



Curriculum Vitae

Ina Smittenberg

Energetic and idealistic go getter with broad view and expertise. Strategic and innovative thinker and pragmatic developer and organizer. Result- and solution oriented, analytic, culturally sensitive and involved, aiming to improve organizations with a societal or sustainable purpose, Communicative, humoristic leader and teamplayer.

Drs. F.G. Smittenberg (Ina)
Emmen - NL, 19 June 1967

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Psychologist NIP, Registration Work- and Organisational Psychology NIP, member NVPA

Education

1985-1990: Social and Organisational Psychology, Rijksuniversiteit Utrecht (RUU). Thesis on cultural differences and conflict management (Netherlands, Brazil, Argentina). Presented at International Organization for Conflict Management (IACM), Oregon, USA.

1987-1990: Latin America Studies, Rijksuniversiteit Utrecht (Bachelor, including Spanish proficiency)

1991-1994: Clinical Psychology, Rijksuniversiteit Utrecht. Diagnostic and therapeutic variant.

Specialized courses, a selection

- Deep Democracy 1-2-3 and CoResolve 1 level (certificates)
- Prince 2, project management training
- Master's programs Professional Guidance and Systemic Working respectively at Phoenix Utrecht
- Specialized courses at the Netherlands Institute for Psychologists, Focus, University of Utrecht and RINO, on organisational change, including courses Systems Thinking, Solution-oriented working, Systemic and narrative interventions, Resistance and Change, Solution Focused Therapy Change management, Large group interventions, Storytelling, Group dynamics, Organization scripts, (certificates)
- Courses in Philosophy for organizations, Ethics, Political philosophy at the International School for Philosophy (ISVW) Leusden

Languages

Dutch, English, German, French, Spanish, Portuguese. Speaking fluently, writing well.

NB. 'Business' language skills are best developed in Dutch, English, French and Spanish.

All of past and current assignments

Project manager at Nidos

October 2022-present. Independent administrative body arranging guardianship and accommodation in foster families for unaccompanied minor asylum seekers in the Netherlands. Assignment aimed at strategic re-orientation of the organisation, as well as smoothing & redesigning organisational processes and cooperation in order to improve the quality of the care and support given to the youngsters and the foster families.

Secretary to the MSF NL Board and Association Coordination

June 2022-September 2022. Duo-position to assist the newly elected board and re-establish committees, correct board procedures and decision making, re-ignite the connection and interaction with the Association members. Involved with the organisation of the Association Event for OCA.

Fundraising and relationship management at Doctors Without Borders (MSF/OCA) Amsterdam

February 2022-June 2022. Copywriting proposals, reports, project Id-cards for the fundraising department (C&F) of OCA, while looking for a fitting next step at MSF or beyond.

Finance & Human Resources Manager in the Massakory Malnutrition Project, Doctors Without Borders (MSF) Chad.

September 2021 – December 2021. Field position in a project start-up of emergency relief in Chad. Recruitment and selection of +- 100 employees, team building, contracts, salaries, budgeting, and administration. According to MSF I 'outperformed'.

Mental Health and Psychosocial Support staff member at Boat Refugee Foundation, Lesbos (volunteer).

April 2021-June 2021. Providing initial support and counselling to traumatized residents of the Mavrouvouni refugee camp in Lesbos. Diagnosis and active referral to network of treatment, support, and assistance in the camp.

Project leader 'Beehive-Platform' Inspectorate Environment and Transport

January 2020-September 2021. Creating insight and clarity in the new organizational structure through an innovative online employee platform combined with offline activities. Organizing meetings and workshops to reflect on the organization and design the platform, making it a combination of an onboarding- & networking tool, with expertise and knowledge base and activities and meeting agenda.

Strategic coaching of the implementation team ProRail (from private company back to an administrative body)

Nov 2019-September 2021. Coaching the leaders and the project team of the Ministry of Infrastructure and Water in strategy development, project planning and execution of bringing ProRail back under governmental management. Professionalizing the team through online workshops, to equip them with Deep Democracy skills.

Strategist and organizational consultant Social Domain in the Municipality of Tilburg.

Feb 2019 – Dec 2020. Elaborate a participative change strategy for the municipality in terms of impact and leading principles for the organization, as well as learning and development method using daily complex cases and breakthrough approach. Devising a method, a tutorial and a handbook for breakthrough workshops and peer group reviews and learning.

Publication 'Contact as cornerstone' in collaboration with Vilans.

Jan – Dec 2020. Describe the consequences of the transformation in healthcare for healthcare workers, in terms of 5 essential relationships they maintain. Investigating the concrete conditions that the healthcare organization can fulfil to allow healthcare workers to flourish.

Project leader Ministry of Foreign Affairs the Netherlands.

May 2018 – June 2021. Preferred supplier of Ministry of Foreign Affairs. Various assignments in the field of culture, leadership, coaching, team building, organizational change, and development. Workshops, seminars or large scale interventions were always part of the approach to engage employees.

Project leader ABRONA (Institute for long term care, 1700 employees and 800 volunteers).

Okt 2017 – Maart 2018. Culture, behavior, and communication project to change and implement the 'health care transformation' initiated by government policy, by creating an experience room for meetings and workshops in the middle of the institute. Enhancing sense of community and shared ways of working through sharing, exchange, and consistent communication.

Project leader Getting Started (Aan de Slag) Zeist.

Oct 2017 – Sep 2018. Establishment and coordination of alliance with Municipality of Zeist, COA and AZC, welfare organizations and Pharos. Organizing meetings, workshops and activities on site to activate the refugees, promote their health, as well as enlarging the network of refugees in asylum centres through organizing volunteer work projects.

Project leader new Integration Route Municipality of Zeist.

Dec 2016 – Oct 2017 Developing and implementing a new integrated approach with and for newcomers (refugees with a permit). Aimed on network building and early integration, alignment of all concerned organisations, with a combination of real life experiences and meetings with an 'app' with all the municipal information. Example for other municipalities (through VNG) and positive evaluation of Verwey Jonker Institute.

Project leader Learning Line Ministry for Infrastructure & Environment.

Oct 2015 - Jan 2017. Continued development of the Learning path aimed at personal leadership, career development, motivation, craftsmanship, to activate and involve a neglected population (administrative support staff). Organizing large seminars to engage and inspire, workshops to learn and develop new skills.

Project leader implementation App 'Wegwijz' for the municipality of Zeist.

Oct 2016 - Dec 2016. Co-developing and launching an App Wegwijz in Zeist aiming to support newcomers in the municipality through tailored information and activities. As part of an innovative and integrative approach for integration and participation of newcomers

'Rijkswaterstaat' Strategy development with the Board of Directors of 7 regions.

Okt - Nov 2016. Design and execution of a challenging meetup for the development of the national strategy of RWS.

Project leader Culture Change Programme for TNO Material Solutions.

March 2016 - Oct 2016. Strategy development in turbulent internal circumstances and external environment. Coaching of management in leadership development, creating a constructive work atmosphere, enhancing employee autonomy and entrepreneurship through seminars, workgroups, presentation and engaging communication within the workplace.

Project leader Purpose Project TNO Optics.

Apr 2015 - Nov 2016. Formulating vision, strategy, and technological goals, in co-creation with 70 employees in large scale interventions. Development of practical tools to install new ways of working towards the goals: yearly agenda and meeting structure, development plans aimed at expertise and craftsmanship.

Strategic consultant and coach in the Social Domain.

Jun 2015 - Mei 2016. Various assignments to develop strategy with organizations in the social and housing domain, Vestia, MOGroup, whenever an engaging, innovative, and creative workshop approach is asked for.

Coaching and facilitating organizational and team development Vestia (housing corporation)

Dec 2015 - Jun 2016. Team development and development of shared plans for the organisation to build trust and confidence, after a drastic reorganization following fraud and malfunctioning, through a series of workshops engaging the whole organisation

Project leader Strategic Projects at TNO.

Aug 2014 - Jan 2015 Development and implementation of a comprehensive approach to secure essential processes like strategy development portfolio analysis, roadmapping, in cooperation with the directors of all the business units at TNO.

Project leader Innovation at ‘Nederlandse Vereniging van Ziekenhuizen’ (NVZ / National Hospital Association)

Sep 2014 – Feb 2015. Design and organization of an innovative invitational (seminar and workshops) for hospital directors and board members, to enhance knowledge on innovation in the healthcare sector. The challenging setup received the highest note (10) of the NVZ-board.

Project leader Care Employee 3.0 for Vilans (long-term care knowledge institute).

Jan 2014 - Aug 2014. Development of vision and publication White Paper on the 'transition' in healthcare, culminated in a new approach for Employee Workplace Care for healthcare employees.

Project leader ‘Developmental Learning Line’ at Ministry of Infrastructure and the Environment.

Sep 2012 – Dec 2013. Concept development and implementation learning line for the learning and development of an 'neglected' & divided group of employees with great effect, still an example trajectory for Ministry(s).

Project leader Leadership- and Organizational Development at TNO.

Jan– Aug 2012. Design and development of a drastic and sustainable large-scale intervention for organisation and leadership development and decision making, following a restructuring that was not completely thought through. Engagement of all management in shared decision making ‘workplaces’ to get the structure to work for the organization as a whole.

Projectleader “Effective Inspectorate” at Inspectorate of Education

2010-2011. Development of interventions and development plan for culture and leadership development, to help inspectors work more effectively instead of routinely.

Project manager of the Experience Day for State Inspectors.

2008-2010. All 3500 Inspectors of all 14 government inspectorates in the Netherlands, underwent a program for individual change and development, organized in the specially developed 'House of the Inspectorate in Utrecht. Team of 5, pool of 44 trainers under my leadership realized a creative, practical, innovative, and experiential cognitive and behavioural change approach.

Project manager of The Outside World (De Buitenwereld) at UWV.

2005-2008. In 5 years, 25,000 employees of UWV and its chain underwent a day about customer focus, to significantly improve the culture, behaviour, and service in the chain, branching off into a number of developmental activities, career and development plans for the organisation and its partners. Managing a team of 14 and a pool of 65 employees. Won the Galjaard prize in 2008 for best Government Communication Target Group

Coaching and counselling of higher educated management.

2000- present. Most work-related questions, personal effectiveness, leadership development, career guidance of senior and middle management. Sometimes psychological research.

Writing and Publications

- Organitopia - February 1, 2018, Scriptum. Foundations of effective (organizational) change from a psychological starting point. Addressing intrinsic motivation and behavioural change with the Beautiful, True and Good. www.organitopia.nl.
- BookBoon – Author from January 2019 - Present. 3 Podcasts on personal efficacy, 1 e-book on intrinsic motivation.
- Displaced (Ontheemd) - December 2021. In house publication regarding the refugee crisis.
- Citizen Participation and Engagement. Chapter in the latest BeBright publication ‘Ouder Worden 2040’, setting the agenda for societal and institutional change.

Other Activities

- **2010-present. Facilitator Foundation for Natural Leadership (FNL) & Kenchaan.** Trails to South Africa with mixed groups. Trail to the Azores with ING management trainees. <http://www.naturalleadership.eu/>
- **2013-2014 Member of the Board of IBISS**, an NGO active in Rio de Janeiro’s favelas. Board was dismantled due to irregularities in finance and activity observed by amongst others me. I include this experience because it underlines integrity, analytical skills and perseverance.
- **2014-present. Fellow Domaine de Boisbuchet.** Multi-cultural center for (social) innovation, design, and architecture. www.boisbuchet.org
- **2015-2016. Organizer U-nite.** Meeting and party for refugees, neighbouring residents, and volunteers; aimed at network building and activation, in collaboration with the Municipality of Utrecht, USG People. Diverse voluntary organisations. <https://www.facebook.com/UNITE18dec2015/>, <https://vimeo.com/155993922>.
- **2016. Volunteer Utrecht / Zeist.** Involved in various initiatives that promote early activation and integration of refugees. I collaboration with amongst others Municipality of Zeist, Welcome to Zeist, Triodos Bank.
- **2020- Present Member of Design Team ‘Buitengewoonanderezorg’** (extraordinarily different healthcare): an initiative that strives to offer different and more effective care to traumatized (and thus long term) clients.

For all other activities an experience (mostly organizational development and change programmes and projects) see my LinkedIn profile.