

CHIA-YEN (CHAD) CHIU

Associate Professor in Leadership

Adelaide Business School

University of Adelaide, SA, Australia

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ACADEMIC POSITIONS

- 2021 ~ present **Reader/Associate Professor in Leadership**
University of Adelaide, Australia
(Ranked #74 in Best Global University by *US News & Report*)
- 2020 ~ 2021 **Associate Director, Centre for Workplace Excellence (CWeX)**
University of South Australia, Australia
- 2018 ~ 2021 **Senior Lecturer (Equivalent to Associate Professor, Tenured)**
University of South Australia, Australia
- 2015 ~ 2017 **Lecturer (Equivalent to Assistant Professor)**
University of South Australia, Australia
- 2014 ~ 2015 **Post-Doctoral Research Fellow and Adjunct Faculty**
Center for Leadership and Organizational Effectiveness (CLOE),
University at Buffalo, USA

EDUCATION

- 2014 **Ph.D. in Organizational Behavior and Human Resource Management**
School of Management, University at Buffalo, USA

Dissertation Committee: Paul Tesluk (Chair), 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 video: [Share leadership in work teams](#))
- Leader humility (Research videos: [Leading with humility](#); [Humility in Leadership](#))
- Leaders' wellbeing (Research video: [Leadership burnout](#))

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; + denoted as a student co-authors when the project is initiated

1. **Chiu, C.**, Balkundi, P., Owens, B., & Tesluk, P. (2022). Shaping positive and negative ties to improve team effectiveness: The roles of leader humility and team helping norms. *Human Relations*, 75(3), 502-531. <https://doi.org/10.1177%2F0018726720968135> (A*; FT 50; IF = 5.73)
2. **Chiu, C.**, Marrone, J. A., & Tuckey, M. R. (2021). How do humble people mitigate group incivility? An examination of the social oil hypothesis of collective humility. *Journal of Occupational and Health Psychology*, 26, 361-373. <https://doi.org/10.1037/ocp0000244> (A; IF = 7.25).
3. Sinha, R., **Chiu, C.**, & Srinivas, S. (2021). Shared leadership and relationship conflict in teams: The moderating role of team power base diversity. *Journal of Organizational Behavior*, 42, 649-667. <https://doi.org/10.1002/job.2515> (A*; IF = 8.17).
4. **Chiu, C.**, Nahrgang, J., Bartram⁺, A., Wang, J.⁺, & Tesluk, P. (2021). Leading the team, but feeling dissatisfied: Investigating informal leaders' energetic activation and work satisfaction and the supporting role of formal leadership. *Journal of Organizational Behavior*, 42, 527-550. <https://doi.org/10.1002/job.2511> (A*; IF = 8.17).
 - Research Translation for *Harvard Business Review Online*: [Informal Leadership Comes at a Cost](#), [推行非正式領導不能忽略這些事](#) (in Mandarin)
 - Nominated as one of [HBR's most-read research articles of 2021](#)
5. Sanner, B., Evans, K., & **Chiu, C.** (2021). Shared leadership, unshared burden: How shared leadership structure schema lowers individual enjoyment without increasing performance. *Group and Organization Management*, 46, 1027-1072. <https://doi.org/10.1177/1059601121997225> (A; IF = 3.94)
6. **Chiu, C.**, Lin, H-C., & Ostroff., C. (2021). Fostering team learning orientation magnitude and strength: Roles of transformational leadership, team personality heterogeneity and behavioral integration. *Journal of Occupational and Organizational Psychology*, 94, 187-216 <https://doi.org/10.1111/joop.12333> (A; IF = 4.57)
7. 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 = 1.75)
8. 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)

9. **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.leafqua.2016.05.004> (A*; IF = 3.31)
 - Finalist for best student paper award of MOC division, Academy of Management 2013
 - Nominated as an example of “best methodological practices” by Aguinis et al. (2019), *Organizational Research Methods*. <https://doi.org/10.1177/1094428119836485> (A*)
10. **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 = 5.09) (*The two authors contribute equally)
11. Brouer, R., **Chiu, C.**, & Wang, L. (2016). Political skill dimensions and transformational leadership in China. *Journal of Managerial Psychology*, 31, 1040-1056. (B; IF = 1.20) <http://dx.doi.org/10.1108/JMP-05-2014-0166>
12. 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.leafqua.2013.10.008> (A*; IF = 2.71)

Media Coverages

- [Hail to the ‘Humble’ Manager](#), SHRM magazine
- [HBR’s most-read research articles of 2021](#), Harvard Business Review
- [Humility: The Key Leadership Attribute Behind a Healthy Workplace Culture](#), Forbes
- [Want to grow and retain you future leaders? Lend them a helping hand](#), HRM magazine
- [The one surprising trait of successful leaders](#), Yahoo Australia
- [Why eating a piece of humble pie makes for good leadership](#), Times Australia
- [The case for modest management](#), COSMOS
- [Shared Leadership Can Boost Team Performance](#), I/O At Work
- [How Managers Can Become Leaders](#), I/O At Work
- [Happily ever after: the psychology of successful business partnerships](#), Enterprise Magazine

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.

Selected Ongoing Projects

1. **Chiu, C.,** Wu, C-H., Bartram, A., Lee, C., & Parker, S. Manuscript on leader proactive personality and team social loafing. Under 3rd Round Review at *Journal of Vocational Behavior* (A*).
2. **Chiu, C.,** Howard, M., McInnes, E., Kulik, C., & Tuckey, M. Manuscript on managers' work energy during the COVID-19 pandemic period. Under 1st Revision and Resubmit at *Human Resource Management* (FT50/A*).
3. Nguyen, V., **Chiu, C.,** & Lin, H-J. Manuscript on differentiated transformational leadership and employees' satisfaction with supervision. Under Review at *Journal of Management* (FT 50/A*).
4. Gazdag, B. A., **Chiu, C.,** & Hoobler, J. Manuscript on gender social roles and female leadership. Under Review at *Human Resource Management* (FT50/A*)

SELECTED HONOURS AND AWARDS

1. UniSA Business Research Excellence Commendation, University of South Australia, 2021
2. UniSA Business Teaching Excellence Commendation, University of South Australia, 2021
3. UniSA Business Mid-Career Research Excellence Award, University of South Australia, 2020
4. UniSA Business Teaching Excellence Commendation, University of South Australia, 2020
5. Finalist of the Most Promising Research Proposal in Leadership, PDW of "Improving Leadership Research", Academy of Management Conference, 2018
6. Business School Early Career Research Excellence Commendation, University of South Australia, 2017
7. Early Career Researcher Networking Awards, University of South Australia, 2017 (AUD \$11,500)

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

RESEARCH GRANTS

1. RNUDS 2020 Scheme – DSTG Grant, 2021-2022 (AUD \$249,702; shared with Ruchi Sinha, Gillian Yeo, Bart De Jong, and Andrew Yu)
2. UniSA Research Themes Investment Scheme (RTIS) Seed Fund, 2019 (AUD \$38,500; Primary Investigator; shared with Michelle Tuckey, Carol Kulik, and Matylda Howard)
3. The Society for the Advancement of Management Studies (SAMS) funding, 2019 (GBP £8,000)
4. Australia-Germany Joint Research Cooperation (DAAD) Scheme Grant (No. 57379159), 2017 (AUD \$30,500; Primary Investigator; shared with Brooke Gazdag and Jill Gould).
5. Research Fellowship, Center for Leadership and Organizational Effectiveness, University of Buffalo, 2014-2015 (USD \$50,000)
6. Research Fellowship, Wheatley Institution at Brigham Young University, 2013-2015 (USD \$ 50,000)
7. Graduate Student Association Conference Grant, University at Buffalo, 2009 (USD \$ 500)
8. Graduate Student Assistantship, University at Buffalo, 2008-2012
9. American International Education Foundation (AIEF) Scholarship, Taiwan, 2008 (USD \$ 1,000)
10. Chung Hwa Rotary Scholarship, Taiwan, 2004 (NTD \$ 120,000)

TEACHING EXPERIENCE

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

University of Adelaide (2021 ~ present)

The average score at the University of Adelaide is 6.0/7.0.

Courses	Avg. Instructor Ratings
Managing Contemporary Organisations (MGMT 7087), MBA, internal, 2022 Tri 1	6.8/7.0
Managing Contemporary Organisations (MGMT 7087), MBA, internal, 2022 Tri 2	6.8/7.0
People and Organisations (COMMGMGT 7006)), PG, internal, 2022 Tri 2	6.2/7.0

University of South Australia (2015 ~ 2021; 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% = 75.

Courses	Avg. Instructor Ratings (range = -100 ~ 100)
Leadership for Growth (BUSS 5438), MBA, internal & online, 2020 - 2021	81
Organisational Leadership (BUSS 3050), UG, internal & online, 2017 - 2021	76
Foundations of HRM (BUSS 2043), UG, internal & online, 2016 - 2019	70
Research for Business Decision Making (BUSS 5397), PG, internal, 2016	54

UniSA Online Course Developer (2017 – 2021)

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

University at Buffalo (2011 ~ 2015)

School average of teaching effectiveness: 3.8/5.0

Courses	Avg. Instructor Ratings
Human Resource Management (MGI 301), UG, 2012 - 2015	4.4/5.0
Organizational Behavior (MGB 301), UG, 2013 - 2015	4.5/5.0

ACADEMIC SERVICE

Editorial Board and Review Activities

- Associate Editor of *Human Relations* (FT50/A*): 2023 ~ present
- Editorial Board of *Journal of Organizational Behavior* (A*): 2018 ~ present
- Editorial Board of *Human Relations* (FT50/A*): 2019 ~ present
- Editorial Board of *Journal of Management* (FT 50/A*): 2021 ~ present
- Ad Hoc Reviewers for FT50 and/or A* Journals: *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Process*, *Journal of Management Studies*, *Personnel Psychology*, *Leadership Quarterly*

Conference Session Chair & Committee

- ANZAM Board Member/Regional Representative, 2022
- AOM OB Division *Global Committee Member*, 2020 ~ present
- PDW Organizer, *the Art of Writing and Publishing for Non-English Writers*, AOM virtual conference, 2020, 2021
- 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

Research Supervision

⁺ Supervised while at the University of South Australia

- Affan Bokhari (2021 PhD), co-supervisor with R. Sinha⁺
- Gayathri Wickramasinghe (expected 2022, PhD), co-supervisor with R. Sinha⁺
- Maria Cecilia Tournour (expected 2023, MPhil), primary supervisor⁺

University Leadership and Committee Membership

University of Adelaide

- HDR Learning and Development Coordinator, Adelaide Business School (2023 ~)
- Post-Graduate Coordinator, Adelaide Business School (2022)
- Research Engagement Committee Member, Adelaide Business School (2022)

University of South Australia

- Associate Director, Centre for Workplace Excellence (2020 ~ 2021)
- UniSA Business Internal Reference Group (IRGs) (2021)
- UniSA Business Internationalisation Working Group (IWG) Committee (2021)
- UniSA Business Research Education Group Committee (2020 ~ present)
- CARMA@UniSA Research Method Workshops Coordinator (2016 ~ 2021)
- Business School Research Management Committee (2019)
- CWeX Faculty Recruiting Committee (2018-19)
- CWeX Research Associate Recruiting Committee (2017)

INVITED TALKS/PRESENTATIONS

Academic Presentations

National Sun Yat-sen University (2022), University of Western Australia (2021), University of Amsterdam (2020), University of South Australia (2015), University of Illinois Springfield (2014), University of Idaho (2014), Stetson University (2014), Indiana-Purdue University Fort Wayne (2014)

Public Talks

UB CLOE 52-week leadership lectures (2021), Westpac Adelaide Leadership Summit (2021), LGA South Australia Elected Member Forum (2021, 2020), Shaping the Future of Non-Profit Leadership Conference (2021), LGA South Australia Mayors Leadership Forum (2019), Strategic Management Presentation at EIC Australia Annual Meeting (2016). HPE Internship Workshop (2016)

SELECTED PROFESSIONAL EXPERIENCE

Research Project Coordinator, Taiwan Transparency International (2007 – 2008)
Military Service, Taiwan (2005- 2007)