



The Intelligent Organization

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More Intelligent. More Automated. More in Control.

A CEO and Business Owner Briefing

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Bottom Line

AI and automation are already entering the organization through employees, software platforms, vendors, and emerging agents. The CEO's job is to define the organization this activity is supposed to build.

TIO provides a practical answer:

MORE INTELLIGENT	MORE AUTOMATED	MORE IN CONTROL
Expand reasoning, creativity, synthesis, learning, and decision capacity across people, teams, and the enterprise.	Redesign work and apply the simplest reliable automation while preserving necessary human contribution.	Protect Enterprise Autonomy: direction, knowledge, data, authority, portability, recovery, and freedom to change course.

The three outcomes are produced by five organizational Capability Domains: Leadership, Data, Technology, Factory, and People. Together, they create the management system required to move from scattered tools and pilots to useful, trusted, repeatable enterprise capability.

CEO conclusion

The organization should use AI to expand human and enterprise intelligence, redesign work to remove avoidable friction, and preserve control over the knowledge, authority, capability, and choices that determine its future.

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What the Three Outcomes Mean

More Intelligent

Give appropriate leaders and employees safe access to frontier AI, trusted enterprise knowledge, better decision support, and practical role-based learning.

Begin with the CEO and senior leadership group. Direct use creates judgment, exposes limitations, improves sponsorship, and helps leaders see which work is worth redesigning.

Access then expands by role and work. Personal productivity matters, but enterprise value appears when people, knowledge, workflow, authority, systems, and learning become connected.

More Automated

Redesign work and apply the simplest reliable automation. The solution may use workflow, integration, rules, traditional software, robotic process automation, analytics, AI, agents, or physical automation.

The objective is the minimum necessary human intervention consistent with quality, safety, trust, rights, resilience, and accountability.

Factory is the engine that finds the right work, redesigns it, delivers the improvement, measures the result, and decides what should expand, change, continue, retire, or stop.

More in Control

Protect Enterprise Autonomy: strategic direction, data, enterprise knowledge, intellectual property, decision authority, operating capability, portability, recovery, and freedom to change course.

Control does not require owning everything. It requires understanding dependencies, protecting important assets, retaining decision rights, preserving internal capability, and maintaining credible options to stop, recover, switch, or exit.

Enterprise Autonomy is what the organization protects. Delegated Autonomy is bounded authority granted carefully to a system, agent, automation, or unit of work.

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The TIO Operating System

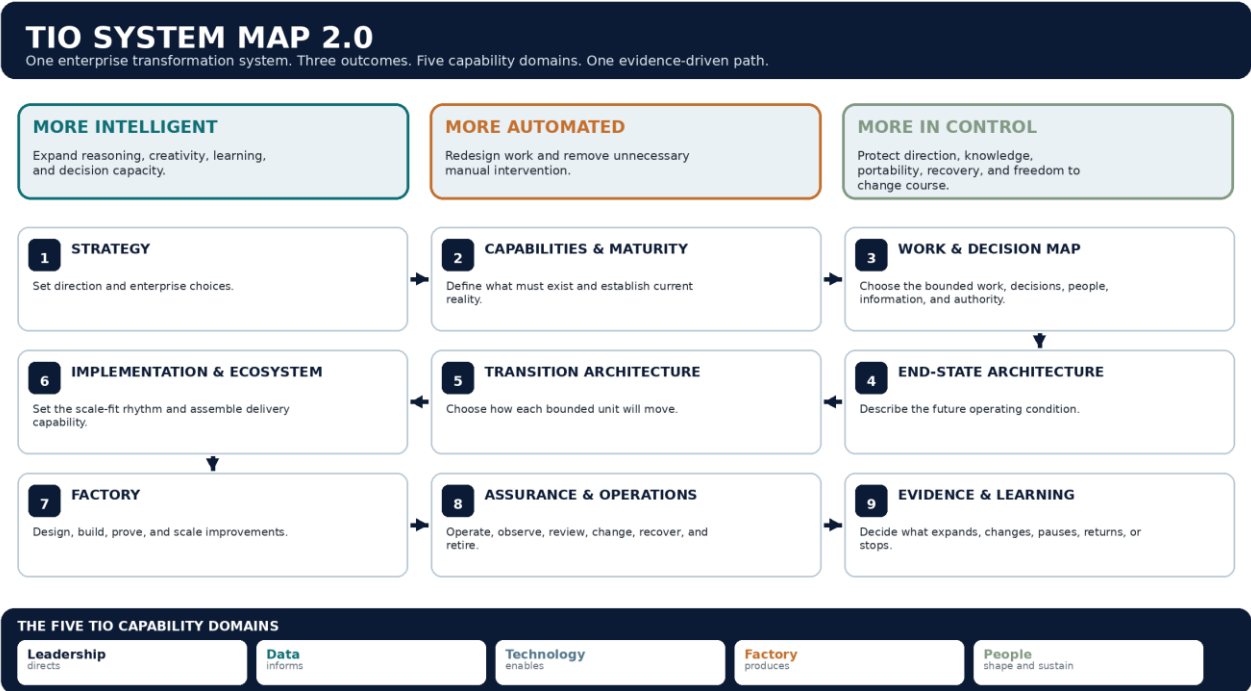
TIO is an organizational operating system, not software. It connects strategy, capability, architecture, delivery, people, and evidence.

Domain	Role	Capabilities
Leadership	Sets direction, builds judgment, assigns accountability, governs risk, and mobilizes change.	Strategy, Fluency, Governance, Risk, Transformation
Data	Makes enterprise information and knowledge accountable, trustworthy, usable, connected, and useful.	Ownership, Quality, Access, Flow, Insight
Technology	Provides the architecture, platforms, integration, automation, and resilience required for reliable work.	Architecture, Platforms, Integration, Automation, Resilience
Factory	Turns opportunities, AI Use Cases, automation, and work redesign into measured value.	Discovery, Design, Delivery, Measurement, Scaling
People	Helps people understand, shape, direct, adopt, adapt to, and sustain intelligent work.	Change, Adoption, Skills, Roles, Culture

The operating logic is:

Leadership directs. Data informs. Technology enables. Factory produces. People shape and sustain.

The 25 capabilities are assessed on a 0-to-5 maturity scale. Scores must be supported by evidence. A policy, pilot, or presentation does not prove that a capability is consistently operating.



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The CEO's First 90 Days

Days 1-30	Days 31-60	Days 61-90
Set the mandate. Name the sponsor. Establish safe tool and data lanes. Begin direct executive AI fluency. Map current AI and automation activity.	Complete a focused maturity baseline. Choose one or two bounded workflows. Build the first Work and Decision Map. Clarify Enterprise Autonomy requirements.	Select the first portfolio and transition routes. Assign owners and capacity. Set baselines, Evidence Gates, stop conditions, and the first-year operating rhythm.

By day 90, the leadership team should have:

- A clear enterprise mandate and accountable sponsor
- Direct senior-leader AI fluency based on real work
- A truthful capability baseline
- Visibility into current AI and automation activity
- One or two bounded priority workflows
- A first Work and Decision Map
- An initial Enterprise Autonomy position
- A defined transition route for each material priority
- Baselines, measures, Evidence Gates, stop conditions, and owners
- A scale-fit first-year roadmap

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Decisions the CEO Must Keep Visible

CEO decision	What must be visible
Direction	What the organization is trying to become and where value matters most.
Intelligence expansion	Who receives access first, for which work, with what support and information boundaries.
Automation portfolio	Which bounded workflows should be simplified and automated first.
Enterprise Autonomy	What the organization must control, where dependency is acceptable, and what exit options must exist.
Accountability and risk	Who decides, who accepts residual risk, and what remains human.
Evidence and capacity	What will prove value, what will stop, and whose time is protected to do the work.

A CEO does not need to approve every tool or use case. The CEO does need to ensure the organization has clear decision rights, named accountability, a practical risk posture, and enough operating rhythm to prevent fragmented or vendor-led transformation.

The first leadership conversation can begin with five questions:

- 1. What kind of organization are we trying to build?
- 2. Where would greater intelligence improve value or judgment?
- 3. Which work contains the most avoidable friction?
- 4. What knowledge, authority, capability, and freedom must remain under our control?
- 5. What can we prove in the next 90 days?

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Enter the TIO Library

Start with:

1. TIO Framework and TIO System Map
2. Capability Model and Maturity Assessment
3. End-State Architecture and Transition Architecture for material change
4. The scale-fit Implementation Guide
5. The relevant Delivery Ecosystem Guide
6. How to Start in 30-60-90 Days

TIO is open source and stewarded by The Summit Leadership Alliance Inc. TSLA supports leaders who need Executive AI Fluency, Thought Partnership, facilitated assessment, enterprise strategy, architecture, implementation design, Factory discipline, and partner or ecosystem guidance.

This Briefing is aligned with **TIO Knowledge Release 2026.08.0**. It explains TIO ideas but does not redefine the canon.

[1] [Erik Brynjolfsson, Danielle Li, and Lindsey R. Raymond, Generative AI at Work, NBER Working Paper 31161, 2023.](#)

[2] [Fabrizio Dell'Acqua and colleagues, Navigating the Jagged Technological Frontier, Harvard Business School, 2023.](#)

[3] [Eleanor W. Dillon, Sonia Jaffe, Nicole Immorlica, and Christopher T. Stanton, Shifting Work Patterns with Generative AI, NBER Working Paper 33795, 2025.](#)

[4] [Fabrizio Dell'Acqua and colleagues, The Cybernetic Teammate, NBER Working Paper 33641, 2025.](#)

[5] [National Institute of Standards and Technology, Artificial Intelligence Risk Management Framework 1.0, 2023.](#)

[6] [National Institute of Standards and Technology, Generative Artificial Intelligence Profile, 2024, updated 2026.](#)