

Senior Program Manager

Enterprise Transition and Transformation Programs

Background

Large enterprise transition and transformation programs require strong leadership across governance, planning, execution, stakeholder alignment, and business change in order to succeed. In manufacturing, retail, logistics, and complex enterprise IT environments, such programs often involve multiple workstreams, major dependencies, operating model changes, system transitions, process harmonization, and high delivery risk across both business and technology.

Within this setup, the Senior Program Manager is responsible for leading the overall program from mobilization through execution, deployment, and stabilization. The role is intended to ensure that scope, governance, planning, decisions, dependencies, risks, and delivery momentum are managed in a structured and proactive way across the full lifecycle of the program.

The role is not only about general program coordination. It is a senior leadership role with responsibility for creating direction, structure, control, and follow-through across business stakeholders, workstream leads, implementation partners, and senior leadership, ensuring that the program is driven with clarity, discipline, and execution strength.

Purpose of the Role

The purpose of the Senior Program Manager role is to lead and control complex transition and transformation programs across business and IT and ensure that delivery is structured, realistic, aligned, and executable.

The role must ensure that the program is established with the right governance, operating model, planning structure, decision forums, reporting model, and management discipline to support successful execution. This requires the Senior Program Manager to create clarity around scope, priorities, ownership, dependencies, delivery risks, and critical decisions throughout the program lifecycle.

The Senior Program Manager must create confidence that the program is being run with proper control and transparency, and that risks, blockers, delivery gaps, and organizational challenges are identified early and managed with sufficient structure and escalation.

Overall Responsibility

The Senior Program Manager is accountable for:

- leading the overall transition or transformation program across business and IT
- establishing and maintaining the governance, delivery structure, and operating rhythm of the program
- coordinating workstreams, stakeholders, vendors, and management forums across the full program landscape
- ensuring that scope, priorities, dependencies, and risks are managed transparently and proactively
- driving execution, decision-making, and follow-up across all major program areas
- ensuring that the organization is prepared for implementation, deployment, stabilization, and value realization

The role must ensure that the program is not managed as a loose collection of parallel activities, but as an integrated and actively controlled delivery model with clear ownership, strong follow-through, and realistic planning.

Key Responsibilities

1. Establish the overall program setup and governance

Define and structure the overall program model, including governance, workstream structure, management cadence, escalation model, and reporting logic.

This includes:

- defining the program scope, structure, and operating model
- establishing governance forums, roles, and decision paths
- clarifying responsibilities across leadership, PMO, and workstreams
- setting the cadence for planning, follow-up, reporting, and escalation
- ensuring alignment between business governance and delivery governance

2. Drive scope clarification, prioritization, and program alignment

Lead the clarification of what the program includes, what the priorities are, and how scope boundaries are controlled across the lifecycle.

This includes:

- aligning scope across business, IT, and delivery stakeholders
- clarifying critical priorities, constraints, and sequencing needs
- maintaining visibility of scope changes and emerging demand
- supporting leadership in making scope and priority decisions
- ensuring that implementation ambition remains aligned with delivery capacity and readiness

3. Lead integrated program planning and milestone control

Establish and maintain a realistic integrated plan across the full program landscape, including major milestones, dependencies, and transition readiness.

This includes:

- driving creation and maintenance of the master program plan
- aligning workstream plans and key milestones across the program
- ensuring visibility of critical path items and delivery dependencies
- following up on slippage, sequencing issues, and planning realism
- supporting re-planning where timing, scope, or readiness shifts

4. Coordinate workstreams and cross-functional execution

Ensure that all workstreams are managed as part of one integrated program and that cross-functional issues are surfaced and resolved.

This includes:

- coordinating workstream leads and shared delivery responsibilities
- identifying and managing interdependencies across teams and domains
- following up on actions, interfaces, and cross-functional blockers
- ensuring consistency in planning, status reporting, and execution discipline
- supporting alignment where local workstream decisions affect broader program outcomes

5. Lead stakeholder management and decision-making

Drive structured engagement with senior stakeholders, business owners, operational representatives, and implementation teams to support alignment and timely decisions.

This includes:

- preparing and facilitating key governance and decision forums
- ensuring that the right stakeholders are engaged at the right time
- managing escalation paths where alignment cannot be reached at working level
- supporting resolution of conflicts, bottlenecks, and ownership gaps
- ensuring that decisions are documented, communicated, and followed through

6. Manage program risks, issues, and dependencies

Establish strong control over the risk and dependency landscape of the program and ensure that problems are surfaced early and managed actively.

This includes:

- maintaining the overall program RAID structure
- identifying critical delivery risks and cross-workstream issues
- tracking dependencies across business, technology, vendors, and operations
- supporting mitigation planning and management action
- escalating threats to timeline, quality, scope, or readiness when needed

7. Ensure business and operational readiness

Lead the overall program toward implementation readiness by ensuring that business preparation, operational transition, and deployment readiness are managed with sufficient attention and structure.

This includes:

- maintaining visibility of readiness activities across workstreams
- supporting coordination across process, data, test, training, cutover, and deployment
- ensuring that local and central readiness gaps are identified and managed
- validating readiness checkpoints before deployment decisions
- supporting realistic go-live readiness assessments

8. Drive program reporting, transparency, and management control

Provide structured and decision-useful reporting to leadership and governance forums across the program lifecycle.

This includes:

- maintaining program-level status reporting and management dashboards
- reporting progress, risks, dependencies, and readiness to senior leadership
- preparing material for steering committees and executive reviews
- ensuring that reporting reflects actual delivery conditions and not only formal status
- improving transparency where confidence, control, or visibility is weak

9. Lead implementation, deployment, and stabilization support

Ensure that the program remains controlled through cutover, go-live, and early stabilization and that leadership focus continues beyond technical deployment.

This includes:

- supporting planning and coordination for deployment and cutover
- ensuring program oversight during go-live periods
- following up on critical business and delivery issues during stabilization
- supporting prioritization of post-go-live actions and ownership transfer
- ensuring that the transition into operations is structured and controlled

10. Drive overall program momentum and execution discipline

Act as the central force that maintains direction, follow-through, and pace across the full program.

This includes:

- driving action follow-up across stakeholders and workstreams
- maintaining pressure on unresolved decisions and commitments
- identifying where momentum is being lost and intervening early
- strengthening execution discipline across forums and teams
- ensuring that the program moves forward in a structured and credible way

Expected Deliverables

The Senior Program Manager is expected to produce and maintain deliverables such as:

- program charter and scope overview
- program governance model and operating structure
- integrated master plan and milestone overview
- cross-workstream dependency overview
- program RAID log
- stakeholder map and governance forum structure
- program reporting pack and dashboard material
- executive and steering committee status material
- decision log and action tracking overview
- readiness overview across business and delivery areas
- deployment and go-live management input
- stabilization follow-up and transition summary
- lessons learned and closure documentation

Key Interfaces

The Senior Program Manager will work closely with a broad range of stakeholders across the transformation, including:

- Executive Sponsor
- Steering Committee
- C-level leadership
- PMO Lead
- Project Managers
- Workstream Leads
- Business Transformation Leads
- Process Lead

- Data Migration Lead
- Test Lead
- Integration Lead
- Cutover / Deployment Lead
- Change Management and Training Leads
- Enterprise Architect / Solution Architect
- Business Process Owners
- Functional Business Leads
- Site / Operational Leadership
- Super Users / Key Users
- Implementation Partners
- Vendor Delivery Leads

Required Profile

Experience

The ideal candidate brings strong senior experience from large and business-critical transition and transformation programs where governance, planning, execution control, and stakeholder management have been central to success.

Preferred experience includes:

- proven experience as Senior Program Manager, Program Director, Transformation Lead, or similar in complex enterprise environments
- strong experience leading multi-workstream transformation programs across business and IT
- experience with enterprise system transitions, operating model change, or large-scale implementation programs
- experience from manufacturing, logistics, retail, supply chain, ERP, infrastructure, or enterprise application environments
- strong background in governance, planning, milestone control, and dependency management
- experience managing implementation partners, vendors, and complex stakeholder landscapes
- experience driving business readiness, deployment preparation, and stabilization support
- experience handling executive reporting, escalations, and steering-level decision support

Preferred background

Strong candidates may come from backgrounds such as:

- enterprise program management
- transformation leadership
- ERP or application transformation management
- operations and supply chain program leadership
- PMO and delivery leadership
- large-scale business and IT transition management

Competencies

The role requires a person who is:

- highly structured and execution-oriented
- strong in governance, planning, and delivery control
- credible with senior stakeholders and operational teams
- confident in escalation, prioritization, and decision facilitation
- able to create clarity across complexity and moving parts

- persistent in follow-up and focused on momentum
- calm under pressure and able to manage competing priorities
- pragmatic and delivery-focused without losing end-to-end perspective
- strong in stakeholder alignment and cross-functional leadership
- capable of translating ambiguity into structured action

Success Criteria

The Senior Program Manager will be successful when:

- the program is structured, controlled, and actively managed across its full scope
- governance, planning, and workstream coordination function effectively
- scope, priorities, risks, and dependencies are visible and managed proactively
- stakeholders are engaged, aligned, and responsive in the required decisions and actions
- delivery issues and structural blockers are surfaced early and handled with proper leadership attention
- implementation, deployment, and readiness activities are coordinated realistically across the program
- senior leadership has clear visibility into progress, risks, and readiness
- the organization reaches go-live with strong control, prepared stakeholders, and a managed transition into operations