

D. Douglas McKenna, Ph.D.

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Biographical Summary

Dr. Douglas McKenna earned his Ph.D. in Differential Psychology in 1979, pursuing a course of study focused on the theory and psychological measurement of individual differences in personal values, moral development, and personality. Dr. McKenna began his university teaching career at George Fox College (1977) in Newberg, OR as Assistant Professor of Psychology. In 1979, he was offered a position in the Department of Psychology at Wheaton College, Wheaton, IL, where he taught courses and conducted basic research in the areas of personality, social psychology, and industrial-organizational psychology.

Dr. McKenna left academe for two years to do applied organizational and personnel research at Personnel Decisions Research Institute (PDRI) in Minneapolis, MN. under the mentorship of Dr. Marvin D. Dunnette, one of the key figures in the history of industrial-organizational psychology. As Senior Research Psychologist, Dr. McKenna led large-scale research projects on a variety of human resources, training, and management/leadership development for a variety of clients including: IBM, Exxon, Office of Personnel Management, State of California Department of Corrections, and others. During this time at PDRI, Dr. McKenna was very active in the Society for Industrial/Organizational Psychology and published a number of research articles and technical reports dealing with personnel selection, organization design, human resource systems, and management development. His paper entitled “What Middle Managers Really Do?” co-authored with Dr. Marvin Dunnette and based on research conducted at the IBM Corporation, won the article of the year award in the *Academy of Management Executive* in 1994.

In 1985, Dr. McKenna left PDRI to join the faculty as Associate Professor of Management in the School of Business and Economics at Seattle Pacific University, his undergraduate alma mater. There he taught primarily MBA-level courses in Organization Theory and Design, Organization Development and Change, Human Resources Management, and Leadership. Among the writing projects undertaken during this time, three received considerable attention and citation from colleagues in industrial/oraganizational psychology and from practicing managers. First, Dr. McKenna collaborated with fellow faculty member and long-time associate Dr. Jeffrey McHenry in writing a straightforward guide to organizational politics for managers entitled: *Positive Politics at Work* (Irwin, 1992). Second, Dr. McKenna published an article entitled “What Middle Managers Really Do” in the *Academy of Management Executive* in 1993. This article received the article of the year award for that publication and was recently

reprinted in a special “Classics” issue of AME. Third, Dr. McKenna contributed a major chapter on Organizational Design to the second edition of Dunnette’s *Handbook of Industrial/Organizational Psychology* (CPP, 1996) with co-author Patrick Wright. Finally, Dr. McKenna co-authored a chapter on “E-Executives: Leadership Priorities for the New Economy” with Robert B. McKenna in Robert Silzer’s *The 21st Century Executive: Innovative Practices for Building Leadership at the Top* (Pfeiffer, 2001). Dr. McKenna received tenure and was promoted to Professor of Management in the School of Business and Economics in 1988.

Dr. McKenna’s career took a significant turn shortly after arriving at Seattle Pacific University. He was invited to do consulting in management and organization development with a small, but fast growing, software company (only 700 employees worldwide at the time)—the Microsoft Corporation. Dr. McKenna became deeply involved in leadership coaching with senior executives in the company and working with them to address the problems of people, organization, and leadership as the company grew phenomenally in every way imaginable. This was a period in which the consulting work enriched his teaching and writing while his university professorship provided time for reflection and study on the problems and challenges faced by this great new company.

In 1993, the workload of virtually full-time consulting and full-time teaching led Dr. McKenna to a decision point. Microsoft offered him the opportunity to lead the corporate Human Resources organization as General Manager, HR Policy and Planning. In this role, Dr. McKenna was responsible for worldwide HR policies in the areas of Compensation, Management and Leadership Development, HR Systems, Recruiting, and Diversity. Over the course of the next 8 years, he led the creation and implementation of HR systems that have become part of the fabric of today’s Microsoft (76,000 people in 75 subsidiaries). These include the MS Poll and Organization Health Index, the C2 Leadership Model, MS Bench Programs for Identifying and Developing Leaders, MS Competency Profile and Toolkit, and many key programs in Compensation and Training. During his tenure at Microsoft, Dr. McKenna also continued to coach key senior executives in the company on their specific leadership challenges. In 2001, his last year with the company, he moved to Paris, France where he worked exclusively with executives in the Europe, Middle East, Africa (EMEA) region of the company.

For the past four years, Dr. McKenna has re-launched his consulting firm—MC² Consulting Group—and is currently doing executive coaching and leadership development training in the U.S. and abroad (Eastern and Western Europe, the Middle East, and South Africa). His partner in the firm, as well as his partner in life, is Kimberly A. McKenna, MSOD. Together they are writing a series of books on C4 Leadership, which is a leadership theory and model developed by Dr. McKenna, grounded in his years of study as a scholar and practice as a Microsoft executive and consultant.

Dr. and Mrs. McKenna are at home in Seattle, WA and on Whidbey Island, one hour north of Seattle where they raise German Shepherds and ride Harley-Davidson Motorcycles. He is an avid runner and jazz guitarist, as well as the father of three adult children: David (27), Annie (25), and Patrick (20).