MASTER'S AND DOCTORAL DEGREES
INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

CHANGING THE WORLD OF WORK, ONE MEANINGFUL CONVERSATION AT A TIME

IT BEGINS AT SEATTLE PACIFIC UNIVERSITY

Engaging Organizations
Applying Science
Cultivating Strategic Leadership

Imagine a graduate program where world-class professors and recognized leaders in the marketplace equip and empower you with the best research and training available. That's what you'll find in SPU's Industrial/Organizational Psychology program. These professor-mentors will enable you to change the world of work as:

- **Scholars** who possess the necessary tools, theoretical knowledge, and analytical skills to launch productive academic and/or consulting careers,

- **Practitioners** who apply knowledge and skills to manage change, utilize scientific methodologies, and improve organizations, and

- **Leaders** who guide organizations, motivate and build teams, and develop new paradigms of leadership for the future.

This can all happen for you when you earn your MA or PhD in Industrial/Organizational Psychology at Seattle Pacific University.

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY PROGRAM CORE ESSENTIALS

"You learn to consume research and conduct your own research—and apply it to solve real-world problems."

Robleh Kirce
Third-year PhD student
Industrial/Organizational
Psychology
Seattle Pacific University
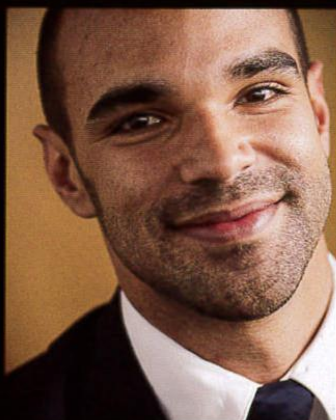
"Rigorous applied learning has given me the experience and confidence I need to get to the next level."

Bobby Bullock
Fourth-year PhD student
Industrial/Organizational
Psychology
Seattle Pacific University

We use what's called "evidence-based decision-making" when working with organizations. Research in Industrial/Organizational Psychology provides the support for decisions that will positively impact both employee motivation and organizational success.

RESEARCH
Provides the scientific evidence for what could be

PRACTICE
The integration of what you know and who you are

We are responsible for training students who will know how to get the job done in the real world. The elements of research and character funnel into the practical application of Industrial/Organizational Psychology. You will often hear about our "scientist-practitioner" model, which focuses on empowering students with a marriage of evidence-based theory and applicable strategies of change.

CENTER FOR LEADERSHIP RESEARCH AND DEVELOPMENT

What difference do leaders make?

What does it mean to invest deeply in the learning and development of a new generation of leaders?

What is character, and what difference does it make?

How do we learn from past experiences and current challenges? Who are the mentors, coaches, and guides who can help us lead?

The research-driven process that seeks answers to these questions is at the heart of the Center for Leadership Research and Development (CLRD). Affiliated with the Department of Industrial/Organizational Psychology, the CLRD is preparing a generation of leaders in business, not-for-profit, and ministry settings, by utilizing our experience and competence in:

• conducting cutting-edge applied research on the journey, formative experiences, and lessons learned by leaders,

The character of a person is valuable, yet it often suffers at the expense of organizational goals, personal results, and organizational effectiveness. While we need people who are competent and motivated, we also need people who are aware, discerning, humble, compassionate, and willing to take responsibility for their shortcomings.

CHARACTER
The imprint of past experiences and relationships

YOU
The instrument of change

Learn through the lenses of research, character and practice to discover the unknown variable that is you. Use research and the practical experience and wisdom of faculty, fellow students, program alumni, and members of our local corporate and not-for-profit organizations to challenge yourself to become an instrument of change whether you serve as a consultant, employee, or leader.

"Given the relationships, insights and energy of the cohort study model, you can't help but become engaged in all that you're learning."

Megan Easley
Second-year MA student
Industrial/Organizational
Psychology
Seattle Pacific University

"The program honed my ability to translate research into practical application in my day-to-day work. "

Jessica Loving MA '11
Loft9 Consulting
Industrial/Organizational
Psychology
Seattle Pacific University

- creating research-based tools, resources, and processes to help leaders learn and get real-time help in the work place,

- establishing strategic partnerships with other leaders, experts, networks, and clearing houses, and

- training a cadre of highly skilled leaders, researchers, and leadership development practitioners.

Our recent publications include writings on calling, character, sacrificial leadership, leadership development, career transitions, mentoring, executive coaching, and HR innovations. We are innovators in using web-based technologies to develop leaders in their respective real-time settings. Our faculty, students, alumni, and strategic partners are known for their illuminating perspectives about the realities of leading well and leveraging research tools to develop leaders just like you.

For more information, visit clrdspu.org or follow us on Twitter
@SPU_CLRD

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY FACULTY

"We are deeply invested in developing the character and competence of a generation of leaders who will transform the world of work for the better. Decades of research on the psychology of organizations are the foundation, while the discernment, self-awareness, and skill of our graduates is the catalyst for change."

Dr. Rob McKenna
Chair of Industrial/Organizational Psychology and
Executive Director of the Center for Leadership Research and Development

Respected for their classroom teaching and marketplace experience, our Industrial/Organizational Psychology faculty members make a total commitment to every student's personal growth and professional future.

Joey Collins, PsyD
Assistant Professor of
Industrial/Organizational Psychology

BA, Western Washington University 1989
MS, Western Washington University, 1996
MA, Rosemead School of Psychology, Biola University, 1998
PsyD, Rosemead School of Psychology, Biola University, 2001
At SPU since 2005

Dana Kendall, PhD
Director of Research
Assistant Professor of
Industrial/Organizational Psychology

BS, Andrews University, 1999
MS, Florida International University, 2002
PhD, University of Central Florida, 2007
At SPU since 2010

Robert B. McKenna, PhD, Chair
Associate Professor of
Industrial/Organizational Psychology

BA, Seattle Pacific University, 1990
MBA, Seattle Pacific University, 1992
PhD, Claremont Graduate University, 1998
At SPU since 2000

Paul Yost, PhD
Director of Applied Learning and Development
Associate Professor of
Industrial/Organizational Psychology

BA, Seattle Pacific University, 1987
MA, University of Maryland, 1994
PhD, University of Maryland, 1996
At SPU since 1999

SAMPLE MA AND PHD PROGRAM SEQUENCES

Your courses follow a carefully thought-out sequence (two years for MA; four years for PhD) that integrates your personal growth and clinical competence. The course sequences below show a typical student progression; in practice, there may be slight variations.

MA PROGRAM SEQUENCE
Quarter Credits Required for Completion: 66

AUTUMN ONE (12 credits)
ORG 6100   Organizational Behavior (4)
ORG 6600   Research Methods and Statistics I (4)
ORG 6003   Hacking the World of Work (4)

WINTER ONE (11-13 credits)
ORG 6610   Research Methods and Statistics II (4)
ORG 6300   Leadership and Team Development (4)
ORG****   Elective (3-5)*

SPRING ONE (11-13 credits)
ORG 6101   Org Development and Consultation (4)
ORG 6105   Motivation (4)
ORG ****   Elective (3-5)

SUMMER ONE (11-13 credits)
ORG 6240   Social Psychology (4)
ORG 6000   History and Systems (4)
ORG****   Elective (3-5)

AUTUMN TWO (10-14 credits)
ORG 6003   Hacking the World of Work (4)
ORG***   Elective (3-5)
ORG***   Elective (3-5)

WINTER TWO (11-13 credits)
ORG 6210   Program and Org Evaluation (4)
ORG 6010   Selection and Performance Management (4)
ORG ****   Elective (3-5)

SPRING TWO (11-13 credits)
ORG 6230   Learning Systems and On-The-Job Dev (4)
ORG 6001   Master's Seminar:
            Faith, Meaning, and Pro Found (4)
ORG ****   Elective (3-5)

Total electives required: 10
(4 must be ORG topical seminars)

PHD PROGRAM SEQUENCE
Quarter Credits Required for Completion: 168

AUTUMN ONE (13 credits)
CPY 7200   Personality Theory and Research (5)
ORG 7100   Organizational Behavior (4)
TBD   Emerging Issues in I/O Psychology (4)

WINTER ONE (11-13 credits)
ORG 7001   FMP: Vocation, Ethics, Integrity (4)
ORG 7300   Leadership and Team Development (4)
ORG ****   Elective (3-5)*

SPRING ONE (11-13 credits)
ORG 7101   Org Development and Consultation (4)
ORG 7105   Motivation (4)
ORG***   Elective (3-5)

SUMMER ONE (13 credits)
ORG 7240   Social Psychology (4)
ORG 7000   History and Systems (4)
CPY 7020   Statistical Methods (5)

AUTUMN TWO (11 credits)
CPY 7031   Research Methods and Stats I (5)
ORG 7995   Research and Dissertation (RVT) (2)
ORG 7003   Emerging Issues in I/O Psychology (4)

WINTER TWO (11 credits)
CPY 7032   Research Methods and Stats II (5)
ORG 7995   Research and Dissertation (RVT) (2)
ORG 7210   Program and Org Evaluation (4)
ORG ****   Elective (3-5)

SPRING TWO (11 credits)
CPY 7033   Research Methods and Stats III (5)
ORG 7995   Research and Dissertation (RVT) (2)
ORG 7010   Selection and Performance Management (4)

SUMMER TWO (9-11 credits)
ORG 7034   Qualitative Research Methods (4)
ORG 7995   Research and Dissertation (RVT) (2)
ORG****   Elective (3-5)

AUTUMN THREE (10-15 credits)
CPY 7010   Psychometrics (5)
ORG 7995   Research and Dissertation (RVT) (2)
ORG ****   Elective (3-5)

WINTER THREE (12-16 credits)
ORG 7210   Program and Org Evaluation (4)
ORG 7995   Research and Dissertation (RVT) (2)
ORG ****   Elective (3-5)
ORG***   Elective (3-5)

SPRING THREE (12 credits)
ORG 7995   Research and Dissertation (4)
ORG 7200   Theoretical Perspectives on Organizations (4)
ORG 7230   Learning Systems and On-The-Job Dev (4)
Passed Comprehensive Exam

SUMMER THREE (11-13 credits)
ORG 7995   Research and Dissertation (4)
ORG 7940   Placement (4)
ORG ****   Elective (3-5)

AUTUMN FOUR (8 credits)
ORG 7995   Research and Dissertation (4)
ORG 7940   Placement (4)

WINTER FOUR (8 credits)
ORG 7995   Research and Dissertation (4)
ORG 7940   Placement (4)

SPRING FOUR (8 credits)
ORG 7995   Research and Dissertation (4)
ORG 7940   Placement (4)

Total electives required: 34
(16 must be ORG topical seminars)

Industrial/Organizational Psychology

Changing the World of Work
….one meaningful conversation at a time

Students in both the M.A. and Ph.D programs in Industrial/Organizational Psychology come to Seattle Pacific University because they have a vision for changing the world of work. In order for them to achieve that goal, our programs give them skills as researchers and leaders. With that as our focus, we are committed to developing scholars/leaders who will change their world through research, character development, practice, and by being instruments of change.

RESEARCH
…provides the scientific evidence for what could be

We believe in using what's called "evidence-based research" when working with organizations. Research in Industrial / Organizational Psychology provides the support for decisions that will positively impact both employee motivation and organizational success.

CHARACTER
…is the imprint of past experiences and relationships

We believe that the character of a person has been valued in theory, but often suffers at the expense of organizational goals, personal results, and organizational effectiveness. While we know we need people who are competent and motivated, we also need people who are aware, discerning, humble, compassionate, and willing to take responsibility for their shortcomings.

PRACTICE
…is the integration of what you know and who you are

We believe that we are not only responsible for providing students with knowledge and self-awareness, we are also responsible for training students who will know how to get the job done in the real world. The elements of research and character funnel into the practical application of Industrial / Organizational Psychology. You will often hear about our "Scientist-Practitioner" model, which focuses on empowering students with a marriage of evidence-based theory and applicable strategies of change.

YOU
…are the instrument of change

We believe that you have the power to impact the organizations where you will serve either as a consultant, an employee, or a leader. As you spend time in this program, learning and working through the lenses of RESEARCH, CHARACTER, AND PRACTICE, you will find that the unknown variable is YOU. Using research and practical experience of our faculty members, the experiences and wisdom of students and alumni from the program, as well as members of our local corporate and not-for-profit organizations, you will be stretched, on the edge, and supported.

OUR GOAL IS TO BUILD UP ORGANIZATIONS WHERE…

➢ Employees and volunteers can articulate the meaning and mission of your organization and their place in it.
➢ Leaders are being developed across the boundaries of church and business.
➢ The people you lead know they are impacting their world.
➢ Work honors both your work and your life.
➢ Leaders are investing in their people before they ask them to pursue the goals of their organization.
➢ Leaders take responsibility for both their successes, and their mistakes.

CLR&D
CENTER FOR LEADERSHIP RESEARCH & DEVELOPMENT
SEATTLE PACIFIC UNIVERSITY

http://www.spu.edu/orgspu
http://www.clrdspu.org

What Are Our Graduates Doing?

80% of our alumni acquire jobs related to I/O within six months of graduation. Many of our current students are working or have internships while in the program. The graduates who are most successful in obtaining an I/O-related job after they graduate are those who build their I/O experience during the program (e.g., take on class projects to work directly with local companies where they would like to be employed, find an internship to supplement their coursework, or work at an I/O– or HR-related job while they are in the program.

What Are Their Titles?

Manager, Organizational Effectiveness

Senior Research, People Insights

Manager, Learning and Development

Executive Director, External Relations Initiatives

HR Specialist, Talent Management

Diversity Program Specialist

Senior HR Business Partner

Business Analyst, Workforce Management

Recruiter

Operational Effectiveness Specialist

Procurement Analyst

Executive Recruiter

Organizational Readiness Lead

Market Research Analyst

Engagement and Retention Specialist

Talent Specialist

Where Are They Working?

Starbucks

Microsoft

Boeing

Collective Brands

Paris Phoenix Group

T-Mobile USA INC

Costco

Providence Health and Services

Classmates.com

Nintendo

Slalom Consulting

Polyclinic Cardiology

Port of Seattle

University of Washington

Seattle Public Library

IBM

Faculty Research Teams

CLR&D
CENTER FOR LEADERSHIP RESEARCH & DEVELOPMENT
SEATTLE PACIFIC UNIVERSITY

Dr. Robert McKenna: Chair of the I/O program at Seattle Pacific University and Director of the CLR&D. Within these roles he pushes the edge of what it means to develop leaders—both in research and in his own students.

Leadership Development

About Us

We research the developmental journey of leaders across several leadership and organizational domains. The leadership populations represented in this research includes first level, mid-level, and executive level leaders in corporations, and senior pastoral leaders across a wide variety of denominations within the church. Essential to this research is an understanding of the developmental nature of the leadership journey, leadership effectiveness, calling, meaning, and character development.

In addition to this work, the team is also involved in building strategic leadership development systems and processes and conducting several studies to evaluate the overall impact of these systems in different organizational environments. This process includes the development of a battery of assessments, feedback reports, conducting validation studies, and measuring the overall impact of the process on leaders, their people, and their organizations.

What is Leadership Development?

We believe that the development process is a holistic practice and process. While each part of development is important on its own, it is the combination of the parts and how we understand development as a whole that defines our view of leadership.

Research topics include: leadership character, on-the-job development, calling and purpose, sacrificial leadership, leading under pressure, employee development, motivation, goals setting, and integrated models for developing leaders where they are. Populations include early career leaders (emerging), business leaders, and pastors and other not-for-profit leaders.

CHECK IT OUT

For recent articles and publications please visit: www.clrdspu.org and click on "Research Channel"

CONTACT US

Please feel free to reach out to:

Center for Leadership Research and Development
clrd@spu.edu

Networks

Stretching (Goals/Growth)

Investing (self/others)

Experience and Lessons

Awareness

Calling and Purpose

Faculty Research Teams

CLR&D
CENTER FOR LEADERSHIP RESEARCH & DEVELOPMENT

Dr. Paul Yost: Dr. Yost's research program focuses on strategic talent management, learning agility, HR interventions, and pastoral leadership development. He teaches in the Industrial-Organizational Psychology graduate program at Seattle Pacific University and serves as president of Yost & Associates, Inc., specializing in talent management, leadership development, and continuous learning.

Leadership Development/ On The Job Development

About Us

This research team focuses on strategic talent management, learning agility HR interventions and pastoral leadership development.

Strategic talent management is concerned with how companies can build systems, processes, and tools to leverage and develop talent at all levels in an organization.

Learning agility is what allows workers to navigate through trial-by-fire situations.

HR interventions are examined for the intricacies that allow them to either thrive or fail, and what organizations and HR leaders can do to increase their effectiveness.

Pastoral development research is being conducted to discover how pastors develop over the life of their ministry.
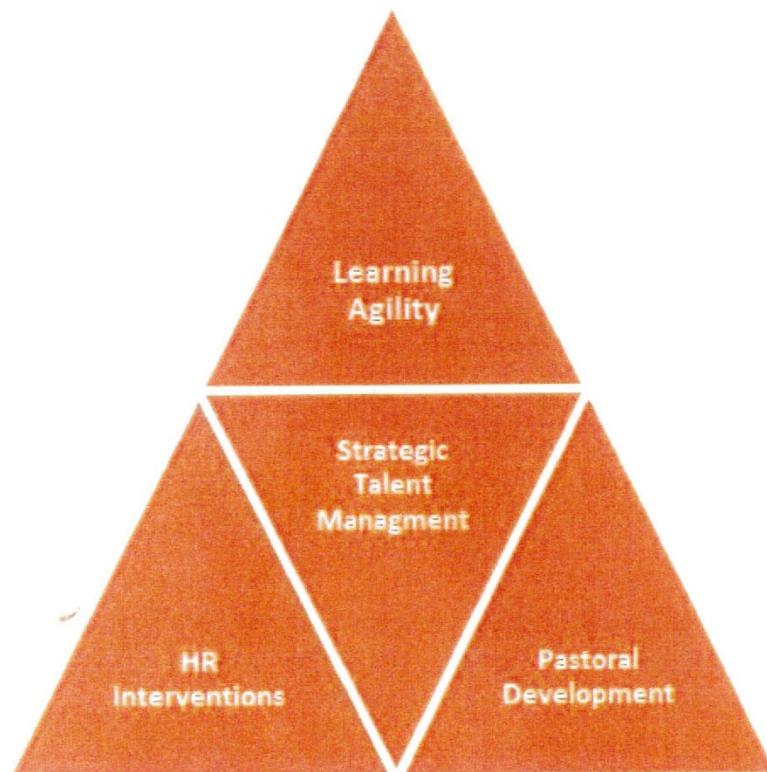
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CONTACT US

Please feel free to reach out to:

Center for Leadership Research and Development
clrd@spu.edu

CLR&D
CENTER FOR LEADERSHIP RESEARCH & DEVELOPMENT

Dr. Dana Kendall: joined the I-O faculty in the fall of 2010. As Director of Research, she coaches students to become informed consumers of existing I/O literature and facilitates their growth into knowledgeable researchers. The goal of Dr. Kendall's research is finding ways to cultivate workplace mentorships

Mentoring

The Challenge

Today's leaders must develop the next generation of leaders amid more challenges than ever: shrinking budgets, consumerization, cloud technology, and a global talent shortage are just some of the many challenges facing those responsible for developing the next generation of leaders. Leaders are looking to augment their leadership development programs in a personal, effective and efficient way, without adding more overhead cost or another layer of bureaucracy.

A Solution

As of the core elements of The Center for Leadership Research and Development, mentoring and mentoring research is focused on the personal element of leadership effectiveness and development that's different from coaching or on-the-job development, and it's more than onboarding new leaders. Mentoring is about bringing a personal touch to leadership development, increasing nascent leaders' confidence, developing leadership skills, and enhancing performance—at the CLRD, mentoring is personal.

What is Mentoring?

Mentoring is a developmental relationship between a more experienced leader and a emerging or less experienced leader. Mentors fulfill many functions for developing leaders from political protection to increasing a developing leaders visibility in their organization.

⇒ Increased confidence in ability to lead

⇒ Increased leader performance

⇒ Organizational knowledge transfer

⇒ More on the job developmental experiences

⇒ Decreased probability of leader derailment
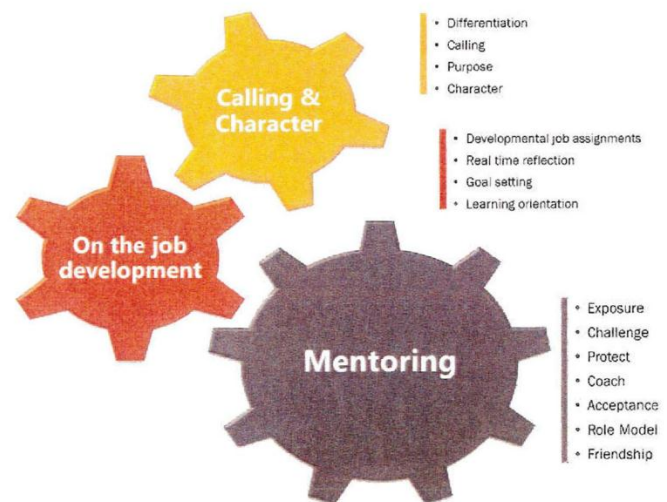
CHECK IT OUT

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CONTACT US

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Center for Leadership Research and Development
clrd@spu.edu

Calling & Character
- Differentiation
- Calling
- Purpose
- Character

On the job development
- Developmental job assignments
- Real time reflection
- Goal setting
- Learning orientation

Mentoring
- Exposure
- Challenge
- Protect
- Coach
- Acceptance
- Role Model
- Friendship

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Dr. Joey Collins: specializes in the areas of executive coaching, leadership, organizational development, Gesalt and psychodynamic therapy, and Clinical psychology. His team focuses on executive coaching and leadership development.

Coaching

About Us

The focus of this team is on executive coaching and the use of technology to advance leadership development. Executive coaching literature is nascent and lacks empirical research— giving this team a an important mission in filling in the current gaps. This teams goal is to examine the links between coaching practices and existing psychological frameworks and empirical research in an attempt to develop evidence-based approaches to executive coaching

Research

The team largely focuses on coaching, teams, and engagement. Their work includes training coaches, experimental, research, and conference submission. Currently, the experiment studies examine the role of coaching modality on the alliance between coach and client. Conference presentation include a theoretical paper introducing the concept of strategic coaching, and a qualitative study on the effects of a coaching study on the research team.

Research topics include: Assessing and comparing coaching participant's (coachee) perceptions of the coaching relationship, post-coaching session mood, and satisfaction with executive coaching delivered through two different modalities— eCoaching and face-to-face coaching.

Strategic Coaching

What Is Strategic Coaching?

A time-bound intervention which equips key leaders of an organizational change initiative with coaches as a resource for achieving the strategic business goals of the newly restructured organization

How is Strategic Coaching Different?

CHECK IT OUT

For recent articles and publications please visit: www.clrdspu.org and click on "Research Channel"

CONTACT US

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Center for Leadership Research and Development
clrd@spu.edu

Leaders	Duration	Alignment
• Traditional: one leader, one goal • Strategic: multiple critical leaders in an initiative, organizational goal	• Traditional: case-by-case conclusion • Strategic: time-bound to initiative	• Traditional: individual to org/development goals • Strategic: alignment of individual development to org goals

CLR&D

CENTER FOR LEADERSHIP RESEARCH & DEVELOPMENT
SEATTLE PACIFIC UNIVERSITY

Real People. Real Conversations. Real Leaders.

Mission:

The Center for Leadership Research & Development (CLR&D) is focused on preparing a generation of leaders in business, not-for-profit, and ministry settings, by utilizing our experience and competence in conducting cutting-edge applied research on the journey, formative experiences, and lessons learned by leaders; creating research-based tools, resources, and processes to help leaders learn and get help in real time; establishing strategic partnerships with other leaders experts, networks, and clearing houses; and training a cadre of highly skilled leaders, researchers, and leadership development practitioners.

Driven by Important Questions:

What difference do leaders make? What does it mean to invest deeply in the learning and development of a generation of leaders? How do we learn from past experiences and current challenges? What are the mentors, coaches, and guides who can help us lead? What is character and what difference does it make? We believe that seeking answers to these questions, and that process is something we call research.
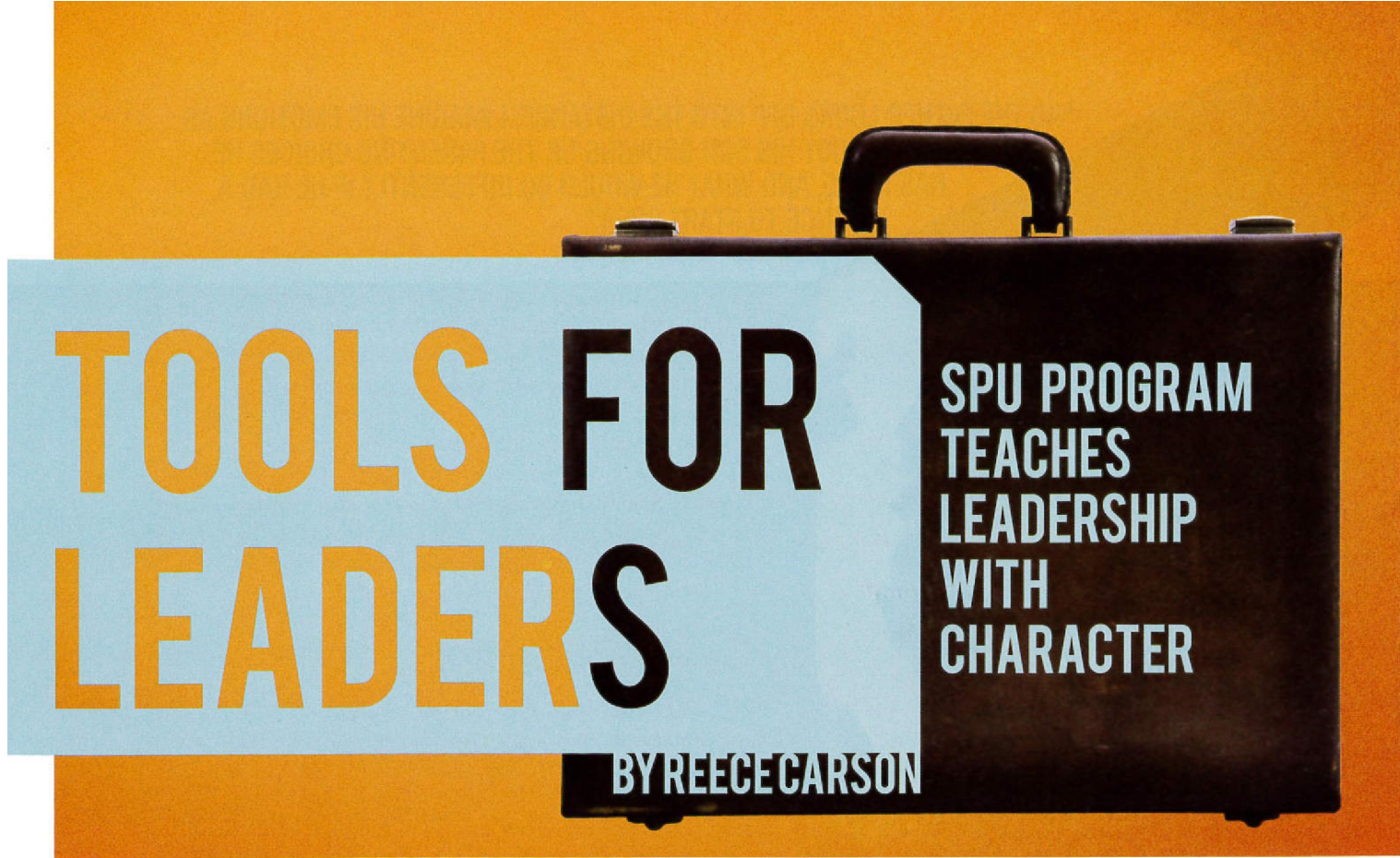
Publications/Tools/Strategic Partnerships:

The Center for Leadership Research & Development is closely affiliated with the Department of Industrial/Organizational Psychology at Seattle Pacific University, and affiliated with a community of people and organizations committed to developing the leadership potential in a generation. Our recent publications include writings on calling, character, sacrificial leadership, leadership development, career transitions, mentoring, executive coaching, and HR innovations. We are not only research junkies, but also innovators in using web-based technologies to develop leaders in real time. When it comes to developing a generation of leaders, our faculty, students, alumni, and strategic partners are known for their deep thinking about the realities of leading well, and for their skill at making research and tools accessible to leaders just like you

"The Leadership Movement Now has an Engine."

www.clrdspu.org

TOOLS FOR LEADERS

SPU PROGRAM TEACHES LEADERSHIP WITH CHARACTER

BY REECE CARSON

ROB MCKENNA '90 SAYS HE'LL NEVER FORGET THE DAY PAUL YOST '87, A RESEARCHER AT BOEING, CAME INTO HIS FACULTY OFFICE AT SEATTLE PACIFIC UNIVERSITY. IT WAS 1999, AND THEIR CONVERSATION CHANGED THE DIRECTION OF MCKENNA'S TEACHING AND SCHOLARSHIP.

YOST WANTED TO HIRE MCKENNA AS A CONSULTANT. "PAUL WAS GOING TO STUDY 120 BUSINESS EXECUTIVES AT BOEING TO FIGURE OUT HOW THEY DEVELOPED AS LEADERS," RECALLS MCKENNA. "HE SAID HE WANTED TO USE THE RESEARCH TO BUILD A SET OF TOOLS THAT COULD APPLY TO LEADERS ACROSS BUSINESSES AND CHURCHES. AND THEN HE SAID SOMETHING ELSE: HE WANTED TO STUDY PASTORS, TOO."

It was this last part that hooked McKenna. He had just finished his doctorate, during which he compared the leadership acumen of those in business and those in ministry. He says, "It was like God was saying, 'Here's what I'd like you to do, and who I'd like you to work with for a while.'"

For more than 10 years, these two SPU alumni, who had never met each other before, have worked together. McKenna is now chair of Seattle Pacific's Industrial/Organizational Psychology (I/OP) Department, and four years ago, Yost joined SPU as an associate professor of I/OP. Together with Professor Margaret Diddams and Assistant Professor Joey Collins, they make up the faculty of one of the only I/OP programs in the Northwest and the first I/OP doctoral program at a Christian institution in the country.

Just what *is* industrial/organizational psychology — and what does it have to do with leadership? "I have trouble explaining it to my mom," jokes Yost. "In simple terms, it's the scientific study of people in the workplace." For decades, I/OP scholars have conducted research and amassed data about leaders and organizations — including what makes them succeed or fail.

"Seattle Pacific's program is rigorous and relevant — designed to meet the exacting professional standards of our guild, the Society for Industrial and Organizational Psychology of the American Psychological Association," explains Mícheál Roe, dean of the SPU School of Psychology, Family, and Community. "Professors and students create research-based tools and resources for emerging leaders, and conduct boundary-pushing consultations, workshops, and summits."

Today, when so many leaders have publicly demonstrated ethical failures, the research SPU's program is doing is as relevant as ever. "Bad leaders can destroy teams, and good leaders can completely turn them around," says Yost. Employers need tools that can measure character as much as competency. And leaders need tools to help navigate difficult situations as they happen.

"Our research shows that leaders develop on the job, in real time, at the edge of themselves, when many people are watching, and when failure is a very real possibility," says McKenna. "Whether you are a pastor or a business leader, you learn at that edge."

Because of the day-to-day challenges leaders face, the I/OP faculty at Seattle Pacific and their nearly 70 students keep real-world application in mind — throughout their research, teaching, and learning. Students learn what research says about how to

build an effective team, how leaders grow over their careers, and the best predictors of a satisfied and productive workforce. Then they put what they've learned to work.

Under the guidance of McKenna and other faculty members, teams of students go into local companies in fields such as technology, aviation, health care, and banking, and into nonprofit organizations and public institutions. There they conduct research, consult, and produce tools for employees and leaders.

For example, faculty and doctoral students might study new managers at Microsoft and recommend how to improve their transition process. Another team might review the growth of Boeing's leaders, and then create a web-based development process for them.

"Not every organization has the resources or skilled personnel to be able to follow a rigorous protocol," says Tanya Boyd, an I/OP doctoral student and instructor in management at SPU. Instead, students see how research-based solutions fare in the messy workplace.

Such edge-of-their-comfort-zone learning can bring up ethical questions, including what constitutes valid data, and how that data should be used. "You wield a lot of power with data," says Janet Williams Hepler, a 2008 graduate of the program who works for Microsoft. "You're called to use it with integrity."

An emphasis on leadership character is the key to the I/OP program at SPU. "The program is values-explicit," says Roe. "Our master's and doctoral students not only graduate as scholar/practitioners ready to build, motivate, and lead organizations, but they also carry the SPU imprimatur of vocation and deeply held convictions regarding faith, character, and work-life balance."

Not just students, but faculty members too, take this

READINGS ON LEADERSHIP

FROM SEATTLE PACIFIC UNIVERSITY FACULTY

Robert McKenna. *Dying to Lead: Sacrificial Leadership in a Self-Centered World* (Xulon Press, 2008). In short chapters that include a good-humored teaching style and thought-provoking discussion questions, McKenna encourages all leaders to consider how their actions and attitudes affect those they lead. He also helps aspiring leaders know how to avoid common, destructive patterns.
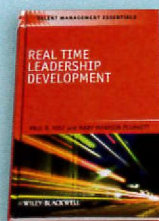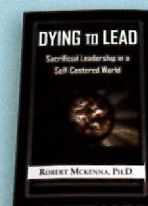
Paul R. Yost and Mary Mannion Plunkett, *Real Time Leadership Development* (Wiley-Blackwell, 2009). In this practical leadership manual, Yost and his industry co-author, Plunkett, provide guidance and tools grounded in extensive research. They focus on helping individuals develop leadership potential in themselves and in their organizations at the same time.

approach to strengthening leaders who are making decisions in today's complex work and ministry environments. In December 2009, McKenna co-directed a conference for emerging leaders funded by the M.J. Murdock Charitable Trust. The conference brought together new and experienced leaders from businesses and other organizations in order to kindle conversations about the challenges they've faced and will face in the future.
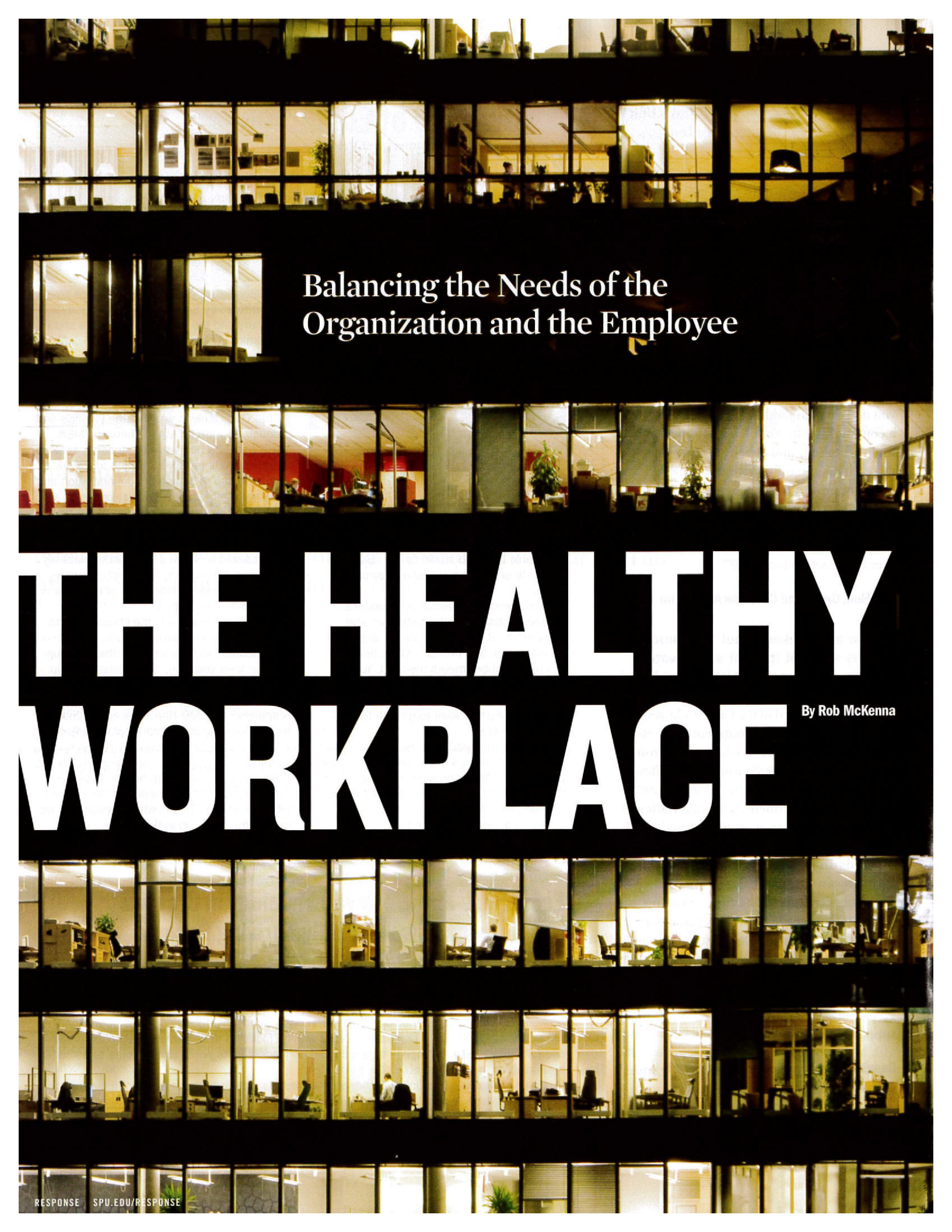
"Rob McKenna and his team provided outstanding leadership for the conference," says Philip Eaton, president of Seattle Pacific, who attended the event. "It's important for SPU to bring its expertise to the table on such a critical topic as leadership."

Whether these conversations happen at a conference, in the workplace, in the classroom, or somewhere else, they benefit from Seattle Pacific's Christian identity. "As SPU faculty members, we get to talk about issues of character, values, and the purpose of business in ways we could never do at a state university," says Yost. ⬛

Paul Yost (left) and Rob McKenna observe leaders in their natural environments.

Balancing the Needs of the
Organization and the Employee

THE HEALTHY
WORKPLACE

By Rob McKenna

> "This definition of organizational and workplace health is in congruence with the principles of the Christian faith, and the intersection of my faith and the research I have conducted is as important to me as the research itself."

A healthy workplace requires a healthy organization. But what does "healthy" mean when it comes to organizations?

Many of the challenges in creating healthy workplaces come down to tensions between what is good for the organization and what is good for the people working within it. If leaders are able to identify and balance these tensions, it can transform the way they approach ensuring the all-around health of their organizations and its employees.

Since the beginning of my career in the field of industrial/organizational psychology, my goal as a scientist and as a consultant has been to assist these workplace transformations by using research to gain an understanding of what organizations are doing well, and what they could do better. In that process, my colleagues and I have observed some of the key tensions faced by organizations. Here are some examples:

Tension No. 1: Competence Versus Character

Competent people are obviously necessary to sustain healthy organizations, but what happens when those competent people lack character?

Research — and experience — shows that when leaders fill organizations with skilled people who lack integrity, honesty, patience, and compassion for others, they take a huge risk. You have only to think of news headlines in recent years to know what happens if a company is led or staffed by people who put their own interests before those of their organization or their colleagues.

What if we worked to clearly define what "character" looks like in leaders and employees, and then used that research to restructure how they are selected and developed? Selecting skilled and competent people is a good first step. A good next step puts character at the forefront of interview processes so that leaders begin to select people who will make good decisions, thinking intentionally about what is at stake for the organization, their colleagues, the public, and themselves.

Tension No. 2: Retention Versus Employability

One of the most targeted outcomes for organizations over the last two decades has been employee retention. Both organizations and researchers have been interested in the factors that keep people in their jobs. What we've seen, though, is that this is not necessarily what is uppermost in the minds of employees.

The challenge is that while organizations care about keeping their talented people, individuals are thinking about their own growth and employability. What if managers spent more time helping their workers learn and become more competent than worrying about whether they will leave?

It takes a courageous manager to think about developing people this way. Investing in employees means facing the fact that they may outgrow the opportunities the organization can provide for them. But while it is true that employees could leave because there are more options elsewhere, there is also the strong possibility that they will stay because of the investment an organization has made in them: a win-win situation.

Tension No. 3: Job Stretch Versus Job Satisfaction

While leaders struggle with retention versus employability, employees are facing a different tension. Is it more important to be satisfied with their jobs, or to have opportunities to learn and grow on the edge of their comfort zone?

A great deal of research has been devoted to the subject of job satisfaction. Everyone wants to know what it is that makes people satisfied with their work. Managers, social support, and the structure of a job certainly have an effect.

However, what are we missing when we focus our attention on making people satisfied?

Job stretch is a very different goal. We know that people learn best when they are challenged at the limits of their abilities, when there is a risk of failure, and when they are surrounded by others who support them.

When we define healthy organizations as places where people are stretched and supported as they take risks, the workplace looks very different. While there is nothing wrong with satisfied people, a healthy, innovative organization is driven by people who are learning, facing challenges, and trying new things. Encouraging people to take risks and to fail is a risky, courageous proposition, but creating such a high-stretch environment pays many dividends.

Reframing Organizational Health

Reframing organizational health from a focus on the needs of the organization, to a shared focus on the needs of the organization and the needs of the person, transforms the workplace. It changes the types of processes we invest in, how we manage and lead people — and how we think about ourselves in relationship to our jobs.

This definition of organizational and workplace health is in congruence with the principles of the Christian faith, and the intersection of my faith and the research I have conducted is as important to me as the research itself.

The transformation of the workplace is also a personal process. As a person working inside of my own organization, I ask myself what I can do in partnership with God to transform the place where I spend most of the day.

How can each of us contribute to healthy workplaces? We can strive to be people of character, even when it is contrary to the world around us. We can invest in the learning and growth of others, even if it costs us that promotion. And we can support each other when we take big risks, and work hard at holding each other accountable for performing well.

We all make healthy workplaces. ℝ

Rob McKenna is chair of SPU's Department of Industrial/Organizational Psychology. He has consulted with such organizations as the Boeing Company, Microsoft, Foster Farms, and United Way, as well as a variety of church denominations and universities. As executive director of the Center for Leadership Research and Development in SPU's School of Psychology, Family, and Community, his focus is on helping leaders set goals for themselves.

Things To Do In The Seattle Area

Pike Place Market:
Overlooking the Elliott Bay in downtown Seattle, Pike Place Market is one of the oldest continually operated public famers' markets in the United States. The market is a great place to spend the morning or afternoon – shop, dine, and even enjoy the sounds of local street musicians.
www.pikeplacemarket.org
1501 Pike Pl
Seattle, WA 98101
(206) 622-6198

The Troll:
The Fremont troll, located under the north end of the Aurora Bridge, is a community landmark in the Fremont area. Sitting 18ft tall, the troll is a collaboration of four Seattle area artists. The troll is a fun place for photos and has been featured in many movies.
Troll Ave N
Seattle, WA 98103

Gas Works Park:
On the north shore of Lake Union sits the infamous Seattle Gas Works Park. Formerly the site of Seattle Gas Light Company gasification plant, Gas Works now combines remnants of the old gasification plant with green grassy hills, sculptures, and an exquisite view of Seattle downtown.
3300 Meridian Ave N, Seattle, WA

Golden Gardens:
Located on Shilshole Bay, Seattle natives favor Golden Gardens as an outdoor spot. By day, the beach park is great for walks, kite flying, and picnics – or go at sundown to enjoy a beach fire and breathtaking sunset.
Golden Gardens Dr NW
Seattle, WA 98117

Ballard Locks:
Nearly a hundred years old, the Ballard Locks connect Shilshole Bay to Lake Union and Lake Washington, and are essential to local boat and fish travel. On a sunny day, relax while watching the maritime traffic, then look up Carl English Jr. Botanic Garden for a winning day outing.
3015 54th St NW, Seattle, WA

Fisherman's Terminal:
Fisherman's Terminal is located on Salmon Bay, just west of the Ballard Bridge. It is operated by the Port of Seattle, serves more than 600 vessels, and includes retail stores and restaurants. It is also home to some of the vessels on the Discovery Channel show the *Deadliest Catch*.
3919 18th Ave. W. Seattle, WA 98119

The Space Needle & Seattle Center:
Built for the World's Fair in 1962, the Space Needle houses an astounding vantage point of Seattle. The observation deck is 520 feet above the city, and the revolving restaurant offers guests a complete view of Seattle while dining. Seattle Center offers many different cultural, educational, sports, and entertainment events over its 74 acre campus throughout the year; try Bumbershoot over Labor Day weekend to kick off the year.
Space Needle 400 Broad Street
(206)905-2100

Kayak on Lake Union:
Enjoy paddling around Lake Union while sightseeing and enjoying the scenery. Kayak rentals and lessons are available at the Northwest Outdoor Center, or rent from Agua Verde Café and Paddle Club and enjoy a great meal on the waterfront after your excursion.
Northwest Outdoor Center 2100 Westlake Ave N Ste 1- Seattle, WA 98109
Agua Verde Cafe & Paddle Club 1303 NE Boat Street, Seattle, WA 98105

International District:

It's the only neighborhood in America where Chinese, Filipino, Japanese, Vietnamese and Southeast Asians live and work together. Find unique gifts, ethnic-specific social services, Asian art and culture and some of the best and most affordable cuisine in town. It's also easily accessible by bus on routes 7, 14 or 36 or within walking distance of Downtown, Pike Place Market and Pioneer Square.
Streets East of 5th Ave S and West of Boren and Rainier Ave S, North of S Dearborn Street and South of S. Main Street

Seattle Art Museum:

Internationally recognized for its excellent collection of Asian, African and Native American art and for its fine collection of modern art produced by Pacific Northwest artists is located right on the waterfront in downtown. In 2007, the museum reopened after a huge expansion and remodeling that has brought the space to world-class status.
1300 1st Ave
Seattle WA 98101
(206) 654-3100

Sculpture Park:

This newly transformed industrial site is now open to view the Olympic Mountains and Puget Sound. It is vibrant green space for art, allowing visitors to view contemporary sculptures in an outdoor setting for free.
2901 Western Ave
Seattle, WA 98121

Burke Museum and University of Washington:

This museum is recognized as the premier natural and cultural heritage resource in the Pacific Northwest. It holds collections of natural history in the university campus about Washington State. Founded in 1885, it is the state's oldest museum, where a visit would help anyone learn and gain further knowledge on the rich culture of the Northwest.
On UW campus at 17th Ave NE and NE 45th Street

Kerry Park:

One of the best spots to view Seattle's skyline, Elliot Bay, and Mount Rainier, Kerry Park is one place you don't want to miss out on. It is located on top of Queen Anne Hill and a great park capturing all of Seattle's beauty of both city and nature.
211 W Highland Dr
Seattle, WA 98119

The Seattle Great Wheel:

The new Seattle Great Wheel is the largest observation wheel on the west coast, standing 175 feet tall. The wheel has 42 fully-enclosed gondolas. The wheel extends nearly 40 feet beyond the end of the pier, over Elliott Bay. The Seattle Great Wheel is open year round. With fully-enclosed gondolas and a covered waiting area, the rain can't stop the wheel from spinning!
1301 Alaskan Way, Seattle WA

DINING IN SEATTLE

Seattle is home to hundreds of outstanding restaurants, and many of them are very close to the Seattle Pacific campus in the neighborhoods of Queen Anne and Fremont. The restaurants on this list were chosen due to their proximity to Seattle Pacific University, their popularity, and because they reflect the variety of dining options in the Seattle area. They are listed by location.

QUEEN ANNE:

Pizzeria Pagliacci
285-1232
550 Queen Anne Ave N
Prices: $12-19
Italian Pizza

Five Spot
285-7768
1502 Queen Anne Ave N
Prices: $6-13
Themed American Dining

Zeek's Pizza
285-6046
41 Dravus St.
Prices: $2-19
Pizza slices, specialty pizzas, salads

Duke's Chowder House
382-9963
901 Fairview Ave N
Prices: $9-12
Seafood, pasta, hamburgers w/ flair

Hilltop Ale House
736-5009
2129 Queen Anne Ave. N
Prices: $6-20
Great Sandwiches

Space Needle
443-2100
Seattle Center, 5th and Broad
Prices: $20-30
Fresh Northwest Cuisine

Olympia Pizza House
285-5550
15000 Queen Anne Ave N
Prices: $2-15
Pizza and Pasta

Homegrown
217-4745
2201 Queen Anne Ave. N
Prices: $1-6.25
Sustainable Sandwiches

Paragon Restaurant & Bar
283-4548
2125 Queen Anne Ave. N.
Prices: $10-25
Gourmet American

Orrapin Thai Cuisine
283-7118
10 Boston St. (Off Queen Anne)
Prices: $5-6.50
Thai Food

Betty
352-3773
1507 Queen Anne Ave N
Prices: $11-30
Seasonal Bistro-Style

Toulouse Petit
432-9069
601 Queen Anne Ave N
Prices: $11-30
Cajun/Creole

Queen Anne Cafe
285-2060
2121 Queen Anne Ave N
Prices: $7-11
Sandwiches, Burgers, Soup

Peso's Kitchen and Lounge
283-9353
605 Queen Anne Ave N.
Prices: $9-19
Mexican- Great Happy Hr

Nickerson St. Saloon
284-8819
318 Nickerson St
Prices: $10-20
Tasty steaks, burgers, drinks

FREMONT:

Flying Apron Bakery
442-1115
3510 Fremont Ave N.
Prices: $5-15
Sustainable Bakery

Kaosamai Thai
925-9979
404 North 36th St
Prices: $7-14
Thai Cuisine – Large Deck

Roxy's Deli
632-3963
462 N 36th St.
Prices:$5-12

Revel
547-2040
403 N 36th St
Prices: $11-30
Asian Fusion

Paseo Caribbean Rest.
545-7440
4225 Fremont Ave N.
Prices: $7-12 (cash only)
Cuban Sandwiches

Silence Heart Nest
633-5169
3508 Fremont Pl N
Prices:$7-15

Pel'Meni Dumpling Tzar
588-2570
3516 Fremont Pl
Prices: $5-10
Delicious Russian Dumplings

Blue Moon Burger
547-1907
703 N. 34th St.
Prices:$7-10
Great Burgers and Fries

Chiso Restaurant
632-3430
3520 Fremont Ave N
Prices: $11-30

NY Style Diner   **Great Breakfasts- Vegetarian Friendly**   **Sushi Bar with Happy Hour**

Other Nearby Restaurants:
Tamarind Tree   **Ivar's Salmon House**   **Portage Bay Cafe**
860-1404   **632-0767**   **783-1547**
1036 S Jackson St #A   **401 NE Northlake Way**   **2821 NW Market St**
Prices: $10-30   **Prices: $13-32**   **Prices: $9-18**
Provincial Vietnamese Cuisine   **Fresh Seafood**   **Best breakfast and brunch**

Chandler's Crabhouse   **Palisade (Elliot Bay Marina)**   **Red Mill Burgers**
223-2722   **206-285-1000**   **284-6363**
901 Fairview Place N   **2601 W. Marina Place**   **1613 W Dravus St.**
Prices: $15-20   **Prices: $5-50**   **Prices: $5-10**
Seafood   **Seafood [lunch, dinner, happy hr]** **Burgers- cash only**

Seattle Pacific University