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.
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.
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.

**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.
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

• 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.

RECENT DISSERTATIONS


BOOKS

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.

**VOCATIONAL PSYCHOLOGY**

Dr. Bikos engages in research that falls at the intersections of vocational, international, 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 Western Psychological Association. 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
**RECENT DISSERTATIONS**


**RECENT PUBLICATIONS**


**CURRENT RESEARCH AGENDA**

- **Career Development**
  A current, “all hands” project involves 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.

- **International 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 psychological-spiritual (PSO or PSSO) outcomes of those who engage in a culturally dislocating experience for study, service, or both.

- **Program Evaluation**
  The RVT is also committed to narrowing the science-to-service gap. We have partnered with campus programs and community organizations to help identify services that could strengthen the quality of their programs to help improve the outcomes for the population that they serve. Whether it is a new technology, R package, or statistic, Dr. Bikos is almost always game to try a new methodology. RVTers should be ready with a sense of adventure for stats-n-methods.
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.

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

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.
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**Recent Dissertations**


HELEN CHUNG, PHD, ASSISTANT PROFESSOR, SCHOOL OF BUSINESS, GOVERNMENT & ECONOMICS

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY
FACULTY RESEARCH TEAMS

Dr. Helen Chung is Assistant Professor of Management in the School of Business, Government, and Economics. She teaches both undergraduate and graduate courses in Leadership, Human Resource Management, and Organizational Behavior.

As a leadership coach and consultant, Helen works with clients on navigating career transitions, building leadership capacity, and employing effective strategies for fostering inclusive workplaces.

SCHOLARLY INTERESTS

Helen completed her PhD from Seattle Pacific University in Industrial and Organizational Psychology, and her dissertation explored the concept of time in leader storytelling. Her broad scholarly interests include leadership, narrative in organizational life, and faith and spirituality in work.

Current research projects include an examination of servant leadership and the organizational conditions needed to help female and minority servant leaders flourish and a theoretical exploration of narrative clashes between individuals and organizations.

"AS A TEACHER-SCHOLAR AND LEADERSHIP COACH, I AM CALLED TO CREATE A SENSE OF HOME IN THE CLASSROOM, WHERE STUDENTS OF ALL AGES, BACKGROUNDS, AND EXPERIENCES COME TOGETHER TO LEARN FROM EACH OTHER. FOR ME, TEACHING IS A DYNAMIC INTERSECTION OF INTELLECTUAL CURiosity, PERSONAL VULNERABILITY, AND DISCOVERY. LEARNING IN COMMUNITY IS THE HEART OF SPU."
- DR. HELEN CHUNG
Leadership:
I am interested in exploring leadership models that help foster inclusive organizations, evidenced by employee well-being and meaningfulness in work. Currently, I am exploring servant leadership, a potentially robust model with many positive outcomes, but also one that may be particularly complex for women and minorities.

Narrative:
Organizational life is constitutive of narrative, and I’m interested in the stories that individuals use in their sensemaking and sensegiving processes. Current projects include exploring how narrators use near, distant, and deep time in strategic storytelling and the meta-stories that organizations embed as cultural and performative scripts.

Values, Faith, and Spirituality:
I am interested in the implicit and explicit values that animate work in a variety of organizational settings, including faith-based communities. Specifically, this research area is energized by the question, what is the broader role of organizations in shaping community ecosystems that enable human flourishing?

Recent Presentations & Publications


BIOMEDICINE
Amgen
Seattle Genetics

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

EDUCATION
Asbury University
Brigham Young University
California Baptist University

NONPROFIT
Bill & Melinda Gates Foundation
Seattle Children’s Hospital

ENTERTAINMENT
Comcast
Disney
ESPN

HEALTHCARE
Premera Blue Cross

INDUSTRY
Paccar
Weyerhaeuser

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

98% EMPLOYED WITHIN 6 MONTHS

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

INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY MA & PHD ALUMNI COMMUNITY

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