
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.

My consulting work spans strategic planning facilitation, leadership and management development, succession and pipeline planning, and organizational climate assessment using focus groups, surveys, and mixed-method measurement strategies. I extend this work through the *SmikleSpeaks* podcast and YouTube channel, reaching leaders and learners in 24 countries.

Representative Clients

Corporate: Vectorworks, Nikkei Concerns, WJZ TV (CBS Affiliate), Rich Products Corporation, Mercy Healthcare System, Genesis Eldercare, Opis Senior Services Group, Fannie Mae, Northrop Grumman, Baltimore Gas & Electric, American Honda Motor Co., Sandy Spring Bank

Nonprofit: Congressional Hispanic Institute, Texas Health Care Association, LeadingAge of North Carolina, Virginia Credit Union League, American Health Care Association, LeadingAge, American Academy of Neurology, American Psychiatric Association, Maryland Bankers Association, Association of Fundraising Professionals

Government: General Services Administration, Environmental Protection Agency, National Institutes of Health, National Science Foundation, Federal Aviation Administration, U.S. Marine Corps, Maryland Department of Transportation

Faculty Appointments

Visiting Faculty	2022
The Dr. Nancy Grasmick Leadership Institute, Professional Leadership Program for Women — Towson University	
Core Faculty	2017–2019
Department of Leadership & Management — Saybrook University	
Associate Professor	2015–2016
Department of Management & Decision Sciences — Capitol Technology University	
Affiliate Instructor	2015
Selling School of Business & Management — Loyola University Maryland	
Faculty	2012–2016
Institute for Organization Management — U.S. Chamber of Commerce	
Faculty	2002–2006
Banker's School — Maryland Bankers Association	

Board & Governance Experience

Heritage Ministry Charitable Care Network

BOARD OF DIRECTORS

Ad Hoc Executive Development Committee.

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

GUBERNATORIAL APPOINTMENT

Saybrook University

BOARD OF TRUSTEES

Chair, Institutional Advancement and Governance Committees.

American Brain Foundation

BOARD OF DIRECTORS

Governance Committee.

ElevateMeD

NATIONAL ADVISORY BOARD

Scholar Mentoring and Program Committees.

Bridges to Housing Stability

BOARD OF DIRECTORS

Secretary of the Board; Nominating & Governance, Strategic Planning, Resource Development, Executive Director Search Committees.

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. I also volunteer with the Day Resource Center, serving the chronically homeless in Howard County, Maryland.

Education

Doctor of Philosophy, Human and Organizational Systems — Fielding Graduate University

Master of Arts, Human and Organizational Systems — Fielding Graduate University

Bachelor of Arts, Political Science — University of Maryland, Baltimore County

Selected Publications

PEER-REVIEWED

- Smikle, J.L. (2025). Why they stay: Retention in long-term care (working title). *Management and Organization Studies Journal*. (forthcoming)
- Ovbiagele, B., Lewis, S., Correa, D., Thomas, R., Charleston, L. (Eds.) (2024). *Achieving Equity in Neurological Practice: Principles and Pathways*. Springer Publishing. (Contributing author)
- Smikle, J.L. (2019). Connecting values to leader and leadership development. *Journal of Values-Based Leadership*, 12(1), 73–80.
- Smikle, J.L. (2016). Strategic planning. In Grachev, M. (Ed.), *Essential Business Skills for the Nurse Leader* (Ch. 1). American Association of Directors Nursing Services.
- Smikle, J.L. (1994). Practical guide to developing and implementing cultural awareness training for faculty and staff development. *The Journal of Staff, Program, & Organization Development*, 12(2), 69–80.

PRACTITIONER PUBLICATIONS

- Author of 90+ articles in practitioner publications, 2001–2023, including *Provider Magazine*, *HR Florida Review*, *Kentucky SHRM Magazine*, *Office Technology Magazine*, *LeadingAge Magazine*, *Support World*, and *The Executive*. Selected titles:
- "Succession Planning: Investing in Your Organization's Future," Canadian Society of Nutrition Management News, 2023
- "Stop with the Millennials: Create an Intergenerational Workforce that Eliminates Ageism," HR Florida Review, 2019
- "Reimagine, Renew, Rebound: The Path Forward for Association Leadership," Association Adviser, 2020
- "Why They Stay: Retention Strategies for Long Term Care," Provider Magazine, 2015
- Value Driven Leadership: Emotional Intelligence in Practice* (monograph), Help Desk Institute, 2005

Selected Presentations

Keynote, concurrent, and virtual sessions at national and regional conferences. Recent examples:

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| 2026 | "Hassles to Hope" — NeuroNet Convention, Austin, TX |
| 2025 | "Resilient Leadership" — American Health Care Association Convention, Las Vegas, NV |
| 2024 | "The Journey to Leadership Excellence" — AAN Practice Management Conference, Denver, CO |
| 2024 | "Practicing Mindfulness & Empathy" — LeadingAge, Next Level Leadership Virtual Series |
| 2021 | "Bridge Building: Intentional Strategies for Building an Inclusive Organization" — American Health Care Association Annual Conference, Washington, DC |
| 2019 | "Stop with the Millennials! Create Truly Intergenerational Workplaces" — LeadingAge Annual Meeting, San Diego, CA |
| 2018 | "Mentoring: Growing the Next Generation of Neurologists" — American Academy of Neurology Leadership University, Los Angeles, CA |
| 2017 | "The Path to C-Suite Inclusion: Strategies to Promote Leadership Diversity" — LeadingAge Peak Leadership Summit, Washington, DC |

CONTACT

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