

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



Dr. Yost is the Director of Applied Learning for the Industrial-Organizational Psychology program at Seattle Pacific University. He serves as the president of Yost & Associates, Inc., specializing in talent management, leadership development, and continuous learning.

In 2019, Dr. Yost was awarded the inaugural "Graduate Faculty of the Year" 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

T A L E N T M A N A G E M E N T

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

Strategic talent management are the practices that companies use to develop talent at all levels in the organization to support the business strategy.

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, the research team is two years into a five-year grant to study how churches can innovate in ways that engage millennials 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.

RECENT PRESENTATIONS

- Yost, P. R. (2018). Leadership jazz: Leading in dynamic, emergent systems. Panel discussion presented at the Society for Industrial/Organizational Psychology, Chicago, IL.
- Yost, P. R., McCarragher, S. L., Allison, M., & Hicks, E. (2018). Aduro: Leadership that lights others afire. Paper presented at the Society for Industrial-Organizational Psychology, Chicago, IL.
- Magill, M., Yost, P. R., Stark, A., & Cighizola, B. (2018). Organizational climate for climate (C4C) sustainability. Paper to be presented at the Society for Industrial-Organizational Psychology, Chicago, IL.
- Yost, P. R. (2017). Innovations in leadership development: Up, down and all around. Panel presented at the Society for Industrial-Organizational Psychology, Orlando, FL.

RECENT DISSERTATIONS

- Chung, Helen. (2018). Narrative leadership: Exploring the concept of time in leader storytelling. Seattle Pacific University.
- Blees, Teanna. (2018). Self-talk, mental toughness and athletic performance. Seattle Pacific University.
- Yoder, Mike. (2017). College for the sake of what? Promoting the development of wholly educated students. Seattle Pacific University.
- Terrill, John. (2017). Validation of the Transformative Work in Society Index (TWSI): Examining Christianity, work, and economics integration. Seattle Pacific University.

BOOKS

- McCauley, C. D., DeRue, D.S., Yost, P.R., & Taylor S. (2013). Experience-driven leader development: Models, tools, best practices, and advice for on-the-job development. San Francisco, CA: John Wiley & Sons.
- Yost, P. R., & Plunkett, M. M. (2009). Real time leadership development. London, UK: Wiley-Blackwell

CLINICAL & INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



**LYNETTE BIKOS, PHD,
ABPP**
PROFESSOR &
ASSOCIATE DEAN,
SCHOOL OF
PSYCHOLOGY,
FAMILY, & COMMUNITY

VOCATIONAL | GLOBAL | SUSTAINABLE

Dr. Bikos teaches statistics, research methods, and psychometrics courses in the Clinical and Industrial-Organizational Psychology doctoral programs. She is a licensed psychologist in Washington and Kansas and Board Certified in Counseling Psychology. Click [here](#) to hear a welcome from Dr. Bikos and hear RVT members introduce the current research, practice, and advocacy initiatives. More complete information is at the BikosRVT website: <https://lhbikos.github.io/BikosRVT/>

Dr. Bikos engages in research that falls at the intersections of vocational, global, and sustainable psychology. She is particularly interested in understanding how individuals respond to change -- plotting longitudinal growth trajectories examining the simultaneous effects of individual and contextual factors. Significant research projects have explored global learning outcomes in returnees from study abroad, first year adaptation of expatriate spouses, and career development in response to a calling-infused career intervention.

Dr. Bikos joined the Department of Clinical Psychology at Seattle Pacific University in 2005 and has served as Associate Dean in the School of Psychology, Family, and Community since 2013. She teaches statistics, research methods, and psychometrics courses to students enrolled in the Clinical (APA Accredited) and I-O Psychology PhD programs.

Dr. Bikos presently serves on the editorial boards of the Journal of Vocational Development, Career Development Quarterly, and International Perspectives in Psychology: Research, Practice, Consultation; and has previously served on the Journal of Counseling Psychology and Journal of Career Development. Dr. Bikos is board certified in Counseling Psychology and is a Fellow in the American and Western Psychological Associations. She is currently holding a 3-year term as Vice President for Engagement in APA's Division 52/International Psychology.

The Bikos RVT includes doctoral students from the Industrial-Organizational and Clinical programs.

*"MENTORING
DOCTORAL STUDENTS
IN CLINICAL AND I-O
PSYCHOLOGY IN THEIR
RESEARCH PROJECTS
IS A PRIVILEGE FOR
WHICH I AM DEEPLY
GRATEFUL. WE WORK
AT THE LEADING EDGE
OF OUR DISCIPLINES,
ASKING NOVEL
QUESTIONS AND USING
CUTTING-EDGE
STATISTICAL
APPROACHES TO
ANALYZE AND
INTERPRET THE
RESULTS."
- DR. LYNETTE BIKOS*

CLINICAL & INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

BIKOS RESEARCH TEAM

[HTTPS://LHBIKOS.GITHUB.IO/BIKOSRVT/](https://lhbios.github.io/biosrvt/)

CURRENT RESEARCH AGENDA

• Vocational Psychology

A current, “all hands” project involve serving as interventionists, analysts, or both, to a campus wide career development intervention: CALLED! SPU’s Online Field Guide (Canvas edition). This *calling-infused* career intervention is available to all SPU undergraduates and is housed on the Canvas learning management system.

• #MaskMadness

During the COVID-19 pandemic, the Bikos RVT initiated a pair of longitudinal (12-week) studies focused on the experiences, attitudes, and behaviors of wearing (#maskmadness) or sewing (Maskmaker Maskmaker) facemasks. Preliminary analysis supports the Work as Calling Theory as a model for understanding the prosocial behavior of the maskmakers.

• ReCentering Psych Stats

We are taking the challenge to shape doctoral training in statistics (for psychologists) to contribute to a social justice pedagogy. ReCentering means: materials freely available; designed in ways that are accessible; with published research vignettes that are authored by scholars whose identities are often marginalized and/or the topic addresses social justice. This project involves developing, piloting, evaluating, and disseminating statistics lessons appropriate for psychologists.

RECENT PUBLICATIONS

- Bikos, L. H., *Forman, R., & *Patton, K. M. (2021). The Self-Efficacy for Sociocultural Adaptation Scale (SESCAS): Development and initial psychometric evaluation. *The Counseling Psychologist*.
- Campanario, S., Bikos, L. H., & Kendall, D. (2020). Ignatian spirituality and career development: New evidence for age old practices. *Journal of Career Development*.
- Gibbs, R., Güneri, O. Y., Pankau, T., & Bikos, L. H. (2020). Birds of a Feather Fare Less Well Together: Modeling Predictors of International Student Adaptation. *Sustainability*, 12(6), 2317. <https://doi.org/10.3390/su12062317> Available at: <https://www.mdpi.com/2071-1050/12/6/2317>
- Dykhouse, E. C., & Bikos, L. H. (2019). Re-entry friction: The curious effects of cultural dislocation on outcomes for global service learning returnees. *International Journal of Intercultural Relations*, 72 (96-108). <https://doi.org/10.1016/j.ijintrel.2019.07.004>
- Bikos, L. H., Manning, S. B., & Frieders, Z. J. (2019). Ready or not here I come: A qualitative investigation of students’ readiness perceptions for study abroad/away. *International Perspectives in Psychology: Research, Practice, Consultation*, 8(2), 78–91. <https://doi-org.ezproxy.spu.edu/10.1037/ipp0000105>
- Coyer, C., Gebregiorgis, D., Patton, K., Gheleva, D., & Bikos, L. (2019). Cultivating global learning locally through community-based experiential education. *Journal of Experiential Education*, 42(2), 155-170. doi: 10.1177/1053825918824615

RECENT DISSERTATIONS

- Coyer, C. (2020). Psychometric Evaluation of the Calling and Vocation Questionnaire-Revised (CVQ-R).
- Gebregiorgis, D. (2020). Examining the Factors that Mediate the Relationship from Legal Advocacy Satisfaction to Resilience
- Gowen, M. (2019). Campus Shootings: Does Religious Faith and Relationship with Victims Affect Psychological Well-Being.
- Campanario, S. C. (2018). Ignatian spirituality in vocational career development: An experimental study of emerging adults.
- Patton, K. (2018). Examining the interacting effects of marital role salience and satisfaction on first year mental health trajectories of female, expatriate spouses in Turkey.

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, motivation, and history and systems of psychology. 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

Dr. Chung completed her PhD from Seattle Pacific University in Industrial and Organizational Psychology and her MTS from Harvard Divinity School. Her broad scholarly interests include inclusive leadership, narrative and storytelling in organizational life, and faith and spirituality in work. Her research and teaching tend to be interdisciplinary, exploring psychology along with sociology, history, literature, and theology.

Current research projects include an examination of servant leadership and the organizational conditions needed to empower leaders from minority groups (e.g., women and racial and ethnic minorities), an exploration of faith-based employee resource groups, and the use of near-distant-deep time in storytelling. Each of these projects contribute to the broader mission of empowering individuals and groups to create a more just society.

*"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*

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:

Organizational life is constitutive of the micro and macro stories that influence how people navigate their working lives. We are interested in exploring hidden, marginalized, and contested stories for the purpose of rendering a broader narrative that reflects the truly polyvocal and multi-layered nature of work. Current projects include exploring how narrators use near, distant, and deep time in strategic storytelling and the meta-stories that organizations leverage as cultural and performative scripts.

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, our research team is conducting a phenomenological study of faith-based employee resource groups. We seek to understand how individuals and organizations benefit from the presence of ERGs, broadly, and the challenges that faith-based ERG participants navigate, specifically.

RECENT PUBLICATIONS & PRESENTATIONS

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. (2021). Servant leadership: A commitment to love, development, and diversity. Paper presented for the Pollard Fellowship. Center for Integrity in Business. 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



JORGE LUMBRERAS
PROFESSOR, I-O
PSYCHOLOGY

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

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. He will begin teaching at Seattle Pacific University in the Autumn Quarter of 2021.

RECENT PUBLICATIONS & PRESENTATIONS

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.

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

*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

Premiera 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