

PROFESSIONAL PROFILE

Educator: Dr. Jemima Organ is an author, educator, qualitative researcher, and compassionate counselor with over twenty-seven years of experience, having begun as a lay counselor before transitioning into professional practice. She earned a PhD in Organizational Information and Learning Sciences from the University of New Mexico, with a focus on Organization Development that she integrates with her counseling work; her dissertation, *Motivational Interviewing as a Tool for Servant Leadership*, reflects her mission to equip managers with evidence-based, practical skills for developing successful business strategies for clients.

Author: Her dissertation is available through the University of New Mexico Digital Repository (https://digitalrepository.unm.edu/oils_etds/55/), and she has published in the *International Journal for Servant Leadership*

<https://ijsl.press.gonzaga.edu/articles/13/files/6347a78d0ed70.pdf> and <https://repository.gonzaga.edu/ijsl/vol19/iss1/15/>, including:

Miller, William Richard and Organ, Jemima Neddy (2025) "Motivational Interviewing and Servant-Leadership: An Interview with Dr. William R. Miller," *International Journal of Servant-Leadership*: Vol. 19, Article 15.

DOI: <https://doi.org/10.64749/2160-8172 & 2160-8164.1439>. Available at: <https://repository.gonzaga.edu/ijsl/vol19/iss1/15>.

She has also co-authored, with Fredrick Eliason, *Bringing Servant-Leadership to Life with Motivational Interviewing* (in press), featuring a foreword by Dr. William R. Miller, co-founder of Motivational Interviewing, and an endorsement from Larry Spears, former President and CEO of The Greenleaf Center for Servant-Leadership.

Practitioner: In her clinical practice, she works with individuals, couples, groups, and organizations in both telehealth and in-person settings, drawing on cognitive-behavioral therapy (CBT) and motivational interviewing.

Leader: Her professional experience, spanning more than fourteen years, is concentrated in knowledge and strategic management, with additional exposure to training and counseling, and includes five years of management experience, among them a mid-level leadership role.

SELECTED ACHIEVEMENTS

National Curriculum Development & Policy Adoption, Kenya: Jemima conceived and led development of *Worth the Wait*, a national adolescent behavior-change curriculum addressing mental health and self-esteem among youth in Kenya; personally authored 3 of its 11 topics. The curriculum was approved by the Kenyan Ministry of Education as an official life-skills manual for use in all Kenyan high schools and secured USAID and other international funding for implementation. Between 2001 and 2010, the program reached over 1 million students across Kenya's high schools and remains in active use today. It was later adopted by a global faith-based organization for use in over 100 countries.

National Legislative Reform, Kenya: Jemima initiated and led the drafting of the Kenyan psychological services bill, mobilizing a team of fellow counselors to shape the initial draft and building coalitions to lobby it through Parliament. The bill was enacted as the *Counsellors and Psychologists Act, 2014* (Act No. 14 of 2014), assented to on 30 July 2014 and commenced on 18

August 2014, establishing counselling and psychology as regulated professions in Kenya under a national licensing board. The Act continues to govern the practice of thousands of counsellors and psychologists nationwide.

National Media Engagement & Public Mental Health Education, Kenya: Jemima served as a featured guest and program host across major Kenyan and international broadcast outlets, including BBC World Service Radio's *Focus on Africa*, Nation Media Group's NTV (*This Morning* and *Prime News*), Citizen TV (*Power Breakfast*), and Kenya Television Network (KTN), discussing childhood trauma, parental support strategies, and self-esteem development, with individual broadcasts reaching audiences of up to 350,000. Through these platforms and accompanying community outreach, educated more than one million Kenyans on identifying mental health issues and accessing psychological care, helping build public acceptance of counseling as a profession in Kenya.

Original Scholarly Contribution, Motivational Interviewing & Servant Leadership: Jemima completed the first doctoral dissertation examining Motivational Interviewing as a tool for servant leadership, with doctoral study advised in part by Dr. William R. Miller, co-founder of Motivational Interviewing, at the University of New Mexico. Recognized as one of the first researchers to synthesize Motivational Interviewing and servant leadership frameworks, training practitioners and studying outcomes among program participants.

RESEARCH INTERESTS

Primary focus: The application of Motivational Interviewing (MI)—an evidence-based, collaborative communication method for strengthening motivation and commitment to change (Miller & Rollnick, 2013)—to management and leadership behavior in Health and Human Services (HHS) organizations, with attention to employee engagement, manager-employee relationships, and workplace conflict reduction.

Doctoral research: One of the first three qualitative dissertations examining Motivational Interviewing within a servant-leadership framework; investigated MI's impact among leaders at the U.S. Department of Veterans Affairs, the only organization to formally train its leaders in both MI and servant leadership. Findings linked MI adoption to stronger workplace relationships and increased employee engagement and productivity.

Future directions: Replicating this study across additional organizations formally using MI among their leaders; examining the shared behavioral competencies between servant leadership and MI, including listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth, and community-building; relating MI to established leadership styles—authentic, ethical, transformational, psychodynamic, and adaptive leadership; conducting quantitative research on MI's organizational impact; investigating MI's role in workplace mentoring relationships; and replicating a master's-level study on the factors determining undergraduate career choice, extended to U.S. undergraduates in the post-COVID-19 context.

TEACHING EXPERIENCE

Current Employer: University of Memphis, Fogelman College of Business and Economics

Position: Visiting Assistant Professor, Department of Management

Supervisor: Prof Kurt Kraiger

Start Date 08/01/2026

Teaches two in-person sections of MGMT 4710 – Strategic Management in the fall semester, as well as an online section and an in-person section of MGMT 7160 – Global Strategic Management.

Former Employer: Germantown Behavioral Solutions PLLC

Supervisor: Emily Vanderpool

Email: evanderpool@gtownbehavioral.com

Start Date: 05/06/2026; **End Date:** 07/31/2026 (Resigned to take up a Visiting Assistant Professor position at the University of Memphis)

Position: Therapist and workshop facilitator

Therapist: Conducted behavioral assessments and designed strategic interventions for individuals navigating workplace burnout, interpersonal conflict, and career transitions.

Workshop facilitator: Developed instructional materials and facilitated CEUs on behavior change in the workplace, both clinical and non-clinical, using evidence-based methods for behavior change interventions in organizations. On June 5th, facilitated a brief workshop on “Introduction to Motivational Interviewing” at Germantown Behavioral Solutions in Memphis, TN. Offered workshops on workplace well-being and safety, leadership and conflict resolution, group dynamics, instructional design, organizational change management, project management, mentorship, and soft skills.

Colorado College

Position: Innovator in Residence, Center for Creativity & Innovation

Supervisor: Dr. Jessica Hunter, Director of Creativity & Innovation

Email: jhunter@coloradocollege.edu

Start Date 08/27/2022: **End date** 12/31/2022

Selected as Innovator in Residence at Colorado College’s Center for Creativity & Innovation. Taught a seminar class on creative leadership conversations and led an eight-week workshop on Motivational Interviewing and its applications to leadership for students, faculty, and staff; attendance remained high throughout, and participants reported the workshop both challenging and rewarding. Gave additional workshops and lectures and participated in discussions in other leadership courses. Delivered a public talk and reception on this research in February 2023, drawing Colorado College students, faculty, staff, and community members. Invited to return in fall 2023 to reoffer the workshop; unable to do so due to visa constraints. Research is ongoing to assess the workshop’s lasting impact on participants.

Skills: University Teaching · Management · Leadership

Communications · Facilitation · Motivational Interviewing · Servant Leadership

EDUCATION

- 2014- 2020 PhD in Organization Information Learning Sciences (OILS), Minor in counseling. University of New Mexico, Albuquerque, NM.
Graduated July, 2020
Dissertation: Motivational Interviewing: A Tool for Servant Leadership.
Committee Chair: Dr. Mark Emmons, University of New Mexico.
Committee members: Dr. Frances C. Wilkinson, Dr. Kamilla Venner, and Dr. William R. Miller, University of New Mexico.
- 2008-2011 *M.A. in Counseling Psychology*
Daystar University, Nairobi, Kenya
Thesis: Factors Determining Career Choice Among Daystar University Undergraduate Students. Directed by Professor Michael Bowen.
Committee members: Professor Rebecca Oladipo (reader) and Professor Dr. Alice Munene.
- 2003-2006 *B.A. in Psychology*
University of Nairobi, Nairobi, Kenya
- 2001- 2002 *Higher Diploma in Psychological Counseling*
Kenya Institute of Professional Counselors, Nairobi
- 2000 – 2001 *Higher Diploma in Human Resource Management*
Institute of Personnel Management. Nairobi, Kenya
- 1990 – 1991 *Diploma in labour Studies and management*
Kenya Polytechnic, Nairobi, Kenya

UNIVERSITY OF NEW MEXICO

Organization Information Learning Science (OILS) Department

Graduate assistant

Overall Supervisor: Dr. Victor Law

Start Date 08/15/2016: End date 05/15/2020

Duties: Under the supervision of the OI&LS faculty, assisted in teaching, classroom management, and research projects; assisted with literature reviews; entered and analyzed data; wrote reports; taught undergraduate classes; developed new instructional materials for both face-to-face and online teaching; facilitated group discussions; mentored peers; and graded.

Teaching Assistant, Adult Learning: Linking Theories and Practice

Start Date: Fall 2019 End Date: Fall 2019

Duties: Developed online instructional material for OILS 466-002; facilitated group discussions and online discussions in UNM Learn; coordinated the class research project; developed homework assignment questions; instructed online; and graded student assignments. Also served as Teaching Assistant for OILS 642-001, Organizational Leadership.

Graduate Assistant & Teaching Assistant (OILS 551, Training Techniques)

Start Date: Spring 2019 End Date: Spring 2019

Duties: Conducted qualitative research for the evaluation of the Academic Science Education & Research Training (ASERT) program, including literature reviews and data entry and analysis; served as Teaching Assistant for OILS 551, Training Techniques.

Teaching Assistant, Organization Information & Learning Sciences Program

Start Date: Fall 2018 End Date: Fall 2018

Duties: Developed the syllabus for Mentoring and Adult Career Development (OILS 555), a Master's-level course; facilitated group discussions; coordinated the class research project; and coordinated guest speakers for the course. Mentored a student in carrying out qualitative research presented at the Mentoring Conference at the University of New Mexico.

Graduate Research Assistant

Start Date: Fall 2016 End Date: 05/11/2018

Supervisor: Dr. Gunawardena.

Duties: Assisted in preparing academic program review; developed the assessment tool and interview questions. Organized and scheduled the interviews, conducted interviews, organized data, analyzed the data, and wrote a report on the findings.

Psych Community Behavioral Health (CBH)

Graduate assistant

Start Date 02/12/2020: End date 07/25/2020

Supervisor: Dr. Brian Isakson, PhD

Duties: For the SOCIII grant position, supported the development of an evaluation plan; assisted with the development of evaluation protocols and procedures; conducted literature reviews and manuscript assistance (drafting and editing papers and other documents); and assisted with the creation of data dissemination and translation projects

Individual Family Community Education (IFCE)

Graduate Assistant

Start Date: 08/10/2014 End date 12/11/2015

Duties: Assist Dr. Hunter with supervision of students in the Manzanita Counseling Center

Start Date: 01/11/2016: End Date 05/13/2016

Duties: Assisted Dr. Neswald-Potter with supervision of students in the Manzanita Counseling Center

Start Date: 01/11/2016: End Date: 05/13/2016

Taught and evaluated Counseling 492-001 Spring 2016 semester

Internal Consultant/LMHC Counselor /Part-time

Start Date: 06/27/2016 End date 08/25/2018

Organized strategic planning meetings with the director. Participated in training facilitation, training curriculum development, and participated in cross-cultural counseling.

Licensed Mental Health. State New Mexico (No. CMH 0182161)

Licensed Professional Counselor Candidate. State Colorado (No. LPCC.0018866)

KING FAISAL UNIVERSITY/HOFUF – SAUDI ARABIA

Instructor, Introduction to Psychology

Start date Fall 2013 End date Spring 2014

Duties: Developed teaching curriculum and was the sole instructor of the undergraduate Psychology level course

Instructor, English in PYD

Duties: Taught pre-university students on-campus English as a second language.

RECENT COUNSELING EXPERIENCE

Hopeful Springs Counseling, Colorado Springs. Colorado

Supervisor- Jessy Wretlind

Email- jwretlind@hopefulsprings.com

Sept 2022- May 2023 (Work Visa ended)

March 1, 2026-present- Remote (Got work Visa)

Performed both telehealth and in-person counseling; conducted initial evaluations of client needs and developed customized treatment plans. Provided therapy based on evidence-based practices and educated clients on stress and coping mechanisms. Provided individuals with the resources needed to reach personal goals.

Monitored client progress and modified treatment plans as needed, and coordinated with social and medical agencies, healthcare providers, and community outreach programs to provide clients with needed services. Completed client progress notes and continuing education courses to maintain National Certified Counselor certification and stay current with best practices.

Skills: Motivational Interviewing · Communication · Psychological Assessment · Interpersonal Skills · Cognitive Behavioral Therapy (CBT) · Mental Health Counseling skills · Analytical Skills, Psychodynamic skills, person-centered, existential therapy. Rational Emotive Therapy, narrative therapy

Overcomers Counseling, Colorado Springs. Colorado

Oct 2021- Sept 2022

Supervisor- Jennifer LPC, ACS

Email- jenny@overcomewithus.com

Performed both telehealth and in-person counseling; conducted initial evaluations of client needs and developed customized treatment plans. Provided therapy based on evidence-based practices and educated clients on stress and coping mechanisms. Provided individuals with the resources needed to reach personal goals.

Monitored client progress and modified treatment plans as needed, and coordinated with social and medical agencies, healthcare providers, and community outreach programs to provide clients with needed services. Completed client's progress notes and continuing education courses to maintain National Certified Counselor certification and stay current with best practices.

Skills: Motivational Interviewing · Communication · Psychological Assessment · Interpersonal Skills · Cognitive Behavioral Therapy (CBT) · Mental Health Counseling skills · Analytical Skills, Psychodynamic skills, person-centered, existential therapy. Rational Emotive Therapy, narrative therapy

COMMUNITY EDUCATOR

North Side Christian Health Center (Pittsburgh, PA)

Behavioral Health Consultant/Community Education Liaison

Supervisor: Melissa Wertz Human Resource Director

Start Date 09/22/2020 End Date 11/24/2020

Duties: Design, develop, and coordinate community wellness education and training to support NSCHC, patients, and community health and wellness outcomes. Apply the Motivational Interviewing method to counsel, mentor, and coach individuals through the process of their personal and professional development. Provide psychosocial educational counseling, screenings, referrals, and coordination. Develop educational and training manuals for the behavioral health department on interagency communication, billing, authorization, and other instructional resources. Collaborate within the practice to facilitate general medical care compliance and follow-up for patients who are in the process of mental health evaluation and treatment. Coordinate NSCHC patient outreach and community education programs, such as the Thanksgiving Program, Mission Vision, and the Vision Foundation. Provide cultural and language consultation and interpretation, as needed, for agency and community education. Utilize an electronic health record to capture pertinent documentation. Performs all other duties as assigned by Primary Care Behavioral Health (PCBH) Director; undertakes special projects and program efforts as requested

HURLINGAM COMPREHENSIVE HEALTH CARE CLINICS (KENYA)

Director/ consultant and counselor

Start date March 2008: End date March 2011

Contact person Dr. Kagemu

Duties: Provided counseling services for client organizations and individual clients. Conducted initial evaluations of client needs and developed the client's customized treatment. Provided individual and group counseling. Collaborated with medical agencies, healthcare providers, and community outreach programs for referral to provide clients with the services needed. Participated in training/ consultancy for groups in the organization on mental health issues. Monitored the clients' progress and modified their treatment plans according to need. Worked collaboratively with the other directors in the clinics and effectively managed the counseling aspect of the center.

KENYATTA NATIONAL HOSPITAL (PATIENT SUPPORT CENTER)

Sessional Counselor

Dr. Makanyengo.

Start date Feb 2007-End Date: Aug 2007

Duties: Conducted psychological assessment and counseling of HIV/AIDS patients and clients at the Patient Support Center. Also counseled traumatized children.

TRAINING AND CURRICULUM DEVELOPMENT CONSULTANT (in various Organizations)

Start date Jan 2003: End date: March 2010

At the Kenya Hospice and Palliative Care Association (KEHPCA), developed a Psychosocial section) curriculum for health workers dealing with terminally ill patients. At Marie Stopes, developed a curriculum (Psychosocial section) for sexual and gender-based violence (SGBV) in emergency settings. At Map International-Kenya , as a training consultant, developed instructional material, facilitated, monitored, supervised, and evaluated a community-based organization. At AMREF- Kenya as a consultant, evaluated the impact of the post-election

violence on the communities in Western province in Kenya, and at *Dataline International Ltd*, as a training consultant, developed instructional material which enhanced the learning process, facilitated effective training programs for corporate clients.

LANGUAGES

English fluent both in written and spoken, Swahili fluent both in written and spoken, Native Luya fluent in speaking

COMMUNITY INVOLVMENT EXPERIENCE

Memphis, TN – Volunteer Community Educator and Researcher (current)

Guest lecturer, Christian Brothers University, on Global Leadership and Organizational Development Using Motivational Interviewing (MI) and Servant Leadership (SL). Guest speaker on podcasts, radio, and TV talk shows on Motivational Interviewing as a tool for leadership, including *City Current* with Jeremy C. Park and *Talking to Change* with Glenn Hinds and Sebastian Kaplan. Ongoing involvement in research and academic writing.

YFC -KENYA

Program Coordinator /counselor

Start date Jan 199: End date April 2003

Contact person: Ann Musya.

Duties: Managed and coordinated the program's activities, such as community outreach, psycho-Education (advocacy), supervised the staff, assisted in the preparation of grants and funding from sponsors, initiated curriculum development/ instructional design for the program; developed an internship orientation program and facilitated it. Schedule the program work and oversee the daily operations.

PROFESSIONAL MEMBERSHIP

Motivational Interviewing Network of Trainers (MINT TNT)

American Psychological Association (APA)

Greenleaf center for servant leadership

Licensed Professional Counselor Candidate (LPCC), Colorado; Associate Licensed Professional Counselor (A-LPC), Tennessee

SERVICE

Board Member, Motivational Interviewing Leadership and Organization (MILO): Serves on the board of MILO, an organization that supports and trains leaders in the use of Motivational Interviewing, contributing expertise in bringing servant leadership and Motivational Interviewing to the leadership field.

Board of Directors, Real Stars (Nairobi, Kenya): Served for over ten years on the board of directors of Real Stars, an organization supporting deprived children in Nairobi, Kenya.

REFERENCES:

Dr. Victor Law
University of New Mexico
Email: vlaw@unm.edu
Phone: (505) 277-2565

Prof. Mark Emmons
University of New Mexico
Dean, University Libraries & Learning Sciences, University of New Mexico
Email: emmons@unm.edu
Phone: (505) 277-6674

Dr. Jessica Hunter
Colorado College
Associate Director, Crown Center for Teaching
[Email: jhunter@coloradocollege.edu](mailto:jhunter@coloradocollege.edu)
Phone (719) 389-7083

PUBLICATIONS

- Organ, J. N., & Eliason, F. (in press). *Bringing Servant-Leadership to Life with Motivational Interviewing*. Foreword by William R. Miller, PhD, co-founder of Motivational Interviewing. Endorsed by Larry Spears, former President and CEO, The Greenleaf Center for Servant-Leadership.
- Organ, J. N. (2020). *Motivational interviewing a tool for servant leadership*. [Doctoral dissertation, University of New Mexico.] ProQuest Dissertations and Theses database
- Organ, Jemima Neddy (2021) "Motivational Interviewing: A Tool for Servant-Leadership," *International Journal of Servant-Leadership*: Vol. 15, Article 5. DOI: <https://doi.org/10.33972/ijsl.13>
Available at: <https://repository.gonzaga.edu/ijsl/vol15/iss1/5>
- Miller, W. R., & Organ, J. N. (2025). Motivational Interviewing and Servant-Leadership: An Interview with Dr. William R. Miller. *International Journal of Servant-Leadership*, 19(1), 15.
- Khamadi, J. (2015). *Factors determining career choice among Daystar University undergraduate students* (Master's dissertation).

PRESENTATIONS

Organ, J. N. (2020–2021). Motivational Interviewing: A Tool for Servant Leadership.

Invited presentation on her dissertation research, delivered virtually during the COVID-19 pandemic as part of an outreach effort to raise awareness of Motivational Interviewing as a tool for leadership and servant leadership, to the following organizations:

- ❖ University of Nottingham, Institute of Mental Health, Division of Psychiatry & Applied Psychology, Nottingham, United Kingdom (July 2020)
- ❖ Addiction Technology Transfer Center (ATTC) Network Coordinating Office, Kansas City, United States (December 2020)
- ❖ Motivational Interviewing Network of Trainers (MINT), Pittsburgh, United States (January 2021)
- ❖ HQS Consulting Services, South Africa (January 2021)
- ❖ Servant Leadership Academy, Canada — presented to an Agile Coach and HR/Culture Transformation Champion (January 2021)
- ❖ Newark Community Economic Development Corporation, New Jersey, United States (January 2021)
- ❖ Motivational Interviewing Network of Trainers (MINT) Pittsburgh Practice Group, United States (February 2021)
- ❖ Carnegie Mellon University, Pittsburgh, United States — presented to the Manager of Procurement and Contracts (February 2021)
- ❖ Motivational Interviewing Leadership and Organization (MILO) (March 2021)
- ❖ Metro Pittsburgh Youth for Christ, Pittsburgh, United States (April 2021)
- ❖ Australian Institute of Business, Adelaide, South Australia, Australia (May 2021)
- ❖ New England Prevention Technology Transfer Center (New England PTTC), Maine, United States (June 2021)

OILS EXPLOR 2016 University of New Mexico: *Culture's impact on life journeys:* Charles Hinson, Jemima N. Organ, Charles F. Palmer, Michael Riblett University of New Mexico, United States.

ASGW 2016 Conference – Association for specialist in Group Work: *The distinction between supervision of group work and group work supervision.*

Shared Knowledge Conference 2016: *The distinction between supervision of group work and group work supervision*

Research Show Case 2014; UNM of College of Education University of New Mexico: *The Vicarious Trauma Experiences of Counselors Who Work with Forced Immigrants from Conflict Areas*

Kenyatta University International Conference on Education 2011, Kenya: *Presentation of her M.A. dissertation research, Factors Determining Career Choice Among Daystar University Undergraduate Students.* Theme of the conference was 'Quality Education for Societal Transformation' July 2011

TRAININGS

Organ, J. N. (June - August 2021). Mentoring best practices. New England Prevention Technology Transfer Center (New England PTTC), Maine, United States