

Department of Industrial/Organizational Psychology  
Seattle Pacific University  
3307 3rd Ave. W, Suite 107  
Seattle, WA 98119-1922

Email: [rmckenna@spu.edu](mailto:rmckenna@spu.edu)  
Phone: 206-281-2629  
Fax: 206-281-2696  
<http://www.spu.edu/depts/spfc/orgpsych>

## Education

- 1998 **Ph.D.**, Organizational Psychology. Center for Organizational Behavior and Sciences, Claremont Graduate University, Claremont, CA.  
Dissertation: *The Managerial Control and Empowerment Paradox: A Competing Values Approach to Effectiveness of Small Service Organizations.*
- 1992 **M.B.A.**, Seattle Pacific University, Seattle, WA.  
Emphasis: Human Resource Management.
- 1990 **B.A.**, Management and Marketing, Seattle Pacific University, Seattle, WA.

## Professional Experience

- 2006–present **Chair and Associate Professor of Industrial/Organizational Psychology:** Department of Industrial/Organizational Psychology, Seattle Pacific University, Seattle, WA.
- 2004 - 2006 **Chair and associate Professor of Psychology:** Department of Psychology, Seattle Pacific University, Seattle, WA
- 1999 – 2004 **Director: Degree Completion Program in Organizational Behavior:** Department of Psychology, Seattle Pacific University, Seattle, WA.
- Manage budget and program resources.
  - Recruit, hire, and evaluate faculty and supervise curricular development.
  - Develop and oversee program marketing plan.
  - Teach, advise, and mentor program participants.
- 1997-present **President:** McKenna & Associates, Seattle, WA.
- Consultation since 1991 with organizations of various sizes, structures and types of business including manufacturing, health care, high tech, and service organizations.
  - Provide services in the areas of leadership development and executive coaching, team development and performance management, strategic planning, employee opinion survey research, program evaluation, organizational change, worksite health promotion, and employee development and training.
  - Senior Consultant/Team Member of the Waypoint Project, a ten-year longitudinal study of 120 leaders within the Boeing Company.
  - Clients include: The Boeing Company • Microsoft Corporation • Foster Farms • RGL International • Kravis Leadership Institute • The Free Methodist Church • The Church of the Nazarene • Asbury Theological Seminary • Challenges Northwest
- 1994-1999 **Director and Assistant Professor in Human Resource Development:** Graduate program in Human and Organizational Development, School of Business and Management, Azusa Pacific University, Azusa, CA.  
*Graduate Courses Taught:* Human Resource Management, Organizational Behavior, Foundations of Human and Organizational Development, Group Dynamics and Conflict Management, Applied Research and Analysis.  
*Undergraduate Courses:* Human Resource Management, Organizational Behavior
- Educated and developed change practitioners including upper level managers and executives.
  - Implemented a competency model for recruiting of students, evaluation and recruiting of faculty, and outcomes assessment.
  - Fine-tuned curriculum, program mission, and objectives to meet the current needs of

- organizational development professionals.
  - Developed comprehensive marketing plan including radio and print advertising.
  - Recruited and evaluated program faculty.
- 1995-1998     **Project Director:** The Pasadena Consortium Research Project, Division of Organizational Strategy and Evaluation, Claremont Graduate University, Claremont, CA. *Project Funding:* \$200,000 research grant from the California Wellness Foundation to evaluate the effectiveness of a community-based employee assistance program.
- Managed a staff of researchers in data collection and data analysis.
  - Developed an employee opinion research system for feedback and consultation, including executive summaries and the flagging of key human resource issues.
  - Consulted with over 40 service organizations in greater Los Angeles.
- 1991-1992     **United States Professional Tennis Association, Teaching Pro:** Seattle Tennis Club, Seattle, WA
- Handled diverse instructional responsibilities, managing adult and junior programs.
- 1990-91       **Head Coach, Men's NCAA Varsity Tennis:** Seattle Pacific University, Seattle, WA
- Coaching and managing the men's varsity tennis team including scheduling, fund raising, and tournament direction.

### Selected Publications and Reports

- McKenna, R. B., & Lopus, A. (Manuscript in preparation). From Great to Meaningful: The Five Secrets of the Best Christian Workplaces.
- McKenna, R. B. (Manuscript in preparation). Dying to Lead: What Would You Sacrifice to Make a Difference in the World? Forthcoming book on the concept of sacrificial leadership.
- McKenna, R. B., Yost, P. R., & Boyd, T. N. (2007). Leadership development and clergy: Understanding the events and lessons that shape pastoral leaders, *Journal of Psychology & Theology*, 35, 179-189.
- McKenna, R. B., Boyd, T. N., & Yost, P. R. (2007). Learning agility in clergy: Understanding the strategies and situational factors that allow pastors to learn from experience, *Journal of Psychology & Theology*, 35, 190-201.
- McKenna, R.B. (2006). Managing in the midst of chaos: A leader's reality. *Christian Management Report*, 3, 4-7.
- McKenna, R. B., & Yost, P. R. (2004). The differentiated leader: Specific strategies for handling today's adverse situations. *Organizational Dynamics*, 33, 292-306.
- McKenna, R. B. & Crighton, R. (2003). Leading in Adversity, Momentum Magazine, The Boeing Company Online Magazine, Summer 2003. Seattle, WA.
- McKenna, R. B. & Yost, P. R. (2002). Leading in Adversity. (Technical Report). Seattle, WA: The Boeing Company, Waypoint Project.
- McKenna, D. D., & McKenna, R. B. (2001). E-executives: Leadership priorities in the new economy. In E. Salas (Series Ed.) & R. Silzer (Vol. Ed.), *The 21st century executive: Innovative practices for building leadership at the top*, (pp. 274-299). San Francisco, CA: Jossey Bass.
- McKenna, R. B., & Yost, P. R. (2001). Then and Now: 20 Year of Leadership Development. (Technical Report). Seattle, WA: The Boeing Company, Waypoint Project.
- McKenna, R. B. (2001). The Fast Track: Factors that Predict Advancement at Boeing. (Technical Report). Seattle, WA: The Boeing Company, Waypoint Project.

Marelich, WD, Berger, DE, & McKenna, R (2000). Gender differences in the control of alcohol-impaired driving in California. *Journal of Studies on Alcohol*, 61, 396-401.

McKenna, R.B. (1998). Guiding the Xers: Teaching students of the X generation. *Adjunct Faculty Newsletter*, Fall Issue, Azusa Pacific University.

McKenna, R.B., Donaldson, S.I. (1998). Executive summary of data collected for The Pasadena Consortium: Strategies for improving the effectiveness of the manager in the small service organization. (Technical Report: California Wellness Foundation). Claremont, CA: Pasadena Consortium and Claremont Graduate University.

McKenna, R.B., Donaldson, S.I., Evans, J. (1997). The Valley Partnership: Determining the nature of workplace managed care programs utilizing substance abuse prevention and early intervention efforts. A federal grant proposal (\$1,300,000 over 3 years) , Palm Desert, CA.

McKenna, D.D., & McKenna, R.B. (1993). Executive summaries of employee opinion survey for the Microsoft Corporation. An unpublished report prepared for Microsoft division managers.

McKenna, D.D., & McKenna, R.B. (1989). Content analysis of the written comments from the 1989 Boeing Employee Opinion Survey. (Technical Report). Seattle, WA: The Boeing Company.

### **Selected Presentations**

McKenna, R. B., Yost, P. R., Town, J., & Eckard, K. (under review). Connecting Meaning and Effectiveness: Leading for Success and Significance. In R. McKenna (Chair), *Meaningful Work: The Pursuit of Success and Significance*. Symposium submitted to the Society for Industrial/Organizational Psychology, San Francisco, CA.

McKenna, R. B., & Yost, P. R. (2006). High impact experiences and vocation (The key experiences and lessons learned in the development of church pastors). Symposium conducted at the Faith, Hope and Work Conference, San Diego, CA.

McKenna, R. B., & Lopus A. (2006). Achieving Ministry Growth by Inspiring and Engaging Your Human Talent. Symposium conducted at the Christian Management Association Conference, Denver, CO.

McKenna, R. B. (2006). *Leading in Adversity: Proven Strategies for Today's High Pressure Situations*. Presentation to the Lake Washington Human Resource Association.

McKenna, R. B., & McKenna, D. L. (2006). *The Leader's Journey: From Success to Significance*. Presentation to the Michigan District of the Nazarene Church, Vicksburg, MI.

McKenna, R. B. (2005). Differentiation of Self: A Systemic Approach to Leadership in Organizations. In D. Day (Chair), *Leadership Development: Integrating individual and organizational development*. Symposium conducted at the Society for Industrial/Organizational Psychology, Los Angeles, CA.

McKenna, R. B., Yost, P. R., Black, L., & Suggs, M. (2002). Leading under pressure: Antecedents of leadership differentiation in high pressure situations. In P.R. Yost (Chair), *Differentiation of self: A systemic approach to leadership in organizations*. Symposium conducted at the Society for Industrial/Organizational Psychology, Toronto, ON.

Diddams, M. A., Skidmore, J., McKenna, R. B. (2002). What the Scientist-Practitioner and Clinical-Scientist can learn from each other. Symposium conducted at the Society for Industrial/Organizational Psychology, Toronto, ON.

Mannion-Plunkett, M., Yost, P. R., McKenna, R. B., & Eckels, J. (2001). Evaluating the impact of corporate leadership development programs: Practitioner perspectives from the Boeing Leadership

Center. In D. S. Rose (Chair), Strategic evaluation: Methods for assessing the impact of I/O interventions on business critical objectives. Symposium conducted at the Society for Industrial/Organizational Psychology, San Diego, CA.

Yost, P. R., Mannion-Plunkett, M., McKenna, R. B., & Homer, L. (2001). Lessons of experience: Personal and situational factors that drive growth. In R. B. McKenna (Chair), Leadership Development: The strategic use of on-the-job assignments. Symposium conducted at the Society for Industrial/Organizational Psychology, San Diego, CA.

McKenna, R. B. (1998). *Human Resource Issues of the Next Millennium*. Presentation to the Southern California Technical Personnel Committee.

McKenna, R. B. (1998). *Group Dynamics and Conflict Management: Presentation to Ecuadorian Managers*. Universidad del Pacifico, Quito, Ecuador.

McKenna, R. B. (1998). *Worksite Health Promotion and Employee Assistance Programs*: University of Southern California, guest speaker.

McKenna, R. B. (1998) *Managing the Organization of the Next Millennium: Pressure, Paradox, Presentation*. Azusa Pacific University, Azusa, California.

McKenna, R. B. (1998). *A Vision for the 21st Century: Free Methodist World Missions*. Free Methodist Church World Missions Visioning Conference, Cairo, Egypt.

Ensher, E., & McKenna, R.B. (1998). Take me out to the ball game: Experiential games for the classroom and workplace. Paper presented at the Western Organization and Management Teaching Conference, San Francisco, CA.

McKenna, R. B., & Weiss, R. (1996). Evaluation of two masters programs in human resources: Implications for program design and assessment. Paper presented at the The American Evaluation Association, Atlanta, GA.

McKenna, R.B. (1996). Human resource development: Evaluating the masters degree. Paper presented at the Western Psychological Association, San Jose, CA.

Berger, D.E., Marelich, W.D., & McKenna, R.B. (1996). Gender and control of alcohol impaired driving in California: 1983-1994. Symposium conducted at the Western and Pacific Association of Criminal Justice Educators, Long Beach, CA.

Marelich, W.D., McKenna, R.B., & Berger (1996). Gender differences in drinking and driving attitudes and behaviors. Paper presented at the Western Psychological Association, San Jose, CA.

McKenna, R. B. (1995). *The Individual in a Changing Organizational Environment*. School of Business and Management, Azusa Pacific University, Azusa, CA.

McKenna, R.B. (1994). Core Competencies for Effective Executive Pastoral Leadership. Presentation at the Graduate Student Theological Seminar, Indianapolis, IN.

## Areas of Teaching

Graduate and undergraduate courses taught in the following areas:

- Organizational Behavior
- Human Resource Management
- Program Evaluation
- Motivation and Leadership
- Human Resource Development
- Group Dynamics and Conflict Mgmt.
- Organizational Development and Change
- Organizational Consultation

### **Research Interests**

- Leadership Development
- Sacrificial Leadership
- Small Business Management
- Worksite Health Promotion and Employee Assistance Programs
- Leadership Under Pressure
- Organizational Culture and Effectiveness
- The Impact of the New Economy
- Vocation and Calling

### **Professional Affiliations/Awards/Certifications**

- The Society of Industrial/Organizational Psychology.
- American Psychological Association.
- 2005-2006 Faculty Member of the Year in Psychology, Seattle Pacific University.
- The Career and Learning Architect, certified instructor and facilitator.
- The Society of Industrial/Organizational Psychology. Proposal reviewer, San Francisco, CA.
- Academy of Human Resource Development Conference (1999). Proposal Reviewer, Arlington, VA.