

Joanne L. Smikle, PhD
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Joanne L. Smikle, PhD has served as a consultant and leadership educator since 1989. She has distinguished herself in the field by developing mastery of both the theory and the practice of organizational development. She offers a full range of interventions: consulting, leadership education, organizational analysis (surveys, focus groups, interviews), strategic planning 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. Joanne conducts executive education with senior leaders in both the public and private sectors.

She is committed to contributing to the body of useable knowledge for managers in business, industry and government. She has written more than eighty articles that are featured in trade publications, magazines and journals. They are excellent resources used by leaders across the country. 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*.

Key Competencies & Services

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. Joanne's areas of expertise are *Leadership Development*, *Customer Satisfaction* and *Collaboration/Team Building*. She uses her talents to provide the following services:

- Develops 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.
- Employs Appreciative Inquiry and other positive organizational psychology tools to create constructionist-based change in organizations seeking to improve outcomes related to service, collaboration and leadership.
- Creates 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 enterprise.
- Devises programmatic interventions to build leadership skills. All programs are aimed at helping clients develop and refine the competencies required to meet current and future business demands. Particular emphasis on strategic alignment. Instrumental in planning and executing leadership and management development initiatives.
- Designs 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 long and short range developmental needs. Facilitates a variety of retreats, seminars, workshops and educational experiences.
- Partners 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.

Civic Engagement

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 served as the Editor of *The Voter*, the League's monthly publication. Joanne also served on study groups which help to inform the National League's position on key issues impacting public policy.

Joanne holds the distinction of serving for five years 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 in both Houses of Congress. As a lobbyist, Joanne is responsible for studying issues from multiple perspectives. This volunteer leadership position has served to keep Joanne's analytical skills well-honed. She has the critical thinking skills required to understand the multiple positions and perspectives that impact organizational dynamics, individual and collective behavior. This ability to reason, comprehend and communicate is of vital importance in Joanne's consulting work.

In addition to Joanne's professional preparation, her volunteer life also prepares her for her ongoing work with executives. Joanne serves on the Board of Directors of Bridges to Housing Stability (formerly Congregations Concerned for the Homeless). This Howard County, Maryland, nonprofit organization works to end homelessness and promote housing stability. In addition to providing transitional housing, the organization also provides case management services to economically at-risk families enrolled in the two-year program. They work tirelessly advocating to end homelessness and to promote prevention within the community. As a Board Member, Joanne actively solicits individual and corporate resources for the organization. She serves on the Resource Development Committee and the Board Development Committee. She is actively involved in finding innovative ways to raise awareness to the issues of housing instability and homelessness. Joanne also works to provide resource development support to the Grassroots Day Resource Center, another of the nonprofit organizations seeking to address issues of homelessness and chronic poverty within her community.

Instructional Experience

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

- *US Chamber of Commerce Institute of Management*
- *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.*

Joanne delivers keynotes and concurrent sessions for the national and international conferences of government agencies, corporations and associations. Her presentations are informed by her research-based consulting experience. She has presented at more than 500 of these events. A small sample includes:

- *Professional Convention Management Association's Convening Leaders*
- *American Health Care Association's Quality Symposium*
- *American College of Health Care Administrator's Annual Convocation*
- *SHRM New Mexico's State Conference*
- *Professionals in Human Resources Leadership Conference (Los Angeles SHRM)*
- *American Psychological Association's Annual Conference*
- *Virginia Credit Union League's Annual Meeting*

Prior Employment

Prior to founding *Smikle Training Services*, Joanne managed the Leadership Development Program for the Maryland Department of Transportation's State Highway Administration. The program was an integral component of the agency's succession planning 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 efforts. Prior to affiliating with the Maryland State Highway Administration, Joanne worked as a Training Specialist for the Maryland Department of Transportation headquarters.

Clients

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

Private Sector

American Health Care Association
Association of Fundraising Professionals
Dow Louisiana Federal Credit Union
Institute of Real Estate Management
IREM San Antonio
Arizona Health Care Association
Association of American Medical Colleges
American Honda Motor Co.
National Automobile Dealers Association
International Public Management Association
Tennessee SHRM
Fannie Mae
Opis Management Resources
Miller's Health Systems
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
Tennessee Credit Union League
Florida Credit Union League
Minnesota Credit Union Association
American Psychiatric Association
Sioux Falls Health System
Sales & Marketing Executives International
Mercy Healthcare System
Maryland Bankers Association
California Bankers Association
Baltimore Gas & Electric
Copier Dealer's Association
Florida Health Care Association
American Bus Association
Northrup Grumman
Genesis Eldercare
South Carolina Bankers Association
Copelco Financial Services Corporation
Maryland Healthcare Education Institute
Deaton Specialty Hospital and Home
American Psychiatric Association
Ft. Belvoir FCU
Business Technology Association

Public Sector

General Services Administration
USDA Graduate School
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
EPA Multimedia Division
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
EPA ARMSS
Maryland Department of Human Resources

Academic Preparation

She holds a Bachelor of Arts in Political Science, conferred by the University of Maryland Baltimore County. She completed her graduate coursework in Policy Sciences at the same institution. She holds a Master of Arts in Human and Organizational Systems from Fielding Graduate University. Joanne has completed a PhD in Human and Organizational Development at Fielding Graduate University. She conducted dissertation research on employee retention and employee commitment.