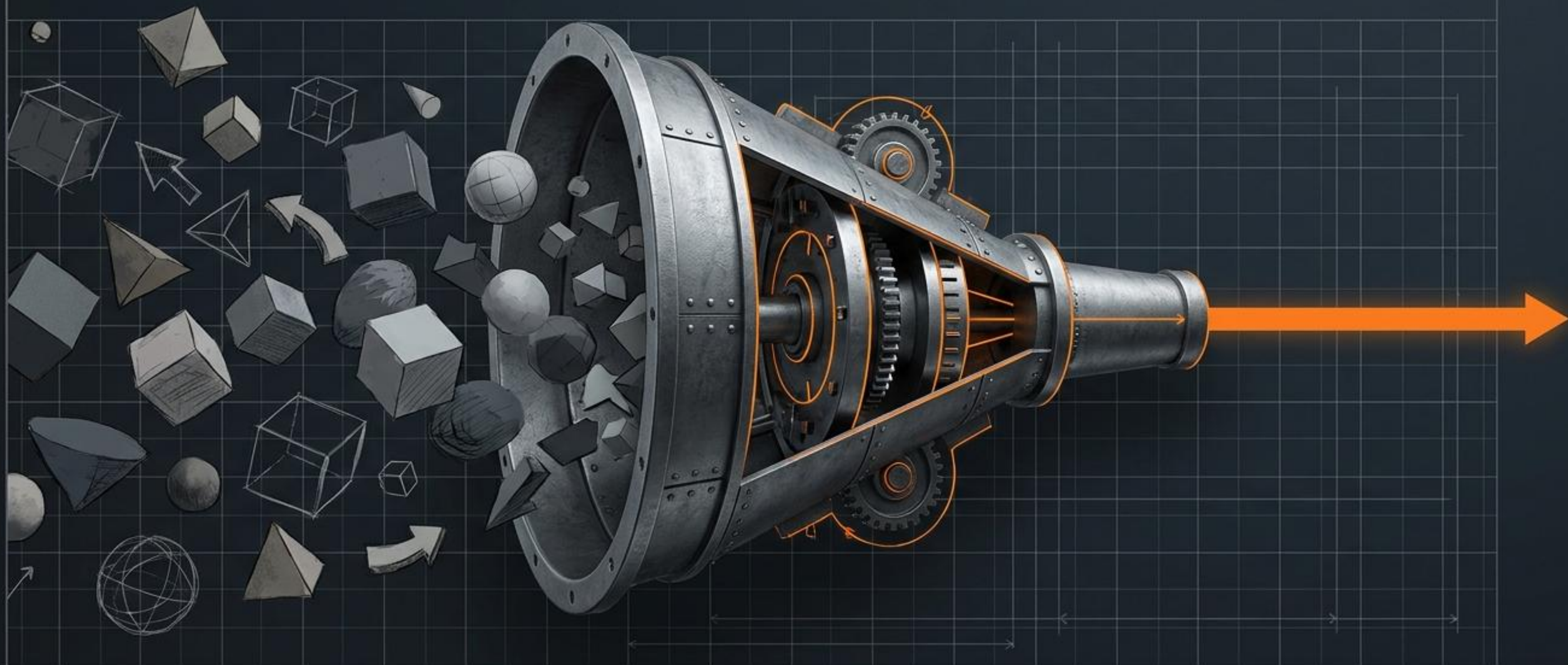


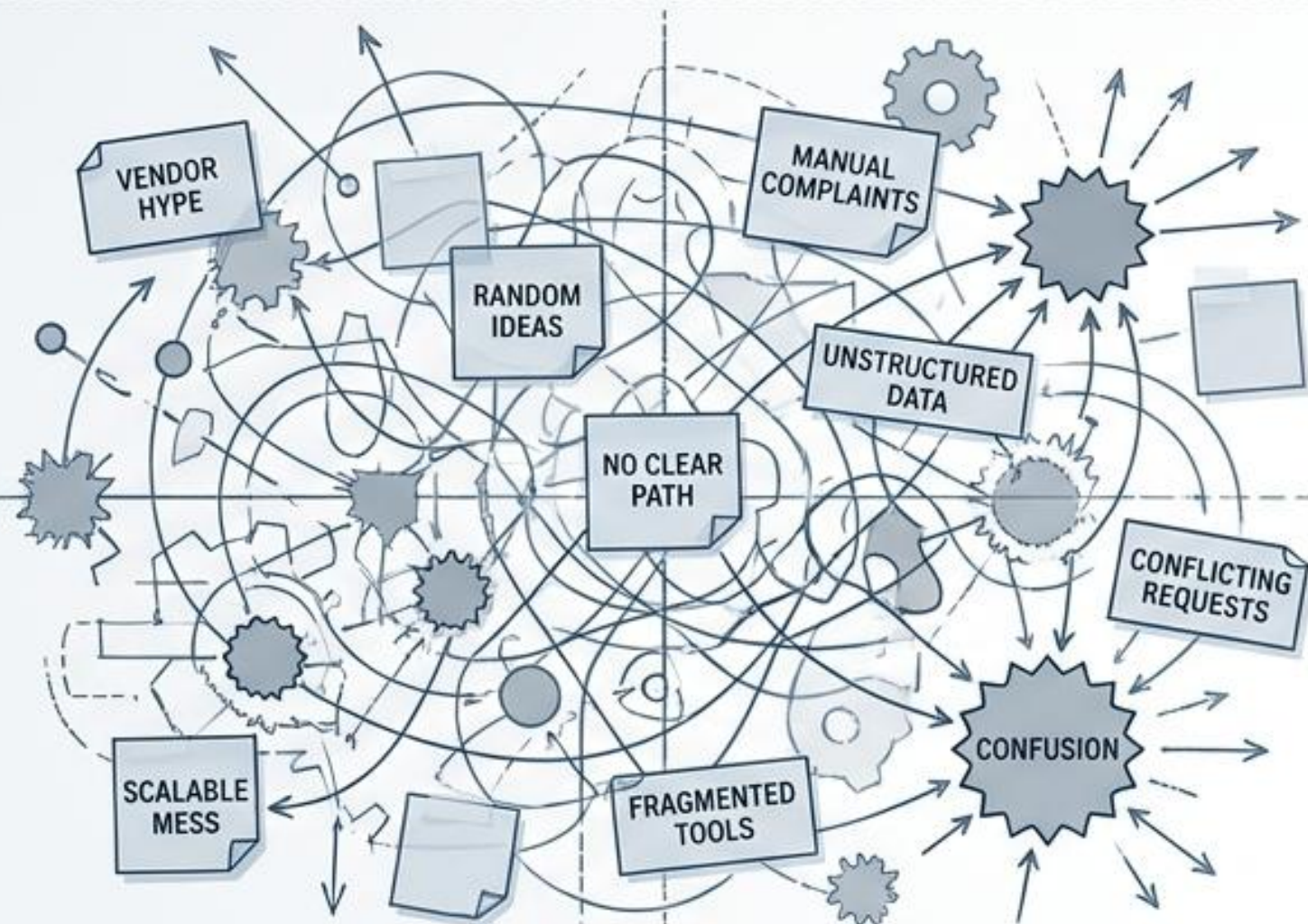
Find the Work Worth Changing.

TIO Domain 4 (Factory), Capability 1: **Discovery**

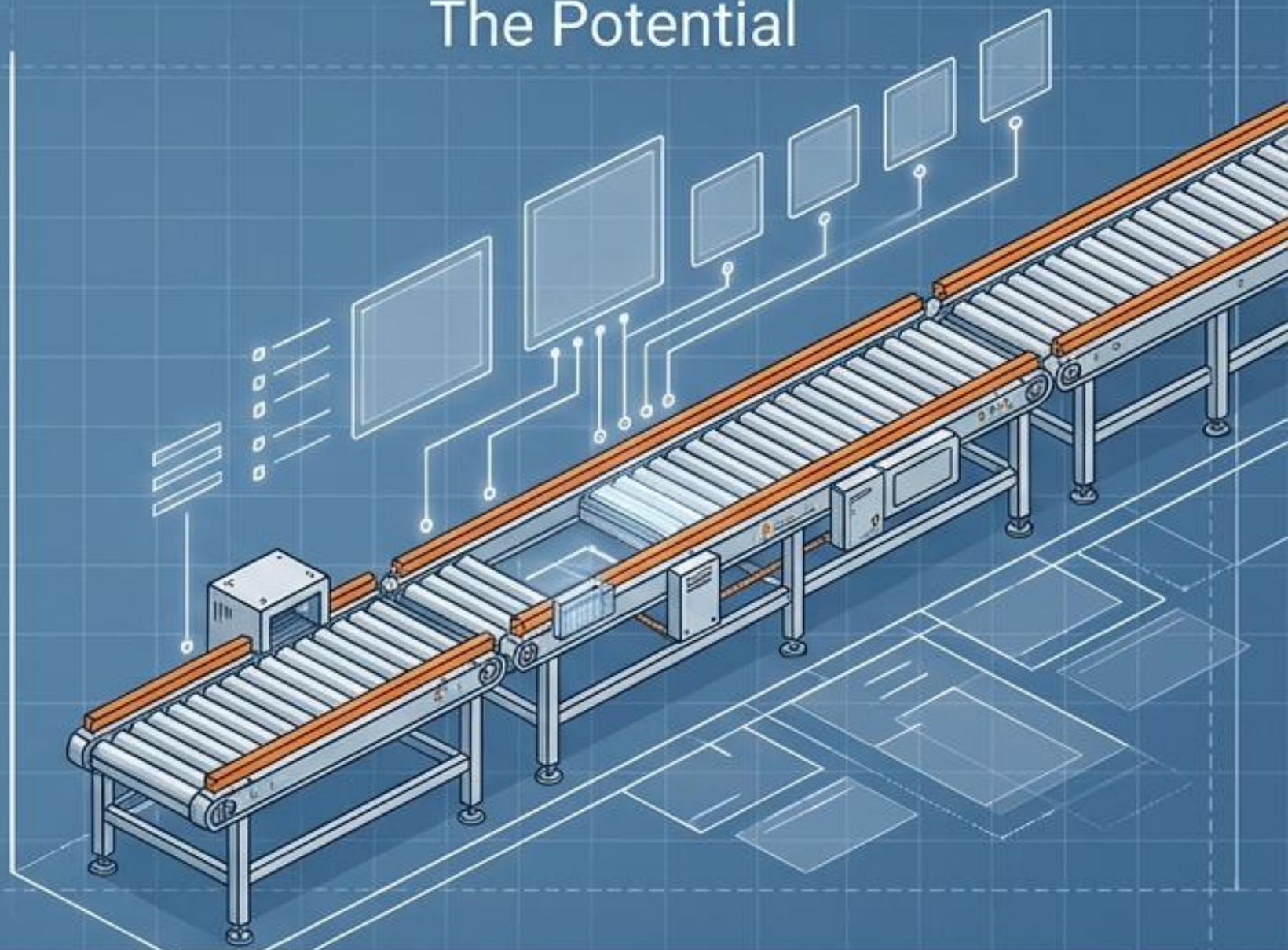


We don't lack ideas. We lack a filter.

The Chaos



The Potential



The AI Paradox:

Every leader, vendor, function, and frontline team can point to something that could be automated, summarized, or predicted by AI.

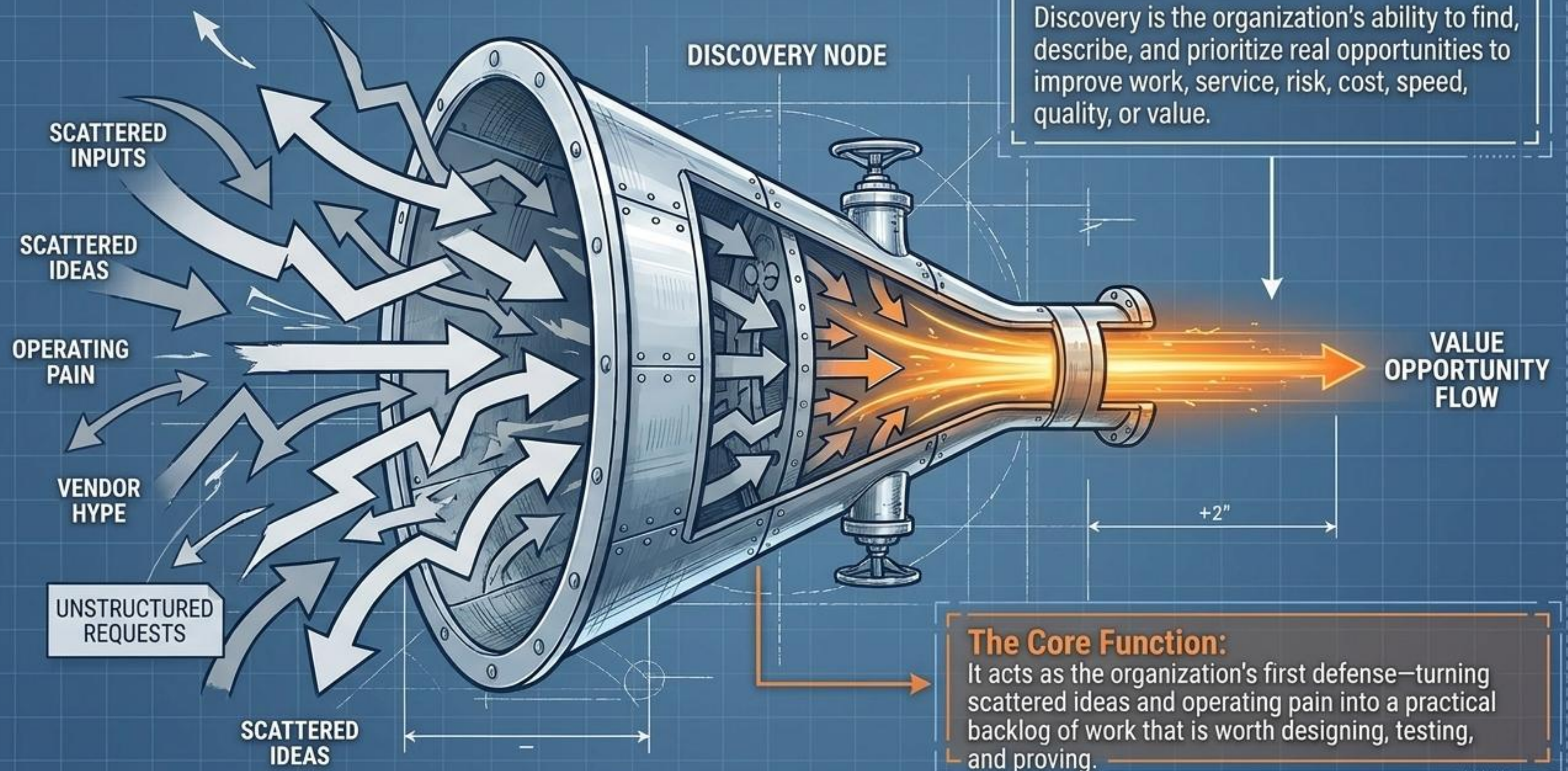
The Risk:

If manual work is not understood and screened, we risk automating confusion instead of improving work. Moving recklessly simply creates scalable chaos.

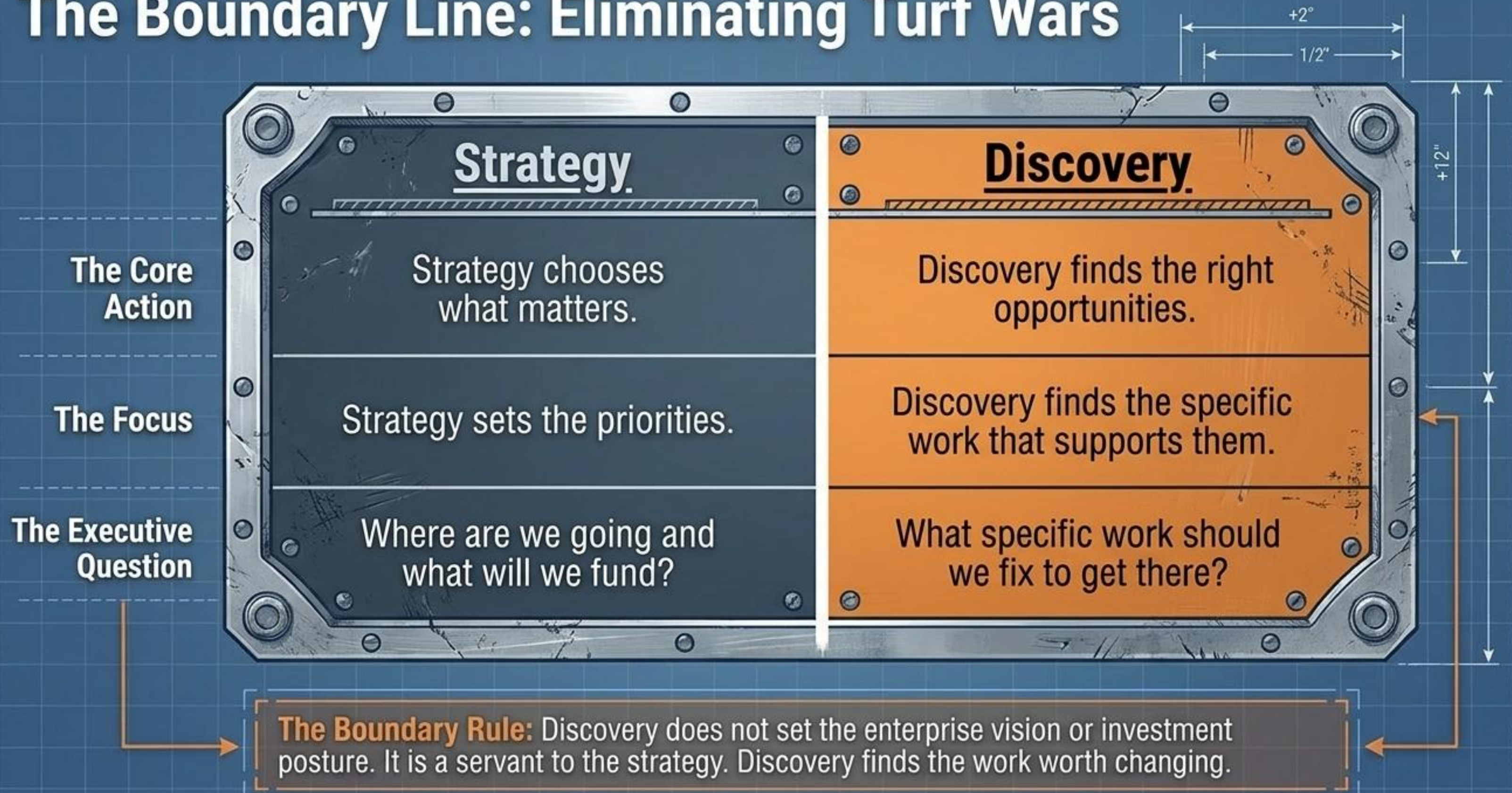
The Solution:

We must start with the work, not the tools. The first question is not "Where can we use AI?" but "Which work is painful, valuable, risky, slow, or important enough to improve?"

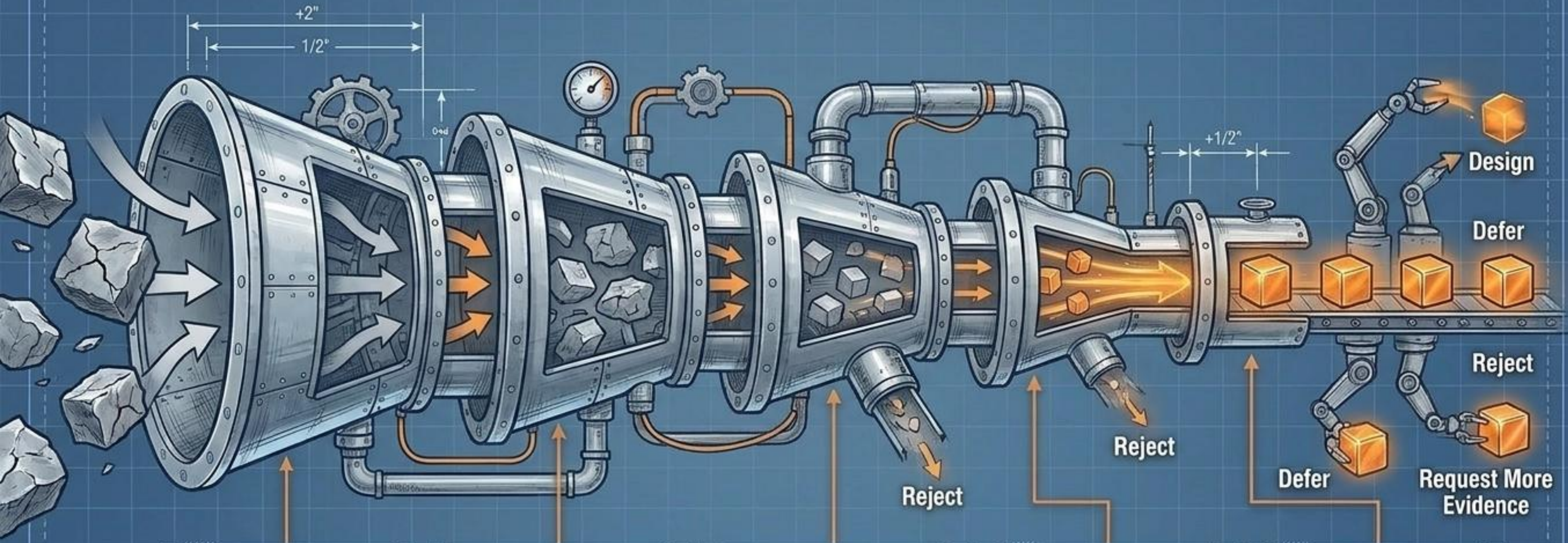
What is Factory Discovery?



The Boundary Line: Eliminating Turf Wars



The Engine Mechanics: 5 Core Behaviors



Listen

Collect signals from strategy, frontline pain, customers, risk, data, and technology.

Frame

Turn a loose idea into a clear candidate (problem + owner + affected work + expected value).

Screen

Check value, readiness, risk, data, technology, and sponsor strength before work moves forward.

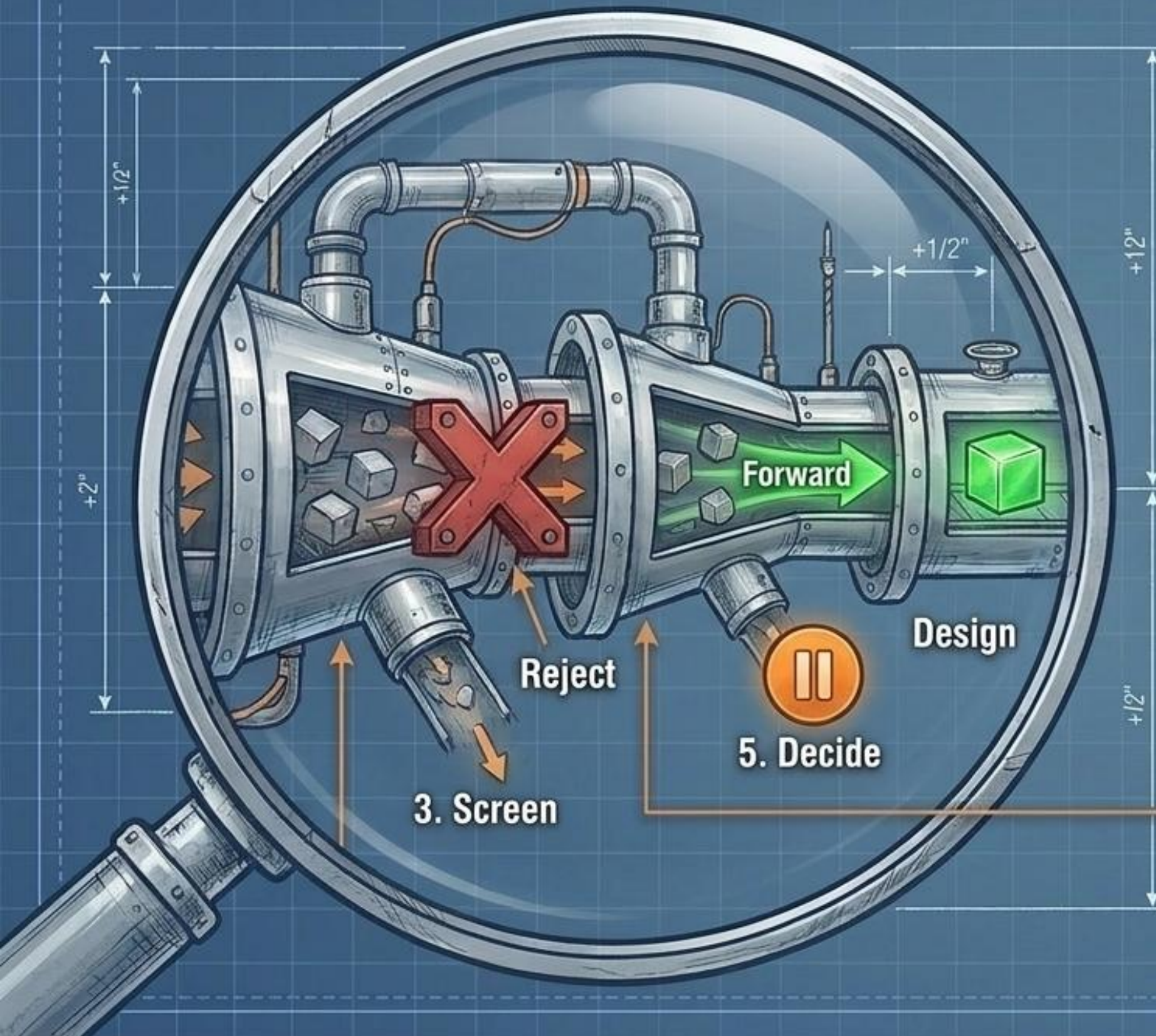
Prioritize

Compare candidates against enterprise priorities, capacity, and timing.

Decide

Route candidates to Design, defer them, reject them, or request more evidence.

A True Filter Stops Bad Work.



The Defense Mechanism

A mature Discovery capability is not a suggestion box. It is a rigorous defense mechanism for the Factory.

The Litmus Test

Discovery screens candidates for process stability, data readiness, and business sponsorship.

The Power of No

The most valuable action in Discovery is the confident decision to stop or defer weak, duplicate, or misaligned opportunities before they consume design and delivery capacity.

The Tangible Artifacts of Discovery

A mature capability doesn't just hold meetings; it produces three specific, standardized outputs to make opportunities visible and ready for decision.

Artifact 1: Opportunity Intake

Artifact 2: Factory Backlog

Artifact 3: Discovery Brief



From Capture to Queue

Output 1: Opportunity Intake

Problem Description

Owner

Affected Work

Value Hypothesis

☐ ☐

☐ ☐

Submit

Purpose: A simple way to capture candidates from strategy, operations, and frontline work.

Standard: Short, easy to use. Must capture the problem, the owner, the affected work, and the value hypothesis.

Output 2: Factory Backlog



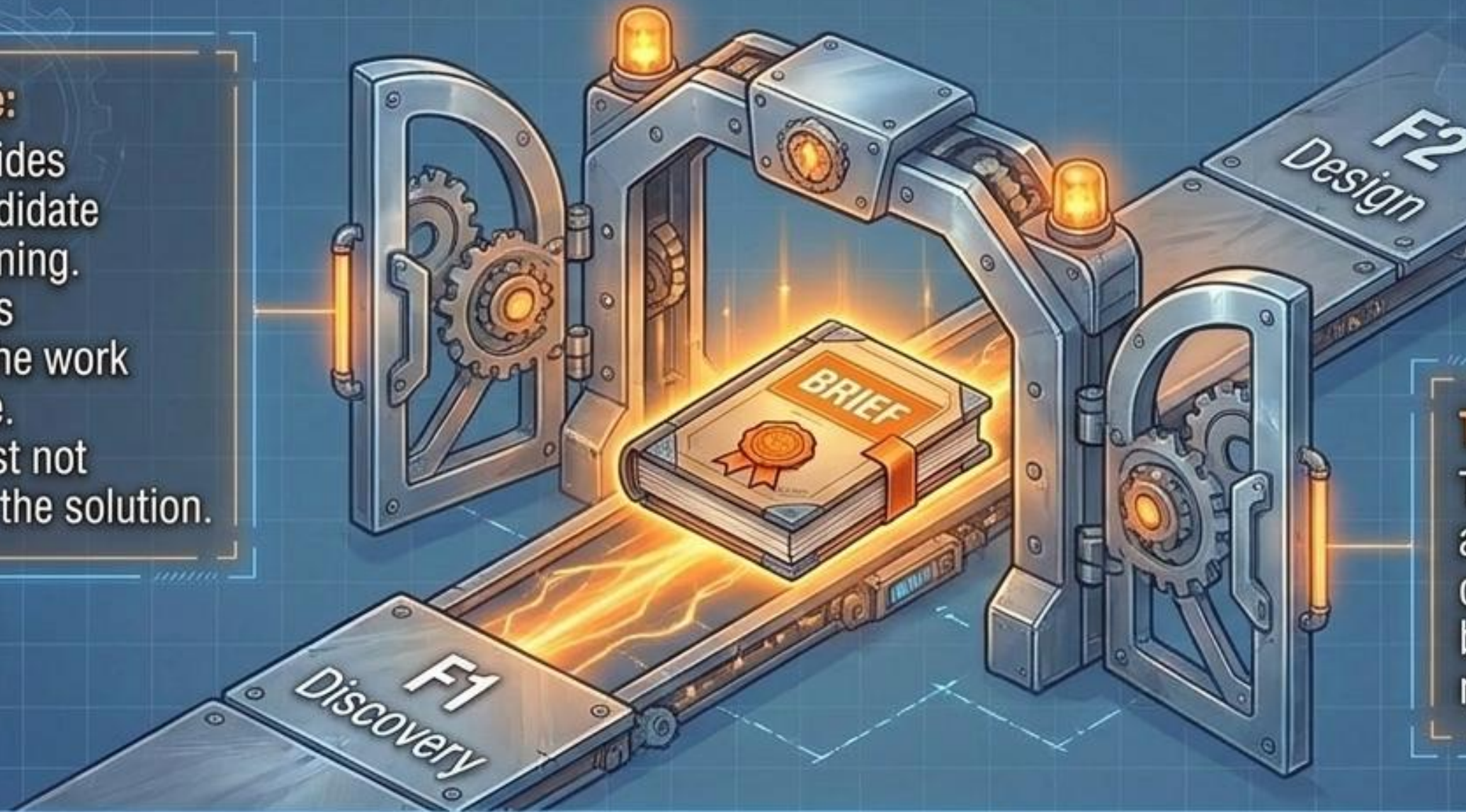
Purpose: A visible list of all accepted, deferred, rejected, and waiting candidates.

Standard: Prioritized, current, reviewed regularly. Explicitly connected to strategy, capacity, risk, and ownership.

The Handoff: The Discovery Brief

The Core Rule:

Discovery decides whether a candidate is worth designing. Design decides how the work should change. Discovery must not over-engineer the solution.



The Output:

The Discovery Brief is a concise document for candidates that have been approved to move forward.

What It Contains:

Operational Pain

Work Affected

Business Sponsor

Expected Value

Readiness Levels

Known Risks

Data Needs

Reason to Proceed

Executive Evidence: Score Reality, Not Aspiration

A capability on paper means nothing. To unlock true Discovery maturity, leaders must demand three specific pieces of physical evidence.



Lock 1: Linked Backlog

Documented opportunity backlog directly linked to strategy and enterprise priorities.

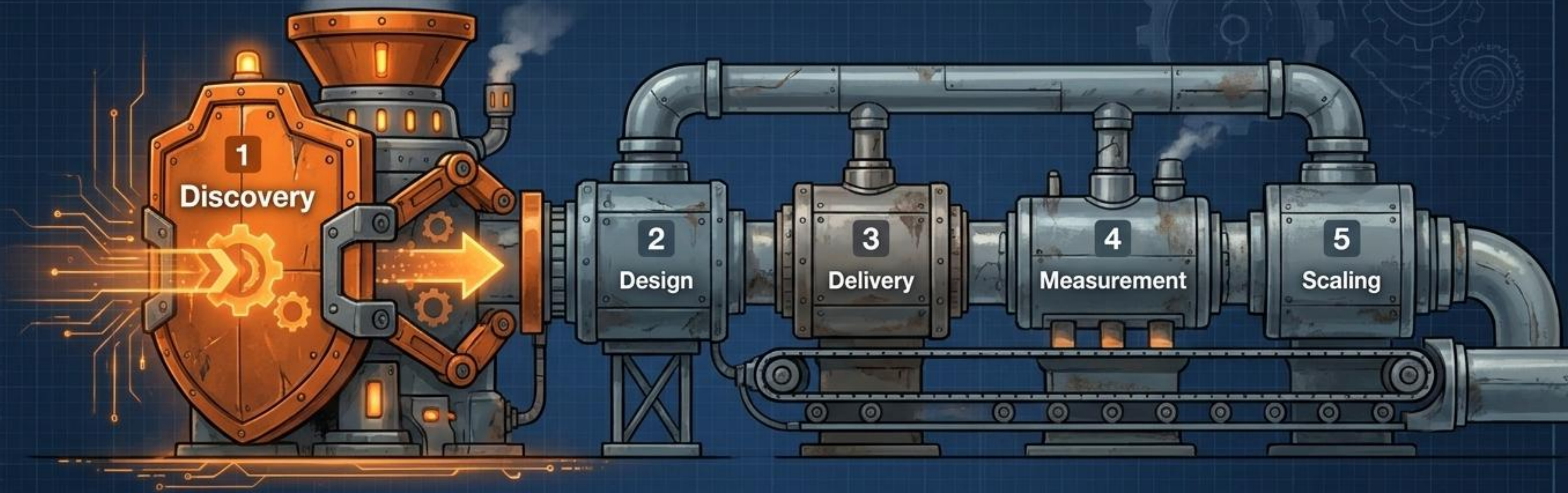
Lock 2: Intake Reality

A live, actively used opportunity intake process for teams, functions, and business units.

Lock 3: Explicit Pauses

Decision records proving that weak, duplicate, or low-value opportunities were explicitly paused or stopped.

If Discovery Fails, The Factory Breaks



Discovery	Design	Delivery	Measurement	Scaling
Discovery finds.	Design shapes.	Delivery launches.	Measurement proves.	Scaling compounds.

The Final Takeaway: Discovery protects the Factory from random work. It ensures the organization spends its scarce time, money, attention, and trust only on the work most worth changing.