

**Margaret Diddams Ph.D.**  
Director of Research  
Professor of Industrial / Organizational Psychology  
Seattle Pacific University  
School of Psychology, Family & Community  
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**I. ACADEMIC APPOINTMENTS**

**SEATTLE PACIFIC UNIVERSITY**

Seattle, WA

*Present* **Department of Industrial / Organizational Psychology**

*Director of Research*

*Full Professor*

**Teaching Responsibilities**

Research Methods & Statistics II<sup>1</sup> & III<sup>2</sup> (Ph.D.)

Organizational Psychology (Ph.D.)

Social Psychology (M.A. & Ph.D.)

**University Governances**

Institutional Review Board 2002- current (Chair 2003-current)

Jr. Faculty Publication Cadre 2001-current

University Wide Assessment Team 2001-2006

1995- **Department of Graduate Psychology**

2006 *Director of Research*

*Associate Professor*

*Adjunct Professor (1995-2000)*

**Teaching Responsibilities**

Introduction to Statistics (Ph.D.)

Research Methods & Statistics I, II & III (Ph.D.)

Research Methodology (B.A. & Ph.D.)

Program and Organizational Evaluation (Ph.D.)

Psychometrics (Ph.D.)

**Department Governances<sup>3</sup>**

Academic Affairs Committee (Chair 2001 – 2006)

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<sup>1</sup> Regression

<sup>2</sup> Multivariate Statistics / SEM & HLM

<sup>3</sup> See Above for University service that spans multiple appointments

1993- **School of Business & Economics**  
1996 Assistant Professor of Management & Psychology  
*Adjunct Professor (1999; 2003; 2004)*

**Teaching Responsibilities**

Management Theory & Behavior (MBA)  
Human Resource Management (BA & MBA)  
Operations Management (BA & MBA)  
Cultural Diversity (MBA)  
Spirituality and Business: Living a Sabbath Lifestyle (2003; 2004 BA)

**University Governances**

Graduate Policies and Evaluation Committee (GPEC) 1994-1996  
Ad –Hoc University committee on Graduate Education 1995-1996  
University committee on Degree completion program 1993-1996

**COLUMBIA UNIVERSITY**

**New York**

1991- **Department of Social and Organizational Psychology**  
1993 *Full-Time Instructor*

**Teaching Responsibilities (M.A.)**

Human Resources Management  
Social Science Research Methods  
Organizational Psychology

**II. ACADEMIC ADMINISTRATION**

**SEATTLE PACIFIC UNIVERSITY**

2005- University Self-Study Regional Accreditation Report  
2007

*Worked with the Office of Academic Affairs to*

- Create metric template for Academic Department self-reports and worked with Department heads to write sections of department self-studies.
- Create Academic Scorecard highlighting metrics related to the University Mission statement.
- Create Alumni Survey.

2003- *University Wide Institutional Review Board (Chair)*

Present

- Secured Federal Wide Assurance Registration
- Review and approve research that uses Human Subjects.
- Created IRB web site for information on policies, user guide and repository for forms.
- Created Research User guide
- Created tracking system

- Updated Policies to meet Federal Wide Assurance

2001- School of Psychology, Family & Community

Present

*Director of Research for Clinical Psychology (2001 – 2007) and Industrial / Organizational Psychology (2007 – present)*

- Wrote and annually edits the Dissertation Guidelines which outlines the process and structure of Psychology Dissertations.
- Track dissertation progress for 70+ students.
- Coordinates Faculty and Student research vertical teams
- Instituted and Organized the SPFC annual research conference (2003-2005)
- In the role of SPFC Research Coordinator for the University Wide Institutional Review Board, screen all SPFC research with human subjects to make sure that it follows federal guidelines for the protection of human participants.
- Helped to establish guidelines for granting internal research funding.
- Serve as resource for faculty and student presentations and publications and statistical consultation
- Serve on Graduate Psychology Cabinet for successful 7-year APA accreditation granted in October 2007.

### **COLUMBIA UNIVERSITY**

1991- *Coordinator of MA Program in Organizational Psychology*

1993

- Conducted student academic and career advisement for 200 graduate students.
- Coordinated internship program – working with over 60 companies in the New York City metropolitan area.
- Wrote and graded departmental comprehensive examinations.
- Served as departmental spokesperson for area companies and prospective students.

### **III. PEER REVIEWED PUBLICATIONS**

Surdyk, L. K., & Diddams, M. (2006). Mammon Worship in America: Challenging Christian College students' perceptions about material wealth. *Christian Business Academy Review, 1, 101-111.*

Diddams, M., Whittington, J. L., & Davigo, T. (2006). Creating in the name of God who creates. A whole life model of vocation & work. *Journal of Management, Spirituality and Religion, 2, 310-331.*

Diddams, M., Surdyk, L. K., & Daniels, D. (2004). Rediscovering models of Sabbath observance: Implications for psychological well-being. *Journal of Psychology and Theology, 32(1), 3-11.*

- Diddams, M., Surdyk, L. K., Daniels, D., & Van Duzer, J. (2004). Implications of biblical principles of rhythm and rest for organizational practices. *Christian Scholars Review*, 33(3), 311-332.
- Diddams, M. & Whittington, J. L. (2003). Revisiting the meaning of meaningful work. *Academy of Management Review*, 28(3), 508-512.
- Surdyk, L. K. & Diddams, M. (1999). Doing well by doing good: Career attainment and volunteerism. *Journal of Volunteer Administration*, 17(2), 11-24.
- Surdyk, L. K. & Diddams, M. (1999). Leadership development through service: An investigation of volunteer activities of Seattle Pacific University alumni. *Research on Christian Higher Education*, 6(1), 35-48.
- Korsgaard, M. A. & Diddams, M. (1996). The effect of process feedback and task complexity on personal goals, information searching, and performance Improvement. *Journal of Applied Social Psychology*, 26(21),1889-1911.
- Roberson, L., Torkel, S. J., Korsgaard, M. A., Klein, D. A., Diddams, M., & Cayer, M. (1993). Self-appraisal and perceptions of the appraisal discussion: A field experiment. *Journal of Organizational Behavior*, 14, 129-142.
- Roberson, L., Korsgaard, M. A., & Diddams, M. (1990). Goal characteristics and satisfaction: Personal goals as mediators of situational effects on task satisfaction. *Journal of Applied Social Psychology*, 20(11), 920-941.
- Roberson, L., Houston, J. M., & Diddams, M. (1989). Identifying valued work outcomes through a content analysis of personal goals. *Journal of Vocational Behavior*, 35, 30-45.

#### **IV. INVITED PUBLICATIONS**

- Diddams, M., MacDonald, D., & Skidmore, J. R. (2004). Advancing the research culture at Seattle Pacific University: Training Local Clinical Scientists. *Journal of Psychology and Christianity*, 23(4), 345-350.
- Diddams, M. & Daniels, D. (2002, August). How to do Lay-off's Right. *Washington CEO*, 13(8), 12.
- Diddams, M. (2001, March / April). Sabbath 2.0. *Science and Spirit*, 13(2), 15-16.
- Diddams, M. (1998, May/ June). An interesting career in Psychology: Psychologists at Microsoft. *APA Psychological Science Agenda*, 11(3), 10.

#### **V. PEER REVIEW PUBLICATIONS UNDER REVISION OR REVIEW**

**VI. MANUSCRIPTS IN PREPARATION (DATA COLLECTED)**

Staley, J., & Diddams, M. (2006, August). The relationships among a breast cancer patient's perception of partner's and treatment team's social support and distress. *Manuscript in Preparation.*

Barsness, R., Diddams, M., & Ward, J. The sounds of silence: Individual differences characteristics and their relationship to experiencing silence. *Manuscript in Preparation.*

Diddams, M., & Eigenbrood, R. *Value differences in undergraduate and graduate students. Manuscript in Preparation.*

Diddams, M. & Whittington, J. L. The Content of Character: An Implicit Theory Approach. *Manuscript in Preparation.*

**VII. ACADEMIC PEER-REVIEWED PRESENTATIONS**

Diddams, M., Whittington, J.L., & Hayman, E. (2007, August). *The characteristics of character.* Paper presented at the Academy of Management Annual Meeting, August 12 – 15, Philadelphia, PA.

Diddams, M. (2007, August). *Bridging the Gap between Philosophy, Theory, Research and Practice within MSR: The Meaning of Experience in The Primitive Physic.* Professional Development Workshop titled Religion and Work: Developing a Research Program in an Understudied Area presented at the annual meeting of the Academy of Management, Management Spirituality and Religion special interest group. Philadelphia, PA.

Diddams, M., & Daniels, D. (2006, October). *Redeeming work: Theology as a framework for work ideology.* Paper presented at the annual meeting of the Christian Business Faculty, Dayton OH.

Diddams, M., & Daniels, D. (2006, August). *Work with toil: Moving beyond good work to redeemed work.* Paper presented at the Academy of Management Annual Meeting, August 11-14, Atlanta, GA. Selected for inclusion in the *Best Paper Proceedings of the Sixty-sixth Annual Meeting of the Academy of Management.*

Diddams, M., & Daniels, D. (2005, August). Work and Toil: Toward a Theology of Work. *Integrating Theology into Management Theory and Practice* Professional Development Workshop presented at the annual meeting of the Academy of Management, Management Spirituality and Religion special interest group. Honolulu HI.

- Diddams, M (2005, March). *Bridging the Gap between Theory and Practice within Clinical Psychology: The Meaning of Experience in The Primitive Physic*. Paper presented at the annual meeting of The Wesleyan Psychological Society, Seattle WA.
- Diddams, M. (2005, January). *Syllabus exposition*. Poster session presented at the semi-annual meeting of the National Council of Schools and Programs in Professional Psychology, San Diego CA.
- Diddams, M., Kennedy, M., Robertson, C., & Colburn, T. (2004, April). *The content of character: an implicit theory approach*. Poster session presented at the meeting of the Western Psychological Association, Phoenix, AZ.
- Diddams, M. (2002, September). *Linking university mission to course assessment through syllabi development*. Poster session presented at the APA Division 2 Best Practices in Assessment Conference, Atlanta, GA.
- Anderson, J., & Diddams, M. (2002, August). *Teaching Nonparametric Statistics Using Student Instrumental Values*. Poster session presented at the annual meeting of the American Psychological Association convention, Chicago, IL.
- Diddams, M., Wittington, J. L., & Davigo, T. (2002, August). *Creating in the Name of God Who Creates. A Biblical View of Vocation & Work*. Paper presented at the annual meeting of the Academy of Management, Denver, CO.
- Barsness, R, Diddams, M., Ward, J., & Beeble, M. (2002, August). *The sound of sheer silence: Individual differences in experiencing silence*. Poster session presented at the annual meeting of the American Psychological Association, Chicago, IL.
- Diddams, M., Skidmore, J. & McKenna, R. (2002, April). *What the Scientist-Practitioner and Clinical-Scientist can learn from each other*. Roundtable presented at the annual meeting of the Society of Industrial / Organizational Psychologists, Toronto, OT.
- Surdyk, L. & Diddams, M (2001, October). *The love of money in America: The costs of affluence through the eyes of faith*. Paper presented at the annual meeting of the Christian Business Faculty Association, Chicago IL.
- Diddams, M., Surdyk, L., & Daniels, D. (2001, August). *“Remember the Sabbath”: Implications of Sabbath Principles for Individual and Organizational Outcomes*. Paper presented at the annual meeting of the Academy of Management, Washington, D.C.
- Diddams, M., Surdyk, L., & Daniels, D. (2001, August). *Rediscovering Models of Sabbath Observance: Implications for Psychological Well-Being*. Paper presented

at the annual meeting of the American Psychological Association, San Francisco, CA.

Surdyk, L. & Diddams, M. (1997, July). *Doing well by doing good: Career development and volunteerism*. Paper presented at the annual meeting of the Western Economic Association conference, Seattle WA.

Korsgaard, M.A., Sapienza, H.J., Turnley, W. & Diddams, M. (1996, April). *The role of interactional justice when outcomes are unclear*. Paper presented at the annual meeting of the Society of Industrial and Organizational Psychologists, San Diego, CA.

Diddams, M. & Gustafson, L. T. (1995, October). *The preparation of business majors within the Christian academic community: A systems approach*. Paper presented at the annual meeting of the Christian Business Faculty Association, Canton, OH.

Diddams, M. (1995, May). *The influence of process-oriented self-concept goals on organizational attitudes and Intentions*. Poster session presented at the annual meeting of the Society of Industrial and Organizational Psychologists, Orlando, FL.

Diddams, M. & Karns, G. (1994, September). *Bridging the gap between not-for-profit organizational mission and employee actions: Building motivation through the development of organizational goals*. Paper presented at the annual meeting of the Christian Business Faculty Association, Azusa, CA.

Diddams, M. & Korsgaard, M. A. (1994, April). *The effect of process feedback and task complexity on personal goals, strategies and performance*. Poster session presented at the annual meeting of the Society of Industrial and Organizational Psychologists, Nashville, TN.

Diddams, M. (1992, August). *Understanding the effects of employees' self-concept via control theory*. Paper presented at the annual meeting of the American Psychological Association, Washington D.C.

Diddams, M., Roberson, L. & Battista, M. (1990, April). *Effects of Self-Appraisal on Rater Expectations and Rating Behaviors*. Poster session presented at annual meeting of the Society of Industrial and Organizational Psychologists, Miami Beach, FL.

Roberson, L., Torkel, S. J., Klein, D., Korsgaard, M. A., Diddams, M. D., & Cayer, M. (1989, August). *Self-Appraisal and Perceptions of the Appraisal Discussion: A Quasi-Experimental Study*. Paper presented at the annual meeting of the Academy of Management, Washington, D.C.

Roberson, L., Korsgaard, M. A., & Diddams, M. (1989, April). *Intention Characteristics*

*and Task Satisfaction: An Explication of the Effect of Task Characteristics on Task Satisfaction.* Poster session presented at the annual meeting of the Eastern Psychological Association Convention, Boston, MA.

Roberson, L., Diddams, M., & Houston, J. (1986, April). *A taxonomy of employee incentives.* Poster presented at the annual meeting of the Eastern Psychological Association Convention, New York, N.Y.

### **viii. COLLABORATION WITH STUDENT PRINCIPAL INVESTIGATORS**

Kobayashi, R & Diddams, M. (2007, March). *The Prodigal Father: Lessons of Suffering and Empathy for Development of Authentic Leadership.* Paper presented at the annual meeting of the Society for the Study of Psychology and Wesleyan Theology, Olivet Nazarene University, De Kalb IL.

Kimball, J. S., & Diddams, M. (2007). Affect regulation as a mediator of attachment and deliberate self-harm. *Journal of College Counseling, 10*, 44-53.

Staley, J., & Diddams, M. (2006, August). *The relationships among a breast cancer patient's perception of partner's and treatment team's social support, satisfaction with partner, and distress.* Paper presented at the annual meeting of the American Psychological Association convention, New Orleans LA.

Aleshire, B., Diddams, M., George, G. & Yamada, M. (2006, April). *Collectivism and Moral Decision Making: An Examination of Cross-Cultural Interaction.* Poster session presented at the annual meeting of the Western Psychological Association, Palm Springs, CA.

Hoffman, G., Palermo, J. Diddams, M. & Melton, C. (2006, April). *Lifestyle Codes: The Impact of Self-Determination on Subjective Well-Being.* Poster session presented at the annual meeting of the Western Psychological Association, Palm Springs, CA.

Lee, T., & Diddams M. (2004, August). *Resting from their labors: Intrinsic motivation and burnout for Clergy.* Poster session presented at the annual meeting of the American Psychological Association convention, Honolulu, HI.

Lee, T., & Diddams M. (2004, May). *The Implications of Sabbath on Burnout for Clergy.* Paper presented at the Spirituality and Health conference sponsored by the School of Continuing Medical Education, University of Calgary, Alberta Canada.

Yurchak, H., Diddams, M., & Barsness, R. (2003, August). *The Influence of Parental Enculturation for Native American Preschool Children.* Poster session presented at the annual meeting of the American Psychological Association convention, Toronto, OT.

Lee, T., Diddams, M., Daniels, D., & Marmol, L. (2003, May). *Sabbath-keeping by ordained clergy: An avenue of well-being that mitigates professional burnout*. Poster session presented at the annual meeting of the Western Psychological Association convention, Vancouver, BC.

**IX. INVITED PRESENTATIONS, PANELS AND WORKSHOPS**

Davis, R., Diddams, M. & LaBrie, R. (2006, October). *Is the world flat?* Day of Common Learning, Seattle Pacific University.

Diddams, M. (2006, April). *Martin Buber's I and Thou: Implications for reclaiming the soul in organizations*. Annual Weter Lecture, Seattle Pacific University.

Diddams, M & Surdyk, L. K. (2004, November). *What ever happened to holy rest?* Three part series hosted by First Church Institute, Seattle First Free Methodist Church.

Diddams, M. (2004, November). *Opening Other Minds to Diversity without Losing Yours*. Annual National Christian Multicultural Student Leaders Conference, Seattle Pacific University.

Diddams, M., & Marshall, M. (2003, October). *Being and doing: Motivating a creative Sense of self in students*. Day of Common Learning, Seattle Pacific University.

Diddams, M (2002, October). *Being a manager of character in a turbulent organization*. Day of Common Learning, Seattle Pacific University.

Diddams, M. (1997, January). *Intranet program management at Microsoft*. Society for Information Management. Seattle WA.

Diddams, M. (1996, March). *Implications of stress in the workplace for workers compensation*. One-day workshop for the workers compensation board of Edmonton Alberta sponsored by the University of Alberta Department of Occupational Medicine.

**X. REVIEWER**

Editorial Board Member, *Journal of Management, Spirituality and Religion*, 2006 – 2009

Contributing Editor, *Journal of Psychology and Theology*: 2007 – 2010

*Journal of Business and Psychology*: Ad hoc Reviewer 2006

Academy of Management Annual Conference 2003 – 2007

Society of Industrial Organizational Psychology Annual Conference 2003 – 2007

**XI. AWARDS**

2005 Teacher of the Year: Dept. of Graduate Psychology (SPU)– 1<sup>st</sup> annual award.

2006 Weter Faculty Award for Meritorious Scholarship (SPU)

## **XII. CONSULTING EXPERIENCE**

### **DuPlissis & Diddams Associates**

**Seattle**

Consulting practice specializing in survey research, organizational and management development.

2002- Seattle University Executive Development

*Present* Consultant for “Leading with Dignity” management development program under the direction of Dr. Marilyn Gist.

- Provide personality assessment feedback and managerial development consultation for senior managers who participate in 4-day management development training.

2001 *Seattle Public Schools- Roxbury Elementary Schools*

- Worked with local elementary leadership group and teachers to analyze school culture and develop vision statement to drive goals for Gates Foundation challenge grant.

1999-2000 *Microsoft Corporation* – Information Technology Group

- Developed and analyzed worldwide customer satisfaction survey to target perceptions and concerns of employees toward the products and services delivered by the Information Technology Group. Results of the survey were used to generate multiple action plans and to focus direction of planning for CY2000.

1995-1996 *Microsoft Corporation* – Information Technology Group

- Designed peer performance appraisal system for Microsoft infrastructure design engineers.
- Facilitate off-site international strategic planning meetings for Information Technology Group.
- Provided management coaching for applications group’s movement to a self-management team structure.
- Conducted individualized management coaching sessions for several IT management staff.
- Aided or wrote organizational white papers & presentations concerning strategic operational planning for enterprise program management, groupware and Intranet initiatives.

1996 *The Casey Family Program*

- Served as consultant and change agent for ISM group to migrate from Mac to PC platform and move towards self-managing work-group structure.
  - Planned and facilitated ISM off-site to identify organizational gaps and map key business processes involved in meeting customer requests.
  - Provided coaching for management team on the process of moving towards a self-managing workforce.

### **Olsen/Cyrus Associates**

**Seattle**

- 1994- Management Consulting firm specializing in the reengineering management and  
 1995 organizational development working with The Microsoft Corporation  
*Individual contributions included. . .*
- Co-designed and conducted 11 three-day off-site training programs that integrated modules in reengineering, systems thinking, procedural fairness, team building, and organizational change programs linking business and technology information.
  - Facilitated in the development of self-managing, virtual teams for infrastructure standards and enterprise tool development groups.
  - Conducted individualized management coaching sessions.
  - Facilitated in identification and development of business processes across integrated technologies (telephony, data and video).
  - Clarified organizational structure and mapped processes for database development team.

**Sirota & Alper Associates, Inc. New York**

- 1986 Research Associate with consulting firm specializing in organizational-wide change  
 1988 programs through corporate surveys
- Conducted focus groups to identify organization-wide management issues.
  - Developed corporate surveys.
  - Analyzed data, wrote and delivered Management presentations.
  - Conducted feedback and training sessions for management.
- Organizations included Burroughs-Wellcome, Cadillac, Chemical Bank, CSX, Dannon Yogurt, General Dynamics, MCI, MDC, Monsanto, NCR, Noxell, Timken Steel, and Quantum Chemical.

**American Telephone and Telegraph New York**

- 1985 Management Progress and Continuity Studies
- Researched and developed management presentation on changes in management activities and attitudes pre and post 1983 divestiture.

**XIII. MANAGERIAL EXPERIENCE**

**1996- Microsoft Corporation Redmond WA.**  
**1999**

- 1999 Senior Manager – Strategic Services – Product Support Services
- Managed team of 11 who provided strategic and operational support for the 250 customer representatives who screen 20,000 daily incoming support calls and e-mails. Team included telephony infrastructure development and support, software development and administration, technical writing knowledge base articles, forecasting and scheduling and departmental budget administration.
- 1998 Group Program Manager Metrics and Measurement –Information Technology Group (ITG)
- Completed Usability studies for internal intranet based applications known as ITGWeb, FinWeb & MS Sales Web. Results of the ITGWeb usability study were the

- groundwork for entire redesign of ITGWeb interface and navigation model. FinWeb and MS Sales also made dramatic changes to their web site based on the results of their usability studies.
- Designed, implemented, analyzed and presented results for two web-based WW Microsoft employee surveys regarding customer satisfaction with ITG’s infrastructure and helpdesk services. Data was used as baseline results as ITG moved to global enterprise management model.
  - Program manager for IT YellowBook, the monthly WW IT metrics tracking document. Worked with major divisions in IT to define appropriate metrics for inclusion in the Yellowbook including design of work processes to include managing to metrics (approximately 500 metrics WW). Assisted in the design, data collection and publication of the monthly document including key areas of improvement or negative results.
  - Instituted global cross-functional scorecard program. Developed and delivered uniform cross-functional IT software, infrastructure, support and financial performance metrics for over 80 global subsidiaries for quarterly reviews
- 1996- Group Program Manager Product Group Program Management Information  
 1997 Technology Group (ITG) – End User Services
- Program management of the implementation of pre-released Microsoft software into Microsoft’s own enterprise including SQL 7.0 & NT Server Clustering solutions

**XIV. EDUCATION**

- 1994 **New York University** **New York**  
 Doctor of Philosophy: Thesis titled *Revisiting the “person” in person-environment fit: An investigation of self and organizational goal congruence.*
- 1988 **New York University**  
 Master of Arts degree: Thesis titled *“The joint effects of autonomy and competency on performance, intrinsic motivation and job satisfaction.”*
- 1982 **Wheaton College** **Wheaton, IL**  
 Graduated *cum laude* with a B.A. in Psychology.
- 1982 **University of Minnesota** **Minneapolis, MN**  
 1983 Research Assistant: *Minnesota Study of Twins Reared Apart* under the direction of Thomas Bouchard, Ph.D. (Summer sessions)

**Workshops**

- 2005 **University of Kansas** **Lawrence, KS**  
 Structural Equation Modeling (Todd Little, Ph.D.)
- 2006 **University of Connecticut** **Storrs, CN**  
 Hierarchical Linear Modeling (Ann A. O’Connell, Ed.D. & D. Betsy McCoach, Ph.D.)

**XV. PROFESSIONAL ASSOCIATIONS**

*Member of . . .*

American Psychological Association  
(Division 5, 14 & 36)  
Association for Psychological Science

Society of Industrial / Organizational  
Psychologists

Academy of Management

- Organizational Behavior
- Management, Spirituality & Religion

**XVI. OTHER INFORMATION**

Board member – Antioch House; Free Methodist Urban Ministry 2000 - Present

Soccer Coach – Hillwood Soccer 2000 – 2003; 2006, 2007

Parent Volunteer Olympic Ballet Theatre, Edmonds Washington; 2003 - 2006

Boston Marathon Qualifier 2007 - 2008

National Master's swimmer qualifier in Freestyle, Backstroke, Breaststroke & Individual  
Medley events