

Rebekah A. Cardenas, Ph.D.
Organizational Consultant
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EDUCATION

Ph.D.	Industrial/Organizational Psychology – Old Dominion University (2007)
M.S.	Psychology – Old Dominion University (2002)
B.A.	Psychology – Drury University (<i>magna cum laude</i> , 1999)

PROFESSIONAL EXPERTISE

- *Needs Assessment, Program Development and Implementation*
- *Organizational Change/Change Management*
- *Leadership Assessment and Development*
- *Executive Coaching*
- *Group Facilitation (research and applied)*
- *Competency Modeling for Selection and Development*
- *Survey Development and Feedback*
- *Data Management and Statistical Analysis*
- *Project Management*
- *Communication Strategy/Implementation*
- *Strategic Planning*

PROFESSIONAL EXPERIENCE

EASI-CONSULT, LLC, St. Louis, MO (February 2006 – Present)

Consultant

Selected Achievements:

- Served as Project Manager for a public sector organization's regional workforce analysis, conducting thorough job and worker analysis as well as organizational assessment and change recommendations.
- One of primary consultants on a large competency modeling effort to construct and validate models for four high-level government positions within a large military agency.
- One of lead consultants on a performance management/competency modeling effort for the Central Office of the largest public sector real estate organization in the U.S. As part of this project, restructured performance management system based on previously developed competency models.
- Developed, coordinated and delivered an organization-wide communication strategy.
- Conducted countless structured interviews and focus groups for multiple engagements.
- Designed selection tools based on job analysis/competency modeling for an international organization plant start-up
- Assessment center facilitation including one-on-one coaching to assist in creating development plans for high-potential leaders
- Facilitated Communication, Strategy Planning, and Role Clarification Summit for 18 national conservation agency leaders
- Served as a lead writer on dozens of project proposals
- Consulted on a number of engagements including program development, assessment, facilitation, training development and delivery, and change management.

Sample Clients Include: USG, U.S. Army Corp of Engineers (ERDC), U.S. Forest Service, Public Building Service, U.S. Fish and Wildlife Service, Rolls Royce

Self-employed Consulting (2008)

Center for Creative Leadership

Program Evaluator

- Conducted a review of *Leadership Essentials Workshop*, providing the Center for Creative Leadership with feedback on strengths, gaps, and recommendations for improvement

BASF, Florham Park, NJ (2004 – 2007)

Consultant, Business Process Optimization Department (July 2005 – May 2007)

Consulting Intern, Business Process Optimization Department (June 2004 – June 2005)

Selected Achievements:

- Served as an organization development and leadership specialist on an internal consulting staff of 19.
- Coordinated change management practices and communication strategy for two businesses within a corporation wide Customer Care redesign effort.
- Conducted job analysis and survey research to inform human resource practices.
- Developed and validated a peer-review performance management system.
- Developed and conducted leadership alignment workshops.
- Managed logistics communication and strategic planning.
- Executive coaching and feedback.

CITY OF NORFOLK, Norfolk, Virginia

External Consultant (June 2002 – June 2006)

Selected Achievements:

- City-wide assessment of organization culture and climate, including 200 employees
- Development and delivery/facilitation of strategic workforce planning workshops for 10 department managers

NATIONAL SCIENCE FOUNDATION (NSF) (June 2002 – May 2004)

Research Assistant, Grant entitled “*Climate for Opportunity and Inclusion: Improving the Recruitment, Retention and Advancement of Women and Minorities in IT*”

Selected Achievements:

- Collaborated on grant proposal and project execution with multidisciplinary team.
- Researched and maintained files on extant literature and survey measures.
- Created web-survey using contracted vendor, *Psychdata*.
- Conducted focus groups with participants to collect feedback.
- Conducted organizational interventions with participating organizations.

TEACHING EXPERIENCE

WALDEN UNIVERSITY, DEPT. OF PSYCHOLOGY (Sept. 2008 – Present)

Contributing Faculty, Graduate level

- On-line course facilitation of 10-20 Master’s and Ph.D. level students each quarter
- Courses include: Foundations of Industrial/Organizational Psychology, Capstone (i.e., Master’s Thesis Committee Chair), Introduction to Psychology
- Dissertation Committee Member, 4 PhD students in 2010-present

OLD DOMINION UNIVERSITY, DEPT. OF PSYCHOLOGY (June 2005 – June 2007)

Adjunct Professor & Teaching Assistant, Introduction to Industrial/Organizational Psychology

- Prepared Course Materials including lectures, exercises and exams.
- Delivered lectures and conducted group exercises and discussions for upper level undergraduate students.

OLD DOMINION UNIVERSITY, DEPT. OF PSYCHOLOGY (September 2000 – May 2001)

Teaching Assistant, Experimental Methods Course

- Led students through three research projects by providing hands-on experience in field and laboratory data collection, statistical analysis, and writing research papers.
- Tutored students on statistical and writing skills.
- Prepared and delivered lectures on topics including fundamental principles of experimental methodology, reliability and validity, experimental control, reporting results following APA guidelines, and ethical practices.
- Collaborated with major professor and other lab assistants in creating demonstrations, and laboratory and writing exercises.

Guest Lecturer, Industrial/Organizational Psychology teletechnet course (April 2002)

- Prepared and delivered a lecture on theories of *Work Motivation* using PowerPoint software.
- Facilitated group discussion and in-class exercises for virtually linked students.

PROFESSIONAL AFFILIATIONS

- American Psychological Association, APA (2000 – present)
- Society for Industrial and Organizational Psychology, SIOP (2000 – present)
- North Carolina I/O Psychology, NCIOP (2008 - present)

PUBLICATIONS

- Major, D. A., Clarke, S.M., Cardenas, R. A., Taylor-Fishwick, J. C., Kelly, C. S., & Butterfoss, F. D. (2006). Providing asthma care in elementary schools: Understanding barriers to determine best practices. *Family & Community Health, 29*, 256-265.
- Butterfoss, F. S., Major, D. A., Cardenas, R. A., Clarke, S. M., Isaacman, D. J., Mason, J. D., & Clements, D. L. (2006). What providers from general emergency departments say about implementing a pediatric asthma pathway. *Clinical Pediatrics, 45*(4), 325-334.
- Cardenas, R.A., & Major, D. A. (2005). Combining Employment and Breastfeeding: Utilizing a Work-Family Conflict Framework to Understand Obstacles and Solutions. *Journal of Business and Psychology, 20* (1), 31-51.
- Taylor-Fishwick, J. C., Major, D. A., Kelly, C. S., Butterfoss, F. D., Clarke, S. M., Cardenas, R. A. (2004). Assessing a community's pediatric asthma care needs: Insights gained from physicians, school nurses, and parents. *Pediatric Asthma, Allergy, and Immunology, 17*(1).
- Cardenas, R. A., Major, D. A., and Bernas, K. H. (2004). Exploring work and family distractions: Antecedents and outcomes. *International Journal of Stress Management, 11* (4), 346-365.
- Major, D.A., Cardenas, R.A., & Allard, C.B. (2004). Child health: A legitimate business concern. *Journal of Occupational Health Psychology, 9* (4), 306-321.
- Cardenas, R. (2001). Putting your work on the internet: APA's Modified Web Posting Policy. *The Industrial-Organizational Psychologist, 39* (2), 111.

PAPER PRESENTATIONS

- Cardenas, R. C., & Major, D. A. (2008, April). *An inclusive environment's impact on the work-family interface*. In D. A. Major (Chair), Exploring Linkages between Diversity and Work-Family Research. Symposium conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Cardenas, R. C., Major, D. A., & Oborn, K. L. (2008, March). *Linkages between workplace inclusion and stress: Measurement and model testing*. In S. Giga (Chair), Risk Factors for Job Stress in Ethnic Workers. Symposium conducted at the 10th Interdisciplinary Conference on Occupational Stress and Health, Washington, D.C.

- Major, D. A., Cardenas, R.C., Davis, D. D., Germano, L.M., & Mickey, S. K. (2004, August). *Managing Work-Family Conflict in the IT Workplace*. Paper presented at the 111th Annual Meeting of the American Psychological Association, Honolulu, HI.
- Major, D. A., Fletcher, T. D., Cardenas, R. C., Clarke, S. M., & Davis, D. D. (2004, April). *Creating inclusion for men and women: Gender differences and similarities*. In D. A. Major (Chair), *Managing Diversity and Creating Inclusion*. Symposium conducted at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Germano, L. M., Major, D. A., Fletcher, T. D., Clarke, S. M., & Cardenas, R.A. (2003, May). *Belonging and contributing: Validation of an inclusion measure*. Paper presented at the 81st Annual Meeting of the Virginia Academy of Science, Charlottesville, VA.
- Cardenas, R. & Major, D.A. (2003, March). *Combining Employment and Breastfeeding: A Work-Family Conflict Framework*. Paper presented at the Fifth Interdisciplinary Conference on Occupational Stress and Health, Toronto, Canada.
- Major, D.A., Cardenas, R., & Allard, C.B. (2003, March). *Assessing Costs of Poor Child Health: Employer's Efforts and Outcomes*. Paper presented at the Fifth Interdisciplinary Conference on Occupational Stress and Health, Toronto, Canada.
- Cardenas, R., Major, D.A., & Bernas, K. (2003, February). *Exploring Work and Family Distractions: Antecedents and Outcomes*. Paper presented at "From 9-to-4 to 24/7: How Workplace Changes Impact Families, Work, and Communities," a research conference sponsored by the Business and Professional Women's Foundation and the Community, Families & Work Program at the Women's Studies Research Center at Brandeis University, Orlando, FL.
- Major, D. A., Clarke, S., & Cardenas, R. (2002, August). *The Impact of Child Health on Work and Family Life*. Paper presented at the 110th Annual Meeting of the American Psychological Association, Chicago, IL.
- Cardenas, R., Clarke, S. & Major, D.A. (2002, May). *School Nurses: Barriers to Work Effectiveness*. Paper presented at the 12th Annual Conference on Feminist Scholarship at Old Dominion University.
- Cardenas, R., & Major, D.A. (2002, March). *Work-Life Benefits: Developing "Best Practices" for Implementation and Evaluation*. Paper presented at the 23rd Annual Industrial/Organizational and Organizational Behavior Graduate Student Conference.
- Cardenas, R. & Major, D. A. (2001, June). *The impact of employment on breastfeeding initiation and duration*. Paper presented at The Institute for Women's Policy Research's 6th Women's Policy Conference, Washington, D.C.