

Transformation Fieldcraft

Services catalogue

Doug Toop | October 2026

Practical leadership for complex technology change

I help organisations turn complex technology change into credible plans, coordinated delivery and a controlled transition into operation. Through Transformation Fieldcraft, I provide independent programme leadership, discovery and delivery assurance, and migration, separation and cutover support.

My work brings technical delivery together with business and operational priorities, particularly where dependencies cross applications, infrastructure, suppliers and organisational boundaries.

Who I help

Technology and transformation leaders, programme sponsors and consultancy delivery leads who need experienced support for a difficult delivery challenge. My background includes retail, pharmaceutical distribution and enterprise applications, with experience across Europe and North America.

When to involve me

- A complex programme needs leadership, a credible delivery baseline or clearer decisions and accountability.
- A sponsor needs an evidence-based view of scope, delivery confidence or readiness before committing to the next phase.
- A migration, data centre exit or business separation must protect continuing operations while meeting demanding constraints.

Experience behind the offer

I bring over 30 years of technology and delivery experience across retail, pharmaceutical distribution, enterprise applications and infrastructure transformation. As co-founder and Managing Director of an Oracle partner consulting and managed services business, I also understand the commercial and operational responsibilities of running a services company.

I am the author of the Complex Technology Transformation Playbook, published under Transformation Fieldcraft. Its principle, “Toolkit, not rulebook”, reflects how I work: adapting methods to the situation while maintaining clear ownership, evidence and delivery control.

A personal delivery service

Engagements are led and delivered by me. I work with the client's teams, suppliers and specialist advisers, or as part of a consultancy delivery team. Additional specialist input is agreed where the scope requires it.

Programme and transformation leadership

Experienced leadership to establish control and move complex technology change forward.

When this service helps

A programme spans several teams or suppliers, its delivery baseline is unclear, or decisions and dependencies are slowing progress. The sponsor needs someone to connect the workstreams and turn the intended outcome into an executable approach.

What I do

- Establish the objectives, scope, constraints and current delivery position with the sponsor and key stakeholders.
- Build or strengthen the integrated plan, ownership, governance and decision process.
- Coordinate workstreams and suppliers, making dependencies, capacity constraints and risks visible.
- Assess changes against costs, timescales and operational impact, and bring practical options forward for approval.
- Lead readiness, cutover coordination and operational handover within the agreed remit.

Typical outputs

An agreed delivery baseline and integrated plan; clear responsibilities and governance; a maintained view of risks, issues, dependencies and decisions; sponsor reporting and recommendations; and readiness and handover plans appropriate to the engagement.

Value to the client

A more credible route to delivery, clearer accountability and earlier visibility of matters requiring intervention. Business, technology and operational stakeholders work to a shared view of priorities and readiness.

Relevant delivery evidence

On a pharmaceutical distribution site exit, I led senior stakeholders through options when competing programmes made the original plan unachievable. An approved two-stage migration enabled the building to close on time, followed by completion of the final technical migration a few months later.

How to engage

Interim programme leadership, fractional oversight where the required authority and cadence are workable, or leadership of an agreed mobilisation or delivery phase. The starting point is a discussion of the outcome, decision authority, team capacity and time commitment required.

Discovery planning and delivery assurance

A practical assessment of what is known, what is missing and what needs to happen next.

When this service helps

A programme is about to commit to scope or dates, an inherited plan needs testing, or delivery is struggling and the sponsor needs a clearer view. There may be a material gap between the original assumptions and the resources, funding or time needed to deliver.

What I do

- Agree the questions to answer, the assessment boundaries and the decisions the work must support.
- Review available plans and evidence, and speak with the stakeholders responsible for delivery and operation.
- Test scope, assumptions, dependencies, estimates, capacity, governance and readiness against the intended outcomes.
- Distinguish established facts from assumptions, unresolved questions and evidence gaps.
- Identify material variances and assess delivery options, supporting an explicit decision and a credible route into planning or replanning.

Typical outputs

A concise delivery assessment; scope and assumption gaps; a view of key dependencies and readiness constraints; options with their implications; and prioritised actions with owners. A roadmap or revised baseline can be developed where included in the agreed scope.

Value to the client

A better basis for committing resources, adjusting plans or deciding whether to proceed. The emphasis is on actions that improve delivery confidence and make unresolved choices visible to the people authorised to decide.

Relevant delivery evidence

During discovery following TSA sign-off on a major divestment, a shared supply chain application was identified as the most complex separation challenge. I established a dedicated project stream so its application, integration, infrastructure and security dependencies received focused delivery attention.

How to engage

A defined discovery or review, a planning intervention, or periodic fractional delivery assurance. The duration and depth are agreed around access to evidence, stakeholder availability and the decisions required.

Migration separation and cutover leadership

Coordinated delivery for technology moves and separations where business continuity matters.

When this service helps

Applications and infrastructure must migrate, a data centre must close, or technology services must separate following a divestment. Success depends on sequencing several technical and business activities while preserving the services the organisation relies on.

What I do

- Establish the migration or separation scope, dependencies, continuing interfaces and operational constraints.
- Agree waves and sequencing with stakeholders, considering complexity, technical readiness, business readiness and operational capacity.
- Coordinate application, infrastructure, network, security and supplier workstreams through named technical owners.
- Develop the cutover approach, readiness criteria, communications, escalation and contingency arrangements with the responsible teams.
- Bring evidence and residual risks to the authorised go or no-go decision, then coordinate execution, validation, stabilisation and handover.

Typical outputs

A migration or separation delivery plan; a dependency and ownership view; agreed waves and readiness criteria; cutover schedules and communications; decision briefings; and validation, stabilisation and operational handover arrangements. Rehearsals are included where appropriate to the scope and risk.

Value to the client

A sequence that reflects real delivery capacity, clearer control of cross-team dependencies and decisions supported by readiness evidence. Operational impact and continuing business relationships are considered throughout the move.

Relevant delivery evidence

I led the technical separation of a business-critical ordering and supply chain application following a divestment. The organisations still needed to trade, so internal interfaces had to become external B2B integrations. A dedicated stream and staged migration, starting with non-production environments, supported successful separation and continued integration.

How to engage

Leadership across a migration or separation programme, a dedicated workstream, or a defined readiness and cutover phase. Delivery coverage, out-of-hours requirements and specialist responsibilities are agreed explicitly. Technical design and implementation remain with the appointed specialists.

Selected delivery examples and engagement

A fixed building exit with competing demands

A pharmaceutical distribution site housed both a data centre and physical supply chain operations. Shared technical and operational resources could not support both moves to the original deadline. I led the stakeholder assessment of options, dependencies, risks, costs and operational impact, and secured approval for the team's recommended two-stage approach. Applications were temporarily rehosted locally while the supply chain operation moved. The building closed on time; the final corporate data centre migration completed successfully a few months later.

Separation while preserving a trading relationship

Following a major divestment, a complex shared application supporting ordering and supply chain operations had to separate while the businesses continued trading. Internal connections needed to become B2B interfaces, with security, sensitive data, firewall and network implications. During post-TSA discovery I established a dedicated delivery stream, coordinating a focused team across the dependencies. Non-production environments moved first, followed by production. The application and its dependencies separated successfully and the continuing B2B integration was implemented.

Cloud migration sequenced around overall readiness

On a major retailer's Azure migration programme, application moves were organised into waves by business unit, complexity and readiness. I worked with technical, business and operational stakeholders to agree and lock in the sequencing. This established a shared delivery sequence that reflected dependencies and overall stakeholder readiness, rather than treating technical readiness alone as sufficient.

Flexible ways to work together

Interim leadership provides sustained delivery ownership. Fractional support provides an agreed level of recurring leadership or assurance. A defined project or phase focuses on agreed outputs, such as discovery, planning or cutover preparation. I can also work within a consultancy's client delivery team.

Each engagement starts with a discussion of the problem, desired outcome, scope, responsibilities and access required. Time commitment, deliverables, fees, travel and any cutover coverage are agreed before work begins. Fixed fees are considered only where the scope and dependencies can be defined sufficiently.

Availability and contact

Available for new assignments. Based in North West England, with flexibility for remote, hybrid and on-site engagements. Location, travel and working arrangements are agreed to suit the specific engagement.

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Transformation Fieldcraft services are delivered by Doug Toop, with engagements contracted through AQI Holdings Ltd.