

Raymond B. Chiu

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Personal Profile <http://beliefsthatmatter.weebly.com/>

Research Interests

- Cross-cultural religious and spiritual beliefs in organizations
- Nonprofit management and faith-based organizations
- Faith-work integration, workplace diversity, and religious accommodation
- Implicit leadership and the role of moral foundations and threat sensitivity
- Ethical objectives and subjective bias in HR assessment and selection
- Character virtues, cultural values, and ethical leadership
- Philosophical perspectives on embodiment and ethics
- Metaethical, perceptual, and theological perspectives on morality
- Workplace incivility in customer service encounters
- Social entrepreneurship and organizational change
- Qualitative research methods

Dissertation Topic

Beliefs that Matter: Workplace Religiousness and Spirituality Across Cultures

Abstract: This dissertation takes a sharp methodological turn from prior research on religiousness and spirituality in organizations by making advances in the study of the structure and role of workplace religio-spiritual beliefs, combining a critical review, theory building, and two empirical works. The research is based on the premise that the study of individual psychology has yet to address the cross-cultural and situation-specific nature of religio-spiritual beliefs in everyday work situations. First, after a case is made for the study of religio-spiritual beliefs, a critical review of the literature provides a comparison of 90 content-based measurement models, followed by guidelines to improve measures of

substantive content. Second, a conceptual discussion recommends a way forward for a domain-specific conceptualization of religiousness and spirituality and sets a framework for improving methodology, drawing from sense-making methodology, grounded theory, and integral theory. Third, a bottom-up exploration of religio-spiritual beliefs induced by a variety of workplace situations is conducted through interviews of informants from six major religions. From the analysis, workplace situations, associated beliefs, and mental modules are structured according to a four-quadrant Workplace Integral Model. Fourth, a higher level of religio-spiritual cognition is accessed through a sense-making methodology, revealing why and how work-related thoughts, self-concepts, and experiences become imbued with religio-spiritual significance, as illustrated in eight modes arranged on a Religio-Spiritual Sensemaking Circumplex. It is hoped that these findings can help set a foundation for future progress with research methods, measurement models, and theory building focused on the religio-spiritual thoughts of a diversity of people in the workplace.

Supervisory Committee

Dr. Rick D. Hackett, DeGroote School of Business (supervisor)
Dr. Aaron C.H. Schat, DeGroote School of Business
Dr. Peter C. Hill, Rosemead School of Psychology, Biola University
Dr. Bruno Dyck, Asper School of Business, University of Manitoba

Dissertation Website <http://beliefsthatmatter.weebly.com/>

Education

Ph.D., DeGroote School of Business, McMaster University (Management of Organizational Behaviour and Human Resources, sixth year), 2017 (expected)

M.T.S., Tyndale University College & Seminary (theological studies), 2019 (expected)

M.B.A., Schulich School of Business, York University, 2002

- Graduate, Nonprofit Management and Leadership Program
- Dean's Entrance Scholarship
- Founder/president, Nonprofit Management Association

B.A.Sc., University of Toronto, Civil Engineering, 1991

- Second place (transportation division), Canadian Society for Civil Engineering national student thesis competition
- Ready Mixed Concrete Association of Ontario Scholarship
- James L. Morris Memorial Prize
- Metropolitan Toronto Road Builders Association Scholarship
- Mary H. Beatty Admission Scholarship (4-year renewable)
- Bi-Cultural Admission Scholarship

Awards and Funding

- Journal of Public Administration Research and Theory (JPART) Best Reviewer Award (one of ten awarded), meeting of the Academy of Management, Public and Nonprofit Division, \$100
- Ontario Graduate Scholarship, 2014-2015, \$10,000

- Most Promising Dissertation Award, Academy of Management, Management, Spirituality and Religion interest group (third place), 2013, \$800
- Canadian Centre for Ethics & Corporate Policy Graduate Scholarship, “The Morally Good Employee: Transforming Organizations through Personnel Selection,” 2013, \$5,000

Travel Funding

- Dean’s Office Travel Fund, 2013, Administrative Sciences Association of Canada, \$268
- Dean’s Office Travel Fund, 2013, Academy of Management, \$1,200
- Dean’s Office Travel Fund, 2013, Administrative Sciences Association of Canada, \$1,580
- Dean’s Office Travel Fund, 2012, Administrative Sciences Association of Canada, \$1,335

Journal Publications

- (principal author) Chiu, R.B., & Hackett, R.D. (2017). **The assessment of individual moral goodness.** *Business Ethics: A European Review*, 26(1), 31-46.

Manuscripts in Progress

- (co-author) Scott, K.A., Mirowska, A., & Chiu, R.B. **Implicit gendered-based leadership and moral foundations.**
- (principal author) Chiu, R.B., & Hackett, R.D. **Why do you call me good? Embodiment and the metaethics of assessment.**
- (principal author) Chiu, R.B., & Hackett, R.D. **Assessing leader virtue: Perception, inference, and metatheory.**
- (principal author) Chiu, R.B., & Hackett, R.D. **Paradigms of moral goodness: Redefining individual assessment in organizations.**
- (co-author) Mirowska, A., Chiu, R.B., & Hackett, R.D. **Meaning and madness of leadership: Threat sensitivity, moral foundations and the Trump phenomenon.**
- (principal author) Chiu, R.B., Sharih, S., Eslami, H., & Schat, A.C.H. **Fighting for satisfaction: Pathways to customer incivility in service encounters.**
- (principal author) Chiu, R.B., Sharih, S., & Schat, A.C.H. **Customer incivility during service encounters: Dual pathways to post-purchase outcomes.**
- (principal author) Chiu, R.B. **Conceptualizing a cross-cultural methodology for workplace religiousness and spirituality research.**
- (principal author) Chiu, R.B. **Restoring substantive belief in workplace religiousness and spirituality research.**

Conference Presentations

Forthcoming

- (principal author) Chiu, R.B. (2017, August). **Restoring Substantive Belief in Workplace Religiousness and Spirituality Measurement.** Paper presentation at the meeting of the Academy of Management, Management, Spirituality and Religion interest group, Atlanta, GA.

- (principal author) Chiu, R.B., Mirowska, A., & Hackett, R.D. (2016, August). **Meaning and madness of leadership: Threat sensitivity, moral foundations and the Trump phenomenon.** Paper presented at the meeting of the Academy of Management, Managerial and Organizational Cognition division, Anaheim, CA.
- (principal author) Chiu, R.B. (2016, August). **Strengthening methodology in workplace religion and spirituality research.** Paper presented at the meeting of the Academy of Management, Management, Spirituality and Religion interest group, Anaheim, CA.
- (principal author) Chiu, R.B. (2015, August). **Metaethical theory building for individual moral goodness.** Paper presented at the meeting of the Academy of Management, Social Issues in Management division, Vancouver, BC.
- (principal author) Chiu, R.B. (2015, August). **Descriptive metaethical theories of individual moral goodness.** Poster presented at the meeting of the Society for Business Ethics, Vancouver, BC.
- (co-author) Mirowska, A., Chiu, R.B., & Hackett, R.D. (2015, July). **Moral foundations predict implicit leadership prototypes.** Paper presented at the meeting of the European Group for Organizational Studies, Athens, Greece.
- (principal author) Chiu, R.B. (2014, May). **Religion and spirituality in organizations: Exploration of employee beliefs.** Paper presented at the meeting of the Administrative Sciences Association of Canada, Huntsville, ON.
- (principal author) Chiu, R.B. (2014, May). **Advancing ethical objectives in human resource selection: Challenges for leadership and practice.** Paper presented at the meeting of the Administrative Sciences Association of Canada, Huntsville, ON.
- (principal author) Chiu, R.B., & Hackett, R.D. (2014, March). **Opportunities and challenges for achieving ethical objectives in human resource selection.** Paper presented at the meeting of the Canadian Business Ethics Research Network, Ph.D. Winter Research Meeting, Toronto, ON.
- (principal author) Chiu, R.B. (2013, August). **Religious and spiritual beliefs in organizations.** Invited thesis summary presented at the meeting of the Academy of Management, Management, Spirituality and Religion interest group doctoral consortium, Orlando, FL.
- (principal author) Chiu, R.B., & Schat, A.C.H. (2013, June). **Customer hostility during service encounters: A model of antecedents and consequences.** Paper presented at the meeting of the Administrative Sciences Association of Canada, Calgary, AB.
- (principal author) Chiu, R.B., & Hackett, R.D. (2012, June). **Identifying “good” employees: Ethical behaviour in human resources assessment and selection.** Paper presented at the meeting of the Administrative Sciences Association of Canada, St. John’s, NL.

Media Appearances

- “What the Goodwill closure means for nonprofit recycling.” [Research @ DeGroot](#), January 28, 2016.
- “Goodwill’s closure of 26 locations.” [CTV News Canada AM interview](#), January 19, 2016.
- “Harper had the polls on his side over the niqab. Why did he fail?” [iPolitics.ca](#), November 1, 2015.
- “Sex-ed: How leaders win and lose on moral values.” [Research @ DeGroot](#), October 2, 2015
- “Will we ever be free from religion at work?” [Research @ DeGroot](#), May 13, 2015.
- “How can we stop the next Rob Ford? By asking the right questions.” [iPolitics.ca](#), June 20, 2014.
- “Will your new hires do the right thing?” [Research @ DeGroot](#), April 7, 2014.

Speaking Engagements

- Chiu, R.B., & Hackett, R.D. (2016, January). **Staffing after Ghomeshi, Ford and Volkswagen: A renewed agenda for selecting ethical employees and leaders.** Invited workshop speaker at [joint breakfast event](#) of Canadian Centre for Ethics and Corporate Policy, and the Human Resources Professionals Association of Ontario, Toronto Chapter, Toronto, ON.
- Chiu, R.B. (2014, January). **The challenge of measuring religion and spirituality in the workplace: A belief-based cross-cultural approach.** Invited lecture at Hong Kong Baptist University, Hong Kong, China.
- Chiu, R.B. (2014, January). **The challenge of measuring religion and spirituality in the workplace: A belief-based cross-cultural approach.** Invited lecture at the Chinese University of Hong Kong, Hong Kong, China.
- Chiu, R.B. & Weidelich, T.M. (2013, September). **Energizing your fundraising through marketing research.** Workshop speaker at the annual conference of the Canadian Council of Christian Charities, Mississauga, ON.
- Chiu, R.B. (2012, November). **Exploring social enterprise as a solution for civic challenges in North America.** Invited workshop panelist at the annual convention of the Mennonite Economic Development Associates, Niagara Falls, ON.
- Chiu, R.B. (2012, November). **Entrepreneurial marketing research.** Workshop speaker at the annual convention of the Mennonite Economic Development Associates, Niagara Falls, ON.
- Chiu, R.B. (2012, June). **Let marketing research take you to the next level.** Workshop conducted at the annual meeting of the Word Guild writers' association, Guelph, ON.
- Chiu, R.B. (2010). **Creation care.** Invited panelist at Tyndale Seminary student council monthly lecture, Toronto, ON.
- Chiu, R.B. (2008). **Nonprofit careers.** Invited panelist at Schulich School of Business Career Centre networking event, Toronto, ON.
- Chiu, R.B. (2007). **Nonprofit careers.** Invited panelist at Schulich School of Business Nonprofit Management and Leadership networking event, Toronto, ON.
- Chiu, R.B. (2002). **Introduction to brand management.** Invited workshop speaker at Ten Thousand Villages board-staff meeting, New Hamburg, ON.

Community Service

Conference Reviewing

- Academy of Management, Management, Spirituality and Religion interest group, 2017
- Administrative Sciences Association of Canada, Social Responsibility division, 2017
- Academy of Management, Public and Nonprofit division, 2016
- Administrative Sciences Association of Canada, Social Responsibility division, 2016
- Academy of Management, Social Issues in Management division, 2015
- Administrative Sciences Association of Canada, Human Resource Management division, 2015
- Academy of Management, Management, Spirituality and Religion interest group, 2014
- Administrative Sciences Association of Canada, Organizational Behaviour division, 2014

Community Leadership

- Board of directors, Talking Book Library (Christian Talking Book Publications), 2016 to present
 - Member of marketing and fundraising committee
 - Initiated strategic repositioning process for 30-year-old organization
 - Led renewal of marketing strategy and fundraising infrastructure
 - Mentored executive director in marketing and administration
- Director/lead teacher, Christian education (youth/adult), Grace Gospel Church, 2013 to 2014
- Member, English Ministry Committee, Grace Gospel Church, 2013 to 2014
- Co-founder/lead teacher, Foundations of Christianity course, Grace Gospel Church, 2012-13
- Founder/lead teacher, English-as-a-second language course, Grace Gospel Church, 2011
- Founder/chair, World Vision Environment Committee, World Vision Canada, 2007-09
 - Led interdepartmental committee responsible for internal environmental initiatives
 - Managed 3 organization-wide campaigns conducted annually to promote awareness
- Founder/president, Nonprofit Management Association (student association), Schulich School of Business, York University, 2001-02

Teaching Experience

Undergraduate Teaching

- Organizational Behaviour (1BA3), winter 2017

Teaching Assistantships

- Strategic Organizational Change, B716, Dr. T. McAteer, fall 2012
- Organizational Behaviour, B600, Dr. C. Connelly/Dr. H. Yousoufpourfard, fall 2012
- Human Resource Management, 2BC3, Dr. A. Schat, winter 2012

Post-Secondary Teaching

- Mathematics for Metal Machinists, Centennial College, 1997
- AutoCAD for Civil Engineering, University of Toronto School of Continuing Studies, 1997

Corporate Training

- Web analytics, donor segmentation, online research, catalogue analysis (World Vision Canada)
- AutoCAD for civil engineering (Dillon Consulting, 2 multi-day courses)

Professional Experience

Manager of Direct Marketing, Tyndale Foundation, 2009-10

- Directed marketing strategy and creative development for direct mail program
- Developed new monthly giving program, promotional calendar, and gift catalogue
- Implemented new database segmentation, financial reporting, and research methods

Web Analyst, World Vision Canada, 2007-09

Lead analyst for E-Marketing

- Designed and analyzed 4 major channel influence tracking surveys
- Introduced new usability testing methods for online applications
- Implemented new online survey system (Vovici)
- Implemented new web analytics reporting infrastructure (WebTrends)

Chair, World Vision Environment Committee

- Founded and chaired organization-wide volunteer-driven working group
- Led 3-year change management initiative involving all departments
- Implemented intranet site, community garden, annual campaigns, and awards program

Advisory Marketing Research Analyst, World Vision Canada, 2005-07

Lead analyst for Gift Catalogue

- Provided strategic campaign analysis to support growth of \$15M in 3 years
- Introduced new catalogue analysis methods

Lead analyst for Major Donors and Planned Giving

- Introduced new donor prospecting system

Marketing Research Analyst, World Vision Canada, 2004-05

Lead analyst for Direct Mail and Single Gift Cultivation

- Provided strategic analysis for \$33M direct mail and telemarketing program
- Advised extensively on targeting, testing, forecasting, and segmentation

Executive Director (acting), Parkdale/Liberty Economic Development Corporation, 2002-03

- Successfully managed 5 staff, 12-member board, and 7 projects
- Substantially upgraded corporate communications, website, and annual report
- Overhauled design and content of electronic and print newsletters

Social Enterprise Developer, Rworks, 761 Community Development Corporation, 1997-2000

- Founded and opened RenoSource, a used building material retail social enterprise to employ homeless people
- Founded and completed Recycling Personnel Project, an employment social enterprise for homeless people in partnership with Miller Waste Systems
- Founded and led BottleWorks, a city-wide wine bottle reuse social enterprise in partnership with community and environmental organizations
- Formed advisory boards involving a dozen partner organizations and industry groups, and secured government funding from all three levels of government

Civil/Environmental Engineer, Dillon Consulting, 1991-96

- Designed stormwater ponds, landfills, and municipal works
- Introduced computer-aided design and drafting process, taught 2 design courses

- Coordinated technical writing and feasibility studies

Affiliations

Current

- Academy of Management (Human Resources; Organizational Behavior; Management, Spirituality, and Religion; Social Issues in Management; Public and Nonprofit)
- Canadian Business Ethics Research Network
- Canadian Centre for Ethics and Corporate Policy
- Mennonite Economic Development Associates

Former

- Administrative Sciences Association of Canada
- Marketing Research and Intelligence Association
- Association of Fundraising Professionals
- Professional Engineers Ontario

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