PAVLA THATCHER

Enterprise Transformation • Business Operations • PMO Strategy • Change Leadership

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EXECUTIVE PROFILE

Senior transformation and business operations leader with 25+ years of experience helping complex global technology, software, and cybersecurity organizations improve how they operate, execute, and adapt. Trusted to establish structure, strengthen execution, and lead organizations through significant change — combining strategic perspective with operational discipline across PMO leadership, governance, and enterprise transformation portfolios.

Particularly effective in situations requiring stabilization, alignment, and forward momentum: listens first, builds trust across stakeholder groups, identifies practical barriers to performance, then creates the structure and accountability needed to move the organization forward.

U.S. Citizen and EU Passport Holder.

IMPACT AT A GLANCE

$1B	$580M	$228M
Global transformation portfolio directed	Run-rate cost reduction delivered	Operating profit improvement

ENTERPRISE TRANSFORMATION

Led transformation initiatives spanning business modernization, technology, compliance, operating model change, cost optimization, revenue improvement, and organizational effectiveness. At Symantec, directed a transformation portfolio representing approximately $1 billion in global initiatives, generating a $580 million run-rate cost reduction and $228 million improvement in operating profit — including $164 million in revenue improvement.

BUSINESS OPERATIONS & OPERATING MODEL LEADERSHIP

Extensive experience designing and strengthening the mechanisms that allow organizations to operate effectively at scale, including business planning, budgeting, workforce planning, talent management, performance reporting, governance, resource planning, and executive operating reviews. As Director of Business Operations at Symantec, supported a 2,000+ employee organization with an approximately $160 million operating budget, aligning priorities, resources, workforce needs, and business performance.

PMO & PORTFOLIO LEADERSHIP

Built and led PMO organizations responsible for complex global portfolios, with oversight across 17 product lines, 34 strategic programs, and more than 220 annual software releases. Established portfolio governance, intake and prioritization processes, lifecycle controls, reporting mechanisms, and executive operating cadences — grounded in business outcomes rather than process for its own sake.

LEADERSHIP PRIORITIES

Enterprise Transformation
Lead strategic change that improves performance, scalability, and business value.

Business Operations
Strengthen operating structures, resource alignment, and executive decision support.

Operating Model Design
Build practical models that clarify accountability and support sustainable growth.

PMO Leadership
Establish governance, portfolio discipline, and execution mechanisms at scale.

Change Leadership
Guide organizations through transformation while maintaining trust and stability.

Executive Partnership
Serve as a trusted advisor on priorities, execution challenges, and risk.

Operational Excellence
Eliminate friction and create consistency across functions and teams.

Global reach: U.S. & European matrixed organizations

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Leadership Brief — continued

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CHANGE LEADERSHIP & EXECUTIVE ALIGNMENT

One of Pavla's defining strengths is leading through change — frequently brought into situations where teams, processes, or organizations need to stabilize and evolve at the same time. She builds relationships before driving change, creating an environment where stakeholders feel heard and included in the solution, which allows her to address resistance constructively and build stronger commitment to new ways of working. Her executive communication style is direct, concise, and structured, giving leaders the context needed to make informed decisions while maintaining alignment across technical, operational, commercial, and customer-facing functions.

GLOBAL LEADERSHIP & ORGANIZATIONAL IMPACT

Pavla has operated throughout her career within global, highly matrixed organizations, working across diverse functions, cultures, and stakeholder groups spanning technology, software, cybersecurity, product, sales, support, compliance, operations, and customer readiness. She is comfortable navigating environments where priorities shift quickly and execution depends on influence rather than direct authority, with cross-cultural experience across U.S. and European environments strengthening her ability to build productive relationships across geographically distributed teams.

> *“She brings the perspective of an operator, the discipline of a transformation leader, and the relationship skills required to move people and organizations through change.”*

EXECUTIVE IMPACT

Pavla's leadership profile is built around transformation, operational excellence, disciplined execution, and organizational alignment. She has demonstrated the ability to operate at enterprise scale while remaining close enough to the business to understand where execution breaks down and where meaningful improvement can be achieved — managing large portfolios, building organizational capabilities, leading significant financial improvement initiatives, strengthening governance, and guiding teams through complex organizational change. She is best positioned for leadership environments where the mandate extends beyond maintaining operations to improving how the organization works, scales, and delivers results.

LEADERSHIP VISION

Pavla's next leadership opportunity centers on helping organizations navigate complexity while building stronger foundations for growth and performance. Whether leading an enterprise transformation office, business operations function, PMO organization, or broader change agenda, she brings a consistent ability to create clarity, strengthen alignment, establish disciplined execution, and turn strategic priorities into measurable outcomes.