

Modernization dependencies

Check off the dependencies relevant to your modernization.

READ FIRST Some initiatives have more dependencies than others. The more authority an AI system will be given, the more dependencies it's likely to have. Each situation is different. This list is not exhaustive; your project may have many more dependencies than listed here.

01 Strategic alignment

- ☐ 01-A **Operational outcome and evidence.** A business metric is named, and the baseline is captured before deployment.
- ☐ 01-B **Scope and operational authority.** The advisory / write-back boundary is stated, because advisory tools acquire authority by drift.
- ☐ 01-C **Ownership and incentives.** The capability survives the scorecard of the people who run it.

02 Operational logic

- ☐ 02-A **Process legibility and stability.** Meaningful variations and exception routes are mapped before authority is delegated into them.
- ☐ 02-B **Decision logic and expert attention.** The people who define correct have time budgeted to define it.
- ☐ 02-C **Exceptions, reversibility, change capacity.** There is a rollback path, and the operation can absorb the change.

03 Information foundation

- ☐ 03-A **Availability and dark data.** The information the decision needs is reachable, not stranded in documents and inboxes.
- ☐ 03-B **Shared entities and definitions.** The same asset, customer, or job means the same thing across systems.
- ☐ 03-C **Lineage, provenance, and freshness.** Data freshness is matched to the pace of the decision it feeds.

04 Technical foundation

- ☐ 04-A **Integration surface and connective architecture.** The systems of record can be reached and safely modified.
 - ☐ 04-B **Identity, security, and write-back topology.** Who the system acts as, what it may write, and what it leaves in the audit trail.
-

05 Governance and evolution

- ☐ 05-A **Proportional governance and adoption.** Controls sized to the authority granted, not to the anxiety in the room.
 - ☐ 05-B **Evaluation after deployment.** Something in production can settle the argument about whether the system works.
 - ☐ 05-C **Replaceability.** The component can be swapped without rebuilding the capability around it.
-

The five limits on pace

A capability can be fully buildable and still rate-limited by the organization around it.

- | | |
|--|---|
| ☐ Integration capacity. Few people can safely modify a system of record. | ☐ Expert attention. The operation cannot spare the people who define correct. |
| ☐ Leadership bandwidth. Few cross-functional initiatives can be unblocked at once. | ☐ Change absorption. Simultaneous deployments degrade adoption everywhere. |
| ☐ Organizational credibility. It refills only when something works in production. | |

Read the map before committing capital.

The full article works each condition through three operating environments and the sequencing that follows: talbotwest.com