

# Senior Program Advisor

## Enterprise Transition and Transformation Programs

### Background

Large transformation and transition programs often struggle not because of lack of effort, but because governance, structure, execution discipline, stakeholder alignment, and recovery leadership are not strong enough across the full lifecycle of the program. In complex manufacturing, retail, logistics, and enterprise IT environments, even experienced program- and project managers may need senior advisory support to stabilize, accelerate, or reframe delivery.

Within this setup, the Senior Program Advisor provides experienced and structured advisory support to program managers, project managers, PMO leads, and senior leadership. The role is intended to strengthen overall program effectiveness by improving how programs are structured, planned, followed up, and recovered when progress, confidence, or delivery stability is under pressure.

The role is not only about giving general advice. It is a senior delivery-oriented advisory role with responsibility for helping leadership create clarity, stronger control, improved decision-making, and more effective execution across large and business-critical programs.

### Purpose of the Role

The purpose of the Senior Program Advisor role is to advise and strengthen the setup, governance, management, and recovery of complex programs and projects across business and IT.

The role must help ensure that the right structures, controls, forums, decision paths, risk management practices, planning mechanisms, and escalation models are in place to support successful execution. This requires the Senior Program Advisor to identify weaknesses in how the program is being run, translate those into practical improvements, and support leadership in implementing the right corrective actions. The Senior Program Advisor must create confidence that key delivery risks, governance gaps, execution weaknesses, organizational bottlenecks, and recovery opportunities are surfaced early and addressed with sufficient seniority, pragmatism, and structure.

### Overall Responsibility

The Senior Program Advisor is accountable for:

- advising program managers and project managers on how to structure and run complex programs and projects effectively
- supporting senior leadership in establishing the right governance, control model, and execution setup for critical programs
- assessing program health across planning, execution, stakeholder alignment, risks, dependencies, and delivery flow
- identifying structural weaknesses, delivery risks, and recovery opportunities across troubled or pressured programs
- recommending and supporting practical actions to stabilize, recover, accelerate, or strengthen program performance
- improving transparency, decision-making discipline, and management confidence across the program environment

The role must ensure that advisory support is translated into practical value and stronger execution, not left as theoretical observations or generic recommendations.

## **Key Responsibilities**

### **1. Assess program setup, governance, and operating model**

Review how the program is structured and managed, and identify where governance, planning, ownership, follow-up, or decision-making is insufficient to support effective delivery.

This includes:

- assessing the program governance model and management setup
- reviewing roles, responsibilities, and leadership interfaces
- evaluating decision forums, escalation paths, and reporting structures
- identifying gaps in accountability, follow-up discipline, or ownership clarity
- assessing whether the operating model supports the complexity and risk profile of the program

### **2. Advise program and project managers on execution discipline**

Support delivery leaders in strengthening the practical management of their programs and projects through structured advisory input and targeted improvements.

This includes:

- advising on planning structure, milestone control, and dependency handling
- strengthening follow-up routines, issue management, and management reporting
- improving meeting cadence, action tracking, and execution discipline
- helping leaders structure difficult decisions and delivery trade-offs
- supporting program and project managers in converting complexity into manageable action

### **3. Advise senior leadership on program design and control**

Provide senior advisory support to C-level leaders, steering groups, and executive sponsors on how to establish and govern major programs properly.

This includes:

- advising on program setup, phasing, and governance design
- supporting clarity on sponsorship, mandate, and decision rights
- helping leadership define control points, reporting expectations, and intervention models
- advising on how to structure strategic oversight without weakening execution ownership
- supporting executives in understanding where program risks are structural rather than operational

### **4. Assess program health and delivery maturity**

Establish a clear view of how the program is performing and where intervention is needed to protect outcomes, timelines, or organizational confidence.

This includes:

- assessing health across scope, timeline, risks, governance, stakeholder alignment, and delivery flow
- reviewing progress realism versus reported status
- identifying weak signals of instability, loss of control, or unmanaged complexity
- evaluating the maturity of planning, dependency management, and cross-workstream coordination
- producing structured observations and recommendations for corrective action

## **5. Support recovery of troubled or underperforming programs**

Act as a senior advisory force in situations where a program requires stabilization, stronger control, or accelerated recovery.

This includes:

- diagnosing root causes behind weak program performance
- identifying structural, managerial, or organizational blockers
- defining recovery actions across governance, scope, planning, and leadership engagement
- helping leadership prioritize interventions with the highest recovery value
- supporting program teams in re-establishing momentum, transparency, and confidence

## **6. Support acceleration of critical delivery programs**

Where programs are viable but moving too slowly or lacking momentum, the role supports targeted acceleration and improvement.

This includes:

- identifying bottlenecks in decision-making, planning, or execution flow
- advising on simplification of governance and coordination mechanisms
- improving delivery rhythm, management focus, and dependency follow-up
- strengthening cross-workstream alignment and practical execution control
- supporting faster movement without creating unmanaged risk

## **7. Strengthen risk management and dependency control**

Advise on how risks, dependencies, assumptions, and issues are identified, managed, and escalated across the program landscape.

This includes:

- reviewing current RAID practices and escalation discipline
- strengthening dependency visibility across workstreams and stakeholders
- helping leadership distinguish operational noise from real delivery threats
- improving mitigation planning and decision support
- ensuring that risk handling is connected to governance and not isolated from leadership action

## **8. Improve reporting, transparency, and decision support**

Support the program in establishing a clearer and more decision-useful reporting model for managers and executives.

This includes:

- improving how program status is structured and communicated
- increasing transparency across risks, blockers, milestones, and readiness
- helping define reporting that supports intervention rather than passive observation
- improving material for steering committees, leadership reviews, and escalation forums
- ensuring that reporting reflects reality and supports action

## **9. Coach leadership and strengthen program capability**

Support individual leaders and leadership teams in building stronger program management capability and confidence.

This includes:

- coaching program managers and project managers in leadership approach and structure
- advising PMO and delivery leads on control disciplines and operating models
- strengthening understanding of what good program management looks like in practice
- supporting leadership teams in aligning expectations and management behavior
- helping embed stronger delivery capability through practical guidance and example

## **10. Support transition from advisory insight to practical implementation**

Ensure that advisory observations are translated into concrete actions, ownership, and measurable improvements.

This includes:

- defining practical recommendation sets and improvement actions
- supporting implementation of governance and control improvements
- helping leadership sequence and prioritize interventions
- following up on agreed changes and management responses
- ensuring that advisory work leads to visible strengthening of the program environment

## **Expected Deliverables**

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

- program assessment summary
- governance and operating model review
- leadership advisory observations and recommendations
- program health assessment
- risk and dependency assessment input
- recovery and stabilization recommendation package
- acceleration improvement plan
- reporting and governance improvement recommendations
- decision support material for senior leadership and steering forums
- program management coaching input and guidance material
- intervention and follow-up action overview
- advisory status reporting
- final summary of observations, actions, and lessons learned

## **Key Interfaces**

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

- Executive Sponsor
- Steering Committee members
- C-level leadership
- Program Manager
- Project Managers
- PMO Lead
- Workstream Leads

- Business Transformation Leads
- Change Management Lead
- Test, Data, Integration, and Deployment Leads
- Enterprise Architect / Solution Architect
- Functional Business Leads
- Site / Operational Leadership
- Implementation Partners
- Vendor Delivery Leads

## **Required Profile**

### **Experience**

The ideal candidate brings strong senior experience from large and business-critical transformation programs where governance, delivery control, recovery, and executive advisory have been central to success.

Preferred experience includes:

- proven experience as Senior Program Advisor, Program Director, Program Manager, Transformation Lead, or similar in complex environments
- strong experience advising senior leaders on program setup, governance, and execution
- experience from troubled program recovery, stabilization, or acceleration assignments
- experience with large enterprise transformations across business and IT
- experience with multi-workstream delivery models and complex stakeholder landscapes
- strong background in governance, risk management, planning, and dependency control
- experience supporting executive decision-making in complex delivery contexts
- experience from manufacturing, logistics, retail, supply chain, ERP, infrastructure, or enterprise system transformations

### **Preferred background**

Strong candidates may come from backgrounds such as:

- senior program management
- transformation leadership
- PMO leadership
- enterprise delivery advisory
- large-scale project and program recovery
- operations and IT transformation leadership

### **Competencies**

The role requires a person who is:

- highly structured and analytically strong
- senior and credible in executive advisory situations
- strong in governance, delivery control, and program structuring
- calm, clear, and pragmatic in pressured environments
- able to identify root causes behind delivery problems
- capable of challenging leaders constructively and professionally
- strong in turning complexity into actionable recommendations
- persistent in follow-up and focused on practical impact
- credible with both executives and delivery teams

- focused on strengthening execution, not only describing problems

### **Success Criteria**

The Senior Program Advisor will be successful when:

- program managers and project managers receive practical guidance that strengthens execution and control
- senior leadership gains clearer visibility into program health, risks, and structural weaknesses
- governance, planning, reporting, and decision-making improve measurably across the program
- troubled or underperforming programs are stabilized through practical and targeted interventions
- critical programs gain stronger momentum, clearer control, and better delivery discipline
- risks, blockers, and structural weaknesses are identified early and addressed effectively
- advisory recommendations are translated into implemented improvements
- the program environment becomes more transparent, manageable, and execution-focused over time.