

# The AI-First Enterprise Blueprint

How CIOs & Enterprise Architects Co-Create  
the Operating Model of 2026

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Powered by Protum™ AI-First Operating Model | MASSIVUE



# Today's Journey

●	0-8 min	<b>Aligning on AI transformation</b>	<i>Why alignment has never been harder</i>
●	8-23 min	<b>The AI-First Operating Model Canvas</b>	<i>9 building blocks for co-creation</i>
●	23-43 min	<b>Interactive Exercise – Create You Canvas</b>	<i>How to work together in parallel</i>
●	43-55 min	<b>The Unified AI COE</b>	<i>Tools and practices that work</i>
●	55-60 min	<b>Success Stories &amp; Q&amp;A</b>	<i>Real examples, your questions</i>

## PART 1

# The CIO-EA Tension

*Why alignment has never been harder*

# A Tale of Two Meetings

*Happening simultaneously in your organization...*



## CIO's Office

"We need to deploy AI everywhere, NOW"

"Why is architecture review taking 4 months?"

"Can't we just buy Copilot and move on?"

"Our competitors are already AI-first!"



## Architecture Review Board

"This AI initiative violates our data principles"

"We need comprehensive AI architecture first"

"This will create technical debt we'll regret"

"What about security and governance?"

**Result: Stalemate. Shadow IT. Failed AI initiatives.**

# The Fundamental Conflict

## CIO Priority

VS

## EA Priority

- Speed
- Innovation
- Competitive advantage
- Business value NOW

- Governance
- Standards
- Long-term viability
- Technical excellence

# The New Leadership Triad

*Three roles. One transformation. Different mandates creating friction.*



## CIO

Mandate:

Deliver business value through technology

**"Deploy AI everywhere,  
NOW"**



## Chief AI Officer

Mandate:

Lead AI transformation & innovation

**"Build AI-first capabilities  
fast"**



## Enterprise Architect

Mandate:

Ensure long-term architectural integrity

**"Governance before  
velocity"**

***85% of organizations report misalignment between these three roles (Gartner, 2025)***

# The Transformation Office Reality

## ✗ 2020: IT-Led Transformation

- CIO owns transformation
- 
- EA = governance gatekeeper
- 
- Business waits for IT
- 
- 18-month programs
- 
- Technology-first thinking

## ✓ 2026: AI Transformation Office

- CAO leads transformation strategy
- 
- CIO enables execution platform
- 
- EA architects AI-native systems
- 
- 90-day capability sprints
- 
- Business outcome obsession

# The Alignment Challenge

1

## CAO vs. CIO Turf War

Who owns AI strategy? Infrastructure? Budget? 68% report conflict.

2

## EA Sidelined

Speed-obsessed CAOs bypass architecture. Technical debt compounds.

3

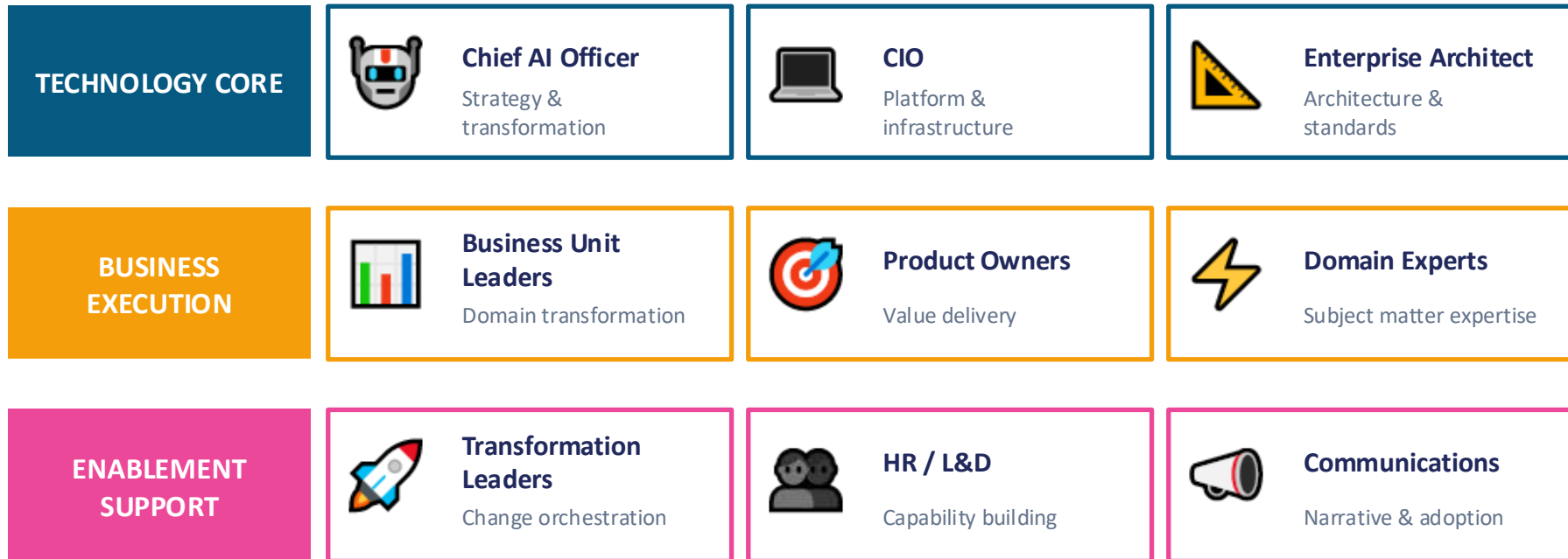
## Siloed Transformation Offices

AI Office, Digital Office, IT PMO — all running parallel transformations.

**How do we get CIO, CAO, and EA working as one transformation engine?**

# Is it A Tale of Two or Tale of Many?

*Three layers working in concert, not silos*



*All 9 areas must be orchestrated, not just the technology triad*

# The Cost of Misalignment

**73%**

of AI initiatives fail due to  
organizational friction

**85%**

of EAs feel sidelined  
in AI decisions

**68%**

of CIOs bypass  
architecture  
review for AI projects

**How do we get aligned on AI transformation?**

# Why Integration Fails

CAO+CIO+EA

**Technology builds in isolation**

→ *Business doesn't adopt because they weren't consulted*

BU Leaders

**Business defines requirements alone**

→ *HR can't hire talent, L&D can't train fast enough*

HR/L&D

**HR/L&D build training programs**

→ *Content outdated before deployment, no business context*

Transformation

**Transformation runs change programs**

→ *Generic frameworks don't fit AI-native reality*

**The problem: Each group optimizes their part, system-level failure emerges**

## PART 2

# The AI-First Operating Model Canvas

*A shared framework that bridges CIO strategy and EA execution*

# The 9 Building Blocks

## STRATEGIC LAYER

### 1 AI Ambition

Where will AI create competitive advantage?

### 2 Strategic Levers

Protect / Reshape / Replace decisions

### 3 Investment Thesis

Build vs. Buy vs. Partner + ROI

## OPERATING LAYER

### 4 Capability Architecture

6 capabilities + maturity targets

### 5 Technology Backbone

AI platform + data + integration

### 6 Governance Model

Decision rights + guardrails

## EXECUTION LAYER

### 7 Role Taxonomy

Legacy roles → AI-first roles

### 8 Workflow Orchestration

Human-AI collaboration patterns

### 9 Measurement System

Maturity + outcomes + health



# Interactive Exercise

## Map Your Organization's Current State

Use the Miro board link in chat to fill in your context:

- List Areas of your AI ambition
- What capabilities do you have today?
- What are your biggest gaps?

 **10 minutes**

## Six Capabilities That Drive AI First Operations

Each capability defines how a specific aspect of your organization evolves when AI agents become part of how you work.



### Data Culture

Data and AI Strategy

Building data driven decision making and AI literacy across the organization



### Adaptive Structures

Human plus AI Operations

Flexible organizational design for human AI collaboration at every level



### Augmented Craft

New Skills and Roles

Developing AI enhanced skills and evolving role definitions for the AI era



### Responsible Intelligence

Ethics, Governance, Risk

Ensuring ethical AI use with proper governance and risk management



### Flow Based Interactions

Events and Workflows

Coordinated workflows and decision making processes across teams



### Impact Prioritisation

Financial Discipline

Maximizing ROI through strategic AI investments and measurable outcomes

# ADOIT for Enterprise Architecture

## Core Scenarios

Strategic Planning
Capability-based Planning
Enterprise Architecture Design
Application Portfolio Management
Technology Lifecycle Management
Technology Scouting

## ...built on a robust Feature Set

Architecture Repository	Graphical Modeling	Analysis and Visualisation
Goal-based Roadmapping	Capability-based Roadmapping	Application-based Roadmapping
Application Investment Planning	Survey-based Data Maintenance	UML-style Modeling
Technology Radar	CMDB Integration	AI Augmentation
...and much, much more.		

# The Unified AI COE

*One office. Nine Disciplines. System-level orchestration.*

# Role-Specific Mandates in AI Transformation



## Business Unit Leaders

- Define domain-specific AI use cases
- Validate business value & ROI
- Champion adoption in their units
- Provide domain expertise for design



## HR & Learning Development

- Build AI fluency programs (not generic AI 101)
- Redesign role profiles for AI-native work
- Embed learning in workflow (not classrooms)
- Track capability development, not training hours



## Transformation Leaders

- Orchestrate change across all layers
- Manage stakeholder alignment & comms
- Track maturity progression (Level 1→5)
- Remove organizational blockers systemically



## Communications

- Build AI transformation narrative
- Amplify success stories internally
- Manage fear & resistance proactively
- Create feedback loops from frontline to leadership

# Governance Structure: Who Sits Where

## Strategic Council

*Monthly*

**Members:**

CAO (chair), CIO, Business Unit Leaders, CFO

**Purpose:**

Set AI ambition, allocate investment, approve strategic pivots

## Transformation Office

*Weekly*

**Members:**

CAO, CIO, EA, Transformation Leader, HR/L&D Lead

**Purpose:**

Orchestrate capability building, resolve blockers, track maturity

## Execution Teams

*Daily/Weekly*

**Members:**

Product Owners, Domain Experts, Tech Leads, Learning Partners

**Purpose:**

Deliver use cases, build workflows, embed AI in operations

# The Integrated 90-Day Roadmap

*All layers moving in sync*

	Technology Core	Business Execution	Enablement Support
Week 1-4 Foundation	Maturity assessment Platform setup	Use case prioritization Domain workshops	Fluency baseline Change readiness
Week 5-8 Building	Agent deployment Integration patterns	Workflows live Value validation	Role-based training Coaching embedded
Week 9-12 Scaling	Architecture review Standards evolved	Best practices scaled ROI documented	Champions network Next cohort prep

*Each layer has deliverables every 4 weeks — progress is visible to all*

# Decision Rights: Complete RACI Matrix

Decision	CAO	CIO	EA	Business	HR/L&D	Transformation
AI Strategy	R/A	C	C	C	I	I
Platform Build	C	R/A	R	I	I	C
Architecture Standards	C	C	R/A	I	I	C
Use Case Prioritization	A	C	C	R	C	C
Capability Building	A	R	C	C	R	R
Org Redesign	A	C	R	C	R	C
Investment Case and ROI	R/A	R	C	C	I	C
Change Management	A	I	I	C	C	R

*R = Responsible | A = Accountable | C = Consulted | I = Informed*

# Success Story: Manufacturing Conglomerate

## Before: Three-Way Gridlock

- CAO: 15 business units, siloed AI initiatives
- CIO: Different AI platforms, no integration
- EA: Bypassed, technical debt compounding

## After: Unified Transformation Office

- Federated AI operating model across all units
- Shared AI platform (60% cost reduction)
- EA-led architecture, 90-day sprints

## Results in 6 Months:

**60%**

Reduction in duplicate AI investments

**Level 3**

Average capability maturity (from Level 1.5)

**15+**

AI-native workflows in production

**300+**

Leaders trained using Role specific workshops

# Key Takeaways

- 1** AI transformation requires 9 areas working in concert: Tech (CAO, CIO, EA) + Business (BU Leaders, Product Owners, Experts) + Enablement (Transformation, HR/L&D, Comms)
- 2** Unified AI Transformation Office replaces siloed functions. One governance structure with Strategic Council (monthly), Transformation Office (weekly), Execution Teams (daily).
- 3** 90-day integrated roadmap: All three layers (tech, business, enablement) deliver every 4 weeks. Progress is visible across the system.
- 4** Capability ownership is distributed: Some CAO-led (Data Culture, Responsible Intelligence), some co-owned (Augmented Craft = Business + L&D), some EA+HR (Adaptive Structures).
- 5** RACI clarity prevents conflicts. Every major decision has explicit Responsible/Accountable/Consulted/Informed assignments across all 9 roles.

# Your Next Steps

- Download: Complete Operating Model Canvas (9 blocks + 9 roles)
- Assess: Ecosystem Alignment Diagnostic (CAO, CIO, EA, Business, HR)
- Map: Your current transformation office structure vs. unified model
- Transform: Join 2-Day Ecosystem Co-Creation Workshop (bring all 9 roles)

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# Q&A

*Your questions, our answers*