

# Nancy A. Carlson

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## TALENT MANAGEMENT | LEADERSHIP DEVELOPMENT LEADER

Accomplished manager of talent and leadership development equipping leaders with the ability to select, develop and optimize talent. Dedicated to developing leader behaviors that foster a culture of empowerment, continuous learning and authenticity to improve engagement and business results. Known to exceed expectations while working with limited resources and budget, applying unconventional learning approaches. Experience managing a P&L and proven business acumen contributes to my ability to be strategic, set a clear vision, create passion, foster creativity, and collaborate company-wide. Core capabilities include:

### Strategy and Vision:

- Framework Creation
- Branding/Communications
- Culture Change
- Partnering with the Business

### Learning and Development:

- Adult Learning Solutions
- All Level of Leaders
- Coaching
- Mentoring

### Organizational Effectiveness:

- Performance Management
- Development Planning
- Succession Planning
- Employee Engagement

## TALENT MANAGEMENT & LEADERSHIP DEVELOPMENT EXPERIENCE

### Director, Talent Management

2019 –

AspenTech, Bedford, MA

Hired into a new role focused on developing a talent management strategy with an emphasis on manager effectiveness to attract, develop, engage and retain high performing talent.

- Designed efficient management practices that leverage Workday talent functionality so managers have ongoing insight into their talent landscape and can make better decisions about development, succession, rewards and recognition.
- Managed multi-level leadership development programs designed to support a strategic cultural transformation, educating all levels of leaders in under a year.
- Led the search for an employee engagement survey tool, selected Glint, and implemented Onboarding, Exit, Covid Sentiment and quarterly Pulse surveys.

### Senior Manager, Leadership and Management Development

2013 – 2018

MITRE, Bedford, MA

Hired to define and execute a new leadership talent development strategy, within a restructured company with newly defined business outcomes, for all levels of leaders, with varied experiences.

- Designed a new leadership talent development multi-year strategy, collecting qualitative and quantitative data, using data analysis to support and inform decisions on strategy and initiatives.
- Created and branded a leadership development framework, “YouLEAD” to address skill gaps for leaders with diverse experiences. Annually, for three years, 55% of leaders participated, with more than 85% of respondents recommending the development.
- Partnered with the business, to create and brand four critical role development programs that increased capacity and capability for 80% of leaders in their first year in the role.
- Redesigned the succession planning process, with a small team within HR, focusing on a transparent, simplified approach for talent review to define pipeline candidates.
- Strengthened the leadership talent pool pipeline by creating a 9-month high potential program “Deeper Bench”, 40% of participants received promotions within a year of completing the program.
- Redesigned performance management, as part of a cross-functional team, to implement a process focused on ongoing feedback, coaching and career development, aligned with the cadence of a project’s business impact, reducing administrative burden at year-end.
- Led diversity goal initiative to increase women in leadership using Learning Communities for three levels of leaders. 99% surveyed will continue to apply the learning, 91% are more effective in their role, with many reporting career progression and increased role scope.
- Managed executive coaching program matching pre-screened coaches with senior leaders based on developmental goals and alignment of style, check-in on progress and agree on engagement length.

**Independent Consultant, Talent Management****2011 – 2012****ModusLink, Waltham, MA**

Managed special projects for the SVP of Human Resources focused on Talent Management best practices and designed the full talent life-cycle.

**Boston Scientific, Framingham, MA**

Enhanced the processes for talent assessment of leadership pipeline and development.

- Created a plan to implement a 360-degree feedback tool to strengthen developmental feedback and coaching.
- Developed a global individual development planning process to be used by leaders at all levels and geographies.

**Senior Manager, Organizational Effectiveness & Development****2009 – 2011****Novell, Waltham, MA**

Hired into a new role to redesign the talent development process globally, focusing on the development of programs and tools to increase leadership capabilities that drive employee engagement, and commitment to the execution of the company's new strategy.

- Creating a Manager Information Hub to deliver structured monthly leadership topics using webinars, videos, checklists, etc., results included simplifying and increasing the quality and participation rate for performance management.
- Designed and managed a scalable nine-month high-potentials program with a blended learning multi-modal approach, 360 assessments, coaching, development plans, case studies, simulations, cohorts, action projects and social media, recognized for quality and effective use of the budget.
- Managed the annual employee engagement survey, analyzed results and implemented business unit programs, including mentoring, which was a cost effective method to improved key drivers of engagement and retain top talent.

**Senior Manager, Learning and Development****2007 – 2008****Wellington Management, Boston, MA**

Hired into a new role to enhance development at all levels. Partnered with management and collaborated with HR to strategically align a firm-wide approach to development, focusing on functional training offerings, management, leadership, business skills and onboarding.

- Designed a leadership development framework with a two-year blended curriculum which consisted of manager orientation, virtual and in-person varying length sessions, case studies and customized tools.
- Created a new employee portal for global use to provide knowledge on the firm, functions, and culture resulting in engaged employees who assimilated quickly.

**Vice President, Global Training and Development****2004 – 2006****Brown Brothers Harriman, Boston, MA**

Career transition to HR to create a Center of Excellence that partnered with the business, and defined and managed the development needs of a global organization expanding the focus more strategically on talent groups; onboarding, new managers, sales and client support.

- Created and implemented training to support career paths by position to empower employees and assist managers with staff development, career movement, retention and engagement.
- Designed and implemented a three-week blended learning onboarding program, which engaged leaders as facilitators; recognized for increasing new staff productivity, retention and engagement.
- Led the instructional design of the sales development program by targeting skills that support business objectives and customized product training. Received Partner recognition and support for this effort.

**BUSINESS EXPERIENCE****Director, Education and Training at Thomson, Boston, MA**

Managed a business unit supporting software implementations, leveraging my early career in finance.

**EDUCATION AND PROFESSIONAL DEVELOPMENT**

**B.S., Business Administration and Finance, Babson College School of Management**

**Leadership and Influence, Babson College School of Executive Education**