



CHOOSING YOUR ENGAGEMENT

Transformation support structured around what the organisation actually needs.

The design phase produces a clear picture of what needs to change. What happens next depends on the organisation's internal capacity, the complexity of the changes involved, and the level of external support that makes sense. The four options below are not a hierarchy: each is a complete and appropriate form of engagement depending on the situation.

1 Transformation Leadership

Fractional transformation leader embedded in the organisation to lead implementation.

- Leads the overall transformation initiative, maintaining continuity with the diagnostic and design phases
- Directly implements non-technical, non-regulated elements: new governance structures, decision frameworks, planning rhythms, accountability mechanisms, metrics and performance frameworks, and coordination protocols
- Scopes and coordinates specialist workstreams, bringing in subject matter experts for technical, regulated, or highly specialised areas where required
- Sources programme management resources if not available internally; programme management capability is a requirement for this engagement model
- Maintains integration across workstreams so the transformation delivers as a coherent whole rather than a set of parallel projects

This option requires programme management resources to be in place, either sourced internally or with support in sourcing externally.

2 Transformation Advisory

Independent advisory alongside a transformation that is starting or already underway.

- Provides structured input, challenge, and independent perspective at key points in the transformation
- Reviews approach, design decisions, and progress against the operating model framework
- Identifies risks, gaps, and points where the transformation may be drifting from its intended design
- Works alongside the organisation's own transformation leadership, not in place of it
- Engagement cadence is agreed based on the pace and complexity of the transformation

3 Transformation Coaching

Building the internal capability of the transformation leader or team to run it themselves.

- Works directly with the internal transformation leader or team responsible for delivering the change
- Develops their capability to lead operating model transformation: structuring the work, managing complexity, handling stakeholder dynamics, and making sound design decisions under pressure

- Provides a thinking partner and sounding board throughout, with structured sessions and between-session support as needed
- Transfers knowledge and judgement rather than maintaining ongoing dependency on external support
- Particularly suited to organisations with strong internal leadership capacity that needs targeted development rather than external direction

4 Design Handover

A structured handover of the design to the client's own team or a nominated implementation partner.

- Comprehensive handover of the design framework, including full documentation, rationale, and sequencing guidance
- Structured sessions with the receiving team or partner to ensure the design is fully understood before handover is complete
- Provides clarity on dependencies, risk areas, and the points in implementation where design integrity is most at risk
- Clean transfer of ownership: the organisation or its chosen partner leads implementation from this point

Specialist introductions and referrals

For options 2, 3, and 4, introductions or referrals to specialist partners can be made as needed. This includes programme management, regulatory compliance, technology implementation, and other specialist areas the transformation may require. These are referrals, not managed relationships: the organisation engages specialists directly.

WHAT SITS ALONGSIDE THIS WORK

The following are not part of any of the four engagement options above. They are necessary components of most transformations and need to be resourced appropriately, either internally or through specialist partners.

Programme and project management

Formal programme and project management of transformation workstreams requires dedicated resource. This is a requirement of Option 1, not something I provide personally.

Technical implementation

Technology build, systems integration, and technical configuration require specialist resources. I do not manage technical implementation workstreams directly.

Regulated, legal, and highly specialised areas

Areas requiring regulatory expertise, legal counsel, or deep domain specialism sit outside my scope. These can be managed within an overall transformation initiative but require their own specialist resources.