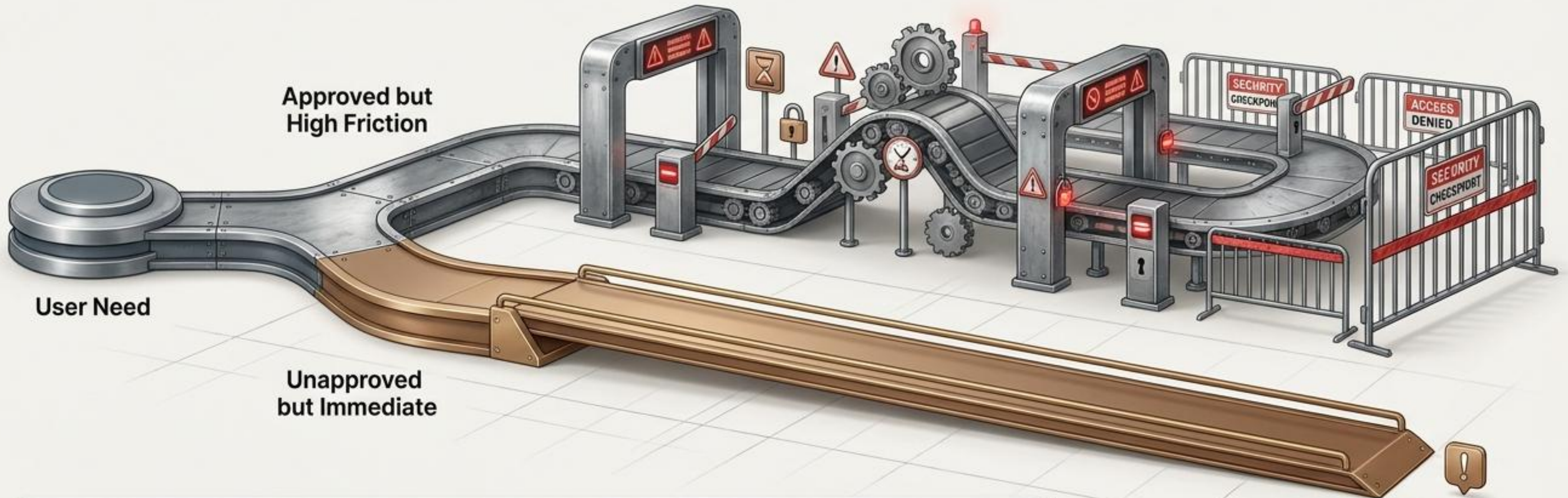


The Digital Workbench

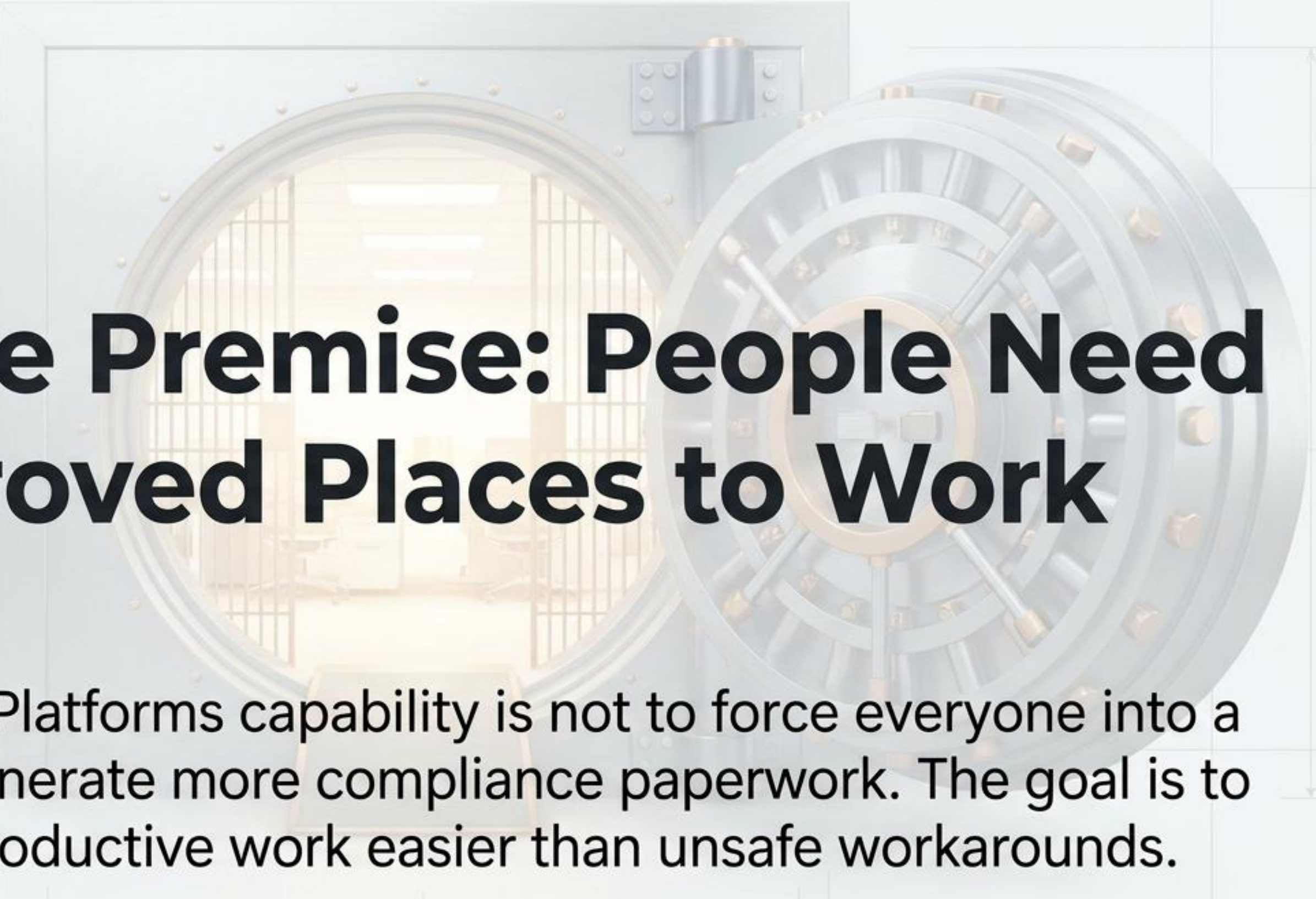
TIO Domain 3 (Technology), Capability 2: Platforms



People do not wait for perfect technology strategy. They just want to get work done.



When approved tools are confusing, unavailable, slow, disconnected, or poorly supported, people create workarounds. They use personal accounts, buy tools on credit cards, and test AI without boundaries. They solve today's problem and create tomorrow's risk.



The Core Premise: People Need Approved Places to Work

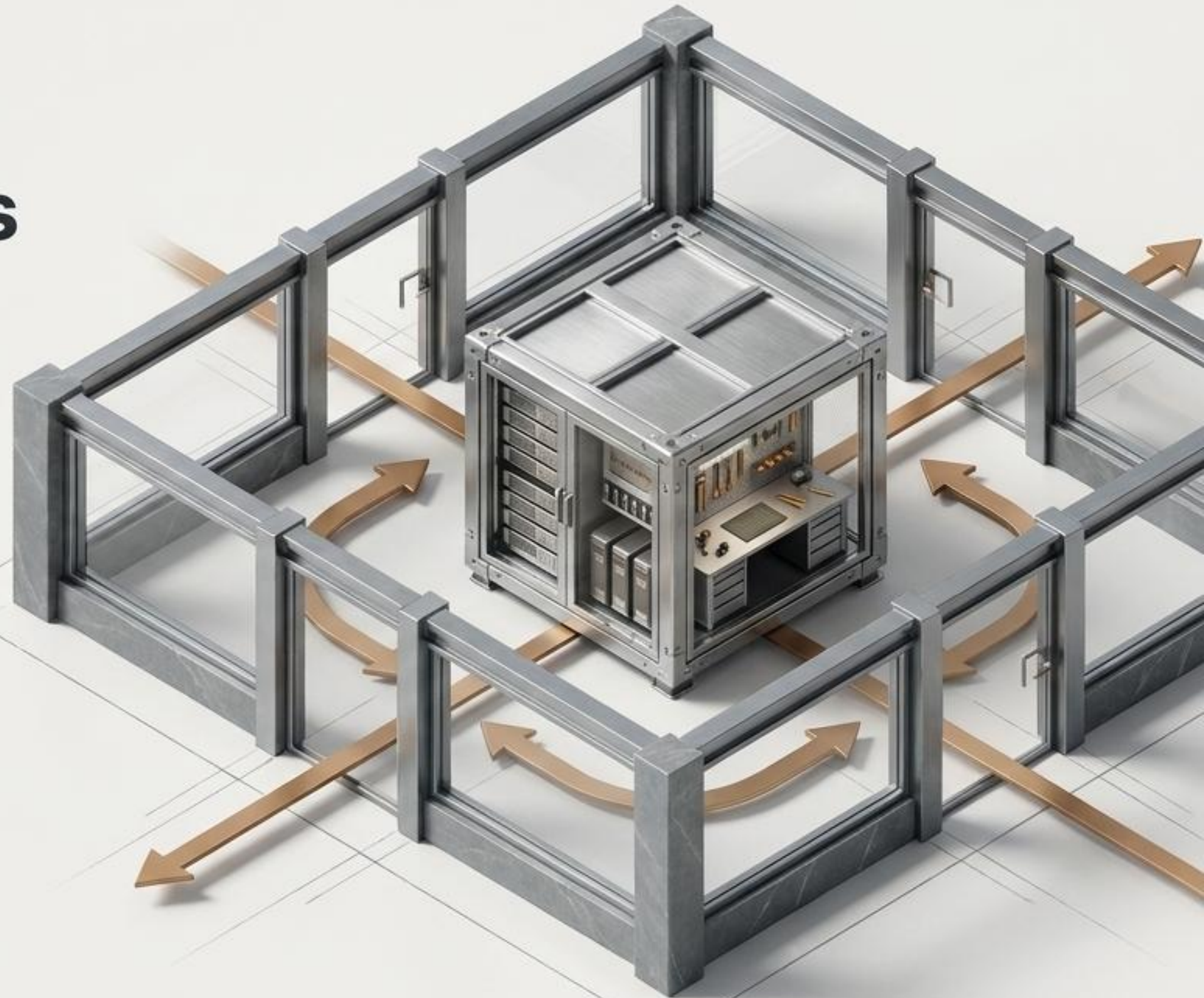
The goal of the Platforms capability is not to force everyone into a single tool or generate more compliance paperwork. The goal is to make safe, productive work easier than unsafe workarounds.

Defining T2: Technology Platforms

Platforms is the organization's ability to provide reliable, approved, supported, and fit-for-purpose technology platforms for work, data, automation, AI, collaboration, and operations.

The Litmus Test

Do people and teams have approved platforms that are easy enough to use, safe enough to trust, supported enough to rely on, and connected enough to do real work?



The Boundary Line: Shaping the Environment vs. Providing the Tools

Capability 1: Architecture (The Blueprint)



Attribute	Description
Function	Shapes the environment.
Focus	Ensures systems, data, security, vendors, and AI solutions fit together.
Output	Target state and principles.

Capability 2: Platforms (The Workbench)



Attribute	Description
Function	Provides the tools.
Focus	Provides the approved environments where work, automation, and AI actually happen.
Output	Supported systems and use rules.

Establishing the Scope of Platform Ownership

What Platforms Owns

The approved platform portfolio and specific purpose of each.

Named business and technology ownership.

Standards, use rules, support models, and configurations.

Approved pathways for AI Use Cases, automations, and analytics.

What Platforms Does Not Own

Target technology shape
(Owned by Architecture).

Data ownership, quality, or flow
(Owned by Data).

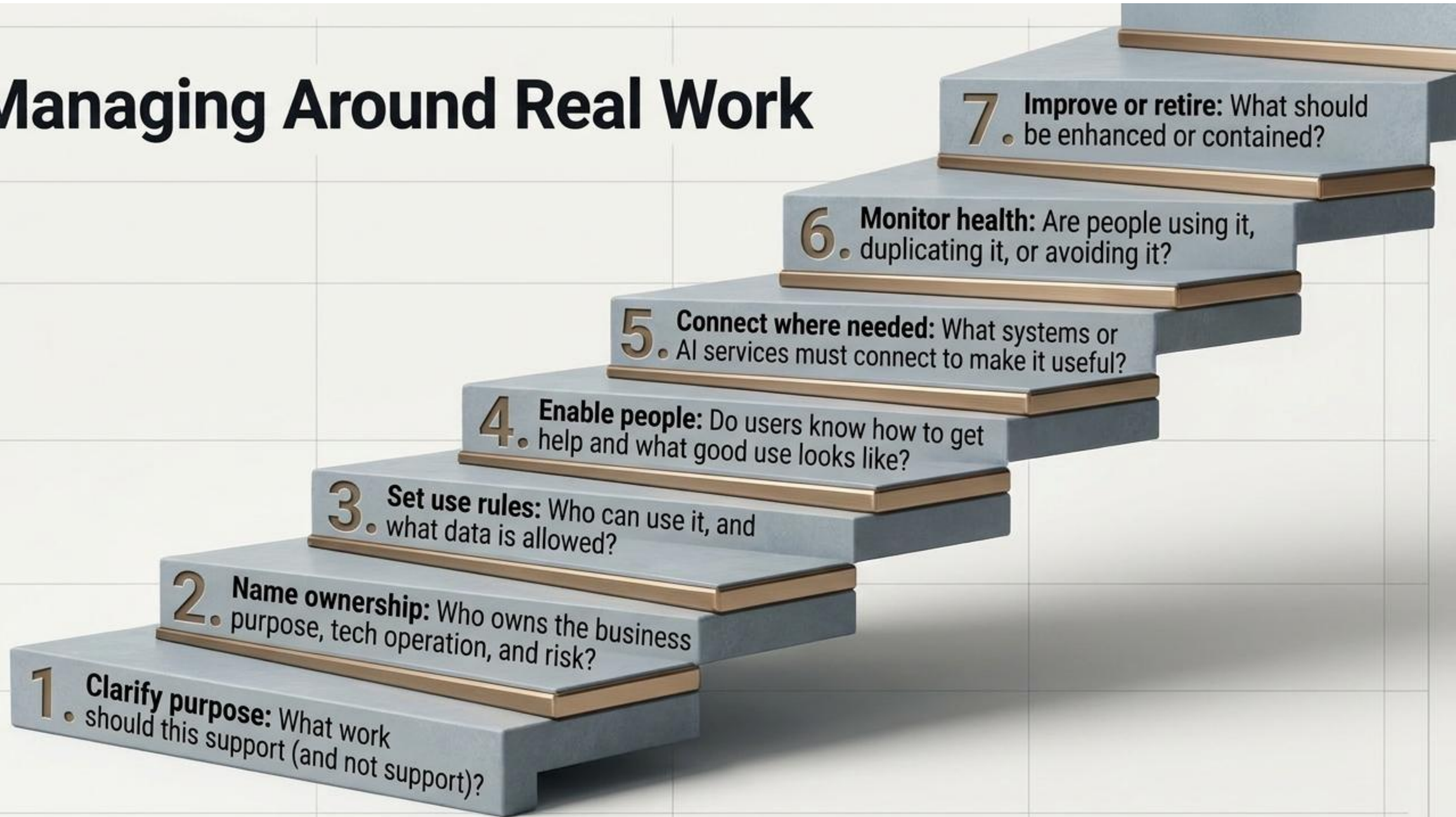
Every technical connection
(Owned by Integration).

Workforce adoption and training
(Owned by People).

The Operating Engine: Five Behaviors of Platform Management



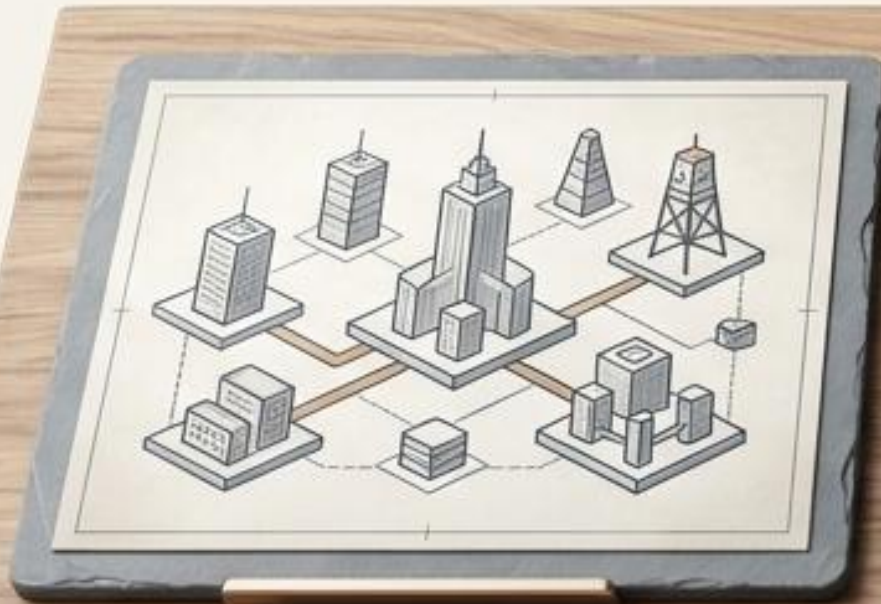
Managing Around Real Work



The Artifact Dashboard: Three Practical Outputs

A mature capability only needs three tangible artifacts to function effectively.

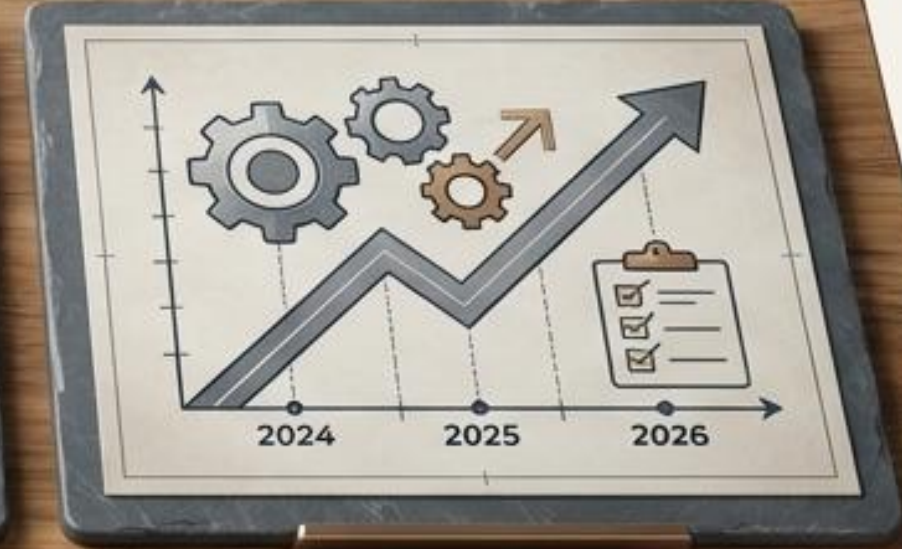
Platform Portfolio Map
(Shows the landscape)



Approved Platform Standards and Use Rules
(Defines safe use)



Platform Roadmap and Adoption Plan
(Turns choices into action)



Mapping the Landscape and Setting the Rules

Platform Portfolio Map

Quality Standard: Clear enough for leaders to know where work should happen.

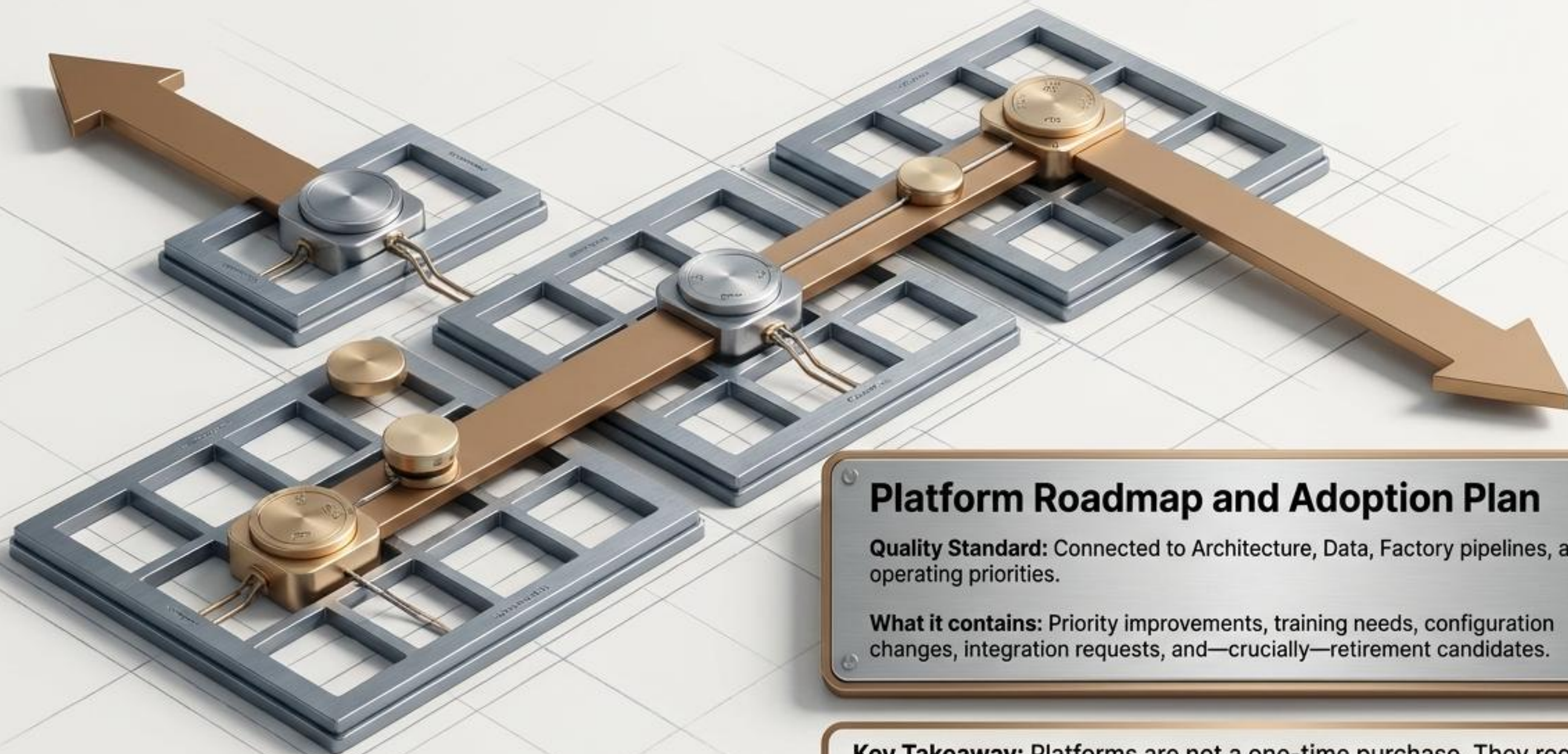
Contains: Major platforms, purpose, owners, user groups, data touched, cost, usage, and duplication signals.

Approved Platform Standards & Use Rules

Quality Standard: Plain enough for managers to explain, practical enough for users to follow.

Contains: Allowed/restricted use, data boundaries, access rules, support models, and escalation paths.

Turning Choices Into Action: The Roadmap



Platform Roadmap and Adoption Plan

Quality Standard: Connected to Architecture, Data, Factory pipelines, and operating priorities.

What it contains: Priority improvements, training needs, configuration changes, integration requests, and—crucially—retirement candidates.

Key Takeaway: Platforms are not a one-time purchase. They require a rhythm of enhancement, consolidation, and planned obsolescence.

Executive Evidence: Proving the Capability Exists

Score evidence, not aspiration. A capability on paper means nothing if it cannot produce these three proofs.



Rule 1: Inventory of approved AI, automation, and technology platforms.

Rule 2: Clear standards on permitted vs. restricted tools.

Rule 3: Support models with named business and technology owners and defined service levels.

The Metrics That Matter



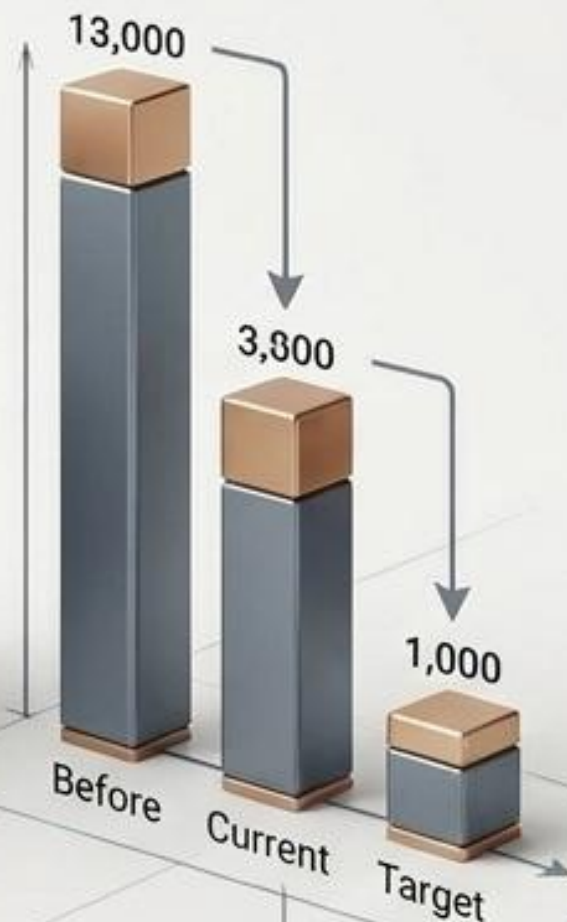
Accountability

% of major platforms with named business and tech owners.



Clarity

% of priority work types with an approved platform path.



Complexity

Number of unapproved or duplicate tools contained or retired.



Usability

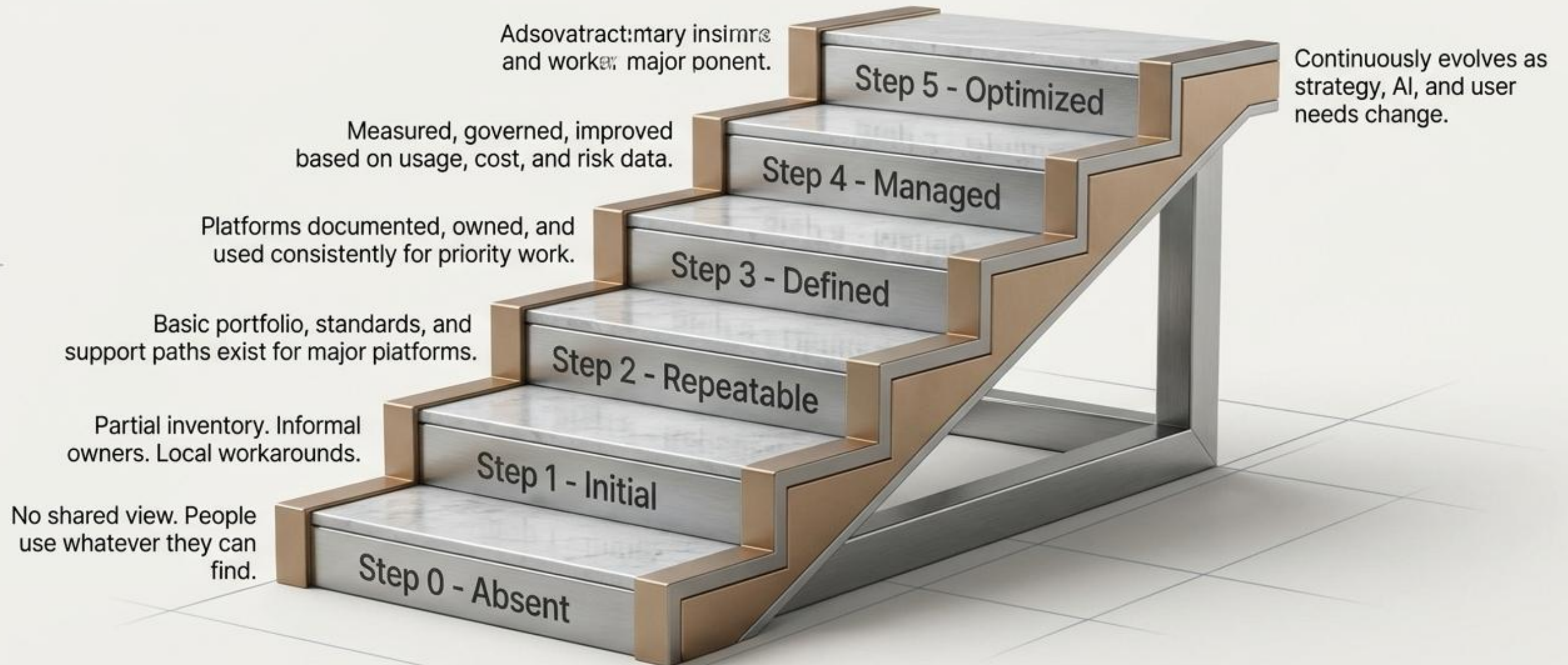
User adoption and satisfaction trends for major platforms.



Scale

Number of AI Use Cases using approved platform pathways.

Measuring the Reality: The Maturity Scale



Action Plan: Building the Capability

30 Days

List major platforms. Name owners. Identify top workarounds, duplicate tools, and unapproved AI tools currently in use.

90 Days

Define purpose, use rules, and support models for priority platforms. Create approved lanes for collaboration, AI, and automation.

12 Months

Measure adoption, cost, and risk. Improve priority platforms. Retire duplicative tools. Connect the roadmap to enterprise architecture.

Define purpose, use rules, and support models for priority platforms. Create approved lanes for collaboration, AI, and automation.

What Not to Build Too Early



Over-engineering



Minimum Viable

- Do not build a massive governance model before knowing what platforms you actually own.
- Do not issue a strict tool ban without providing useful, approved alternatives first.
- Do not adopt a one-size-fits-all strategy that ignores different team workflows.
- Do not build training programs before the platform's purpose and support model are clear.

Safe Work Must Be Easy Work.



When approved platforms are good enough to use, shadow IT disappears. We must stop fighting workarounds with policies, and start replacing them with better environments.

If the approved tools do not meet the need, people will find unapproved tools that do. Build the workbench they actually need.