

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

FACULTY RESEARCH TEAMS



ROB MCKENNA, PHD
DEPARTMENT CHAIR
I-O PSYCHOLOGY

Dr. McKenna is Chair of Industrial-Organizational Psychology, Founder and CEO of WiLD Leaders, and creator of the WildToolkit, a whole and intentional leader development process that one coach described as “A whole approach that blurs the lines between who we are as workers and human beings.”

WHOLE LEADER DEVELOPMENT

Dr. McKenna’s research and coaching with thousands of leaders across corporate, not-for-profit, university, and ministry settings has given him insight into the real and gritty experience of leaders. His clients have included the Boeing Company, Microsoft, Heineken, Alaska Airlines, Foster Farms, Union Gospel Mission, and Children’s Hospital. His latest book, *Composed: The Heart and Science of Leading Under Pressure*, focuses the specific strategies leaders can use to stay true to themselves and connected to others when it matters most.

Being a part of Dr. McKenna’s research team requires both a drive toward productivity and toward self-development at the same time. Team members are invested in getting a lot done in the way of publications, research, and presentations, while never shying away from becoming more self-aware for the sake of those with whom they interact. With current publications and presentations on character, calling, vulnerability, strategic networking, emotional self-regulation, and whole leader development, Dr. McKenna’s team is committed to the integration of research, practice, theology, and experience in the pursuit of developing whole leaders. Populations include business leaders, pastors, emerging leaders, and leaders from traditionally marginalized groups in places like India. His team is also committed to integrating research and intervention by responsibly providing whole leader development tools and coaching to their participants, and in turn telling the story of their journeys through research.

“LEADERSHIP DEVELOPMENT HAPPENS BECAUSE SOMEONE CARES TO INVEST IN ANOTHER AND HAS INITIATED THE CHALLENGING AND DEEPLY VALUABLE CONVERSATIONS THAT CONNECT WHO WE ARE, WHAT WE DO, AND WHY WE LEAD.”

- DR. ROB MCKENNA

BOOKS & ARTICLES

COMPOSED: THE HEART AND SCIENCE OF LEADING UNDER PRESSURE. 2018

DYING TO LEAD, 2008

DEVELOP WHOLE LEADERS WITH TOOL-BASED COACHING (2019)

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

MCKENNA RESEARCH TEAM

RECENT PUBLICATIONS

McKenna, R. B., Wenzel, K.K. (2016). Developing Whole Leaders for the Whole World. *Journal of Values-Based Ethics*, 9 (1), 156-172.

McKenna, R. B., Haney, D., Ecker, D., Matson, J., Becker, O., Boyd, T., & Hickory, M. (2015). Calling, the Caller, and Being Called: A Qualitative Study of Transcendent Calling. *Journal of Psychology and Christianity*, 34, 294-303.

McKenna, R. B., Campbell, G. V. (2011). The character X Factor in selecting leaders: Beyond ethics, virtues, and values. *Journal of Values Based Leadership*. 4 (2), 39 – 48.

RECENT DISSERTATIONS

Lopez Osterdahl , Stephanie. (2018) Vulnerability in Leadership: The Power of the Courage to Descend. Seattle Pacific University.

Redding, Jacob. (2018) Specificity in Calling: Moving from Belief to Fulfillment of Calling. Seattle Pacific University.

Hickory, McKendree. (2017) Developing Conviction in Women Leaders: The Role of Unique Work and Life Experiences. Seattle Pacific University.

Nagley, Amy. (2017). Approaching Stressful Situations with Purpose: Strategies for Emotional Regulation in Sensitive People. Seattle Pacific University.

CURRENT RESEARCH PROJECTS

Composed for a Reason: Emotional Self-Regulation and the Power of Purpose and Potential (2019)

This study investigates the strategies individuals use to sustain emotional self-regulation (EMSR) in high-pressure situations. Our findings indicate that one mechanism of increasing EMSR is identifying a sense of purpose in pressure-filled moments, especially for those of us that take things personally.

Whole (2019)

Dr. McKenna's latest book in process, *Whole*, is about what it means to move toward a more whole perspective on your learning and growth as a person or leader.

A Developmental Profile of Millennials: A Whole Approach (2019)

Based on our data from 1,095 millennials, this study provides a comprehensive developmental profile of millennials with the goal of understanding the developmental moment they are experiencing and how to support them.

Utility and Validity: Can Research be Both Useful and True? (2019)

A theoretical and practical exploration into the seemingly paradoxical relationship between research being valid and useful in practice. While scientists and practitioners often speak different languages, creating pathways between them is critical. This paper will answer the question of whether psychology can be both useful and true?

Ready to Grow: Measuring and Predicting a Leader's Developmental Readiness (2019)

Developmental Readiness has emerged as an important theory in leader development with significant implications for both leader effectiveness and growth. This study describes the Developmental Readiness Index (DRI) and its importance both theoretically and in practice.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



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

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.

"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, 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

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



Dr. Dana Kendall is the Director of Research and Associate Professor of Industrial- Organizational Psychology program at Seattle Pacific University.

Dr. Kendall has a passion for coaching students to become informed consumers of existing I-O literatures and fostering their growth into knowledgeable, responsible researchers.

DANA KENDALL, PHD
DIRECTOR OF RESEARCH
I-O PSYCHOLOGY

*"I TEACH AT SPU
BECAUSE IT IS A PLACE
WHERE WE ALL HAVE THE
PRIVILEGE OF HONORING
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OUR STUDENTS LOVINGLY
AND HOLISTICALLY.
THE INDUSTRIAL-
ORGANIZATIONAL
PSYCHOLOGY PROGRAM
IS A COMMUNITY THAT I
HOPE OUR STUDENTS AND
ALUMNI WILL ALWAYS
CONSIDER TO BE
'HOME.'"*

- DR. DANA KENDALL

MENTORING

We are dedicated to intentionally structuring environments where trusting, productive relationships can flourish in the workplace. To this end, we apply the theoretical lenses of social psychology together with broader principles of economic, racial, and climate justice. We seek to understand how effective mentorships can be a means to amplify the voices, dignity, and priorities of those in historically-disadvantaged groups (e.g., women, immigrants, ethnic and religious minorities, differentially-abled individuals, LGBTQ). We use the tools of science (to discover what "is"), together with philosophy/ethics (to discover what "ought"), to generate wise, practical recommendations for nurturing and celebrating human worth in organizations and communities.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

KENDALL RESEARCH TEAM

OUR VISION

Develop dynamic, research-grounded interventions that empower individuals to shape workplace environments where power is distributed fairly, shared with intentionality, and employed with integrity.

OUR MISSION

With genuine love for those in our direct sphere of influence and beyond, we challenge norms and systemic power structures for the purpose of fostering high-quality, inclusive relationships in the workplace.

OUR VALUES

Bold honesty
Humor
Equity
Integrity
Proactivity
Collaborative learning

OUR MASCOT

Honey badger

RECENT DISSERTATIONS

Campanario, Scott. (2018) Ignatian Spirituality in Vocational Career Development: An Experimental Study of Emerging Adults. Seattle Pacific University.

Weaver, Joshua. (2018) Predicting Employee Performance Using Text Data from Resumes. Seattle Pacific University.

Voetmann, Kristen. (2017) Seeking Quality Mentors: Exploring Program Design Characteristics to Increase an Individual's Likelihood to Participate as a Mentor. Seattle Pacific University.

CURRENT PROJECTS

As the U.S. workforce continues to diversify, we believe organizations that prioritize the de-centering of whiteness will have a strategic edge in retaining talent and reaping the benefits of innovation. Consequently, we are developing and testing a measure of the extent to which individuals of color in the workplace experience encouragement and advocacy from their white co-workers. The goal is to identify behaviors that help coworkers of color to feel safe to express their true feelings and where their unique attributes are respected.

We are creating a learning initiative for white faculty here at SPU that will provide practical ways to meaningfully support their students and colleagues of color. We are working from the theories put forth by sociologist Dr. Robin DiAngelo¹ and philosopher Dr. Kate Manne² that effectively sustain white individuals as they work through discomfort and defensiveness when engaging in conversations about race.

We are investigating characteristics of the "white moderate", described by Martin Luther King as someone who acknowledges that racial inequality exists but does not feel particularly moved to sustained, daily actions to dismantle it. We are testing a brief assessment that will help us identify if we are white moderates with the goal of developing initiatives that encourage people to move from a white moderate mindset to courageous advocacy.

¹DiAngelo, R. (2018). White fragility: Why it's so hard for white people to talk about racism. Beacon Press. ²Manne, K. (2018). Melancholy whiteness (or, shame-faced shadows). Philosophy and Phenomenological Research, 96, 233-242.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



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

Joey is President and 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

[HTTPS://WWW.COLLINSRVT.COM/](https://www.collinsrvt.com/)

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.

As of February, we published (Executive Coaching for Results - 2018) an 85-page international industry report in partnership with CoachSource, an international executive coaching organization. Working with Brian Underhill, Ph.D., the CEO of this global company, our work included survey development, social media campaigning, data collection/analysis, and the production of an 85-page report and a 49-page executive summary on the current state of the coaching industry. 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 master's thesis project 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.

Coach Motivation

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.

RECENT DISSERTATIONS

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

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

Hsia, Serena. (2018) The Role of Organizational Buy-in in Employee Retention. Seattle Pacific University.

Iverson, Nathan (2018) Career Development Practices in a Global Economy. Seattle Pacific University.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY ALUMNI COMMUNITY

ADP
Amgen
Amazon
Anthropologie
APTMetrics
Asbury University
Avanade
Brava Coaching and Consulting
Barrio Logan College Institute
Boeing
Bill & Melinda Gates Foundation
Best Christian Workplaces Institute
Brigham Young University
California Baptist University
Center for Performance Excellence
Costco
CouchSource LLC
Deloitte
DocuSign
Ergometrics Consulting
ESPN
Expedia
Geometry Gloabal
Google
HumanPoint
IBM Talent Management Soltutions
Insights
LifeLabs Learning

Limeade
Microsoft
Netflix
Nintendo of America Inc.
Nordstroms
Pathways Coaching and Consulting
Premera Blue Cross
PRO Sports Club
T-Mobil
Tableau Software
Tacoma Public Schools
Tesla
The Berc Group INC
Seattle Children's
Seattle Genetics
Seattle Pacific University
Social Sciences and Economic Research
Slalom Consulting
Starbucks
Stephan & Laurel Brown Foundation
Unify Consulting
University of Washington
Virginia Tech Transportation Institute
Wayerhaeuser
Wells Fargo
WiLD Leaders
Zillow Group
Zulily

83% IN I-O
RELATED
JOBS

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
- System Administrator
- 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