

CHIA-YEN (CHAD) CHIU

Centre for Workplace Excellence (CWeX), UniSA Business
University of South Australia

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ACADEMIC POSITIONS

- 2020 Oct ~ Present **Associate Director, Centre for Workplace Excellence (CWeX)**
University of South Australia, Australia
- 2018 ~ Present **Senior Lecturer (Advanced Assistant Professor with Tenure)**
University of South Australia, Australia
- 2019 April ~ May **Visiting Scholar**
School of Management, University of Munich, Germany
- 2018 March ~ April **Visiting Scholar**
Department of Management and Entrepreneurship, Arizona State
University, USA
- 2015 ~ 2017 **Lecturer (Assistant Professor)**
University of South Australia, Australia
- 2014 ~ 2015 **Post-Doctoral Research Fellow and Adjunct Faculty**
Department of Organization and Human Recourses, University at
Buffalo, USA

EDUCATIONS

- 2014 **Ph.D. in Organizational Behavior and Human Resource
Management**
School of Management, University at Buffalo, USA
- Dissertation:* Investigating the Emergence of Shared Leadership in
Teams: The Roles of Team Proactivity, Internal Social Context, and
Leader Humility
- Chair:* Paul Tesluk
Committee: Prasad Balkundi, Fred Dansereau, and Brad Owens
- 2005 **MBA**
National Sun Yat-sen University, Taiwan
- 2003 **B.S. Statistics**
National Cheng Kung University, Taiwan

RESEARCH

Research interests

- Team leadership (Research summary video: [Share leadership in work teams](#))
- Leader humility (Research summary video: [Leading with humility](#))
- Positive psychology at work
- Leaders' wellbeing

Journal articles

A*, A, & B = Following the Australian Business Dean Council (ABDC) journal quality list; FT 50 = Financial Times Top 50 Management Journals; IF = impact factor 2020; + denoted as a student co-authors when the project is initiated

1. **Chiu, C.**, Balkundi, P., Owens, B., & Tesluk, P. (2020). Shaping positive and negative ties to improve team effectiveness: The roles of leader humility and team helping norms. *Human Relations*, forthcoming. <https://doi.org/10.1177%2F0018726720968135> (A*; FT 50; IF = 4.32)
2. **Chiu, C.**, Lin, H-C., & Ostroff., C. (2020). Fostering team learning orientation magnitude and strength: Roles of transformational leadership, team personality heterogeneity and behavioral integration. *Journal of Occupational and Organizational Psychology*, forthcoming (A; IF = 2.65)
3. Xu⁺, N., **Chiu, C.**, Treadway, D. (2019) Tensions between diversity and shared leadership: The role of political skill. *Small Group Research*, 50, 507-538. <https://doi.org/10.1177/1046496419840432> (A; IF = 1.47)
4. Mao⁺, J., **Chiu, C.**, Owens, B., Liao, J., & Brown⁺, J. (2019). Growing followers: Exploring the effects of leader humility on follower self-expansion, self-efficacy, and performance. *Journal of Management Studies*, 56, 343-371. <https://doi.org/10.1111/joms.12395> (A*; FT 50; IF = 4.89)
5. **Chiu, C.**, Balkundi, P., & Weinberg, F. J. (2017). When managers become leaders: The role of manager network centralities, social power, and followers' perception of leadership. *Leadership Quarterly*, 28, 334-348. <http://dx.doi.org/10.1016/j.leaqua.2016.05.004> (A*; IF = 6.64)
 - Finalist for best student paper award of MOC division, Academy of Management 2013
 - Reviewed by *I/O at Work*, [How Managers Becomes Leaders](#)
 - Nominated as an example of “best methodological practices” by Aguinis et al. (2019), *Organizational Research Methods*. <https://doi.org/10.1177/1094428119836485> (A*)
6. **Chiu, C.**, Owens, B.*, & Tesluk, P.* (2016). Initiating and utilizing shared leadership in teams: The role of leader humility, team proactive personality, and team performance capability. *Journal of Applied Psychology*, 101, 1705-1720.

<http://dx.doi.org/10.1037/apl0000159> (A*; FT 50; IF = 5.85) (*The two authors contribute equally)

- Dissertation paper
- Reviewed by *I/O at Work*, [Shared Leadership Can Boost Team Performance](#)
- Presented at *UBSOM Youtube Channel*, [Shared leadership builds better teams - Two Minute Tuesdays](#)

7. Brouer, R., **Chiu, C.**, & Wang, L. (2016). Political skill dimensions and transformational leadership in China. *Journal of Managerial Psychology*, *31*, 1040-1056. (B; IF = 1.81)
<http://dx.doi.org/10.1108/JMP-05-2014-0166>
8. Dansereau, F., Seitz, S., **Chiu, C.**, Shaughnessy, B.A., & Yammarino, F. (2013). What makes leadership, leadership: Using self-expansion theory to integrate traditional and contemporary approaches. *Leadership Quarterly*, *24*, 798-821.
<http://dx.doi.org/10.1016/j.leaqua.2013.10.008> (A*; IF = 6.64)

- Lead article

Book chapters & conference proceedings

1. Wallace, A.S., **Chiu, C.** & Owens, B.P. (2016). Organizational humility and the better functioning business nonprofit and religious organizations, in E Worthington, D Davis & J Hook (eds.), *Handbook of Humility* (pp. 246-259), Routledge, United Kingdom.
2. Kim, K., Dansereau, F., Kim, I. S., Wang, L., Cho, J., & **Chiu, C.** (2013). Addendum: Extending the Concept of Charismatic Leadership Further. In *Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition* (pp. 195-199). Emerald Group Publishing Limited.
3. **Chiu, C.**, Lin, H., & Chien, S. (2009, August). Transformational leadership and team behavioral integration: The mediating role of team learning. In *Academy of Management Proceedings* (Vol. 2009, No. 1, pp. 1-6). Briarcliff Manor, NY 10510: Academy of Management.

Revised and Resubmit (R&Rs)

1. Sinha, R., **Chiu, C.**, & Srinivas, S. Manuscript on shared leadership, team composition, and team performance. Under 3rd Review at *Journal of Organizational Behavior* (minor revision; A*)
2. **Chiu, C.**, Nahrgang, J., Bartram⁺, A., Wang, J.⁺, & Tesluk, P. Manuscript on informal leadership in teams. 2nd R&R at *Journal of Organizational Behavior*. (A*)
3. Sanner, B., Evans, K., & **Chiu, C.** Manuscript on shared leadership in teams. Under 2nd R&R at *Group and Organization Management* (A)

4. **Chiu, C.**, Marrone, J., Tuckey, M. Manuscript on team humility and workplace incivility. Under 1st R&R at *Journal of Occupational Health Psychology* (A).

Ongoing Projects

1. Gazdag, B. A., **Chiu, C.**, & Hoobler, J. Manuscript on gender social roles and female leadership. Target: *Personnel Psychology* (A*)
2. **Chiu, C.**, Wu, C-H., Bartram, A., Lee, C., & Parker, S. Manuscript on leader proactive personality and team social loafing. Target: *Journal of Applied Psychology* (A*; FT 50)
3. Chan, E., **Chiu, C.**, Hekman, D., & Owens, B. Manuscript on females and humble leadership. Target: *Journal of Applied Psychology* (A*; FT 50)

Conference presentations

1. **Chiu, C.**, & Marrone, J. (2020). *How humble employees mitigate workplace incivility: Role of humility composition and humility norm*. Paper presented at the Academy of Management Virtual Meeting.
2. Chan, E., **Chiu, C.**, Hekman, D., & Owens, B. (2020). *How does expressing humility affect females? the role of supervisors' gender*. Paper presented at the Academy of Management Virtual Meeting.
3. Gazdag, B., & **Chiu, C.**, (2020). *The positive consequences of negative workplace experiences: A conceptual model*. In Rehbock, S. (Chair), Critical events at a critical time: Setbacks and shocks in early career stages. Paper presented at the Academy of Management Virtual Meeting.
 - Winner of Best Symposium in Management Education and Development Award
4. **Chiu, C.**, Chan, E., & Hekman, D. (2019). *How does expressing humility affect female leaders? Role of supervisors' gender*. In Farro, A. (Chair), Gender as a substantive variable in leadership studies: Individual and team level perspectives. Symposium conducted at Academy of Management Annual Meeting, Boston, USA.
5. Gazdag, B., **Chiu, C.**, Hoobler, J., & Gould, J. (2019). *How connected are you? The role of networking and gender in assessments of leadership aspirations*. Paper presented at the Academy of Management Annual Meeting, Boston, MA, USA.
6. Bartram, A., **Chiu, C.**, & Wu, C-H. (2019). *How and when can proactive leaders induce or beat social loafing in teams?* Paper presented at the Academy of Management Annual Meeting, Boston, MA, USA.

7. **Chiu, C., & Marrone, J.** (2018) *Enhancing helping behavior in teams: The effects of team humility composition and leader morality on team incivility norm*. In Lehmann, M., & Ou, A. (co-Chairs), Humility: A cascade of benefits and its tributaries. Symposium conducted at Academy of Management Annual Meeting, Chicago, USA.
8. Gazdag, B. A., **Chiu, C., & Gould., J.** (2018). *The role of perceived networking ability in the selection of male and female leaders*. In Gloor, J., & Peus, C. (co-Chairs), Retain–not retrain: A focus on fit for early career female leaders. Symposium conducted at Academy of Management Annual Meeting, Chicago, USA.
9. Sinha, R., & **Chiu, C.** (2017). *Does informal leadership always benefits team performance? Role of variance in team personality composition*. Paper presented at the Australia & New Zealand Academy of Management (ANZAM), Melbourne, Australia.
10. Gazdag, B. A. & **Chiu, C.** (2017). The role of networks and resilience in gendered social roles. Poster presented at the joint European Association for Social Psychology (EASP) and Society for Personality and Social Psychology (SPSP) Meeting, Berlin, Germany.
11. Sinha, R., & **Chiu, C.** (2017). *Does shared leadership always benefits team performance? Role of variance in team personality composition*. In **Chiu, C. & Sinha, R.** (co-Chairs), A network approach to understanding the antecedents and consequences of team leadership. Symposium conducted at Academy of Management Annual Meeting, Atlanta, USA.
 - This symposium has been selected as a showcase symposium
12. Xu, N., & **Chiu, C.** (2016). *Mitigating the negative effects of team diversity on shared leadership: The moderating effect of team political skill*. Paper presented at the Academy of Management Annual Meeting, Anaheim, CA, USA.
13. Mao, J., **Chiu, C., & Liao, J.** (2016). Why humble leaders are effective? A self-expansion perspective. Paper presented at the Academy of Management Annual Meeting, Anaheim, CA, USA.
14. **Chiu, C., & Tesluk, P.** (2016). *Stepping up to lead: Antecedents and consequences of informal leadership in work teams*. Paper presented at the Human Resource International Conference, Sydney, Australia.
15. **Chiu, C., Balkundi, P., Owens, B., & Tesluk, P.** (2015). *Managing positive and negative network density in teams: Role of leader expressed humility*. In Goering, D (Chair), Multilevel investigation of the relationships of leader humility as a form of bottom-up governance. Symposium conducted at Academy of Management Annual Meeting, Vancouver, Canada.
16. **Chiu, C.** (2014). *Managing positive and negative network density in teams: Role of leader expressed humility*. Paper presented at the Southern Management Association Annual Meeting, Savannah, GA, USA.

17. Ou, Y., Su, Q., **Chiu, C.**, & Owens, B. (2014). *Cross-cultural comparisons of humility and charisma relationship with status incongruence as moderators*. In **C. Chiu (Chair), Leader humility: The boundary conditions, cross-cultural comparisons, and practical implications**. Symposium conducted at Academy of Management Annual Meeting. Philadelphia, PA, USA.
 - This proposal was selected as a sample proposal for AOM annual conferences.
18. **Chiu, C.**, Reeves, M., & Chiu, S. (2014). *Lead more, perform better, but become less satisfied: A multi-level investigation of informal leadership in work teams*. Paper presented at Academy of Management Annual Meeting. Philadelphia, PA, USA.
19. Ou, Y., **Chiu, C.**, Su, Q., & Owens, B. (2014) *Leader humility and follower responses: How does status incongruence matter?* Paper presented at the International Association for Chinese Management Research Conference. Beijing, China.
 - This paper was selected in the finalist for the best paper award.
20. **Chiu, C.**, Balkundi, P., & Weinberg, F. (2013). *Powerful leaders and satisfied followers: Roles of social worth and leadership prototypes*. Paper presented at the Academy of Management Annual Meeting. Orlando, FL, USA.
 - This paper was selected in the finalist for the best MOC student paper award.
21. **Chiu, C.**, & Owens, B. (2013). *Exploring the relationship between humility and perceived leader charisma: The moderating effect of gender*. Paper presented at the Academy of Management Annual Meeting. Orlando, FL, USA.
22. **Chiu, C.**, & Balkundi, P. (2012). *Powerful leaders and satisfied followers: Roles of social proximity and leadership prototypes*. Paper presented at the Society for Industrial and Organizational Psychology Annual Meeting. San Diego, CA, USA.
23. **Chiu, C.** (2011). *Modeling the effectiveness of transformational leadership in teams*. Paper presented at Southern Management Association Annual Meeting. Savannah, GA, USA.
24. **Chiu, C.**, Wang, L., Brouer, R., & Dansereau, F. (2011). *Political skill and transformational leadership effectiveness: an examination among sub-construct relationships*. Paper presented at Academy of Management Annual Meeting. San Antonio, TX, USA.
25. **Chiu, C.**, Lin, H., & Cheng, S. (2009). *Transformational leadership and team behavioral integration: the mediator role of team learning*. Paper presented at Academy of Management Meeting. Chicago, IL, USA.

HONORS, AWARDS, AND RESEARCH GRANTS

1. UniSA Research Themes Investment Scheme (RTIS) Seed Fund, 2019 (AUD \$38,500; Primary Investigator; shared with Michelle Tuckey, Carol Kulik, and Matylda Howard)
2. The Society for the Advancement of Management Studies (SAMS) funding, 2019 (GBP £8,000)
3. Finalist of the Most Promising Research Proposal in Leadership, PDW of “Improving Leadership Research”, Academy of Management Conference, 2018
4. UniSA Business School ECR Research Excellence Commendation, 2017
5. Australia-Germany Joint Research Cooperation (DAAD) Scheme Grant (No. 57379159), 2017 (AUD \$30,500; Primary Investigator; shared with Brooke Gazdag and Jill Gould).
6. Early Career Researcher Networking Awards, University of South Australia, 2017 (AUD \$11,500)
7. Research Fellowship, Center for Leadership and Organizational Effectiveness, University of Buffalo, 2014-2015 (USD \$ 50,000)
8. Research Fellowship, Wheatley Institution at Brigham Young University, 2013-2015 (USD \$ 50,000)
9. PhD Student Award, Department of Organization and Human Resources, University at Buffalo, 2013 (USD \$ 900)
10. Graduate Student Association Conference Grant, University at Buffalo, 2009 (USD \$ 500)
11. Graduate Student Assistantship, University at Buffalo, 2008-2012
12. American International Education Foundation (AIEF) Scholarship, Taiwan, 2008 (USD \$ 1,000)
13. Chung Hwa Rotary Scholarship, Taiwan, 2004 (NTD \$ 120,000)

TEACHING EXPERIENCE

UG = Undergraduate; PG = Postgraduate; MBA = Master of Business Administration

University of South Australia (2015 ~ present; internal & external/online)

At UniSA, teaching evaluation is rated based on a -100 to 100 scale (i.e., *1* = -100, *2* = -50, *3* = 0, *4* = 50, *5* = 100).

The average score at Business school is 48. Top 5% = 70.

| Courses | Instructor Ratings (range = -100 ~ 100) |
|--|---|
| Leadership for Growth (BUSS 5438), MBA, online, 70 students, 2020 SP3 | 72 |
| Organisational Leadership (BUSS 3050), UG, internal & online, 180 students, 2019 SP5 | 81 |

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|--|----|
| Foundations of HRM (BUSS 2043), UG, internal & online, 118 students, 2019 SP5 | 68 |
| Foundations of HRM (EHS 200), UG, online, 35 students, 2019, SP6 | 70 |
| Foundations of HRM (BUSS 2043), UG, internal & online, 132 students, 2018 SP5 | 71 |
| Organisational Leadership (BUSS 3050), UG, internal & online, 178 students, 2018 SP5 | 71 |
| Foundations of HRM (BUSS 2043), UG, internal & online, 132 students, 2017 SP5 | 61 |
| Organisational Leadership (BUSS 3050), UG, internal & online, 180 students, 2017 SP5 | 59 |
| Organisational Leadership (BUSS 3050), UG, internal, 12 students, 2017 OSP2 | 67 |
| Research for Business Decision Making (BUSS 5397), PG, internal, 70 students, 2016 SP6 | 54 |
| Foundations of HRM (BUSS 2043), UG, internal & online, 120 students, 2016 SP5 | 43 |

UniSA Online Course Developer (2017)

Organisational Leadership (BUSS 3096), Foundations of HRM (BUSS 2077)

University at Buffalo (2011 ~ 2015; instructor)

School average of teaching effectiveness: 3.8/5.0; *in 2014, the University use a 4-point rating system for one year

| Courses | Instructor Ratings |
|---|---------------------------|
| Human Resource Management (MGI 301), UG, 58 students, 2015 Spring | 4.6/5.0 |
| Human Resource Management (MGI 301), UG, 52 students, 2015 Spring | 4.5/5.0 |
| Organizational Behavior (MGB 301), UG, 55 students, 2014 Fall | 3.7/4.0* |
| Organizational Behavior (MGB 301), UG, 56 students, 2014 Fall | 3.8/4.0* |
| Organizational Behavior (MGB 301), UG, 52 students, 2013 Spring | 3.8/5.0 |
| Organizational Behavior (MGB 301), UG, 55 students, 2013 Spring | 3.6/5.0 |
| Human Resource Management (MGI 301), UG, 52 students, 2012 Fall | 4.4/5.0 |
| Organizational Behavior (MGB 301), UG, 55 students, 2012 Fall | 4.2/5.0 |
| Human Resource Management (MGI 301), UG, 28 students, 2012 Summer | 4.0/5.0 |

ACADEMIC SERVICE

Editorial Board

Journal of Organizational Behavior (A*): 2018 ~ present

Human Relations (A*; FT 50): 2019 ~ present

Ad Hoc Reviewer for Journals

Academy of Management Journal (A*; FT 50)

Journal of Management Studies (A*; FT 50)

Organizational Behavior and Human Decision Process (A*; FT 50)

Leadership Quarterly (A*)

Management and Organization Review (A)

Journal of Business Ethics (A; FT 50)

Journal of Organizational and Occupational Psychology (A)

Personnel Review (A)
Small Group Research (A)
Group Dynamics (B)
Journal of Managerial Psychology (B)
Social Behavior and Personality

Conference Reviewer

Academy of Management (AOM), Society of Industrial and Organizational Psychology (SIOP), and Southern Management Association (SMA).

Conference Session Chair & Committee

PDW Organizer, *the Art of Writing and Publishing for Non-English Writers, AOM virtual conference, 2020.*

Paper Session Chair, *Team Leadership, AOM conference Boston, 2019*

Conference Committee Member for the *CARMA conference Australia, Adelaide, 2017*

Track Chair (Global Business Leadership) for the *ANZIBA Conference 2017.*

PhD Consortium Committee Member for the *2nd Human Resource International Conference (HRIC), Sydney, 2016.*

UNIVERSITY SERVICE AND LEADERSHIP (UNISA)

PhD supervision

Gayathri Wickramasinghe (expected 2021), co-supervisor
Affan Bokhari (expected 2021), co-supervisor

Thesis Review Committee

Darren Adamson (2020), doctoral thesis proposal review panel
Mehmet Yildiz (2019), doctoral thesis proposal review panel
Richard Goater (2019; University of Western Australia), doctoral thesis external review panel

University Leadership and Committee Membership

Associate Director, CWeX (2020 ~ present)

UniSA Business Research Education Group Committee (2020 ~ present)

CARMA@UniSA Research Method Workshops Coordinator (2016 ~ present)

Business School Research Management Committee (2019)

CWeX Faculty Recruiting Committee (2018-19)

CWeX Research Associate Recruiting Committee (2017)

INVITED TALKS/PRESENTATIONS

South Australia Elected Member Forum (17 Feb 2020)

Topic: *Strategic Thinking as Strategic Seeing*

Research Presentation at the University of Amsterdam (4 Feb 2020)

Topic: *How Does Expressing Humility Affect Female Leaders*

South Australia Mayors Leadership Forum (4 Dec 2019)

Topic: *Strategic Thinking as Strategic Seeing*

UniSA Business Mentorship Program Workshop (31 Oct 2018)

Topic: *Managing Research Pipelines*

UniSA Executive Partnership Program Meeting (24 March 2018).

Topic: *Leading with Humility.*

Strategic Management Presentation at EIC Australia Annual Meeting (1 December 2016).

Topic: *Social Network Approach to Leadership Development*

CWeX-Voice Project Forum: Insights into Networking as a Developmental Tool for Leaders (7 September 2016). Topic: *How Social Networks Enhance Leadership Effectiveness*

HPE Internship Workshop (5 July 2016). Topic: *Managing Internship*

MEDIA COVERAGE

The National Tribune, *Working from home? Count your virtual blessings*

The New Zealand Management, *Leading your virtual team*

UniSA Business School Magazine, *Culturally Diversity Teams: Risks and Rewards*

SELECTED PROFESSIONAL EXPERIENCE

Research Project Coordinator, Taiwan Transparency International (2007 – 2008)

Military Service, Taiwan (2005- 2007)