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Biographical Statement

I am an industrial-organizational psychologist. The focus of my career has been leadership and organizational development. I spent most of my career as an internal consultant, including 18 years at Microsoft. My last role there was General Manager, Leadership Development & Recruiting, where I was responsible for executive recruiting, succession planning, leadership development, and organizational development and effectiveness. During my time in this role, Microsoft won several prestigious awards for leadership development, including a Top 20 Companies for Leadership award from the Hay Group. I am currently Principal of Rainier Leadership Solutions, which I founded in September 2011. I have consulted to more than 25 diverse organizations, serving as executive coach to senior leaders and CEOs, helping design leadership development processes and practices, consulting on organization design and structure, and helping implement organizational and people practices that lead to better employee well-being, development, and productivity. I also am an Adjunct Professor of Management at the University of Southern California, where I teach in the MBA, professional master's, and executive education programs. In addition, I serve on the Executive Advisory Board for Seattle Pacific University's School of Business. I am a longtime member of both the Society for Consulting Psychology and the Society for Industrial-Organizational Psychology (SIOP). I have served as both Financial Officer and President of SIOP. I am in my second term as APA Council Representative for SIOP and also serve as Chair of APA's Exploratory Committee for Applied Psychology, which represents applied psychology within APA governance.

Statement on the Issues Facing APA/Psychology

APA and psychology are blessed with many opportunities and also face many critical challenges. I want to highlight three that are especially important.

The first is enhancing our impact as a professional organization. This is a key pillar of APA's strategic plan. There is growing awareness that human behavior must be taken into account if we are to solve the most vexing problems facing society. As an applied psychologist, I see a tremendous opportunity for APA to increase its impact on issues such as racism, mental health and well-being, implementation of advanced technology, the Covid-19 pandemic, and climate change in the many settings where applied psychologists practice and conduct research, including the workplace, the criminal justice system, organizations focused on public safety, schools and educational institutions, athletic organizations, and new media. Leaders working in these settings are eager to hear how psychological science can help them make better decisions and policies.

The second is how we build the organizational capability that APA will need to thrive in the future. One facet of organizational capability is people and organization. As many have noted, APA is an extremely complex organization. Many of the mechanisms that we use to collaborate are dated and cumbersome. APA must leverage technology more effectively to drive collaboration, enable member involvement, and enhance our collective impact and effectiveness. I also would like to see APA do even more to give leadership opportunities to BIPOC and early career leaders, ensuring that their voices and viewpoints are heard because these groups are key to our future. A second facet of organizational capability is financial health. We can strengthen APA by exploring new business and revenue models. For example, there are foundations and agencies that routinely fund science organizations like APA to provide guidance, produce scientifically

rigorous white papers, host conferences and workshops, etc. We can strengthen APA by growing and diversifying our revenue at the same time we enhance our impact.

The third major challenge facing APA is how we ensure a quality pipeline of talent into the profession. Many young people interested in science careers don't understand the wide range of career paths available to psychologists and the many different practice settings where psychologists operate (e.g., healthcare, the workplace, sports and athletic organizations, product design, design of security and safety systems, criminal justice). Several important initiatives are underway to promote the diversity of career opportunities within psychology to high school and college students. We also need to make sure that all individuals trained in psychology feel welcome and valued in APA. We must continue to ensure that the way we operate is consistent with our espoused values of diversity, equity, and inclusion – and we must be willing to change as we find areas where we are coming up short. It also means that we appreciate the value of both master's- and doctoral-trained individuals, of individuals who are focused on healthcare as well as individuals focused on other domains of psychology.