Implementation Guide for Large Enterprises

The First 12 Months | Typical size: 1,000 to 25,000 employees

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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 practical first-year path for a large enterprise

Bottom Line

A large enterprise does not need more disconnected transformation activity. It needs clear enterprise direction, common guardrails, local ownership, portfolio discipline, visible decision rights, practical AI fluency, and a rhythm that lets many parts of the organization move together without waiting for the center to approve everything.

TIO helps leaders build that system. It starts with the whole enterprise, not with tools, pilots, platforms, or isolated business-unit enthusiasm.

This guide is written for CEOs, enterprise leadership teams, business-unit leaders, functional executives, CIOs, CHROs, CFOs, risk leaders, transformation leaders, and portfolio owners in organizations with roughly 1,000 to 25,000 employees.

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+	The organization operates as a distributed institution with high complexity, regulation, and public or enterprise trust exposure.

Large Enterprise test

Use this guide if central direction alone is too slow, local execution alone is too fragmented, and the enterprise now needs common guardrails with business-unit ownership.

The Simple Idea

The first 12 months

Set enterprise direction. Translate it into business-unit and functional priorities. Complete the TIO Maturity Assessment before locking the program. Build federated governance. Launch a small number of priority portfolios. Build executive and business-unit AI fluency. Communicate clearly. Use Evidence Gates. Measure value. Adjust every quarter.

01 How This Guide Fits in TIO

This document is the implementation layer for large enterprises. It does not replace enterprise strategy, portfolio management, technology planning, risk management, or change management. It connects those systems so the enterprise can build the capabilities required for the age of AI and AI and automation.

TIO layer	Question it answers	Primary output
Executive Brief	Why does TIO matter?	Shared understanding of the enterprise transformation problem.
Framework Document	How does the TIO system work?	The source-of-truth explanation of the whole system.
TIO Capability Model	What must the enterprise be able to do?	Five domains and 25 capabilities.
Capability Model and Maturity Assessment Tool	Where are we today?	Current maturity, target maturity, gaps, evidence, and priorities.
Implementation Guide by Scale	What do we actually do?	A practical first 12-month path for the organization size and complexity.
Industry Guide	What changes in our sector?	Industry-specific risks, opportunities, examples, and starting moves.
End-State Architecture	What future operating condition are we building?	A reference destination for intelligence, knowledge, authority, action, assurance, and accountable people.
Transition Architecture	How will this bounded part of the organization move?	A route, temporary operating states, movement of work and authority, recovery, and legacy outcome.
Delivery Ecosystem Guide	Who can help, and what must remain inside?	A scale-fit mix of internal capability, external partners, platforms, transfer, portability, and support.

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.

2026.08 alignment	How this guide applies the refreshed TIO system
Scale-fit application	Choose routes by service, function, platform domain, business unit, geography, or customer segment under common enterprise standards. Central direction and local ownership must work together. Establish common control standards for data, identity, Delegated Autonomy, assurance, portability, and evidence. Expand intelligence through leadership and priority roles while business units own value.

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.

02 The Large Enterprise Reality

Large enterprises often have many capable leaders and many existing management systems. That is both the advantage and the problem. The organization may already have strategy, portfolio governance, enterprise architecture, data teams, risk functions, change teams, a project office, and digital programs. Yet AI and AI and automation still fragment because those systems are not always connected to one practical enterprise transformation rhythm.

- Business units may pursue different AI tools, vendors, and priorities.
- Functions may protect their own roadmaps instead of working through enterprise priorities.
- Data and technology decisions may become too slow, too local, or too vendor-led.
- Risk, privacy, legal, cybersecurity, procurement, and labor issues may appear late.
- Managers and employees may experience transformation as noise, not direction.
- Pilots may multiply faster than value evidence and adoption discipline.

The large enterprise answer

Centralize direction, standards, evidence, and risk posture. Federate ownership, execution, adoption, and value creation.

03 What Should Be True After 12 Months

Area	What should be true
Leadership	The enterprise has a clear mandate, strategic choices, scorecard, decision rights, and enterprise governance rhythm. Business-unit and functional leaders know what they own.
Data	Priority data domains have owners, quality thresholds, access rules, and readiness actions tied to priority use cases and enterprise reporting needs.
Technology	Technology work is connected to enterprise strategy, platform choices, integration priorities, automation patterns, resilience, and vendor risk.
Factory	AI Use Cases, automation opportunities, and work redesign efforts move through a visible enterprise portfolio with Evidence Gates.
People	Executives, business-unit leaders, managers, and teams understand the transformation, receive practical support, and know how work is changing.
Value	The enterprise can show what changed, what value was created, what was stopped, what remains blocked, and what the next quarter must prove.

04 The 12-Month Starting Path

Large enterprises should not start by launching more AI pilots. They should start by aligning enterprise direction, assessing capability maturity, setting common guardrails, and creating a portfolio rhythm that lets business units move safely.

Phase	Timing	Primary question	Core outputs
1. Set Enterprise Direction	Month 0 to 1	What must this enterprise become, and why now?	Enterprise mandate, ambition, risk posture, executive commitment, AI fluency launch.
2. Translate Strategy into Portfolios	Months 1 to 3	Where will the enterprise focus, and what must each unit own?	Strategic choices, enterprise scorecard, priority portfolios, business-unit translation, decision rights.
3. Establish the Baseline and Governance System	Months 2 to 4	What can the organization do today, and how will we govern the gap?	TIO Maturity Assessment, governance model, portfolio rhythm, baseline assessments, roadmap.
4. Mobilize Business Units and Prove Value	Months 3 to 12	How will we activate leaders, teams, use cases, adoption, and value?	AI fluency, use case portfolio, Evidence Gates, change and communications, quarterly value reviews.

Do not over-centralize

The center should set direction, standards, risk posture, evidence discipline, and portfolio rhythm. Business units and functions should own the work, adoption, and value in their context.

4.1 Phase 1: Set Enterprise Direction

Timing: Month 0 to 1

The first move is not to create an AI center, buy another platform, or ask each business unit for a list of ideas. The first move is to clarify the enterprise mandate, ambition, risk posture, leadership commitment, and change narrative.

- What enterprise strategy must AI, automation, data, and technology serve?
- Which outcomes matter most: growth, margin, service, safety, quality, productivity, risk, resilience, trust, or speed?
- Where is the enterprise already straining?
- Which parts of the organization need local freedom, and which need common rules?
- Where may AI act, where may it assist, and where must human judgment remain clearly accountable?
- What must leaders explain to employees, unions, partners, customers, regulators, or the board?

Practical output	Purpose
Enterprise Mandate	State why the transformation exists and what enterprise outcomes it must serve.
Transformation Narrative	Give leaders one plain-language story they can repeat consistently.
Enterprise Risk Posture	Clarify where speed is encouraged, where control is required, and where human judgment must remain.
Executive AI Fluency Launch	Start practical AI learning for the executive team and selected business-unit leaders.

4.2 Phase 2: Translate Strategy into Portfolios

Timing: Months 1 to 3

Large enterprises do not move as one team. They move through business units, functions, regions, platforms, programs, and management layers. Strategy must be translated into portfolios that leaders can own and teams can understand.

Translation level	What must be clear
Enterprise	The few enterprise outcomes that matter most and the scorecard that will track them.
Business unit or region	How the enterprise choices apply locally and what each unit must own.
Function	What Finance, People, Technology, Data, Risk, Legal, Operations, and Communications must enable.
Portfolio	Which groups of work will be funded, governed, sequenced, and measured together.
Team	What work is changing, what support is available, and what adoption means locally.

The goal is not a thick transformation plan. The goal is a manageable set of enterprise portfolios with clear owners, boundaries, dependencies, evidence, and value measures.

Practical output	Purpose
Enterprise Scorecard	Connect strategy to measures leaders can manage.
Portfolio Map	Show the main portfolios of transformation work and who owns them.
Business-Unit Translation Maps	Translate enterprise direction into local priorities, risks, and actions.
Decision Rights Table	Clarify who approves, funds, escalates, stops, scales, or accepts risk.

4.3

Phase 3: Establish Baseline and Governance

Timing: Months 2 to 4

Assessment rule

Do not lock the enterprise transformation program before completing the TIO Maturity Assessment. Strategy sets the direction. The assessment shows what the organization is capable of doing today. The transformation program closes the gap between the two.

At large-enterprise scale, the assessment should show both enterprise maturity and local variation. A capability may be strong in one business unit and weak in another. The point is not to score everyone equally. The point is to decide where common standards are needed, where local maturity is enough, and where investment must move first.

Assessment	What it tells leaders
TIO Maturity Assessment	Current and target maturity across Leadership, Data, Technology, Factory, and People.
AI Usage Survey	Where AI is already being used, by whom, for what work, with what risks and opportunities.
Data Readiness Assessment	Which priority data domains are owned, trusted, accessible, connected, and useful.
Technology Readiness Assessment	Whether platforms, integrations, automation patterns, and resilience can support priority work.
Risk and Trust Baseline	Where privacy, legal, cybersecurity, model, procurement, workforce, brand, or customer risks are material.
Change and Adoption Baseline	Whether leaders, managers, and employees understand the direction and feel supported.

Governance should be federated. The enterprise steering body sets direction, investment thresholds, risk posture, and Evidence Gate rules. Business units and functions own delivery, adoption, and local value evidence.

Governance layer	Main job
Executive Steering Committee	Set enterprise direction, funding thresholds, risk posture, priority portfolios, and major Evidence Gate decisions.
Portfolio Council	Manage portfolio flow, dependencies, capacity, blockers, value evidence, and cross-functional issues.

Governance layer	Main job
Business-Unit or Functional Reviews	Own delivery, adoption, local risks, and measurable outcomes.
Risk, Legal, Privacy, Cyber, Procurement Review	Review higher-risk work before it scales or touches sensitive decisions, data, or people impacts.

4.4 Phase 4: Mobilize Business Units and Prove Value

Timing: Months 3 to 12

The fourth phase is where the enterprise moves from design to action. Business units activate teams. Leaders build AI fluency. Priority portfolios move through Evidence Gates. Communications shift from announcement to adoption. Value reviews become part of the operating rhythm.

Build executive and business-unit AI fluency

Large-enterprise AI fluency must reach more than the executive team. The enterprise needs fluency at three levels: executive judgment, business-unit sponsorship, and manager adoption.

Audience	Fluency purpose
Executive team	Understand AI and AI and automation well enough to set ambition, risk posture, funding logic, and trust boundaries.
Business-unit and functional leaders	Sponsor problem-first use cases, understand data and workflow implications, and lead adoption locally.
Managers and champions	Help teams use approved tools safely, surface barriers, and distinguish useful adoption from tool noise.

Keep the year-one portfolio small enough to govern

Large enterprises often fail by launching too many pilots across too many units. Year one should focus on a small number of priority portfolios, each with clear owners, baseline measures, risk review, adoption support, and Evidence Gates.

Portfolio rule

Run fewer, better-governed use cases. A large enterprise should prefer a small enterprise portfolio that proves value over a large pilot inventory that nobody can govern.

Evidence Gate	Question
Gate 1: Problem	Is this a real enterprise or business-unit problem worth solving?
Gate 2: Data	Is the needed data owned, accessible, trusted, and permitted for this use?
Gate 3: Risk	What could go wrong, and what review or control is required?
Gate 4: Design	How will work change, who must adopt it, and where is human judgment required?

Evidence Gate	Question
Gate 5: Value	What baseline will prove whether value was created?
Gate 6: Scale	Should this be stopped, redesigned, scaled, or operationalized?

05 Decision Rights

Large enterprises need clear decision rights because unclear authority slows good work and lets risky work move without enough review. Keep the table simple and make it visible.

Decision	Recommended owner
Enterprise ambition, risk posture, and transformation mandate	CEO, executive team, and board where appropriate.
Portfolio funding above threshold	Executive Steering Committee.
Business-unit implementation priorities	Business-unit leader, within enterprise guardrails.
Data access for sensitive data	Data owner with privacy, security, and legal input where needed.
Technology platform exception	CIO or CTO with architecture, cybersecurity, procurement, and risk review.
High-risk AI Use Case approval	Executive Steering Committee or delegated risk committee.
Stop, redesign, or scale decision	Evidence Gate owner based on threshold and risk tier.
Workforce-impacting change	Business sponsor with People, Legal, Communications, and labor relations where applicable.

06 The Operating Rhythm

The operating rhythm is how the enterprise learns, decides, and adapts. The goal is not more meetings. The goal is fewer surprises and better decisions.

Cadence	Mechanism	Purpose
Weekly or bi-weekly	Portfolio or workstream syncs	Move the work, clear blockers, prepare decisions.
Monthly	Portfolio Council	Review portfolio flow, risks, dependencies, capacity, value evidence, and next decisions.
Monthly or quarterly	Executive Steering Committee	Set direction, resolve enterprise trade-offs, approve high-threshold decisions, review Evidence Gates.
Monthly	Manager and change forum	Equip managers to explain changes, surface barriers, and support adoption.
Quarterly	Enterprise value review	Review value evidence, adoption, risk, stopped work, scaled work, and next-quarter priorities.
Semi-annual	Capability and strategy review	Recheck maturity, strategy, investment, and enterprise readiness.

The rule

If the rhythm produces reports but not decisions, simplify it. If it produces local action without enterprise learning, connect it.

07 Communication, Change, and Trust

At large-enterprise scale, people do not experience the transformation through the executive strategy deck. They experience it through local leaders, managers, systems, policies, workload, incentives, and the quality of communication.

Requirement	Practical guidance
One enterprise narrative	Use one plain-language story that explains why the enterprise is changing and what must be protected.
Local translation	Each business unit or function explains what the enterprise story means locally.
Manager enablement	Managers receive talking points, timing, support, and escalation paths before broad communication.
Two-way feedback	Employees and managers need a visible way to raise issues and see responses.
Change saturation control	Track how much change is landing in each area. Do not overload the same teams repeatedly.
Trust updates	Explain how risk, privacy, security, workforce impact, and human judgment are being protected.

CP Companion Delivery Ecosystem Guide: Building Your AI Delivery Ecosystem

This Implementation Guide shows a large enterprise how to build a federated first-year transformation rhythm. The companion Delivery Ecosystem Guide for Large and Distributed Enterprises helps leaders design the enterprise delivery ecosystem that can carry Data, Technology, and Factory work across business units, functions, platforms, providers, and risk boundaries.

Use the companion Delivery Ecosystem Guide when delivery requires more than an internal program team or one platform vendor. The enterprise must coordinate internal teams, business units, platform partners, systems integrators, data and AI specialists, cybersecurity and privacy advisors, and managed service providers.

What must remain inside the organization

A large enterprise should retain the enterprise controls that make scale safe and coherent.

- Enterprise mandate, risk posture, funding thresholds, portfolio priorities, and Evidence Gate authority.
- Architecture direction, approved platform lanes, data ownership, access rules, and cybersecurity requirements.
- Business-unit ownership for workflow change, adoption, value, and operating handoff.
- Procurement, privacy, legal, records, labor, accessibility, and resilience requirements where applicable.
- Vendor strategy, exit rights, knowledge transfer, operational support, and concentration-risk decisions.

What external support can provide

External capability should strengthen the enterprise delivery system without fragmenting accountability.

- Provide specialist depth in platforms, data engineering, AI engineering, integration, automation, security, and assurance.
- Help build reusable patterns, controls, and delivery playbooks rather than isolated local solutions.
- Support complex implementation while leaving architecture knowledge, documentation, and operating routines behind.
- Coordinate with business units and internal control functions through the enterprise portfolio rhythm.
- Increase speed without bypassing risk, privacy, procurement, resilience, or workforce trust.

Research basis and reader responsibility

The Delivery Ecosystem Guides rely on public information available at the time of writing. Provider examples are research candidates, not endorsements. TSLA has not completed confidential reference checks or verified non-public claims. Before making a sourcing decision, leaders should validate ownership, delivery locations, security, pricing, staffing, references, contractual terms, data handling, intellectual property rights, and organizational fit.

Simple rule

Large enterprises should use external delivery ecosystems to increase execution capacity while keeping enterprise standards, architecture, risk, value, and accountability inside the enterprise.

08 Where TSLA Can Help

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

Implementation moment	TSLA support
Enterprise mandate and ambition	CEO or executive thought-partnership, board or executive briefing, transformation narrative.
Strategic choices and portfolio design	Strategic Choices Cascade, enterprise scorecard, portfolio map, decision-rights design.
Assessment baseline	TIO Maturity Assessment, AI Usage Survey, Data Readiness Assessment, Technology Readiness Assessment, risk and change baseline.
Leadership activation	Executive alignment, leader priority maps, business-unit translation workshops.
Executive AI fluency Program	Executive AI Fluency Program, AI Ally support, model comparison, safe-use boundaries, leadership use case backlog.
Factory and value	AI Use Case portfolio, Evidence Gate design, value tracking, quarterly value reviews.
People and change	Transformation narrative, communication strategy, manager cascade, adoption planning, pulse checks.
Operating rhythm	Steering Committee design, Portfolio Council rhythm, decision logs, monthly advisory support.

09 The First 90 Days

Time	Leadership work	Enterprise work	Outputs
Days 1 to 15	Confirm executive sponsor, mandate, and core leadership group.	Collect current strategy, portfolios, scorecards, governance, risk, technology, data, and change materials.	Mandate notes, document inventory, interview list.
Days 16 to 30	Run executive TIO briefing and initial alignment session.	Identify enterprise priorities, current transformation activity, AI pressure points, and capability concerns.	Enterprise ambition, transformation problem statement, first narrative draft.
Days 31 to 60	Translate strategy into priority portfolios and launch executive AI fluency.	Start TIO Maturity Assessment and AI Usage Survey. Identify business-unit translation needs.	Portfolio map, AI fluency cohort, assessment launch.
Days 61 to 75	Confirm governance model, decision rights, and portfolio rhythm.	Launch data, technology, risk, and change baseline work. Draft business-unit translation maps.	Decision-rights table, governance rhythm, baseline signals.
Days 76 to 90	Review assessment signal and lock the first 12-month roadmap.	Select first priority use cases and identify Evidence Gate owners.	First 12-month roadmap, AI Use Case shortlist, communications and change outline.

10 Lessons for Large Enterprises

Lesson	Why it matters
Central direction is not central control.	The center should set guardrails, not become the bottleneck for every move.
Local ownership is not local freedom from evidence.	Business units can move quickly, but they still need common baselines, risk rules, and Evidence Gates.
Portfolio discipline beats pilot volume.	A large pilot inventory can look impressive while creating little enterprise value.
Risk functions must be early, not late.	Privacy, legal, cybersecurity, procurement, and workforce risks become harder to fix after design choices are made.
Managers carry the change.	Employees rarely experience enterprise strategy directly. Managers translate it into daily work.
Data foundations are enterprise assets.	A dashboard may be local, but trusted data domains and access rules create reusable value.
AI fluency is a leadership capability.	Leaders who use AI personally ask better questions and sponsor better work.
Do not overbuild the center.	A transformation office that slows the work becomes the problem it was meant to solve.

11 How the 25 TIO Capabilities Show Up in Year One

Domain	Year-one focus
Leadership	Strategy, Fluency, Governance, Risk, and Transformation show up through enterprise mandate, scorecard, decision rights, portfolio governance, AI fluency, and roadmap.
Data	Ownership, Quality, Access, Flow, and Insight show up through priority data domains, access rules, readiness assessments, scorecards, and AI Use Case reviews.
Technology	Architecture, Platforms, Integration, Automation, and Resilience show up through platform choices, integration priorities, automation patterns, resilience, and vendor risk decisions.
Factory	Discovery, Design, Delivery, Measurement, and Scaling show up through the AI Use Case portfolio, Evidence Gates, value tracking, and scale decisions.
People	Change, Adoption, Skills, Roles, and Culture show up through transformation narrative, manager cascade, AI fluency, role clarity, and adoption support.

12 First-Year Artifact Checklist

A large enterprise should not create artifacts for their own sake. Each artifact must help someone decide, act, align, adopt, measure, or improve.

Artifact	Useful when it helps leaders...
Enterprise Mandate	Say why the transformation exists and what it must serve.
Transformation Narrative	Explain the change in plain language.
Enterprise Scorecard	Measure the strategy with a mix of leading and lagging indicators.
Portfolio Map	See the major bodies of work, owners, dependencies, and value themes.
TIO Maturity Assessment	Understand current maturity, target maturity, evidence, gaps, and priorities.
Decision Rights Table	Know who can approve, stop, scale, fund, escalate, or accept risk.
Governance Rhythm	Create decision flow from business-unit work to enterprise steering.
Executive AI Fluency Cohort Plan	Build practical AI judgment among senior leaders.
AI Usage Survey	See where AI use already exists and where support or control is needed.
AI Use Case Portfolio	Make AI and automation work visible, governed, and measurable.
Evidence Gate Records	Decide whether to stop, redesign, scale, or operationalize.
Communication and Change Plan	Help managers and teams understand, adopt, and trust the work.
Quarterly Value Review	Show what changed, what worked, what did not, and what comes next.

13 Do This, Not That

Do this	Not that
Set enterprise direction before tool selection.	Ask each unit to pick AI tools independently.
Federate execution with common guardrails.	Centralize every decision and slow the organization down.
Use the TIO Maturity Assessment before locking the program.	Design the program from executive opinion alone.
Run fewer, better-governed use cases.	Celebrate a large pilot inventory with weak value evidence.
Equip managers before broad communication.	Surprise managers and expect them to explain the change.
Measure value against a baseline.	Claim value because a platform was launched.
Bring risk, legal, privacy, cyber, and procurement in early.	Treat control functions as late-stage approvers.
Simplify the rhythm when it does not create decisions.	Add meetings because transformation feels important.

14 What Comes Next

After the first year, the enterprise should decide its next horizon based on evidence, not enthusiasm.

- Which capabilities improved, and where did maturity remain uneven?
- Which portfolios created measurable value?
- Which use cases should stop, redesign, scale, or operationalize?
- Which business units need more support, capacity, or leadership attention?
- Which data, technology, risk, and people issues are now enterprise priorities?
- What must the next 12 months prove?

Closing thought

The large enterprise advantage is reach, capability, and resources. The risk is fragmentation, delay, and bureaucracy. TIO should help the enterprise move as one system without forcing every part of the organization to move in the same way.

A Appendix A: Suggested 12-Month Roadmap

Month	Main work	Decision or output
0	Mandate and sponsor confirmation.	Enterprise Mandate and Leadership Commitment.
1	Executive briefing and enterprise direction alignment.	Transformation problem statement and narrative draft.
2	Strategic choices, scorecard, portfolio map, and executive AI fluency launch.	Enterprise Scorecard, Portfolio Map, AI Fluency Cohort Plan.
3	TIO Maturity Assessment and AI Usage Survey.	Baseline assessment launch and early findings.
4	Governance rhythm, decision rights, and portfolio council design.	Decision Rights Table and operating rhythm.
5	Business-unit translation and priority use case discovery.	Business-unit maps and use case shortlist.
6	First 12-month roadmap lock and Evidence Gate design.	Roadmap, Gate owners, and capacity decisions.
7	Manager cascade and communications launch.	Manager support pack and change plan.
8	Data and technology readiness tied to priority use cases.	Readiness actions and investment decisions.
9	First value review and adoption check.	Stop, redesign, scale, or continue decisions.
10	Portfolio adjustment and risk review.	Updated portfolio and risk actions.
11	Performance, incentives, and next-cycle planning.	Updated objectives and scorecard logic.
12	Year-one review and next-horizon plan.	TIO progress report and year-two priorities.

B Appendix B: Questions for the CEO and Executive Team

- What must be true three years from now for this transformation to matter?
- Where is the enterprise over-centralized, and where is it too fragmented?
- Which business units or functions are ready to move faster, and which need more foundation first?
- Where is AI already being used without enough visibility?
- Which data domains matter most for value, risk, and trust?
- What decisions should never be delegated to a tool or local team without review?
- What should employees, managers, customers, partners, or regulators hear from leadership first?
- Which existing management systems should TIO strengthen rather than replace?
- What will the executive team personally do differently to show this is real?