

**Paul R. Yost, Ph.D.**

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## **PROFESSIONAL EXPERIENCE**

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

- **Associate Professor (2007-present):** Teach doctoral and masters classes in leadership and team development, learning systems & on-the-job development, work motivation, selection & performance management, organizational theory, and history and systems of psychology. Provide ongoing advising to doctoral and masters students. Manage research programs in strategic talent management, on-the-job leadership development, pastoral leadership development, and learning agility.
- **Director of Applied Learning and Development (2007-present).** Lead placement and internship process for I-O doctoral and masters students. Manage quarterly placement class including performance and development goals, ongoing coaching, and capturing experience-based learning. To date, 10 doctoral students and 4 masters students have been placed in a variety of business organizations (e.g., Starbucks, Boeing, Microsoft, Washington Mutual), non-profit organizations (e.g., Cocoon House, Evergreen Treatment Services, SPU HR, Bellevue College Career Center), and public institutions (Seattle Public Library, Seattle City Light). Several are now full-time employees. Provide career development workshops for MA students. Manage alumni relations including bi-annual alumni events, yearly alumni survey, and ensuring that graduates continue to stay connected to the program.
- **Adjunct Professor (2000-2007):** Provided instruction in leadership and team development, work motivation, social psychology, and career transitions as adjunct in schools of psychology and business.

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

- **Executive Assessment:** Managed interview-based 360-feedback assessment process for vice presidents identified with the potential to move to senior leadership positions in the company. Managed the validation strategy and process for all executive assessments in the organization.
- **Talent Management:** Conducted ongoing review of 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 organization. Developed suite of metrics to assess the effectiveness of succession planning processes in the company.
- **HR Research:** Developed long-term strategic research agenda for the People & Organization Capability group based on the corporate business strategy, HR strategy, and future talent management needs in the company. Conducted research on management excellence at Microsoft and established a balanced scorecard of metrics to assess managerial effectiveness in the company.

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**PROFESSIONAL EXPERIENCE (CONT.)****Manager, Leadership Development, The Boeing Company, Boeing, Seattle, WA (1999-2005)**

- **Talent Management:** Managed the Waypoint Project, an enterprise-wide longitudinal research study to investigate how leaders can better leverage on-the-job development opportunities to develop themselves and others. The project resulted in resources and tools that were deployed throughout the company including identification and guidance on the 16 most critical experiences in the development of Boeing leaders, an interactive leadership development web site, a suite of online assessments, leadership development guidebooks, coaching tools, and several training modules. Resources from the project were integrated into the corporate employee development systems, leadership development programs, and high potential programs.
- **Leadership Development:** Co-developed two-week executive development program focused on strategy, marketing, change management, leadership development, and employee engagement. Provided consulting on training program needs analysis, design, and evaluation for organizational leadership development programs.
- **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.

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**PROFESSIONAL EXPERIENCE (CONT.)****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**

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

**AWARDS**

- Weter Lecture, Seattle Pacific University, 2011. *A Two-talent Servant in a Five-talent World: Secular and Christian Views of Human Potential.* Presented on April 18, 2011.
- Best Teaching Idea Runner Up, 2008. Seattle Pacific University. *Cinderella's Stepmother Tells Her Side of the Story: What is Truth and How Do We Find It?*

**REFERENCES**

Available upon request.

**RESEARCH IN PROGRESS**

Yost, P. R., Roenicke\*, C., Chang\*, G. C., Steffensmeier, J., & Homer, J. Manuscript in preparation. The leadership lessons of experience: A replication and extension. *Personnel Psychology*. *Status*: Manuscript under review. *Description*: This study is an empirical replication and extension of previous research identifying critical on-the-job leadership experiences and the competencies that they develop. Results moderately match previous research and suggest that extended technical leadership may actually impair the development of some critical leadership competencies.

Yost, P. R., DeRue, S. & Town\*, J. Double-loop learning: Capturing the lessons of experience. *Status*: Manuscript in preparation. *Description*: Although substantial research suggests that over 80% of a leader's development happens on the job, relatively little research has investigated what leaders can do to ensure they are capturing the lessons along the way. Past research is reviewed and a model is proposed to guide future research.

Yost, P. R., Sadykhova, I., & Chang\*, G. C. Leading sideways: Learning to play jazz. *Status*: Manuscript in preparation. *Description*: Qualitative study of leaders who excel in positions that require them to lead and drive change in positions where they have no formal authority. The research identifies the capabilities, behaviors and attitudes that distinguish outstanding from average leadership performance in these roles.

**BOOKS & BOOK CHAPTERS**

Yost, P. R., & Plunkett, M. M. (2010). Developing leadership talent through experiences. In *Strategy Driven Talent Management: A Leadership Imperative* (pp. 313-348). San Francisco, CA: Jossey-Bass.

Yost, P.R. (2010). Integrated talent management at Microsoft. In R. Silzer, & B. Dowell (Eds.), *Strategy Driven Talent Management: A Leadership Imperative* (pp. 641-654). San Francisco, CA: Jossey-Bass.

Yost, P. R., & Plunkett, M. M. (2009). *Real time leadership development*. London: Wiley-Blackwell.

**PEER-REVIEWED PUBLICATIONS**

Yost, P. R., McLellan\*, J., Ecker\*, D., Chang\*, G. C., Hereford\*, J., Roenicke\*, C., Town\*, J. & Winberg\*, Y. (2011). HR interventions that go viral. *Journal of Business and Psychology*, 26, 233–239.

Yost, P. R., & Plunkett, M. M. (2010). Ten catalysts to spark on-the-job development in your organization. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 3, 20-23.

Yost, P. R., & Chang\*, G. (2009). Everyone is equal, but some are more equal than others. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2, 442-445.

\* = Student co-author

**PEER-REVIEWED PUBLICATIONS (Continued)**

- 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.
- McKenna, R. B., & Yost, P.R. (2004). The differentiated leader: Specific strategies for handling today's adverse situations. *Organizational Dynamics*, 33, 292-306.
- 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.

**NON-PEER-REVIEWED PUBLICATIONS**

- Yost, P.R., & Plunkett, M. M. (March, 2002). Turn business strategy into leadership development. *Training and Development*, 56(3), 48-51.
- 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.

**CONFERENCE PRESENTATIONS**

- Roenicke\*, C. C., Yost, P. R., Chang\*, G. C., Steffensmeier, J., & Homer, L. (2011). *The leadership lessons of experience*. Paper presented at the Society for Industrial/Organizational Psychology, Chicago, IL.
- Yost, P. R. (Chair), & McLellan\*, J. R. (2011). *I-O Interventions that Go Viral*. Panel discussion conducted at the Society for Industrial/Organizational Psychology, Chicago, IL.
- Yost, P. R., & Plunkett, M. M. (2011). Making On-the-job Development a Foundational Pillar in an Organization's Talent Management System. In M. McCall (Chair), *Experience-based leadership development: Resolving some thorny issues*. Symposium conducted at the Society for Industrial/Organizational Psychology, Chicago, IL.
- McCauley, C., & Yost, P. R. (2009). *Development in place: Leveraging the other 90% of your organization's talent*. Invited workshop conducted at the Society for Industrial/Organizational Psychology, New Orleans, LA.
- Yost, P. R. (2009). Experience-based leadership development. In R. Silzer & B. Dowell (Chairs), *The talent imperative: Pursuing strategy driven talent management*. Symposium conducted at the Society for Industrial/Organizational Psychology, New Orleans, LA.

\* = Student co-author

**CONFERENCE PRESENTATIONS (Continued)**

- 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.
- 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.
- 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.

\* = Student co-author

**CONFERENCE PRESENTATIONS (Continued)**

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. (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.

**PROFESSIONAL PRESENTATIONS**

Yost, P. R. (2011, July). *Accelerated development: Supporting leaders via learning agility and beyond*. Corporate Virtual Roundtable, Career Innovations.

Yost, P. R. (2010, December). *Low-cost leadership development: The 2011 zero-budget challenge*. Corporate Virtual Roundtable, Career Innovations.

Yost, P. R. (2010, June). *Senior engineer "rock stars": To be the best, study the best*. Presentation at Engineering Excellence Conference. The Microsoft Corporation.

Yost, P. R. (2010, March). *Personal and leadership transitions*. SPU Student Leadership Conference.

Yost, P. R. (2009). *Transformational leadership: Bringing out the best in the people around you*. Day of Common Learning, Seattle Pacific University.

**SELECTED TECHNICAL REPORTS (Since 2000)**

Yost, P. R., Mercer, S. R., & Hereford\*, J. M. (2011). *The Compas Project: Strategic On-the-Job Development*. Technical report prepared for DHL-Global Forwarding.

Yost, P. R., & McLellan\*, J. (2010). *Performance analysis for engineering disciplines at Microsoft*. Technical report prepared for the Microsoft Corporation.

Shelton\*, L. J., & Yost, P. R. (2010). *Organizational culture: Research and practice*. Technical report prepared for the Microsoft Corporation.

Yost, P. R. (2010). *Developing an HR Research Operating Model: A Review of Research and Practice*. Technical report prepared for the Microsoft Corporation.

**SELECTED TECHNICAL REPORTS (Since 2000) - Continued**

Yost, P. R., Boyd\*, T. N., & McKenzie\*, A. (2010). *New engineering leads: Maximizing development during the first year*. Technical report prepared for the Microsoft Corporation.

Yost, P. R., & Boyd\*, T. N. (2010). *Senior engineer exemplary performance study: Distinguishing characteristics and recommendations for future development*. Technical report prepared for the Microsoft Corporation.

Yost, P. R. (2008). *Program manager exemplary performance study: Distinguishing characteristics and recommendations for future development*. Technical report prepared for the Microsoft Corporation.

Yost, P. R. (2007). *Strategic future directions for People & Organization Capability*. Technical report prepared for the Microsoft Corporation.

Yost, P. R. (2007). *Assessing managerial effectiveness: Current practices and future directions*. Technical report prepared for the Microsoft Corporations.

Yost, P. R. (2006). *Leadership competency driver analysis: What competencies, experience, and success inhibitors predict senior leadership effectiveness at Microsoft?* Technical report prepared for the Microsoft Corporation.

Black, L., Sapahi\*., & Yost, P. R. (2005). *A life that counts: Predictors of life and work satisfaction*. The Boeing Company.

Yost, P. R., McKenna, R. B., Fry, J. (2003). *Stepping into the unknown: Identifying the strategies that allow leaders to step to the edge of their comfort zones*. The Boeing Company.

**SELECTED TECHNICAL REPORTS (Before 2000)**

McKenna, R. B., & Yost, P. R. (2002). *The fast track: Predictors of leadership advancement & derailment at Boeing*. The Boeing Company.

Yost, P.R., Mannion-Plunkett, M., McKenna, R. B., & Homer,\* L. (2000). *Key events and the lessons they teach*. The Boeing Company.

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.

Yost, P. R. (1990). *Performance management, total quality management, and employee involvement*. Washington DC: Center for Management Excellence, Department of Health and Human Services.

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.

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**SELECTED TECHNICAL REPORTS (Before 2000) - Continued**

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.

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.