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PROFESSIONAL EXPERIENCE

Associate Professor, Industrial/Organizational Psychology Graduate Program, Seattle Pacific University, Seattle, WA

- **Associate Professor (2007-present):** Serve as full-time faculty and director of applied learning and development. Specialty areas include leadership and team development, learning systems and on-the-job learning, work motivation, performance management, and organizational theory. Conduct ongoing research in talent management, on-the-job leadership development, pastoral leadership development, training, and executive assessment.
- **Adjunct Professor (2000-2007):** Served as part-time professor in the psychology and business schools teaching courses in leadership, social psychology, work motivation, and career transitions.

Senior Research Specialist, People and Organization Capability, Microsoft Corporation, Redmond, WA (2005-2007)

- **Talent Management:** Analyzed corporate leadership assessments (e.g., leadership competency ratings, leadership experience profiles, leadership derailment indicators, potential ratings, performance ratings, and employee survey ratings) to identify trends, emerging leadership development needs, and drivers of leadership effectiveness in the company. Established battery of metrics to assess trends in the corporate succession management system. Updated the system used to evaluate managers in the corporate performance management system.
- **Executive Assessment:** Provide guidance and assessment of the ongoing validity and effectiveness of executive assessments within Microsoft. Provide guidance and support on the corporate executive assessment strategy. Managed the Face-to-Face 360 assessment process for corporate leaders who have been identified as potential senior vice-presidents in the company.
- **HR Research:** Developed long-term strategic research agenda for the People & Organization Capability group based on the business strategy, HR strategy, and talent management concerns. Analyzed senior executive career paths to build a framework for the development of future Microsoft leaders.

Manager, Leadership Development, The Boeing Company, Boeing, Seattle, WA (1999-2006)

- **Talent Management:** Managed the Waypoint Project, an enterprise-wide longitudinal research study to build resources and tools for leaders to identify and fully leverage on-the-job development opportunities, including the development of an interactive web sites built on the key events in the development of Boeing leaders, several online assessments, coaching tools, development guidebooks, and training modules. Resources from the project were integrated into the corporate employee development systems, high potential programs, and leadership training programs.
- **Leadership Development:** Co-developed two-week leadership development program for executives focused on strategy, marketing, change management, leadership development, and employee engagement; Supported leadership program development for first-line managers, mid-level managers, and functional leaders in the company.

PROFESSIONAL EXPERIENCE (CONT.)**Manager, Leadership Development, The Boeing Company, Boeing, Seattle, WA (Continued)**

- **Program Evaluation:** Evaluated the effectiveness and impact of leadership development programs offered at the Boeing Leadership Center. Evaluation methods included post-program assessments, 360-feedback analyses, ROI assessments, and impact studies on business unit culture.

Organizational Psychologist, People Research, The Boeing Company, Seattle, WA (1996-1999)

- **Employee Surveys:** Managed the annual company-wide employee survey process for 200,000 Boeing employees; re-focused surveys to focus on business strategy and employee engagement; launched the Boeing Pulse—a mid-year sample survey to assess strategic employee issues in the company.
- **Personnel Research:** Conducted special research projects for the Sr. Vice President of Human Resources including the effects of lean manufacturing on employee engagement and motivation, the role of management during mergers, the root causes of dissatisfaction in the engineering community, and the effects of work group age, gender and race diversity on employee effectiveness.
- **Organizational Development:** Launched corporate HR customer satisfaction measure to assess the effectiveness of the HR department as a strategic business partner with line management.

Management Consultant, GEICO Insurance, Washington, D.C. (1993-1996)

- **Leadership Program Design:** Managed corporate-wide needs assessment to identify critical development needs of managers within the organization. Designed and conducted managerial training in coaching, selection, on-the-job training, turnover reduction, and communication.
- **Leadership Development:** Created fast-track program to identify and develop employees with high leadership potential. Provided consulting and guidance on corporate 360-degree feedback system.
- **Selection:** Designed, administered and content-validated behavioral interviews and assessment centers for sales, service, and claims representatives. Administered assessment centers to evaluate candidates for first-line management positions via role-play, in-basket, and group discussion exercises.
- **Organizational Development:** Identified the causes of employee turnover in the organization to develop workshop and 360-degree feedback instrument for first-line managers that resulted in significant behavior changes in targeted areas and 40% reduction in turnover in participants' teams.

Research Associate, Battelle Human Affairs Research Centers, Seattle, Washington. (1986-1989)

- **Leadership Development:** Studied leadership in Japanese nuclear maintenance teams to develop a five-day leadership training program based on research results. Participation included developing predictor and performance measures, data analysis, and technical report generation.
- **Team Development:** Studied Japanese nuclear power plant teams in training simulations to determine individual and team factors associated with effective team performance.
- **Organizational Research:** Captured "best practices" in maintenance teams within the nuclear and aerospace industries to develop nuclear power plant maintenance guidelines for the U.S. Nuclear Regulatory Commission. Investigated drug testing and drug recognition programs being used in transportation industries to develop a drug recognition training program for the Federal Urban Mass Transit Authority.
- **Survey Research/Analysis:** Analyzed worker survey data for national nuclear waste repository project in a social impact analysis for the Department of Energy.

EDUCATION

- PhD Industrial/Organizational Psychology , University of Maryland at College Park, 1993-1996.**
Dissertation: "A reconsideration of the utility of assessing trainee reactions when evaluating the effectiveness of training programs." Chair: Paul Hanges; Committee: Irv Goldstein, Rick Guzzo, and Benjamin Schneider.
- MA Industrial/Organizational Psychology, University of Maryland at College Park, 1989-1992.**
Masters Thesis: "I can't but we can - the role of individual and group expectations in individual and team performance."
- BA Psychology, Seattle Pacific University, 1983-1987.**
Honors Thesis: "Employee suggestion systems: Factors prerequisite to their success."

PROFESSIONAL AFFILIATIONS

- American Psychological Association
- Society for Industrial and Organizational Psychology
- Academy of Management
- American Society for Training and Development

REFERENCES

Available upon request.

SELECTED PUBLICATIONS, PRESENTATIONS, AND REPORTS

- Yost, P. R., & Plunkett, M. M. (in press). *Real time leadership development*. London: Blackwell Publishing.
- Yost, P. R., & Plunkett, M. M. (in press). In R. Silzer, & B. Dowell (Eds.), *Developing leadership talent through experiences*. In *Building and Leveraging Talent to Achieve Business Strategies*. San Francisco, CA: Jossey-Bass.
- Yost, P.R. (in press). In R. Silzer, & B. Dowell (Eds.), *Integrated talent management at Microsoft*. In *Building and Leveraging Talent to Achieve Business Strategies*. San Francisco, CA: Jossey-Bass.
- McKenna, R. B., Yost, P. R., & Boyd, T. N. (2007). Leadership development and clergy: Understanding the events and lessons that shape pastoral leaders, *Journal of Psychology & Theology*, 35, 179-189.
- McKenna, R. B., Boyd, T. N., & Yost, P. R. (2007). Learning agility in clergy: Understanding the strategies and situational factors that allow pastors to learn from experience, *Journal of Psychology & Theology*, 35, 190-201.

SELECTED PUBLICATIONS, PRESENTATIONS, AND REPORTS (CONT.)

- Yost, P. R., & McCall, M. (2007). *Talent management: The promise and paradox of potential*. Invited workshop to be conducted at the Society for Industrial/Organizational Psychology, New York, NY.
- Yost, P. R. (2006). *State of the art in talent management: Developmental assignments*. Invited address conducted at the Leading Edge Consortium, The Society for Industrial/Organizational Psychology, Charlotte, NC.
- McKenna, R. B., & Yost, P. R. (2006). *High impact experiences and vocation (The key experiences and lessons learned in the development of church pastors)*. Symposium conducted at the Faith, Hope and Work Conference, San Diego, CA.
- Yost, P. R. & Ryan, A. M. (2005). *Relevance and rigor in organizational research*. Invited workshop conducted at the Society for Industrial/Organizational Psychology, Los Angeles, CA.
- Yost, P. R., & Plunkett, M. M. (2005). Building individual and leadership capacity at Boeing. In D. Day (Chair), *Leadership Development: Integrating individual and organizational development*. Symposium conducted at the Society for Industrial/Organizational Psychology, Los Angeles, CA.
- McKenna, R. B., & Yost, P.R. (2004). The differentiated leader: Specific strategies for handling today's adverse situations. *Organizational Dynamics*, 33, 292-306.
- Plunkett, M. M., Eckels, J., & Yost, P. R. (2004). Learning from the past and present. In J. P. Brisco (Chair), *Personal transformation: Leveraging self-knowledge into effective action*. Symposium conducted at the Academy of Management, New Orleans, LA.
- Yost, P. R., Black, L., & Flores, K. L. (2003). Leader's life satisfaction: Finding one's place in the world. In D. T. Hall (Chair), *New research on the protean career: Implications for executive development*. Symposium conducted at the Society for Industrial/Organizational Psychology, Orlando, FL.
- Plunkett, M. M., & Yost, P. R. (2003). Career advancement and derailment in the new economy: A practical perspective. In D. T. Hall (Chair), *New research on the protean career: Implications for executive development*. Symposium conducted at the Society for Industrial/Organizational Psychology, Orlando, FL.
- Yost, P.R., & Plunkett, M. M. (March, 2002). Turn business strategy into leadership development. *Training and Development*, 56 (3), pp. 48-51.
- McKenna, R. B., Yost, P. R., Black, L., & Suggs, M. (2002). Leading under pressure: Antecedents of leadership differentiation in high pressure situations. In P.R. Yost (Chair), *Differentiation of self: A systemic approach to leadership in organizations*. Symposium conducted at the Society for Industrial/Organizational Psychology, Toronto, ON.
- Mannion-Plunkett, M., Yost, P. R., McKenna, R. B., & Eckels, J. (2001). Evaluating the impact of corporate leadership development programs: Practitioner perspectives from the Boeing Leadership Center. In D. S. Rose (Chair), *Strategic evaluation: Methods for assessing the impact of I/O interventions on business critical objectives*. Symposium conducted at the Society for Industrial/Organizational Psychology, San Diego, CA.

SELECTED PUBLICATIONS, PRESENTATIONS, AND REPORTS (CONT.)

- Yost, P. R., Mannion-Plunkett, M., McKenna, R. B., & Homer, L. (2001). Lessons of experience: Personal and situational factors that drive growth. In R. B. McKenna (Chair), *Leadership Development: The strategic use of on-the-job assignments*. Symposium conducted at the Society for Industrial/ Organizational Psychology, San Diego, CA.
- Yost, P. R., & Homer, L. (1998). *Electronic vs. paper surveys: Does the medium affect the response?* Paper presented at the Society for Industrial/Organizational Psychology, Dallas, TX.
- Yost, P. R., Haupt, J., Jenkins, T., Johnson, K., & Keranen, D. (1994). *Where do we go from here - An organizational assessment of managerial training and development needs*. GEICO Insurance, Washington, D.C.
- Guzzo, R. A., Yost, P. R., Campbell, R. J., & Shea, G. P. (1993). Potency in groups: Articulating a construct. *British Journal of Social Psychology*, 32, 87-106.
- Yost, P. R. (1993). *The effects of individual and group expectations on group performance*. Paper presented at the Society for Industrial/Organizational Psychology, San Francisco, CA.
- Hanges, P. J., Yost, P. R., & Cox, J. F. (1991). *Task inventories: Do different formulas identify different tasks as critical?* Paper presented at the 99th Annual American Psychological Association Conference, San Francisco, CA.
- Dean, K. C., & Yost, P. R. (1991). *A synthesis of the research on, and a descriptive overview of Protestant, Catholic, and Jewish religious youth programs in the United States*. Carnegie Council on Adolescent Development.
- Saari, L. M., Yost, P. R., & Bettin, P. J. (1990). *Goal setting in a Japanese corporation*. Paper presented at the Society for Industrial/Organizational Psychology, Miami Beach, FL.
- Yost, P. R. (1990). *Performance management, total quality management, and employee involvement*. Washington DC: Center for Management Excellence, Department of Health and Human Services.
- Bettin, P. J., Yost, P. R., Macaulay, J. L., Hunt, P. S., Penner, D. D., McCallum, M. C., Bramwell, A. T., & Melber, B. D. (1989). *Enhanced maintenance through leadership development. Analysis of individual, group, and environmental factors that affect leadership performance*. (Tech. Report BHARC-700/89/025). Seattle, WA: Battelle Human Affairs Research Centers.
- Yost, P. R., & Terrill, E. S. (1989). Maintenance personnel qualifications and training. In Scott, et al., *Technical basis and background for regulatory guide input statements*. Suggested maintenance practices for the U.S. nuclear industry. (Tech. Report BHARC-700/89/007). Letter Report prepared for the U.S. Nuclear Regulatory Commission.
- Hunt, P. S., Geisendorfer, C. L., & Yost, P. R. (1989). *A review of industry drug testing programs and practices*. (Tech Report BHARC-700/89/036). Seattle, WA: Battelle Human Affairs Research Centers.

SELECTED PUBLICATIONS, PRESENTATIONS, AND REPORTS (CONT.)

- Wheeler, W., Toquam, J., Slavich, T., & Yost, P. (1988). *Control Room Evaluation System*. The effective performance of nuclear power plant operator crews: Individual and team factors. (Tech. Report BHARC-700/88/026). Seattle, WA: Battelle Human Affairs Research Centers.
- Chockie, A. D., Olson, J. Thurber, J. A., Morgenstern, M. H., Hauth, J. T., Geisendorfer, C. L., Terrill, E. S., Yost, P. R., & Scott, W. B. (1988). *Maintenance approaches and practices in selected nuclear power programs and other U.S. industries: Review and lessons learned*. (NUREG-1333). Washington D.C.: U.S. Nuclear Regulatory Commission.
- Friedli, E., & Yost, P. (1987). *Summary report: Worker survey August 1987*. Survey of Basalt Waste Isolation Project Workers, Hanford, WA. (Tech. Report BHARC-800/87/034). Pacific Northwest Laboratories: Department of Energy.