

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

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



DANA KENDALL, PHD
DIRECTOR OF RESEARCH
I-O PSYCHOLOGY

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 and practitioners.

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 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.

*"I TEACH AT SPU
BECAUSE IT IS A
PLACE WHERE WE ALL
HAVE THE PRIVILEGE
OF HONORING GOD BY
INVESTING IN 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

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.

Kohlman-Olsen (2019). Exploring the buffering effects of holding behaviors on the negative consequences of workplace discrimination for people of color.

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 work to decenter white-dominant cultural norms will be safe places for all employees to flourish and be productive. Thus, we are currently testing a new measure that captures the extent to which individuals of color in the workplace experience holistic support and advocacy from their white co-workers. We have found that employees of color report feeling more included in their workgroups and higher intentions to remain in their current role when they were supported in these ways. Our goal is to use these findings to develop initiatives that encourage specific behaviors that will result in minorities feeling that they are free to express their true feelings and their unique attributes are respected and valued.

We are also working on creating an initiative for faculty at SPU to intentionally reflect on how the implicit acceptance of the norms of dominant U.S. culture filters into their interactions with students and peers from historically and currently marginalized groups. Through the lenses of the critical theory framework and borrowing from multiple disciplines including sociology, history, economics, education, and ethics/philosophy; we are building a comprehensive understanding of the ways in which we individually and collectively uphold unfair structures and practices. Our goal is to move from passive acceptance of the status quo to informed, compassionate, and tenacious advocacy for economic, racial, and environmental justice.

On Team Kendall, we deeply care about the macro-level phenomena (e.g., economics), micro-level phenomena (e.g., facilitating deep one-to-one coaching relationships and mentorships) and everything in between. We also prioritize the continuous expansion of our data and applied research methods knowledge. Given that human wellbeing depends on responsible data collection, interpretation, and subsequent policy implementation; we take each of these steps in the research process very seriously.

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY FACULTY RESEARCH TEAMS



Dr. Lynette 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.

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

VOCATIONAL PSYCHOLOGY

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*

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

BIKOS RESEARCH TEAM

[HTTP://DIGITALOBBY.SPU.EDU/BIKOSRVT/](http://digitalobby.spu.edu/bikosrvt/)

CURRENT RESEARCH AGENDA

• Career Development

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.

• Global and Sustainable Psychology

Known by a variety of names (e.g., education abroad, study abroad or study away, global or international immersion learning, global or international service learning, short-term mission trips), a primary focus of our research team is the investigation of global learning (GLO) and psycho-social-spiritual (PSO or PSSO) outcomes of those who engage in a culturally dislocating experience for study, service, or both.

RECENT PUBLICATIONS

- Campanario, S., Bikos, L. H., & Kendall, D. (in press). Ignatian spirituality and career development: New evidence for age old practices. *Journal of Career Development*.
- Bikos, L. H., *Forman, R., & *Patton, K. M. (in press). The Self-Efficacy for Sociocultural Adaptation Scale (SESCAS): Development and initial psychometric evaluation. *The Counseling Psychologist*.
- 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. We are completing the 2020 Trends in Coaching study and will present results at the 2021 Society of Consulting Psychology in February and expect to present our coaching model at the 2021 Society of Industrial Psychology conference. 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.

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

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**

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

Dr. Helen Chung is Assistant Professor of Industrial-Organizational Psychology. She teaches graduate-level courses in organizational behavior, leadership and teams, motivation, and history and systems of psychology. She is also co-founder and principal of Pathways Coaching and Consulting, a leadership coaching firm.

SCHOLARLY INTERESTS

Helen completed her PhD from Seattle Pacific University in Industrial and Organizational Psychology and her MTS from Harvard Divinity School. Her broad scholarly interests include leadership, narrative and storytelling in organizational life, and faith and spirituality in work. Her research and teaching are interdisciplinary, often exploring organizational psychology along with literature, spirituality, and theology.

Current research projects include an examination of servant leadership and the organizational conditions needed to empower leaders from traditionally non-dominant groups (i.e., women and persons of color) and an exploration of faith-based employee resource groups in the ecosystems of public firms.

INDUSTRIAL - ORGANIZATIONAL PSYCHOLOGY

FACULTY RESEARCH TEAMS

CURRENT RESEARCH AGENDA

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. I am 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, Spirituality, and Faith:

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 in public organizations.

RECENT PRESENTATIONS & PUBLICATIONS

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.

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.

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.

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.

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