CHIA-YEN (CHAD) CHIU
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ACADEMIC POSITIONS

2021 ~ present	**Associate Professor in Leadership** University of Adelaide, Australia
2020 ~ 2021	**Associate Director**, **Centre for Workplace Excellence (CWeX)** University of South Australia, Australia
2018 ~ 2021	**Senior Lecturer (Equivalent to Associate Professor)** 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
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.**, 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*(5), 361-373. https://doi.org/10.1037/ocp0000244 (A; IF = 7.25).

2. 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).

3. **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).

    - Featured in *UB Now News*: Informal leaders need boss' support, study finds
    - Featured in *Harvard Business Review*: Informal Leadership Comes at a Cost, 推行非正式領導不能忽略這些事 (in Mandarin)

4. 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*, *forthcoming.* https://doi.org/10.1177/1059601121997225 (A; IF = 3.94)

5. **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)

6. **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 = 5.73)

    - Featured in *UniSA News*: Humble pie: Soul food for the best leaders, *UBNow News*: Study urges resolving negativity through humility, and *SHRM*: Hail to the 'humble' manager.
    - Reported by Yahoo Finance, Australian Times, Florida News Times, and COSMOS Magazine.

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.leaqua.2016.05.004 (A*; IF = 3.31)

   - 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*)

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)

   - 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

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.leaqua.2013.10.008 (A*; IF = 2.71)

   - 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.

Ongoing Projects

1. **Chiu, C.**, Wu, C-H., Bartram, A., Lee, C., & Parker, S. Manuscript on leader proactive personality and team social loafing. Under Review at *Journal of Vocational Behavior* (A*).

2. Gazdag, B. A., **Chiu, C.,** & Hoobler, J. Manuscript on gender social roles and female leadership. Target: *Organizational Behavior and Human Decision Processes*(A*)

3. **Chiu, C.**, Howard, M., Mclnnes, E., Kulik, C., & Tuckey, M. Manuscript on managers' work energy during the COVID-19 pandemic period. Target: *Journal of Applied Psychology* (A*/FT 50)

4. Lee, Y-P., & Chiu, C. Manuscript on managers' calling and their felt guilty during the COVID-19 pandemic period. Target: *Journal of Applied Psychology* (A*/FT 50)

5. Owens, B. & **Chiu., C.** Manuscript on leader humility and team engagement. Target: Journal of Management (A*/FT50)

Conference presentations

1. Lee, Y-P, & **Chiu, C.** (2021). Necessary evil but necessary guilt? Exploring how perceived work as a calling influences individuals' felt guilt after making tough decisions. Paper presented at the Australia & New Zealand Academy of Management (ANZAM) Virtual Conference.

2. **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.

3. 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.

4. Gazdag, B., & **Chiu, C.,** (2020). *The positive consequences of negative workplace experiences: A conceptual model*. In Rehbock, S. (Chair), <u>Critical events at a critical time: Setbacks and shocks in early career stages</u>. Paper presented at the Academy of Management Virtual Meeting.

   - Winner of Best Symposium in Management Education and Development Award

5. **Chiu, C.,** Chan, E., & Hekman, D. (2019). *How does expressing humility affect female leaders? Role of supervisors' gender*. In Farro, A. (Chair), <u>Gender as a substantive variable in leadership studies: Individual and team level perspectives</u>. Symposium conducted at Academy of Management Annual Meeting, Boston, USA.

6. 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.

7. 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.

8. **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), <u>Humility: A cascade of benefits and its tributaries</u>. Symposium conducted at Academy of Management Annual Meeting, Chicago, USA.

9. 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), <u>Retain–not retrain: A focus on fit for early career female leaders</u>. Symposium conducted at Academy of Management Annual Meeting, Chicago, USA.

10. 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.

11. 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.

12. 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), <u>A network approach to understanding the antecedents and consequences of team leadership</u>. Symposium conducted at Academy of Management Annual Meeting, Atlanta, USA.

    - This symposium has been selected as a showcase symposium

13. 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.

14. 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.

15. **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.

16. **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), <u>Multilevel investigation of the relationships of leader humility as a form of bottom-up governance</u>. Symposium conducted at Academy of Management Annual Meeting, Vancouver, Canada.

17. **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.

18. 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),** <u>Leader humility: The boundary conditions, cross-cultural comparisons, and practical implications</u>. Symposium conducted at Academy of Management Annual Meeting. Philadelphia, PA, USA.

   - This proposal was selected as a sample proposal for AOM annual conferences.

19. **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.

20. 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.

21. **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.

22. **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.

23. **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.

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

25. **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.

26. **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.

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 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)
Organisational Leadership (BUSS 3050), internal & online, 2017 - 2021	76
Leadership for Growth (BUSS 5438), MBA, internal & online, 2020 - 2021	81
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

Journal of Organizational Behavior (A*): 2018 ~ present
Human Relations (A*/ FT 50): 2019 ~ present
Journal of Management (A*/FT 50): 2021 ~ present

Ad Hoc Reviewer for A* Journals

Academy of Management Journal (A*/ FT 50)
Journal of Applied Psychology (A*/FT 50)
Journal of Management Studies (A*/ FT 50)
Organizational Behavior and Human Decision Process (A*/ FT 50)
Personnel Psychology (A*)
Leadership Quarterly (A*)

Conference Reviewer

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

Conference Session Chair & Committee

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*.

UNIVERSITY SERVICE AND LEADERSHIP (UNISA)

PhD and Research Master Student Supervision

Gayathri Wickramasinghe (expected 2021, PhD), co-supervisor
Affan Bokhari (expected 2021, PhD), co-supervisor
Maria Cecilia Tournour (expected 2023, Master by Research), primary 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 assessor

University Leadership and Committee Membership

Associate Director, CWeX (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)

OTHER MEDIA COVERAGES

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*
Ticker News,

SELECTED PROFESSIONAL EXPERIENCE

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