

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



Dr. Yost is Chair and the Director of Applied Learning for the Industrial-Organizational Psychology program at Seattle Pacific University. He specializes in talent management, leadership development, change management, and continuous learning.

In 2019, Dr. Yost was awarded the inaugural "Graduate Faculty of the Year" teaching award across all graduate programs at SPU.

PAUL YOST, PHD
DEPARTMENT CHAIR,
DIRECTOR OF
APPLIED LEARNING
I-O PSYCHOLOGY

*"I TEACH AT SPU
BECAUSE IT IS A
COMMUNITY THAT
CARES DEEPLY
ABOUT EACH OTHER,
IS COMMITTED TO
EXCELLENT
SCHOLARSHIP AND
TEACHING, IS OPEN
TO HAVING REAL
CONVERSATIONS IN
CLASS, AND DOES
IT ALL BECAUSE GOD
CARES SO MUCH FOR
US."*

- DR. PAUL YOST

TALENT MANAGEMENT

Dr. Yost's research program focuses on strategic talent management, change management, storytelling, employee wellbeing, and church innovation.

Strategic talent management is the practice that companies use to develop talent at all levels in the organization and increase employee wellbeing to support the business and society.

The deliverables of this work will include research articles on U.S Presidents as societal multipliers or diminishers, how to development leaders through experience, and how companies can use talent management to systematically drive organization-wide development.

Storytelling is also a key focus of for the next two years; specifically focusing on how leaders and organizations strategically use stories to drive change.

Finally, his research supports a five-year grant to study how churches can innovate in ways that engage young adults in faith communities.

Across all of these projects, the skills developed in this RVT will include literature reviews, research methodology, statistical analysis, training program design, and personal leadership development.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

YOST RESEARCH TEAM

CURRENT RESEARCH AGENDA

• Leadership Development

We have conducted qualitative research to identify the characteristics of catalytic leadership; specifically, how people throughout an organization can release the potential in the people around them. We are currently analyzing presidential speeches to see if presidents who used catalytic leadership language and images were more likely to see increases in economic, social, creative, and societal outcomes.

• Change Management

We continue to study the individual and organizational factors that drive change in organizations. We have recently been exploring strategic storytelling in driving change.

• Environmental Sustainability

We are exploring the organizational practices, climate and culture that can increase proenvironmental behaviors in employees.

• Faith Innovation

We are studying why 20-somethings are less likely to be part of faith communities than previous generations. We are working with 12 churches to test innovative ways that churches can stretch to partner with this new generation.

* Student co-presenters.

RECENT PUBLICATIONS

- Yost, P. R., DeHaas*, C., & Allison*, M. (2021). Resilience and successful derailment. In K. De Meuse & V. Harvey. *The Age of Agility: Building Agile Leaders and Organizations* (pp. 301-326). Oxford Press.
- McCauley, C. D., & Yost, P. R. (2021). Stepping to the edge of one's comfort zone. In K. De Meuse & V. Harvey. *The Age of Agility: Building Agile Leaders and Organizations* (pp. 204-228). Oxford Press.
- Yost, P. & *Reeves, K. (2022). Bringing I-O to the (re)public. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 15, 311-313.
- Bagby*, L. E., & Yost, P.R., (2021). Strategically reactive: Maybe we're not thinking big enough. *Industrial and Organizational Psychology: Perspectives on Science and Practice*. 14(1-2), 226-228.
- Magill*, M. S., Yost, P. R., Chighizola*, B., & Stark*, A. (2020). Organizational climate for climate sustainability. *Consulting Psychology Journal: Practice and Research*. 72(3), 198-222.

RECENT DISSERTATIONS

- Ford, Eric (2022). *Managing One's Anxiety When Work Narratives Misalign*.
- DeKay, Nicole. (2022). *Adverse Work Experiences and the Impact on Psychological Well Being, Psychological Distress, Engagement, Turnover, Creativity and State Conscientiousness*.
- Lu, Fei. (2021). *Can Gender Pronouns in Interview Questions Work as Nudges?*
- Allison, Mackenzie. (2021). *Catalytic Resilience Practices: Exploring the Effects of Resilience and Resilience Practices through Physical Exercise*.
- Minaker, Emily. (2020). *Exploring the Impact of Self-Compassion on Lessons Learned from a Past Failure Experience*.
- Stark, Alice. (2020). *The Relationship Between Authentic Leadership and Resilience, Moderated by Coping Skills*.

RECENT PRESENTATIONS

- Ford*, E., Purvis*, B., & Yost, P. R. (2021). *Careers in chaos: What is your story?* Poster presented at the Society for Industrial-Organizational Psychology Conference, New Orleans, LA.
- Hemphill*, K., Allison*, M., & Yost, P. R. (2021). *Resilience practices: Catalytic habits during a pandemic*. Poster presented at the Society for Industrial-Organizational Psychology Conference, New Orleans, LA.
- McCauley, C. D., & Yost, P.R. (2021). *The importance of being in learning mode and resilience: The age of agility - building learning agile leaders and organizations*. Panel presented at the Society for Industrial-Organizational Psychology Conference, New Orleans, LA.

**INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY
FACULTY RESEARCH TEAMS
[HTTPS://WWW.COLLINSRVT.COM](https://www.collinsrvt.com)**



Dr. Joey Collins is an Assistant Professor of Industrial and Organizational Psychology at Seattle Pacific University.

Joey is Founder of Collins Alliance: Employee engagement and leadership development delivered through consulting and content, informed by ongoing research. The Collins Alliance's strength lies in the combined areas of content consulting and leadership research. This allows us to quickly deploy standard programs, customized solutions and/or consulting services to meet our client's needs.

JOEY COLLINS, PSYD
ASSISTANT PROFESSOR
I-O PSYCHOLOGY

DR. COLLINS ALSO SERVES ON A PANEL IN WASHINGTON D.C. FOR THE NATIONAL ACADEMIES OF SCIENCES, ENGINEERING, AND MEDICINE.

"TEACHING AT SPU IS A WAY FOR ME TO CHANGE THE WORLD. OUR STUDENTS LEAVE SPU AS ROLE MODELS EMPOWERED TO LEAD MORE EFFECTIVELY AND IMPACT LEADERS AND ORGANIZATIONS AROUND THE WORLD IN POSITIVE WAYS."
- DR. JOEY COLLINS

**LEADERSHIP &
COACHING RESEARCH**

The Collins RVT is a team of scholar-practitioners who value connections between people. Focusing on coaching relationships, the team works to build tools for effective interactions by exploring the meaningful conversations that impact effectiveness in the workplace through careful measurement and evaluation. The team relies on their strength in holistic development to maintain a balance of research and practice, utilize a multidisciplinary approach, and incorporate a broad range of relevant research in leadership.

An ongoing project for the team is developing a coaching training for managers called CoachMotivation. Grounded in the evidenced-based style of counseling called Motivational Interviewing, the Collins RVT is developing a curriculum for workshops, assessment for coaching skills, and protocol for coding coaching sessions. Through use of Noldus FaceReader™ and Observer®XT technology, the team will be researching the effectiveness and processes of CoachMotivation through measuring facial affect and behavior of coaches and clients.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

COLLINS RESEARCH TEAM

Our research primarily focuses on coaching relationships. The team works to build tools for effective interactions by exploring the meaningful conversations that impact effectiveness in the workplace through careful measurement and evaluation. The team relies on their strength in holistic development to maintain a balance of research and practice, utilize a multidisciplinary approach, and incorporate a broad range of relevant research in leadership.

Coach Motivation

We recently published "Executive Coaching for Results," an 85-page international industry report in partnership with CoachSource, an international executive coaching organization.

<http://coachsource.com/drupal7/2018-research-study-about-researchers>

We just completed the 2020 Trends in Coaching study and presented it at the Society of Consulting Psychology in February. Through our research, we further increased insight into the effectiveness of executive coaching, while providing learning opportunities for the team.

Additionally, through our collaboration with CoachSource, we have an ongoing dissertation projects concerning the effectiveness of various coaching methods while accounting for gender. We are conducting research with data from CoachSource in the hopes of understanding how coaching effectiveness can further be enhanced through efficient and modern coaching mechanisms for coaches and clients alike.

An ongoing project for the team is developing a coaching training for managers called CoachMotivation. Grounded in the evidenced-based style of counseling called Motivational Interviewing, Collins RVT is developing a curriculum for workshops, assessment for coaching skills, and protocol for coding coaching sessions. Through use of Noldus FaceReader™ and Observer®XT technology, the team will be researching the effectiveness and processes of CoachMotivation through measuring facial affect and behavior of coaches and clients.

2020 SIOP Presentation

<https://www.collinsrvt.com/post/2020-siop-virtual-conference-presentation>

RECENT DISSERTATIONS

Megan L. Schuller, M.A. (2020) CoachMotivation: Developing Transformational Leadership by Increasing Effective Communication Skills in the Workplace

Amanda Munsterteiger (2019). Employee Engagement Around the World: Predictors, Cultural Differences, and Business Outcomes

J'Aime Mission (2019). Is She Ready to Climb? How Pushing Back on a Task-Related Request Affects a Woman's Promotability.

Nathan Iverson (2018). Career development practices: A global comparison.

Tony Pizelo (2018). An Exploratory Study Examining a Transformational Salesperson Model Mediated by Salesperson Theory-of-Mind.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



HELEN CHUNG, PHD,
ASSISTANT PROFESSOR
I-O PSYCHOLOGY

Dr. Helen Chung is Assistant Professor of Industrial-Organizational Psychology. She teaches organizational behavior, diversity and globalization, meaning and professional foundations, and organizational theory. She is also co-founder and principal of Pathways Coaching and Consulting. Dr. Chung is committed to teaching and mentoring students toward reaching their professional goals.

Our research team is learning and goal oriented, we value inclusion and strive to practice it in all of our work, and we explore wicked organizational problems at macro and micro levels. We collaborate on research that contributes to human flourishing and addresses inequities experienced by marginalized groups.

SCHOLARLY INTERESTS

*"AS A TEACHER-SCHOLAR AND LEADERSHIP COACH, I FEEL CALLED TO CULTIVATE LEARNING COMMUNITIES WHERE INDIVIDUALS OF DIVERSE BACKGROUNDS AND EXPERIENCES CAN COME TOGETHER TO LEARN FROM EACH OTHER. INTELLECTUAL DISCOVERY HAPPENS IN THE CONVERSATIONAL SPACE WHERE CURIOSITY, PERSONAL VULNERABILITY, AND LIVED EXPERIENCE DYNAMICALLY MEET."
- DR. HELEN CHUNG*

Dr. Chung completed her PhD from Seattle Pacific University in Industrial and Organizational Psychology and her MTS from Harvard Divinity School. Her scholarship examines inclusive leadership, narrative and temporality in organizational life, and values in the workplace. Her research/teaching praxis is interdisciplinary, exploring workplace phenomena from the lens of psychology, critical theory, literature, and theology.

Current research projects include an examination of servant leadership through the lens of underrepresented or minority leaders, religious diversity in the workplace (faith-based ERGs), and the role of time in managers' support for their employees.

INDUSTRIAL - ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS

CURRENT RESEARCH AGENDA

Inclusive Leadership:

Our team seeks to apply a critical lens to leadership theory and practice, examining implicit leader prototypes and power dynamics. Further, we explore leadership frameworks and practices that foster equitable and inclusive organizations, evidenced by outcomes such as employee well-being and belonging. Current projects include an examination of servant leadership and its relationship to race-ethnicity and gender. While servant leadership appears to yield many positive outcomes, the framework itself is potentially problematic for minority leaders.

Narrative and Temporality:

Organizational life is constitutive of the micro and macro stories that we tell. We are interested in exploring hidden, marginalized, and contested stories for the purpose of rendering a broader narrative that reflects the polyvocal nature of work. Additionally, we explore the role of time as a motivating force for individuals and collectives. Our current project examines the relationship between time and supervisory support.

Values, Faith, and Spirituality:

Values, beliefs, and worldviews shape the ethics and spirituality of organizations. This research area is particularly energized by the question -- what is the role of organizations in cultivating ecosystems that enable individual and community flourishing? Currently, we are designing a mixed methods study of religious ERGs to extend previous work done on the phenomenology of faith-based groups. We seek to better understand the multi-level outcomes of ERGs in the workplace.

RECENT PUBLICATIONS & PRESENTATIONS

Chung, H. H. (in press). Servant leadership: A commitment to love, development, and diversity. *International Journal of Servant Leadership*.

Yost, P.R., Terrill, J., & Chung, H. H. (2020). An economy of abundance: Human potential in organizational and academic life. *Journal of Applied Business and Economics*, 21(7): 182-200.

Chung, H. H., Johnson, A., Pitman, B., & Tan, C. (August, 2022). Faith-based employee resource groups: An understudied aspect of workplace diversity. 82nd Annual Meeting of the Academy of Management, Seattle, WA.

Chung, H. H., Lee, D., & Felnagle, B. (August, 2022). A systematic narrative review of servant leadership through the lens of gender and race-ethnicity. 82nd Annual Meeting of the Academy of Management, Seattle, WA.

Chung H. H., Voetmann, K. R., & Yoder, M. P. (2019). Metaleptic moments in organizational life. Paper presented at the 79th Annual Meeting of the Academy of Management, Boston, MA. Awarded Best Paper by the Organization Development and Change Division.

Yost, P. R., Yoder, M. P., Chung, H. H., & Voetmann, K. R. (2015). Narratives at work: Story arcs, themes, voice, and lessons that shape organizational life. *Consulting Psychology Journal: Practice and Research*, 67, 163-188.

Chung, H. H., Johnson, C. D., Smith, J. G., Ahmad, A., King, J. E., & Voetmann, K. R. (2015). The benefits and boundaries of religious and spiritual expression at work. Professional Development Workshop conducted at the 75th Annual Meeting of the Academy of Management, Vancouver, B.C., CAN.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



Education: B.S., University of Georgia, 2013; B.A., University of Georgia, 2013; M.S., University of Georgia, 2019; PhD, University of Georgia, 2021.

Jorge Lumbreras is an industrial-organizational psychologist with interests in diversity & inclusion as well as the broad topic of the changing nature of work. He is enthusiastic about projects which examine and enhance the experiences of underrepresented populations within the American workforce, especially with an intersectional lens in mind. Dr. Lumbreras' RVT focuses on research related to social identity theory and DEI broadly. His team highlights inclusivity when it comes to welcoming new members and discussions.

JORGE LUMBRERAS
ASSISTANT PROFESSOR,
I-O PSYCHOLOGY

Possible projects and collaborations include topics related to code-switching, racial/ethnic identity in the workplace, and meta-analyses.

RECENT PUBLICATIONS & PRESENTATIONS

BOOK CHAPTERS

Lumbreras, J. & Campbell, W.K. (2020). Generational Changes in Personality, Values, and Abilities. In B.J. Hoffman, M.K. Shoss, & L.A. Wegman (Ed.), *The Cambridge Handbook of the Changing Nature of Work* (pp. 261-273). Cambridge University Press.

CONFERENCE PRESENTATIONS

Lumbreras, J., Melson-Silimon, A., & Radhakrishnan, P. (2022, April). Beyond the Margins: Workplace Experiences of Racial and Ethnic Minorities. Symposium presented at the 37th annual Society for Industrial and Organizational Psychology Conference.

*Harmata, R., Lumbreras, J., Stern, C., Melson-Silimon, A.T., & Carter, N.T. (April, 2021). Attraction to Policing: The Influence of Symbolic and Instrumental Signaling. Poster presentation at the 2021 Georgia Psychological Association Conference. 1st Place Winner in the Best Empirical Study Poster competition.

Lumbreras, J., Stryker, S., Outland, N., & Hoffman, B.J. (April, 2021). Employee and Employer Support over Time in the Supreme Court. Poster presentation at the 36th Annual Society for Industrial and Organizational Psychology Virtual Conference.

Lumbreras, J., Hoffman, B.J., Carter, N., & Campbell, W.K. (June, 2020). Changing nature of work: A comparison of worker values and work characteristics. Poster presentation at the 35th Annual Society for Industrial and Organizational Psychology Virtual Conference.

Robinson, A., Lumbreras, J., & Hoffman, B.J. (August, 2019). Supervisor Attitudes Toward Black Americans: Age, Period, and Cohort Effects. In C.M. Bryant (Co-chair) & A. A. Ali (Co-chair), *The Black Experience: A Multi-Perspective View of Black Employee Experiences in the Workplace*. Symposium at the 2019 Academy of Management Meeting.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY MA & PHD ALUMNI COMMUNITY

BIOMEDICINE

Amgen
Seattle Genetics

CONSULTING

Accenture Consulting
APTMetrics Consulting
Best Christian Workplaces Institute
Deloitte Consulting
Ergometrics Consulting
Slalom Consulting

EDUCATION

Asbury University
Brigham Young University
California Baptist University

NONPROFIT

Bill & Melinda Gates Foundation
Seattle Children's Hospital

ENTERTAINMENT

Comcast
Disney
ESPN

HEALTHCARE

Premera Blue Cross

INDUSTRY

Paccar
Weyerhaeuser

RETAIL

Amazon
Anthropologie
Costco
Ghirardelli Chocolate Co.
Home Depot
Nike
Nordstrom
Starbucks
Zulily

TECH

Boeing
DocuSign
Expedia
Facebook
Google
IBM
Microsoft
Nintendo of America Inc.
T-Mobile
Tableau Software
Tesla
Uber
Wells Fargo
Zillow Group



98%
EMPLOYED
WITHIN 6
MONTHS

JOB TITLES OF ALUMNI

- HR Analytics Leader
- Recruiter
- Organizational Development Consultant
- IT Project Manager
- HR Director
- Sr. Data Scientist
- Professor
- Health & Effectiveness Lead
- Organizational Development Manager
- Assessment & Evaluation Program Manager
- Program Manager
- Talent Management
- Sr. Instructional Designer
- Executive Coach
- Data Analytics
- Evaluation Specialist
- Marketing Manager
- People Analytics
- Leadership Development Manager
- Global Talent Solutions Director
- Consultant
- Implementation Manager
- Training & Development Specialist
- Selection Specialist