PAVLA THATCHER

EXECUTIVE SEARCH | RECRUITER BRIEF

Enterprise Transformation • Business Operations • Strategy Execution • Operational Excellence

EXECUTIVE VALUE PROPOSITION

WHAT I DO

I help organizations turn strategic priorities into measurable enterprise results by aligning leaders, strengthening operating models, improving governance, and driving disciplined execution across complex organizations.

I am particularly effective where an organization has clear strategic ambitions but needs greater coordination across functions, stronger operating mechanisms, or improved visibility into how priorities are being delivered.

My approach combines enterprise transformation leadership, operational discipline, business operations expertise, executive partnership, and practical governance to create clarity, alignment, accountability, and sustainable performance.

WHAT I DELIVER

- Enterprise transformation leadership
- Operational excellence
- Business operations management
- Strategy execution
- Executive alignment
- Scalable operating models
- Cross-functional organizational effectiveness
- Enterprise governance and execution discipline
- Technology-enabled improvement and modernization
- Organizational change and readiness

SELECTED IMPACT

$1B Transformation portfolio	**$580M** Run-rate cost reduction delivered ahead of schedule	**$228M** Operating-profit improvement across eight initiatives	**$164M** Revenue improvement	**2,000+** FTE business operations scope	**$160M** Operating budget

BEST FIT

Complex organizations seeking stronger execution, modernization, operational effectiveness, scalability, integration, and enterprise-wide performance improvement.

Particularly relevant to organizations experiencing:

- Enterprise transformation or major strategic change
- Growth requiring stronger operating discipline
- Complex cross-functional execution challenges
- Operating-model modernization
- Organizational scaling or restructuring
- Enterprise alignment and governance challenges
- Need for stronger operational leadership
- Need for greater visibility into performance, risks, dependencies, and accountability
- Development or strengthening of enterprise transformation capabilities

EXECUTIVE SEARCH PROFILE

Pavla Thatcher is a senior enterprise transformation and business operations executive with 25+ years of experience across global technology, SaaS, cybersecurity, software, and other complex, highly matrixed organizational environments.

She connects strategic intent with operational performance, helping organizations turn enterprise priorities into coordinated action and measurable results. Her experience spans large-scale transformation, operational excellence, enterprise

operations, operating-model evolution, governance, modernization, strategic execution, and cross-functional organizational change.

Her enterprise-scale experience includes a **$1B transformation portfolio**, **$580M in run-rate cost reduction** delivered ahead of schedule, and **$228M in operating-profit improvement** across eight cross-functional initiatives, including **$164M in revenue improvement**.

Pavla has partnered directly with executive leadership teams to align strategic priorities, investment decisions, governance, organizational capabilities, and execution. She helps leaders navigate competing priorities, clarify accountability, strengthen decision-making, and establish practical mechanisms that move strategy from intent to enterprise results.

She is particularly effective in complex environments where organizational priorities span multiple functions, operating mechanisms are inconsistent, or execution requires stronger coordination and visibility. Her approach brings structure, governance, accountability, and performance discipline without unnecessary bureaucracy.

Her experience also includes modernization, technology-enabled improvement, process simplification, automation, data-driven decision-making, operating-model evolution, and business performance improvement.

IDEAL EXECUTIVE MANDATES

Pavla delivers the greatest value when organizations are:

- Scaling rapidly and need stronger operational discipline
- Driving enterprise transformation initiatives
- Integrating business units, functions, or complex organizational structures
- Modernizing operating models and governance structures
- Experiencing execution challenges across complex or highly matrixed organizations
- Seeking stronger alignment between strategy, operations, and measurable business outcomes
- Building or strengthening transformation office capabilities
- Seeking improved enterprise visibility into performance, risks, dependencies, and accountability
- Pursuing enterprise-wide operational performance improvement
- Connecting strategic priorities to more consistent and disciplined execution

EXECUTIVE LEADERSHIP & BUSINESS IMPACT

Pavla's career demonstrates experience operating at significant organizational scale and complexity, including:

- Approximately **$1B** transformation portfolio at Symantec
- **$580M** run-rate cost reduction delivered ahead of schedule
- **$228M** operating-profit improvement across eight transformation initiatives
- **$164M** revenue improvement
- Business operations supporting **2,000+ FTE**
- Approximately **$160M** operating budget
- **17** product lines, **34** strategic programs, and **220+** annual software releases across Black Duck / Synopsys Software Integrity Group
- Nokia strategic product programs ranging from **$500K to $9M**
- Global leadership across highly matrixed organizational environments

These outcomes demonstrate the ability to connect enterprise change, operating-model effectiveness, governance, cross-functional leadership, and organizational performance to measurable business results.

WHAT I BRING TO THE TABLE

Enterprise Transformation & Strategy Execution
Turns strategic priorities into coordinated enterprise action by aligning initiatives, leaders, resources, and accountability around measurable outcomes.

Operational Excellence & Business Performance
Strengthens operating effectiveness, productivity, scalability, process discipline, and performance visibility while connecting improvements to tangible business results.

Operating-Model Design & Modernization
Helps organizations evolve structures, processes, decision mechanisms, and organizational capabilities to support growth, performance, and changing business requirements.

Enterprise Governance & Strategic Execution
Establishes practical governance, portfolio visibility, accountability, decision rights, and execution mechanisms. PMO leadership serves as a supporting capability rather than the primary leadership identity.

Executive Leadership Partnership
Works with CEOs, COOs, business leaders, and cross-functional executive teams to align priorities, navigate tradeoffs, strengthen decision-making, and connect strategy with execution.

Cross-Functional Organizational Effectiveness
Creates clarity across functions, resolves competing priorities, strengthens collaboration, and establishes mechanisms for coordinated enterprise performance.

Technology-Enabled Improvement & Modernization
Uses technology, automation, analytics, operational insights, and data-driven decision-making to improve enterprise visibility, process effectiveness, execution, and scalable performance.

Change Leadership & Organizational Readiness
Builds organizational readiness, stakeholder engagement, leadership capability, adoption, and accountability required to sustain meaningful change.

EXECUTIVE VALUE

Pavla is particularly effective in organizations where strategic ambitions are clear but execution requires greater coordination across functions, stronger operating mechanisms, or improved organizational alignment. She helps organizations:

- Connect strategy with day-to-day enterprise execution
- Create alignment across complex organizations
- Turn fragmented initiatives into coordinated enterprise efforts
- Clarify ownership, decision rights, and accountability
- Establish practical governance without unnecessary bureaucracy
- Improve executive visibility into performance and delivery
- Strengthen organizational effectiveness and scalability
- Connect strategic initiatives to measurable business, operational, and customer outcomes
- Modernize and simplify operating processes
- Build organizational readiness and sustainable execution capability

Her leadership approach is relationship-driven and fact-based. She builds trust, listens first, establishes the facts, and then introduces the appropriate level of structure, governance, accountability, and performance discipline required to accelerate results.

TARGET EXECUTIVE ENVIRONMENTS

- Enterprise and corporate transformation
- Operational excellence and organizational effectiveness
- Strategy execution and strategic operations
- Business operations
- Transformation office leadership
- Enterprise operating-model transformation
- Business transformation
- Transformation and organizational integration
- Enterprise process improvement
- Technology-enabled modernization
- Automation and data-driven operational improvement
- Organizational scaling, restructuring, and integration
- Complex and highly matrixed environments

INDUSTRY POSITIONING

CORE

- Technology
- SaaS
- Cybersecurity
- Enterprise Software
- Technology-enabled businesses

ADJACENT

- Healthcare
- Healthcare technology
- Other complex or highly regulated technology-enabled environments

Common Thread. Across these environments, Pavla's focus is on navigating organizational complexity, strengthening operating effectiveness, and turning strategic priorities into coordinated execution and measurable enterprise outcomes.

SELECTED EXECUTIVE SCALE

Enterprise Transformation	Approximately $1B transformation portfolio with measurable business and operational outcomes.
Financial Impact	$580M run-rate cost reduction delivered ahead of schedule and $228M operating-profit improvement across eight initiatives, including $164M in revenue improvement.
Business Operations	Leadership scope supporting 2,000+ FTE with approximately $160M operating budget.
Product & Program Complexity	17 product lines, 34 strategic programs, and 220+ annual software releases across Black Duck / Synopsys Software Integrity Group.
Global Technology Leadership	Strategic Nokia product programs ranging from $500K to $9M, including global teams and complex multi-platform initiatives.

SEARCH CONVERSATION POSITIONING

I am an enterprise transformation and business operations leader with 25+ years across global technology, SaaS, cybersecurity, and software environments. I help organizations turn strategy into measurable business results by strengthening operating models, improving organizational effectiveness, establishing effective governance, and aligning leaders and teams around strategic priorities.

My experience includes enterprise-scale change, large business-impact initiatives, enterprise operations, modernization, cross-functional leadership, and organizational change. I am particularly effective in environments where execution needs greater coordination across functions, competing priorities, or organizational silos.

I bring a relationship-driven approach that creates clarity, alignment, and execution discipline without unnecessary bureaucracy. I am focused on VP-level opportunities where I can help an organization transform, modernize, improve operational performance, integrate complex functions, strengthen enterprise operations, or improve how strategy is executed across the organization.

SEARCH PARAMETERS

Level	VP / Enterprise-Level Leadership
Primary Functions	Enterprise Transformation • Corporate Transformation • Business Transformation • Operational Excellence • Strategy Execution • Corporate Strategy Execution • Strategic Operations • Business Operations • Transformation Office • Enterprise Operating Model Transformation • Enterprise Integration • Strategic Execution
Supporting Capabilities	PMO Leadership • Portfolio Governance • Program Transformation • Process Improvement • Change Leadership • Organizational Readiness • Transformation Governance
Core Industries	Technology • SaaS • Cybersecurity • Enterprise Software • Technology-Enabled Businesses
Adjacent Industries	Healthcare • Healthcare Technology • Other Complex or Highly Regulated Environments
Organizational Context	Global, complex, highly matrixed organizations undergoing transformation, growth, modernization, integration, restructuring, operating-model change, or enterprise-wide performance improvement.
Core Leadership Mandate	Translate strategy into coordinated enterprise execution, strengthen operational effectiveness, modernize operating models, align organizational capability, establish practical governance, and improve measurable business, operational, and customer outcomes.

EXECUTIVE DIFFERENTIATION

Pavla's differentiation is her ability to combine enterprise-scale transformation leadership, operational discipline, business operations expertise, and executive partnership to convert strategy into measurable business outcomes across complex organizations.

She does not approach enterprise change as a collection of isolated programs. She creates alignment across the organization, connects strategic priorities to execution mechanisms, strengthens operating models, establishes accountability, and ensures that initiatives remain connected to measurable business value.

Her approach combines clarity, trust, alignment, practical governance, accountability, and execution discipline without unnecessary bureaucracy.

> **The result is an executive leadership approach focused not simply on delivering initiatives, but on improving how the organization operates, executes strategy, creates value, and sustains performance.**