritize

Timing: Months 2 to 4

At this scale, the assessment should not only produce one enterprise score. It should show variation across major units. Some areas may be ready to move. Others may need basic data, workflow, platform, or leadership work first.

Assessment	What it tells leaders
TIO Maturity Assessment	Capability maturity across Leadership, Data, Technology, Factory, and People, with evidence.
AI Usage Survey	Where AI is already being used, which tools are in use, and where risk, demand, and capability exist.
Data Readiness Assessment	Whether priority data is owned, trusted, accessible, connected, and usable for the first waves.
Technology Readiness Assessment	Whether approved tools, platforms, integrations, resilience, and digital foundations can support the work.
Trust and Risk Review	Privacy, security, legal, procurement, records, accessibility, ethics, public or customer impacts, and residual risk.
Workforce and Change Baseline	Manager readiness, workforce concerns, skill gaps, union or employee relations considerations, and change saturation.

Use the assessment to choose first waves. Do not choose the loudest unit, the most exciting tool, or the most senior sponsor by default. Choose the work where strategic value, readiness, ownership, trust, and evidence can come together.

P4

Phase 4: Activate Waves and Prove Value

Timing: Months 3 to 12

Large distributed enterprises move through waves. Each wave should include a small number of use cases, process improvements, data improvements, and people changes that are ready enough to act on and visible enough to teach the rest of the organization.

Wave element	What it includes
Wave Charter	Scope, sponsor, local owner, affected teams, dependencies, risks, measures, and decision points.
Local Activation Plan	Manager engagement, employee communication, training, workflow change, and support.
Evidence Gate Record	Baseline, value hypothesis, risk controls, adoption evidence, and scale decision.
Trust Review	Privacy, records, security, legal, accessibility, procurement, and public or customer impact checks.
Value Review	What changed, what value was proven, what risk was reduced, what should scale, stop, or change.

Executive AI fluency is not optional at this scale. Leaders do not need to become technologists, but they need enough first-hand experience to ask better questions, sponsor better work, see weak claims, understand trust risks, and explain the change credibly.

Fluency group	Purpose	Boundary
Executive leaders	Build judgment, confidence, and realistic expectations.	Use approved enterprise tools for enterprise information. Personal learning must use public information only.
Functional leaders	Translate AI and automation into their mandate, risks, and service outcomes.	Stay aligned to enterprise guardrails and local decision rights.
Risk, legal, privacy, security, records, procurement leaders	Help the organization move safely without becoming default blockers.	Define review lanes, thresholds, and evidence expectations.
Managers and supervisors	Make adoption real in teams and surface practical concerns.	Use clear talking points, approved tools, and local support paths.

Safe personal practice boundary

If leaders use personal devices or personal accounts for learning, they should use public information and their own thinking only. Do not enter confidential, employee, resident, customer, vendor, financial, legal, procurement, security, health, or operationally sensitive information into personal tools.

05

Decision Rights

Make authority clear enough for governed speed

Decision rights must be simple enough to use. If people do not know who can decide, they will either wait too long or move without authority.

Decision	Typical owner
Enterprise direction and risk posture	CEO, city manager, board, executive committee, deputy minister, or equivalent enterprise sponsor.
Portfolio priority and funding thresholds	Enterprise steering body with Finance, Technology, People, Risk, Legal, Privacy, and business/service representation.
AI Use Case approval	Delegated approval for low-risk work; enterprise review for high-risk, sensitive, public-facing, consequential, or material work.
Data access and classification	Data owner with privacy, security, records, and legal input where needed.
Residual risk acceptance	Named executive risk owner, with escalation for high-risk or precedent-setting decisions.
Evidence Gate decision	Local sponsor for delegated work; enterprise steering body for scale, funding, high-risk, or cross-unit decisions.
Public, regulator, board, council, or union-facing commitments	Executive sponsor with legal, communications, labor relations, privacy, and policy review.

06

Communication, Change, and Trust

Help people understand, adopt, and trust what is changing

Communication is not an announcement layer. It is how direction, trust, risk, and adoption become understandable to the people who must act on them.

Audience	What they need
Board, council, or executive oversight body	Clear mandate, value, risk posture, transparency, and evidence.
Senior leaders	Direction, decision rights, investment priorities, and what must be common across the enterprise.
Managers	Talking points, escalation paths, role expectations, and practical support.
Employees and unions or employee representatives	What is changing, what is not changing, what supports exist, and how concerns will be handled.
Public, customers, clients, residents, or service users	Plain explanation where AI or automation affects service, decisions, privacy, access, or trust.
Risk and control functions	Early visibility, review thresholds, and a way to enable safe action.

The transformation narrative should be tested with managers before broad communication. If managers cannot explain it, the organization is not ready to send it everywhere.

07 The Operating Rhythm

Connect local action, enterprise learning, risk, and value

Cadence	Mechanism	Purpose
Weekly or bi-weekly	Wave or portfolio team syncs	Move the work, clear blockers, prepare decisions, and surface local risk.
Monthly	Enterprise Transformation Council	Review portfolio progress, risks, decisions, capacity, value, and next 30 days.
Monthly	Trust and Risk Review	Resolve privacy, cyber, legal, records, procurement, accessibility, and residual-risk issues.
Monthly or quarterly	Manager and change forum	Equip managers, hear concerns, and manage adoption issues.
Quarterly	Executive Value Review	Review Evidence Gates, investment decisions, scale choices, and enterprise learning.
Semi-annual	Capability and strategy review	Refresh maturity, priorities, capacity, and next-wave decisions.

The rule

If the operating rhythm produces reports but not decisions, learning, or action, simplify it.

08

The First 90 Days

Create clarity, baseline, governance, and first-wave momentum

Time	Leadership work	Enterprise work	Outputs
Days 1-15	Confirm executive sponsor, mandate, and core steering group.	Collect strategy, risk, policy, technology, data, workforce, and current AI materials.	Mandate notes, document inventory, stakeholder map.
Days 16-30	Run executive TIO briefing and confirm transformation narrative.	Identify major units, existing portfolios, approved tool lanes, and known trust constraints.	Enterprise ambition, trust principles, initial portfolio view.
Days 31-60	Launch executive AI fluency for priority leaders.	Launch TIO Maturity Assessment, AI Usage Survey, readiness reviews, and decision-rights design.	Fluency plan, assessment launch, draft decision-rights table.
Days 61-75	Confirm federated governance and first wave candidates.	Review assessment signals and identify where readiness is strong or weak.	Enterprise governance charter, first wave shortlist.
Days 76-90	Lock first 12-month roadmap and communication approach.	Prepare wave charters, Evidence Gates, risk reviews, and manager cascade.	First-year roadmap, wave charters, communication and change plan.

09

Lessons from Practice

Practical truths that protect progress and trust

Lesson	Why it matters
Leaders need first-hand AI fluency.	Executives who personally experience AI ask better questions about value, risk, data, people, and control.
Frontier tools and approved enterprise tools are different lanes.	Personal learning can build judgment, but enterprise work must stay inside approved tools, policies, and controls.
Basic digital foundations still matter.	AI cannot compensate for missing data, paper workflows, weak records discipline, or disconnected systems.
Risk functions must be brought in early.	Privacy, cybersecurity, legal, records, procurement, accessibility, and labor considerations must enable safe action, not arrive after launch.
Local units are not all at the same starting point.	Some parts of the organization may be AI-ready; others need platform, data, workflow, or management basics first.
The public or customer trust test is real.	Large institutions must explain not only whether something works, but whether it is legitimate, fair, secure, accountable, and defensible.
Use cases must solve real service problems.	Do not start with generic AI enthusiasm. Start with bottlenecks, service delays, risk, cost, quality, access, and decision pain.
Governance should not freeze movement.	The right goal is governed speed: clear lanes, thresholds, evidence, and named accountability.

10 How the 25 TIO Capabilities Show Up in Year One

Translate the capability model into visible first-year work

Domain	Year-one focus at this scale
Leadership	Enterprise mandate, executive fluency, federated governance, risk posture, transformation portfolio, and escalation discipline.
Data	Priority data ownership, access, classification, quality thresholds, lineage, data readiness, and evidence for decisions.
Technology	Approved tool lanes, platform architecture, integration needs, automation environment, resilience, vendor risk, and minimum digital foundations.
Factory	Portfolio intake, wave design, delivery support, Evidence Gates, value tracking, and scale decisions.
People	Executive, manager, employee, union or employee-representative engagement, skills, role impacts, adoption, culture, and trust.

11 First-Year Artifact Checklist

Create only the artifacts leaders will use

Artifact	Useful when it helps leaders...
Enterprise Mandate	Say why the transformation exists and what it must protect.
Trust Principles	Keep privacy, safety, records, legal, cybersecurity, accessibility, and public or customer confidence visible.
TIO Maturity Assessment	Know where capability exists, where it varies, and what must mature first.
AI Usage Survey	See what is already happening and where risk or opportunity exists.
Federated Governance Charter	Clarify central guardrails and local ownership.
Decision Rights Table	Show who can approve, fund, stop, scale, accept risk, or escalate.
Wave Charters	Turn priorities into local execution with owners, measures, risks, and adoption needs.
Safe AI Practice Boundary	Separate personal learning, approved enterprise use, and governed transformation work.
Evidence Gate Records	Decide whether to stop, redesign, scale, operationalize, or retire.
Communication and Change Plan	Help people understand what is changing, why, and how they will be supported.
Quarterly Value Review	Show what changed, what value was created, what risk was reduced, and what comes next.

12 Do This, Not That

Simple choices that prevent predictable failure

Do this	Not that
Start with enterprise mandate, trust, and decision rights.	Start with a list of tools or pilots.
Use federated governance: common rules and local action.	Centralize every decision or let every unit make its own rules.
Run the TIO Maturity Assessment before locking the portfolio.	Build the portfolio from enthusiasm and politics.
Create approved lanes for AI use.	Pretend informal AI use is not happening.
Use Evidence Gates to stop, redesign, scale, or operationalize.	Let pilots drift because stopping them is uncomfortable.
Invest in basic data, workflow, and platform foundations where needed.	Ask AI to fix work that is not digitally ready.
Equip managers and local leaders.	Assume executive messages will reach frontline reality.
Protect trust from the beginning.	Add privacy, legal, records, security, or public communication after the fact.

CP Companion Delivery Ecosystem Guide: Building Your AI Delivery Ecosystem

This Implementation Guide shows a large distributed enterprise how to create common direction, local ownership, federated governance, trust protection, and measurable value. The companion Delivery Ecosystem Guide for Large and Distributed Enterprises helps leaders design the provider and platform ecosystem needed to support that work without weakening public, customer, employee, regulator, or board confidence.

Use the companion Delivery Ecosystem Guide when the delivery model must withstand scrutiny from technology, security, privacy, legal, procurement, records, accessibility, labor, audit, public accountability, and local operating leaders.

- The organization must coordinate enterprise functions, local units, platform anchors, systems integrators, specialist providers, managed services, and global engineering capacity.
- The work includes sensitive data, public-facing services, consequential decisions, regulated operations, records obligations, accessibility requirements, or high vendor concentration risk.
- The CTO, CIO, CISO, CDO, chief privacy officer, procurement leader, or public-sector executive needs a sober view of delivery options and trade-offs.
- The enterprise needs to decide what must be common, what can be local, and what evidence is required before scaling across units.

What must remain inside the organization

At this scale, sourcing decisions are governance decisions. The organization can bring in major partners, but must retain the authorities that protect trust and coherence.

- Enterprise mandate, public or customer value, trust principles, decision rights, and risk posture.
- Data classification, access, residency, records, privacy, cybersecurity, accessibility, procurement, and legal obligations.
- Architecture standards, platform strategy, resilience requirements, integration patterns, and vendor concentration decisions.
- Local unit accountability for adoption, service outcomes, manager support, and value evidence.
- Final Evidence Gate decisions about scale, operationalization, redesign, retirement, or stopping.

What external support can provide

External delivery ecosystems should help distributed organizations move safely across complexity, not create another layer of dependency or ambiguity.

- Support enterprise platform delivery, integration, data readiness, automation, AI Use Case delivery, assurance, and managed services.
- Provide specialist capacity while respecting procurement rules, security controls, privacy requirements, accessibility obligations, and public-sector accountability where relevant.
- Help build reusable patterns that local units can adopt without forcing identical execution everywhere.
- Document decisions, controls, architecture, data handling, and operating handoff clearly enough for audit and continuity.
- Make trade-offs visible: speed, sovereignty, cost, quality, risk, local fit, and long-term capability.

Enterprise question	Use this guide	Use the companion Delivery Ecosystem Guide
How should we start TIO in the first year?	Yes	Support only
How should we govern local and central delivery?	Yes	Yes
Which provider roles may be needed?	Light guidance	Yes
How should public provider evidence be treated?	Reference standard	Yes
How do we protect trust before scaling?	Yes	Yes

Research basis and reader responsibility

The Delivery Ecosystem Guides are based on publicly available information available at the time of writing. Provider examples are research candidates, not endorsements. TSLA has not interviewed the providers, performed confidential reference checks, reviewed private proposals, or verified non-public claims. Readers should validate all facts directly before making a sourcing decision, including current ownership, delivery locations, security posture, pricing, staffing model, client references, contractual terms, data handling, intellectual property rights, and fit for their specific organization.

Simple rule

For large distributed organizations, the delivery ecosystem must make safe movement possible across many units while keeping trust, decision rights, and public accountability visible.

13

Where TSLA Can Help

Focused support for leadership, assessment, governance, and implementation

TIO is open source. Leaders can use the model directly. TSLA helps large distributed enterprises apply it safely, practically, and faster through thought-partnership, facilitation, assessment, leadership activation, AI fluency, portfolio support, and implementation guidance.

Implementation moment	TSLA support
Enterprise mandate and ambition	Executive thought-partnership, board or council briefing, enterprise TIO briefing.
Federated governance	Governance design, decision rights, escalation paths, steering rhythm, trust review design.
Capability baseline	TIO Maturity Assessment, AI Usage Survey, readiness assessments, evidence synthesis.
Executive AI fluency	AI Fluency Program, AI Ally support, safe-use boundary, personal AI Chief of Staff setup, model comparison.
Portfolio and waves	Wave charter design, Evidence Gates, use case pipeline, value tracking, quarterly reviews.
People and change	Transformation narrative, manager cascade, communication and change plan, adoption support.
Operating rhythm	Council agenda design, decision logs, risk review rhythm, monthly advisory support.

14

What Comes Next

Use evidence to choose the next horizon

After year one, the organization should decide its next horizon based on evidence, not momentum. The questions are simple:

- Which capabilities improved?
- Which units are ready to scale?
- Which units need foundations before more AI work?
- Which AI Use Cases created measurable value?
- Which risks were reduced, and which remain exposed?
- Which governance rules enabled safe speed, and which slowed useful work?
- What must the next 12 months prove?

Closing thought

The large distributed enterprise advantage is reach. The risk is drag. TIO should help the organization move with common direction, local ownership, protected trust, and evidence that proves what should happen next.

A

Appendix A: Suggested 12-Month Roadmap

A practical sequence of work, decisions, and outputs

Month	Main work	Decision or output
0	Confirm mandate, sponsor, and trust principles.	Enterprise Mandate and Sponsorship Model.
1	Executive briefing, stakeholder map, current portfolio scan.	Transformation Narrative and initial portfolio view.
2	Governance design and AI fluency launch.	Federated Governance Charter and Executive AI Fluency Plan.
3	TIO Maturity Assessment, AI Usage Survey, readiness reviews.	Capability baseline and risk signal.
4	First wave selection and decision-rights finalization.	First Wave Shortlist and Decision Rights Table.
5	Wave chartering, risk reviews, data and technology readiness actions.	Wave Charters and readiness actions.
6	Manager cascade and local activation.	Communication and Change Plan.
7	First Evidence Gates and adoption checks.	Continue, redesign, stop, or scale decisions.
8	Second-wave preparation and capability improvement actions.	Portfolio adjustment.
9	Enterprise value review and trust review.	Quarterly Value Review.
10	Scale-ready use cases operationalized.	Scale and operationalization decisions.
11	Next-year investment and workforce planning.	Year-two investment and capability plan.
12	Year-one review and next-horizon plan.	TIO Progress Report and next-year priorities.

B

Appendix B: Questions for the Enterprise Sponsor

The questions that should shape mandate, trust, and priorities

- What must be true three years from now for this transformation to have mattered?
- What must never be compromised as the organization changes?
- Where are local units already moving faster than central visibility?
- Where are central rules slowing useful action?
- Which services, customers, residents, employees, or stakeholders would be most affected by early AI use?
- Which data, technology, privacy, records, cybersecurity, procurement, legal, or workforce issues could stop progress?
- Where can we prove useful value in the first year without risking trust?
- Which leaders must become more AI fluent first?
- What should the board, council, executive committee, employees, unions, customers, or public hear first?
- What will we stop doing if evidence says the work is not creating value?