

Nancy Ackermann Cole

Building Strong and Resilient Organizations

- Developed transition plans to move an organization from a functional, single-focused work environment to a cross-function team strategy which enhanced the understanding of the business, improved customer service, and increased the speed of service delivery;
- Created high performance teams from executive levels through front line workers which resulted in clear responses to the organization's vision and mission;
- Established an improved communication method throughout the organization which created faster response, increased information flow and enhanced participation in a changing business environment; and,
- Emphasized the changing roles of workers in our dynamic, world market economy, assisting employees to embrace necessary changes for individual and organizational success.

Leading through Mergers and Major Organizational Changes to increase enthusiasm for and commitment to the new reality, while decreasing resistance to change.

- Analyzed an organization's effectiveness to prepare for the goal of doubling revenue in a two-year period by focusing on internal capacity and expertise to identify possible business acquisitions, and improve internal processes, resulting in a 60% revenue increase in six months;
- Developed plans for mergers and facilitated the transition of merging cultures by increasing commitment to and comfort with the myriad of changes needed, while maximizing individual, departmental and organizational success while developing expanded capabilities in the leadership team;
- Assisted an executive leadership team to develop business plans to redefine and refocus established business patterns, creating a more versatile approach and clearer communication for expanded business; and,
- Merged four healthcare facilities into one expanded, integrated organization to produce cost savings and improve services for customers while, simultaneously, utilizing the talents of employees, meeting professional development goals, and strengthening the organization.

Developing Vision, Mission and Results-Oriented Goals to align all facets and functions of the organization.

- Led private corporations, government agencies and nonprofit organizations through the process of developing and articulating vision and mission statements with corresponding goals, setting the course for successful business strategies to align all segments and functions of the organization;

- Facilitated a process to create departmental and functional responses to the organization's vision and mission and emphasizing customer service to align and focus the work of individuals and divisions; and,
- Designed and facilitated retreats which allowed the participants to accomplish their desired outcome while enhancing teamwork, developing communication skills, and building commitment to the organizations' purpose and goals.

Investing in Human Resources to maximize the potential of each employee.

- Provided management development training for groups and individuals through coaching sessions that improved management and leadership skills;
- Offered insights on the group dynamics of established and new teams to improve communication and interpersonal skills, while providing employees with tools for success;
- Delivered career continuation and job search services for Fortune 500 company employees to match employment with individual skills and interests; and,
- Developed skill-based learning for leaders at all levels of the organization.

Sample learning sessions include:

- How and When to Coach
- Effective Communication and Leadership Styles and Systems in Organizations
- Appreciating Different Styles Will Strengthen Your Team to Meet Your Customers' Needs
- The Benefits of Mediation and Negotiation
- Characteristics of the Successful 21st Century Leader
- The Changing Roles of Workers in Today's Organizations

Developing Strategic Partnerships to improve service to customers.

- Developed inter-agency, community-based programs in the areas of alternative dispute resolution, pregnancy prevention, and arts and culture which resulted in economies of scale, enhanced the use of limited resources, and increased community awareness of shared challenges;
- Designed and developed South Carolina's first alternative dispute resolution center, leading the state in new services while decreasing court docket waiting time; and,
- Developed mediation programs and trained youth and adult volunteers to mediate between juvenile first offenders and their victims and peer disputes in elementary, middle and high schools which improved victim satisfaction and decreased recidivism rates.

Enhancing Diversity to strengthen teams and organizations.

- Designed retreats and professional development programs which allowed participants to discover the value of diversity while planning for their organization and sharpening essential work skills;

- Established a communication group in a major hospital to address racial discrimination concerns presented to the administration which resulted in a permanent team to support diversity issues that strengthened the organization and enhanced the appreciation of all employees;
- Integrated two departmental leadership teams, from formerly competitive organizations which led to the development of new priorities to serve their clients, the larger department, and the organization while using the diversity of talents and experiences from both of the previous businesses; and,
- Mediated and facilitated conflict arising from diverse experiences and perspectives that resulted in heightened and focused energy for the organization.

Education

- M.S. Organization Development; The American University/NTL Institute for Applied Behavioral Science, Washington, DC
- B.A. English. The University of Louisville, Louisville, Kentucky

Certifications

- Myers-Briggs Type Indicator: Otto Kroeger Associates, Fairfax, Virginia
- Conflict Management: The Alban Institute, Washington, DC
- Community Mediation: Durham Dispute Settlement Center
- Family and Divorce Mediation: Academy of Family Mediators
- Master Gardener: Buncombe County, North Carolina

Employment History

- **1991-Present** SYNAPSE: Consultants for Organizational Effectiveness
- **1992-1993** The Grimke Center; Consulting Executive Director; Charleston, South Carolina
- **1989-1992** Florence Crittenton Programs of SC; Community Educator/ Fiscal Supervisor; Charleston, South Carolina
- **1986-1989** The Finishing Touch Gallery; Owner/operator; Summerville, South Carolina
- **1978-1987** Episcopal Diocese of South Carolina; Consultant; Charleston, South Carolina

Professional Affiliations and Memberships

- Board of Directors, The Asheville Chamber Music Series, Vice-president (2016-present)
- Diana Wortham Theatre: Board of Directors (2001- 2009; 2017-present)
- Board of Directors, YWCA of Asheville, Board President
- The Rotary Club of Asheville, NC
- Asheville Symphony Guild: Special Projects Chair

- Leadership Asheville, Class of 2002-2003 Leadership Texas, Class of 1996;
Leadership Corpus Christi, Class of 1995