

Joanne L. Smikle

Consultant ♦ Author ♦ Speaker

Summary of Experience and Qualifications



Joanne L. Smikle has distinguished herself in the field by developing mastery of both the theory and the practice of organizational development. She is a nationally recognized expert on leadership and is frequently called upon to share her knowledge at conferences and conventions. She is the author of numerous articles, books and recorded programs. Her tools are utilized by associations, government agencies, corporations and academia.

Joanne partners with her clients to develop initiatives that address both strategic and operational dilemmas. Her goal is to help her clients create sustainable alignment through skilled, competent leadership. She uses her talents to provide the following services:

- Develop quantitative and qualitative assessments to measure organizational climate. Uses a variety of approaches, including: focus groups, surveys and customized measurement strategies. Provides comprehensive analysis of assessment results.
- Create comprehensive systems for building high levels of collaboration. Provides expertise to organizations seeking to create team-based, customer-focused workplaces. Assists leaders with building specific competencies that sustain cooperation within the organization.
- Instrumental in planning and executing leadership and management development initiatives. Devises programmatic interventions to build leadership competence while improving performance and productivity. All programs are aimed at helping clients develop and refine the competencies required to meet current business demands. Particular emphasis on strategic alignment.
- Design customized interactive education to meet unique needs of client organizations. Conducts needs analyses to plot long-term courses for employee development. Provides systematic approaches to effectively address training needs. Facilitates a variety of retreats, seminars, workshops and educational experiences.
- Partner with executives to design innovative approaches for addressing the range of organizational improvement issues that impact performance, productivity and profit. These partnerships contribute to shareholder, customer and employee value.
- Develop comprehensive, sustainable organizational change initiatives. Skilled in designing, implementing and evaluating organizational transformations.

Having worked in the field of organizational development since 1989, she has developed three specialty areas: *Leadership Development*, *Customer Satisfaction* and *Team Building*. She offers a full range of interventions: consulting, training, organizational analysis (surveys, focus groups, interviews), executive coaching and facilitation. Her approach to learning is interactive rather than didactic. She uses case studies, assessments and experiential learning to maximize the impact and value of her services. Joanne's clients benefit greatly from her understanding of the principles and best practices of comprehensive leadership development, particularly her mastery of the processes required to systematically design highly customized learning experiences utilizing experiential modalities.

Having been in the consulting profession for more than fifteen years, Joanne has an extensive client list. A small sample includes:

Public Sector

Maryland State Retirement Agency
USDA Graduate School
EPA ARMSS
EPA Multimedia Division
EPA Office of General Counsel
Maryland Aviation Administration
MDOT Motor Vehicle Administration
National Institutes of Health
National Science Foundation
Richland School District #2 (Columbia, SC)
US Marine Corps
Federal Aviation Administration
Essex Community College
Cerro Coso Community College
Maryland Transportation Administration
Maryland Department of Corrections
Baltimore City Community College
Iowa Department of Personnel
Empower Baltimore Management Committee
Miami Dade Community College
Maryland Police and Corrections Training
Commission
Maryland Department of Human Resources
Cerro Coso Community College

Private Sector

Arizona Health Care Association
Association of American Medical Colleges
American Honda Motor Co.
International Public Management Association
Tennessee SHRM
Fannie Mae
Opis Management Resources
Miller's Health Systems
Help Desk Institute
Colorado Association of Homes & Services for
the Aging
WJZ TV (CBS Affiliate)
Securityplus FCU
Sandy Spring Bank
Rich Products Corporation
Shea's Performing Arts Center
Virginia Credit Union League
American Psychiatric Association
Mercy Healthcare System
Allison Transmission, Baltimore Operations
Maryland Bankers Association
California Bankers Association
Baltimore Gas & Electric
Copier Dealer's Association
American Bankers Association
Northrup Grumman
Genesis Eldercare
South Carolina Bankers Association
Copelco Financial Services Corporation
Maryland Healthcare Education Institute
Deaton Specialty Hospital and Home
Ft. Belvoir FCU
Junior Achievement
Business Technology Association

Joanne serves as adjunct faculty for local colleges in the areas of management and leadership. She is an instructor in numerous leadership development programs, including:

- *Maryland Bankers Association Bankers School*
- *Maryland Police and Correctional Training Commission's Leadership Institute*
- *USDA Executive Potential Program*
- *FEMA Career Enhancement Program*
- *Maryland Healthcare Education Institute's Leadership Institute*

A sought after speaker, Joanne delivers keynotes and concurrent sessions for the national and international conferences of government agencies, corporations and associations. She has presented at more than 350 of these events. She consistently earns high evaluations and repeat appearances. A small sample includes:

- *South Carolina Banker's Association Annual Conference*
- *Professionals in Human Resources Leadership Conference (Los Angeles SHRM)*
- *National Automobile Dealers Association's Annual Convention*
- *American Psychological Association's Annual Conference*
- *Virginia Credit Union League's Annual Meeting*
- *International City/County Management Association Regional Conference*
- *Help Desk Institute International Convention*
- *Society for Human Resource Management Annual Conference*
- *Northern California Human Resource Association Annual Conference*

She is committed to contributing to the body of useable knowledge for leaders in business, academia and government. She has written more than eighty articles. They are excellent, widely used resources. Many of her articles, and those of other expert practitioners, are provided to program participants as resources for their developmental growth. She has authored three books on team development and leadership: *Coaching: The Lost Leadership Art*, *Rules of Engagement: Timeless Tips for Team Leaders* and *Calamity-Free Collaboration: Making Teamwork WORK*.

Joanne has a keen understanding of the political dynamics of organizations and communities. She is a member of the Howard County Maryland League of Women Voters. The League is a national non-partisan advocacy group that focuses on citizen education and involvement. Joanne is responsible for editing the monthly publication and contributing to Unit Meetings. Joanne also serves on study groups which help to inform the National League's position on key issues impacting public policy.

Joanne holds the distinction of serving on the League of Women Voters of the United States' Lobby Corps. This select group of twenty lobbyists presents the League's national positions to elected officials. As a lobbyist Joanne is responsible for studying issues from multiple perspectives. This position has served to keep Joanne's analytical skills well-honed. She has the critical thinking ability required to understand the multiple positions and perspectives that impact organizational dynamics, individual and collective behavior. This capacity to reason, comprehend and communicate is of vital importance in Joanne's consulting work.

Prior to founding *Smikle Training Services*, Joanne managed the Leadership Development Program for the Maryland State Highway Administration. The program was an integral component of the agency's efforts at succession planning, employee involvement and leadership education. Joanne, leading a team of seven program coordinators, was responsible for all aspects of program management, ranging from budgeting to evaluations to recruitment and retention. Prior to affiliating with the Maryland State Highway Administration, Joanne worked as a Training Specialist for the Maryland Department of Transportation Headquarters. She holds a Bachelor of Arts in Political Science, conferred by the University of Maryland Baltimore County in 1987. She completed the coursework for the Master of Policy Sciences in 1991.