

CHIA-YEN (CHAD) CHIU

Senior Lecturer (Advanced Assistant Professor)
Centre for Workplace Excellence, School of Management
UniSA Business School, University of South Australia
EM4-26 Elton Mayo Building, University of South Australia
Phone: +61 8 830 24234
Email: Chad.Chiu@unisa.edu.au

ACADEMIC POSITIONS

January 2018 ~ present **Senior Lecturer (Advanced Assistant Professor with Tenure)**
School of Management, University of South Australia, Australia

August, 2015 ~ December 2017 **Lecturer (Assistant Professor)**
School of Management, University of South Australia, Australia

June, 2014 ~ June, 2015 **Post-Doctoral Research Fellow and Adjunct Faculty**
Center for Leadership and Organizational Effectiveness
Department of Organization and Human Resources
University at Buffalo, the State University of New York

EDUCATION

Ph.D., 2014 **University at Buffalo, the State University of New York, USA**
Major Field: Organizational Behavior & Human Resource Management
Minor Field: Statistics

M.B.A., 2005 **National Sun Yat-sen University, Taiwan**

B.S., 2003 **National Cheng Kung University, Taiwan**
Major Field: Statistics

HONORS, AWARDS, AND RESEARCH GRANTS

UniSA Business School ECR Research Award, 2017

Australia-Germany Joint Research Cooperation (DAAD) Scheme Grant (No. 57379159), 2017
(AUD \$30,500; Primary Investigator; shared with Brooke Gazdag and Jill Gould).

UniSA Business School Professional Development Fund, University of South Australia, 2017
(AUD \$7,000)

Early Career Researcher Networking Awards, University of South Australia, 2017 (AUD \$11,500)

Early Career Researcher Conference Grant, University of South Australia, 2016 (AUD \$3,000)

UniSA Business School Professional Development Fund, University of South Australia, 2015 (AUD \$5,000)

Research Fellowship, Center for Leadership and Organizational Effectiveness, University of Buffalo, 2014-2015

Research Fellowship, Wheatley Institution at Brigham Young University, 2013-2015

PhD Student Award, Department of Organization and Human Resources, University at Buffalo, 2013 (USD \$ 900)

Graduate Student Association Conference Grant, University at Buffalo, 2009 (USD \$ 500)

Graduate Student Assistantship, University at Buffalo, 2008-2012

American International Education Foundation (AIEF) Scholarship, Taiwan, 2008 (USD \$ 1,000)

Chung Hwa Rotary Scholarship, Taiwan, 2004 (NTD \$ 120,000)

RESEARCH

Research interests

- Team leadership (coordinating multiple team leadership sources; shared leadership)
- Leader humility (link to leadership effectiveness; cross-cultural comparison)
- Social network (positive and negative networks within and between work teams)

Journal articles

Mao, J⁺, **Chiu, C.**, & Owens, B., Liao, J., & Brown, J⁺. (Conditionally Accepted). Growing Followers: Exploring the Effects of Leader Humility on Follower Self-Expansion, Self-Efficacy, and Performance. *Journal of Management Studies*. (A* Journal on the ABDC list)

- ⁺ denoted as student co-authors

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. (A* Journal on the ABDC list)

- Finalist for best student paper award of MOC division, Academy of Management 2013
- Reviewed by *I/O at Work*, [How Managers Becomes Leaders](#)

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*, p. 1705-1720 (A* Journal on the ABDC list)(*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](#)

Brouer, R., **Chiu, C.**, & Wang, L. (2016). Political skill dimensions and transformational leadership in China. *Journal of Managerial Psychology, 31*, 1040-1056.

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. (A* Journal on the ABDC list)

- Lead article

Book chapters

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.

Kim, K., Dansereau, F., Kim, I. S., Wang, L., Cho, J., & **Chiu, C. Y.** (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.

Other publication:

Ostroff, C., & **Chiu, C.** (2017, July). [Culturally Diversity Teams: Risks and Rewards](#). *UniSA Business School Magazine, 10*, 18-29.

Manuscripts under review

Chiu, C., Lin, H., & Ostroff., C. Manuscript on team learning and behavioral integration. 2nd Review at *Journal of Organizational Behavior*. (A* Journal on the ABDC list)

Chiu, C., Balkundi, P., Owens, B., & Tesluk, P. Manuscript on leader humility and intragroup social networks. 1st R&R at *Personnel Psychology*. (A* Journal on the ABDC list)

Xu, N., **Chiu, C.**, Treadway, D., & Bentley, J. Manuscript on team diversity and shared leadership. 1st R&R at *Small Group Research*. (A Journal on the ABDC list)

Chiu, C., & Marrone, J. Manuscript on team humility and workplace incivility. Ready for submission to *Journal of Applied Psychology*. (A* Journal on the ABDC list)

Chiu, C., Nahrgang, J., Bartram, A., & Tesluk, P. Manuscript on informal leadership in teams. Ready for submission to *Personnel Psychology*. (A* Journal on the ABDC list)

Selected Research in Progress

Sinha, R., & **Chiu, C.** Manuscript on shared leadership, team composition, and team performance. Target: *Journal of Applied Psychology* (writing stage; A* Journal on the ABDC list).

Sanner, B., Evans, K., & **Chiu, C.** Manuscript on shared leadership in teams. Target: *Leadership Quarterly*. (writing stage: A* Journal on the ABDC list)

Gazdag, B. A., **Chiu, C., & Gould., J.** Manuscript on gender social roles and female leadership. Target: *Journal of Applied Psychology* (data collection stage; A* Journal on the ABDC list).

Chiu, C. Manuscript on human resource management practices and managers' humble behavior. Target: *Human Resource Management* (draft development stage; A* Journal on the ABDC list).

Conference presentations

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 will be conducted at Academy of Management Annual Meeting, Chicago, USA.

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 will be conducted at Academy of Management Annual Meeting, Chicago, USA.

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.

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.

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

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.

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.

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.

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.

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.

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.

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.

- Included in the Best Paper Proceedings

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.

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.
- Included in the Best Paper Proceedings

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.

- Included in the Best Paper Proceedings

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.

Chiu, C. (2011). *Modeling the effectiveness of transformational leadership in teams.* Paper presented at Southern Management Association Annual Meeting. Savannah, GA, USA.

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.

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.

- Included in the Best Paper Proceedings

TEACHING EXPERIENCE

University of South Australia (2015 ~ present)

BUSS 5397 Decision Making in Business Research

- Course description: Through the teaching and learning arrangements in this course, we aim to instill a problem-solving and critical thinking approach within students. To this end, the course material focuses on developing your knowledge and understanding of how, when, where and why of using appropriate research approaches and research results to intelligently inform business decision making.
- Satisfactory rate (% of students who strongly agree or agree that they were satisfied with the teaching effectiveness): 87%

BUSS 2043 Human Resource Management

- Course description: This course has been designed to assist you to develop (i) foundation knowledge across the scope of Human Resource Management (HRM), (ii) an understanding of the context in which HRM practice occurs, (iii) skills in

Human Resource (HR) problem solving, and (iv) comprehension, analytical and reflective skills.

- Satisfactory rate: 90%

BUSS 3050 Organisational Leadership

- Course description: This course explores the interesting and relevant area of organisational learning and the development of leaders, whether they are group and team leaders or leaders at higher levels within an organisation. Through your study you are provided with an opportunity to develop an understanding of a variety of learning, development and leadership theories in a contemporary context. Importantly, you will also be invited to reflect on your own leadership experiences, aspirations and theorising. You are encouraged throughout the semester to share these insights with your colleagues.
- Satisfactory rate: 85%

University at Buffalo (2011 ~ 2015)

MGI 301 Human Resource Management

- Course description: 3-credit undergraduate course of human resource principles and theory. The chosen topics include legal issues, recruitment & selection, managing diversity, compensation and benefits, performance appraisal, labor relations, safety & health, motivation, HR planning & decisions, and organizational politics.
- Average teaching rating: 4.3/5.0 (School average = 3.8/5.0)

MGB 301 Organizational Behavior

- Course description: 3-credit undergraduate course of organizational behavior theories. The chosen topics include personality, perceptions & attitudes, motivation, leadership, communication, teams, social influence, organizational design, and organizational culture.
- Average teaching rating: 4.2/5.0 (School average = 3.8/5.0)

EMPLOYMENT EXPERIENCE

June, 2007 – July, 2008	Research Project Coordinator , Transparency International Taiwan, Taipei, Taiwan
January, 2006 – June, 2007	Military Service , the Republic of China Army (ROCA), Taiwan

ACADEMIC SERVICE

Ad Hoc Reviewer for Journals

A* Journals (from the ABDC list):

Academy of Management Journal
Organizational Behavior and Human Decision Process
Leadership Quarterly
Journal of Organizational Behavior
Human Relations

Other Journals:

Management and Organization Review
Journal of Business Ethics
Small Group Research
Group Dynamics
Journal of Managerial Psychology
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

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

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

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

UNIVERSITY SERVICE

PhD Supervision

Affan Bokhari (co-supervise with Dr. Ruchi Sinha)

Gayathri Wickramasinghe (co-supervise with Dr. Ruchi Sinha)

CARMA Short Course Coordinator at UniSA (2016 ~ present)

Invited Talks/Presentations

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

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

Strategic Management Presentation at EIC Australia Annual Meeting (1 December 2016). Topic: *Social Network Approach to Leadership Development*

UniSA Executive Partnership Program Meeting (24 March 2018).
Topic: *Leading with Humility*.

REFERENCES

Paul E. Tesluk
Dean and Professor
School of Management
University at Buffalo
260 Jacobs Management Center
Buffalo, NY, 14260-4000
Tel: 716-645-3246
Email: ptesluk@buffalo.edu

Fred Dansereau
Professor Emeritus
Organization and Human Resources
School of Management
University at Buffalo
280 Jacobs Management Center
Buffalo, NY, 14260-4000
Tel: 716-645-3280
Email: mgtdanso@buffalo.edu

Prasad Balkundi
Dept. Chair and Associate Professor
Organization and Human Resources
School of Management
University at Buffalo
274 Jacobs Management Center
Buffalo, NY, 14260-4000
Tel: 716-645-3250
Email: balkundi@buffalo.edu

Bradley P. Owens
Associate Professor
Romney Institute of Public Management
Marriott School of Management
Brigham Young University
774 TNRB
Provo, UT, 86402
Tel: 801-473-6547
Email: bpo@byu.edu