
Joanne L. Smikle, PhD



INDEPENDENT DIRECTOR

GOVERNANCE · STRATEGY · HUMAN CAPITAL UTILIZATION

As a nationally recognized business consultant and leadership educator, I bring keen analytical abilities and agile thinking to board service. I have in-depth knowledge of human capital utilization, employment best practices, organizational effectiveness, strategy formulation, execution, and evaluation. This knowledge gives me a clear understanding of the complexities organizations face and paths forward that align strategy and operations. My consulting experience gives me the capacity to analyze challenges from the perspectives of varied stakeholders. Being actively engaged in leadership development at the C-suite gives me strong insights into the dilemmas that executives face, as well as the competencies required for their individual success. The coaching, advice, and counsel that I provide translates into a strong ability to help boards maintain healthy relationships with the company's leaders. Because I believe that open dialogue is vital, I am comfortable posing difficult questions that spark consideration of several approaches to reach the enterprise's strategic objectives. My natural disposition as a collaborator enhances my effectiveness when engaged in decision making with my board colleagues.

Board & Governance Experience

Heritage Ministry Charitable Care Network

BOARD OF DIRECTORS

2022 – 2024

Company provides post-acute care, senior independent living, memory care, and rehabilitation services. Owns and operates facilities in Pennsylvania, New York, Washington, and Illinois.

Ad Hoc Executive Development Committee

State of Maryland — Oversight Committee on Quality of Care in Nursing Homes & Assisted Living Facilities

GUBERNATORIAL APPOINTMENT

2017 – Present

Evaluates progress in improving the quality of nursing home and assisted living facility care in the State of Maryland.

Saybrook University

BOARD OF TRUSTEES

2020 – Present

Post-graduate institution providing education in the humanistic tradition. I chair the board's Institutional Advancement and Governance Committees.

Chair, Institutional Advancement

Chair, Nominating & Governance

American Brain Foundation

BOARD OF DIRECTORS

2024 – Present

National foundation funding research into treatments and cures for brain diseases.

Governance Committee

ElevateMeD

NATIONAL ADVISORY BOARD

2020 – Present

Works to ensure that the nation's physician workforce racially and ethnically represents the population it serves.

Scholar Mentoring Committee

Program Committee

Bridges to Housing Stability

BOARD OF DIRECTORS

2009 – 2019

Well-established Maryland nonprofit providing housing for low-wage workers and those at risk of homelessness, in partnership with developers, corporations, philanthropists, and community partners.

Secretary of the Board

Nominating & Governance

Strategic Planning

Resource Development

Executive Director Search

Professional Experience

I bring significant and sustained experience providing consulting to executives in many industry sectors. I partner with leaders to implement sound initiatives that positively impact a range of business issues related to organizational effectiveness, bridging the gap between strategy and operations, succession planning, and skillful talent management. I deliver advice and counsel focused on thoughtful approaches to reaching the organization's long and short-range objectives. Areas of expertise follow:

- Strategy Formulation, Implementation and Evaluation
- Human Capital Utilization, Succession Planning, Workforce Best Practices
- Executive & Leadership Development
- Organizational Effectiveness, Organizational Development, Organizational Change & Organizational Culture

I am instrumental in developing and implementing organizational change initiatives. I devise programmatic interventions to transform corporate culture while enhancing performance and productivity. I help clients develop and refine the leadership competencies required to meet current and anticipated business demands.

Consulting Experience

I combine board service with two decades of consulting to private and public sector organizations as well as nonprofits, which makes me adept at addressing environmental, social, and governance issues. I ably participate in identifying the varied paths available to reach an enterprise's ESG objectives without ignoring profit and growth. Having served on the governance committee of three boards, I contribute knowledge of best practices in this arena. My sustained success as an entrepreneur provides the ability to deeply understand questions of viable innovation, scale, and emerging strategy. I lead organizations through transformational change, delivering results that positively impact alignment between strategy and operations, talent management, pipeline planning, and the creation of healthy organizational cultures.

Strategy Implementation & Evaluation

Comprehensive approaches to developing, executing, and evaluating enterprise strategy.

Executive & Leadership Development

Executive coaching that equips leaders with individualized, substantive tools for business challenges.

Human Capital Utilization

Succession planning, talent management, and employment best practices.

Organizational Development & Culture

Organizational effectiveness, culture, and change across sectors.

Thought Leadership

100+

PUBLISHED ARTICLES

Featured in business publications that focus on leadership, strategy, and organizational effectiveness.

33,000

PODCAST LISTENERS

The SmikleSpeaks podcast reaches leaders and learners in 24 countries across the globe.

20+

YEARS CONSULTING

Serving private and public sector organizations as well as nonprofits nationwide.

Civic Engagement

I am actively engaged in my community. I provide ad hoc resource development to organizations serving the poor and underserved, and coordinate national food drives feeding low-income senior citizens through Food on the 15th. Through Alpha Kappa Alpha Sorority, Inc., I participate in activities advancing scholarship, social justice, poverty amelioration, and economic empowerment. I bring in-depth public policy experience from four years as a lobbyist for the League of Women Voters, having served among a group of twenty lobbyists presenting the League's nonpartisan positions to elected officials in the U.S. Senate and House of Representatives. Through the Executive Alliance, a selective membership organization accelerating the success of accomplished women, I have mentored mid-career women preparing for advancement.

BOARD INQUIRIES

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