

ASHLEIGH J. C. WELLS BSc. (Hons) APMG

Change & Transformation Programme Director | Enterprise Change Leader | Digital, Operating Model & Technology Transformation
Berkshire, United Kingdom | +44 7568 347 108 | ajcwells@gmail.com | linkedin.com/in/ajcwells | visimedia.co.uk

EXECUTIVE PROFILE

Transformation leader whose career has developed deliberately from frontline sales, marketing and customer engagement into IT-enabled project delivery, and subsequently into enterprise-scale organisational change, post-merger integration and transformation programme leadership. Combines commercial judgement, psychology-informed stakeholder engagement and executive communications with hands-on understanding of technology architecture, business analysis, process engineering, software implementation, governance and adoption.

Experience spans social housing, telecoms, international logistics, media, professional services, recruitment, technology and public services. Comfortable operating as a programme director, transformation lead, product/business-side owner, executive adviser or delivery-focused change manager; translating complex technical change into workable processes, colleague behaviours, accountable ownership and measurable business outcomes.

CAREER DEVELOPMENT

- 2012 – 2017 | Commercial and people-centred foundations: sales and marketing, business development, specialist public-service change, recruitment management and commercial team leadership.
- 2017 – 2021 | IT-proficient project and programme management: systems implementations, HR technology, contractor management, CRM/ERP, business analysis, delivery management, IR35 transformation and multi-client organisational design.
- 2021 – present | Enterprise transformation leadership: international group integration, target operating models, enterprise CRM and housing-platform adoption, post-merger transformation, organisational readiness and technology-enabled business change; alongside consultancy leadership.

CORE EXPERTISE

Enterprise transformation and portfolio/programme governance; post-merger integration; target operating model and organisational design; change impact assessment and business readiness; stakeholder mapping; executive reporting and storytelling; benefits realisation; programme mobilisation; RAID and interdependency management; strategic communications; training and adoption; service design and customer journeys; process mapping and re-engineering; business analysis; product ownership; digital transformation; systems integration; data migration and cutover; supplier and commercial management; hybrid Agile/Waterfall delivery; Power Platform and AI-enabled process automation.

SELECTED CROSS-SECTOR DELIVERY THEMES

- Mergers and operating models: Peabody/Catalyst housing integration; DKT/Allseas six-business international consolidation; HR Academy and shared-services process redesign.
- Enterprise systems and adoption: Dynamics 365, bespoke Power Apps CRM, Dynamics Business Central, NEC-connected housing technology, customer/colleague portals, HR systems and container-yard platforms.
- Workforce and people change: IR35, contractor models, restructuring, employee consultation, talent management, learning systems, executive communications and frontline readiness.
- Digital products and technical fluency: Power Platform, Dataverse, Azure, Microsoft 365, Teams, Power BI, Salesforce, Marketo, Workday, Bullhorn Adapt, API integration, automation and AI-assisted workflows.
- Commercial and operational leadership: consultancy founding and management, enterprise bids, delivery teams, budgets, suppliers, CRM, recruitment management and cross-border logistics transformation.

DETAILED CAREER AND PROJECT PORTFOLIO

Interim Business Change & Transformation Manager (Founder) | VisiMedia Ltd

April 2017 – Present

Established and led an independent technology and business-transformation consultancy, combining project/programme leadership, change and business analysis, software delivery, managed technology services, digital communications and automation. Founder date appears as April 2017 in a 2024 CV and October 2017 in a later CV; exact legal/trading commencement should be checked.

- Lead multidisciplinary delivery across developers, functional consultants, technical engineers, project/change practitioners and commercial specialists; define client objectives, service scope, priorities and delivery governance.
- Act as senior client adviser and hands-on programme lead from discovery and business case through solution design, procurement, development, deployment, readiness, transition and operational benefits.
- Own business development, bids, account relationships, pricing, resource planning, invoicing, supplier oversight, risk, service operations and financial decisions.
- Develop people–tools–process diagnostic and AI-readiness propositions; translate operational problems into proportionate solutions using Microsoft 365, Dynamics, Power Platform, Dataverse, Azure, APIs, analytics and automation.
- Oversee modern logistics customer portals, CargoWise-connected workflows, Microsoft Teams telephony, customer-facing reporting and AI-assisted operational services.

Enterprise housing transformation and post-merger integration | Peabody & Catalyst

Aug 2022 – Sep 2025

- Worked across the integration of major social housing organisations and their digital/operating-model programmes, supporting a colleague population exceeding 4,000 and bringing together legacy ways of working, leadership requirements and service needs.
- Linked senior programme sponsors, housing operations, customer service, product owners, UX, architects, developers, QA, DevOps and change teams; mapped dependencies, surfaced delivery and readiness risks and helped align product design to operational outcomes.
- Facilitated discovery, user research, workshops, change impact assessment, stakeholder communications, training and adoption activity across complex, regulated, customer-facing environments.
- Supported digital service journeys and repairs processes across My Peabody, P360 and Plentific, including pictorial repair uploads and downstream information needs for operational teams.
- Supported sustainability-related reporting including Ritterwald reporting and annual carbon-footprint analysis; precise ownership and reporting outputs require confirmation.

Dynamics 365 housing and asset-management implementation | Jan 2023 – Jan 2024

- Supported deployment, secure access, induction, training and change adoption for more than 1,200 colleagues during a merger and major systems transition.
- Coordinated business-side readiness around a Dynamics CRM estate connected to AssetPro, Keystone, NEC Housing ERP and more than 50 third-party systems; considered dependencies between user roles, business processes and technical integrations.
- Helped operational and technology stakeholders resolve process, usability, adoption and delivery issues and transition into the new service model.

Housing HR systems integration and Academy operating model | Aug 2022 – Jan 2023

- Supported HR and learning-platform integration and data migration arising from the merger of two housing organisations.
- Mapped redesigned processes for an Academy-style people and learning operating model; coordinated stakeholders across HR, technology and operational teams.
- Contributed to communications, access, implementation readiness and colleague adoption while supporting continuity of workforce services.

Housing Dynamics solution architecture and programme oversight | Feb 2024 – Sep 2025

- Provided professional-services oversight of a housing management solution with a specialist technical lead responsible for development.
- Focused on business analysis, programme management, interdependency mapping, user-centric behaviours and strategic delivery oversight against implementation deadlines.

Customer and colleague digital platform adoption | Oct 2023 – Dec 2024

- Contributed to solution design and adoption for Microsoft Dynamics-based customer and colleague platforms being deployed in a merger environment.
- Balanced legacy-organisation requirements and frontline usability with emerging common processes and the new operating model.

Dynamics Business Central & HR organisation integration | Jan 2024 – Dec 2025

- Supported technical orchestration and solution design for a multi-office talent acquisition organisation seeking to consolidate activities within a single Dynamics Business Central platform.
- Helped align inter-office requirements, process efficiency objectives, delivery dependencies and system build activity.

Head of Business Transformation & Systems Programme Lead | DKT Allseas Group

Jun 2021–Aug 2022

- Led transformation through the integration of six international logistics businesses, bringing together organisational design, governance, sales and operational processes, systems and user adoption into a more coherent group operating model.
- Led business analysis, product development, senior delivery coordination, soft launch and implementation of a bespoke sales/CRM platform built using Microsoft Dynamics/Power Apps rather than an unmodified packaged CRM.
- Directed migration from legacy operational applications, redesigned commercial workflows and coordinated senior executives, developers, operational specialists and stakeholders across international locations.
- The platform supported £64 million of sales in its first live quarter, as recorded in the 2024 CV; this is a platform-associated sales figure, not a claim of incremental revenue attributable solely to the programme.
- Supported broader business and technology transformation associated with the launch of a new UK shipping line and routes linking China, Bangladesh and the UK; coordinated operational readiness and executive decisions.
- Contributed to customer-facing booking and data-visualisation capability and the alignment of customer interactions with operational workflows.

Container yard management platform | 1st Containers | Mar – Jun 2021

- Acted as sole business-side systems implementation lead in a live shipping-container sales and leasing environment.
- Managed requirements, data migration, supplier delivery, development coordination, testing, cutover, programme reporting, governance, training and process transition.
- Addressed strong stakeholder resistance by refining practical workflows, involving operational users and sustaining service continuity through go live.

Enterprise IR35, contractor workforce and HR technology portfolio | multiple clients

Jan 2019 – Mar 2021

- Advised and delivered change for contractor-heavy organisations preparing for and implementing revised off-payroll working requirements, particularly across telecommunications and technology.
- Worked across Three UK, Huawei, MBNL, CTIL, GSMA, NEM, Audley Travel and other clients, aligning policy, workforce segmentation, supplier and contractual processes, systems and communications.
- Produced or coordinated stakeholder engagement, process maps, governance, executive information, HR operational change, user guidance, communications and systems improvements; individual client dates overlap and require validation.

Three UK | workforce, IR35 and organisational change | 2019 – 2021

- Supported contractor and workforce transformation, executive/employee communications and operational readiness for changing workforce and IR35 requirements.
- Contributed to workforce-facing materials and internal communication initiatives including staff biographies, photography and intranet/LinkedIn-related content; supported HR transition activities in a commercially sensitive environment.

MBNL | HR transformation, engineering workflow and executive reporting | 2019 – 2021

- Provided business analysis and recurring performance/QBR reporting for leadership and programme stakeholders.
- Developed workflow and information tooling used by engineering, technology and programme teams; translated operational needs into practical systems and reporting improvements.
- Supported workforce/contractor change and associated communications and training, with earlier application material citing user-training activity at scale.

Fujitsu | workforce insights, EDI and HR leadership support | 2019 – 2021

- Worked with senior HR leadership and executives on workforce insight, equality/diversity/inclusion strategy and executive-facing analysis.
- Helped connect workforce information, reporting and communications to strategic decisions and organisational change.

Huawei, CTIL and GSMA | contractor-management and HR change | 2019 – 2021

- Supported client-specific contractor-management, policy, process and systems-change activities as part of the wider IR35/HR transformation portfolio.
- Engaged stakeholders to translate regulatory and commercial requirements into operational workflows and adoption activity; exact individual scopes and dates should be confirmed.

Audley Travel | people change and business continuity | 2020 – 2021

- Supported sensitive workforce consultation and operational change during the COVID period, requiring clear communications and leadership coordination.
- Contributed to organisational readiness and people-centred implementation under rapidly changing business conditions.

NEM | international organisation and onboarding transformation | 2019 – 2021

- Supported executive stakeholders across approximately 15 companies in an international restructuring and onboarding context.
- Coordinated communications and organisational change across jurisdictions, languages, translation requirements and distributed leadership teams.

Red Bull Media House | Programme Director, organisational design and systems delivery

2018 – 2019

- Supported transformation of a decentralised international media workforce and the operating model for in-country media agents and casual content creators.
- Addressed workforce structures, talent/contractor engagement, business process design, technology enablement, programme coordination and communications while preserving operational delivery.
- Used workforce, performance and expenditure analysis to inform decisions and connect structural change to commercial priorities.

Reading-Based Managed Service Provider | Consulting Project & Programme Manager, executive adviser | 2017 – 2021

- Progressed from content and marketing work into website and recruitment-portal development, management-information dashboards, client pitches, customer delivery leadership and strategic executive support.
- Became a trusted adviser to the chief executive and communications lead, learning software design, human-centred development, MSP delivery and complex technology programme management.
- Helped shape client-facing communications, bids, account delivery and the launch of IR35-related services; coordinated offshore and multidisciplinary development resources.
- Developed practical expertise in Salesforce, Workday, Bullhorn Adapt, Dynamics 365, HRMS/HRIS, ERP and CRM environments while completing formal project-management training.

HR organisational design and contractor management implementations | 2017 – 2018

- Supported multiple organisations in contractor management and adoption of new managed-service-provider operating models.
- Coordinated an offshore development team improving the iResource talent-management platform and related workflows.
- Assisted implementations of HR management, CRM and ERP platforms, including requirements, stakeholder coordination, system/process alignment and operational handover.

Thomas International | sales operating model redesign | 2017

- Supported a private-equity-backed organisation through national sales operating-model change, territory redesign, consolidation of functions and changes to distributed working.
- Contributed to workforce and cost efficiency planning, including avoided recruitment expenditure; precise savings not independently confirmed.

Forcepoint | Salesforce/Marketo commercial process redesign | 2017

- Redesigned aspects of the sales-to-marketing process and CRM/marketing automation handoffs using Salesforce and Marketo.
- Earlier CV records approximately £500,000 of direct opportunities over three months; treated as opportunity pipeline, not verified closed revenue.

Permanent Staffing Manager | Pertemps Network Group | 2015 – 2017

- Progressed from high-performing recruitment consultant to management of a Thames Valley commercial recruitment team, combining new business, account management, candidate sourcing, workforce planning and performance coaching.
- Led team targets, commercial operations and office-development budgeting; earlier CVs report record regional revenue and second-place national individual consultant billing performance.
- Developed management discipline in performance reporting, sales forecasting, stakeholder negotiation, recruitment processes and coaching, creating a bridge from commercial delivery to structured project leadership.

Support Worker, SEN Teacher and Change Manager | Action for Children | 2014 – 2015

- Worked directly with children and young people with emotional and behavioural difficulties and autism spectrum conditions in a safeguarding-sensitive setting.
- Supported the statutory transition from Statements of Special Educational Needs to Education, Health and Care Plans, combining direct service support, stakeholder engagement and change to established processes.
- Earlier career material reports supporting 16 young people into further education, employment or training; confirm the precise measure before external use.
- Developed practical insight into behavioural change, communication, empathy, regulatory processes and the human consequences of poorly designed organisational change.

Business Development / Sales and Marketing | Herald Chase Group | 2012 – 2014

- Built commercial experience in print and digital media, identifying niche market opportunities, winning new business and maintaining client relationships.
- Developed new sales lines, events and campaigns; translated customer requirements into commercially viable propositions and worked across marketing, account management and delivery.
- Established the consultative communication, commercial judgement and stakeholder management skills that subsequently underpinned technology delivery and transformation leadership.

QUALIFICATIONS AND PROFESSIONAL STANDING

- BSc (Hons) Psychology — Oxford Brookes University.
- APMG Project Management — Foundation and Practitioner
- APMG Change Management — Foundation and Practitioner
- Leanheart – Lean / Agile methodology certification and SAFe Practitioner certification
- MCIPR – Former Member of the Chartered Institute of Public Relations
- Security Clearance: (lapsed 2025) SC clearance held 2023 – 2025