

Steven M. Gray¹

Assistant Professor of Management

McCombs School of Business, University of Texas at Austin

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Academic Positions

McCombs School of Business, University of Texas at Austin 2017-present
Assistant Professor of Management

Education

Washington University in St. Louis 2017
Ph.D., Organizational Behavior;
Advisor: J. Stuart Bunderson
Dissertation: Exploring the Puzzle of Functional Homophily in New Venture Founding Teams

Columbia University 2007
M.A., Organizational Psychology

Yale University 2005
B.A., Psychology

Research Interests

Team formation, entrepreneurship, social networks

Publications

- [1] **Gray, S. M.***, Howell, T. *, Sackett, E. * (in press). Talking past each other: Construal level, utilitarian motives, and entrepreneurial team formation. *Organization Science*, 1-25. (accepted Dec 19, 2023)
 - Kauffman Dissertation Fellowship Award, Kauffman Foundation, 2017
 - AOM Entrepreneurship Division Dissertation Award Winner, 2018
- [2] **Gray, S. M.***, Howell, T. *, Strassman, J.**+, & Yamamoto, K.**+ (in press). Credentials or chemistry? Entrepreneur gender and cofounder selection. *Academy of Management Journal*, 1-29. (accepted Dec 4, 2023)
- [3] **Gray, S. M.**, Boumgarden, P., Ranganathan, R., & Huang, L. (in press). An alter-centric perspective of status disparity and newcomer additions in multiparty syndicates. *Strategic Organization*. 1-29. (accepted Aug 19, 2023)
- [4] Xu, H.⁺, Liu, M., Bu, Y., Sun, S., Zhang, Y., Zhang, C., Acuna, D., **Gray, S.**, Meyer, E., & Ding, Y. (2024). The impact of heterogeneous shared leadership in scientific teams. *Information Processing & Management*, 61(1), 1-13.
- [5] **Gray, S. M.**, Bunderson, J. S., Van der Vegt, G., Rink, F., & Gedik, Y. (2023). Leveraging knowledge diversity in hierarchically differentiated teams: The critical role of hierarchy stability. *Academy of Management Journal*, 66(2), 462-488.

¹ <https://scholar.google.com/citations?user=BKh0434AAAAJ&hl=en>

- [6] Jo, J. K.⁺, Harrison, D. A., & **Gray, S. M.** (2021). The ties that cope? Reshaping social connections in response to pandemic distress. *Journal of Applied Psychology*, 106(9), 1267–1282.
- [7] **Gray, S. M.**, Knight, A.P., & Baer, M. (2020). On the emergence of collective ownership in new creative teams, *Organization Science*, 31(1), 141-164.
- EBS University Best Paper Award on Entrepreneurship, *Runner Up*, 2021
- [8] **Gray, S. M.**, Bunderson, J. S., Boumgarden, P., & Bechara, J. P. (2019). Engineering interaction: Structural change, locus of identification, and the formation and maintenance of cross-unit ties, *Personnel Psychology*, 72, 599-622.

Manuscripts under Review

- Xu, H.⁺, Strassman, J.⁺, **Gray, S. M.**, Saar-Tsechansky, M., & Ding, Y. How top-ranking women promote repeat collaboration among women in male-dominated contexts. *Under review*.
- Sackett, E., **Gray, S. M.**, & Howell, T. Surfacing deep similarity: Complementary effects of goal similarity and familiarity in new venture teams. *Under review*.
- Coutifaris, C., Tussing, D., Ganti, M.⁺, & **Gray, S. M.** There's a "we" in well-being: The effects of team versus leader psychological ownership of employee well-being.

Working Papers

- Gray, S. M.***, Milovac, M.* Lack of fit or illegitimate? Female cofounders and the adoption of function-specific job titles in early-stage ventures.
- Janardhanan, N., Zhang, S., Yuxin, & **Gray, S. M.** Too many drivers at the wheel? Why and when founder role identification undermines startup team development.
- Howell, T. & **Gray, S. M.** Jack-of-all-trades or master of one? How generalists and specialists shape entrepreneurial team formation.

* Denotes shared authorship

⁺ Denotes doctoral student co-author

Conference Presentations & Panels

- Gray, S. M.**, Howell, T., Sackett, E. 2022. Talking past each other: Asymmetric preferences, construal level, and entrepreneurial team formation. Paper presented at the Wharton OB Conference.
- Gray, S. M.**, Sackett, E., Howell, T. 2021. Overcoming the familiarity trap in new venture team formation. Paper presented at the Virtual Academy of Management Conference.
- Gray, S. M.**, Boumgarden, P., Ranganathan, R., & Huang, L. 2020. Sizing up the hierarchy: Status disparity, venture risk, and newcomer additions in multiparty syndicates. Paper presented at INGRoup Virtual Conference.
- Gray, S. M.**, Bunderson, J. S., & Van der Vegt, G. 2020. Knowledge diversity and information sharing in hierarchically differentiated teams: The critical role of hierarchy stability. Paper presented at INGRoup Virtual Conference.

- Gray, S. M.,** Boumgarden, P., & Ranganathan, R. 2019. Sizing up the syndicate: Status heterogeneity as a double-edge sword for attracting new investors. Paper presented at the Academy of Management Conference, Boston, MA.
- Gray, S. M.,** Ding, W., & Ng, W. 2019. Leveling the playing field: Examining the female advantage in assembling diverse founding teams. Paper presented at the Academy of Management Conference, Boston, MA.
- Gray, S. M.,** Bunderson, J. S., & Van der Vegt, G. 2019. Vertical and horizontal member differences in teams: The role of hierarchy stability. Paper presented at the Academy of Management Conference, Boston, MA.
- Gray, S. M.,** Bunderson, J. S., & Van der Vegt, G. S. 2018. A contingency model of scapegoating in work teams. Paper presented at the Academy of Management, Chicago, IL.
- Gray, S. M.** 2017. Overcoming similarity-attraction bias during new venture team formation. Paper presented at the Kauffman Entrepreneurship Scholars Conference, Kansas City, MO.
- Gray, S. M.** 2017. Exploring the puzzle of functional homophily in new venture founding teams. Paper presented at the Academy of Management, Atlanta, GA.
- Gray, S. M.** 2017. Panelist for “Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students” PDW at Academy of Management, Atlanta, GA.
- Gray, S. M.** 2017. Exploring the puzzle of functional homophily in new venture founding teams. Paper presented at INGRoup, St. Louis, MO.
- Gray, S. M.,** Knight, A. P., & Baer, M. 2015. Psychological ownership and the transition from solo entrepreneur to new venture team. Paper presented at the Academy of Management, Vancouver, Canada.
- Gray, S. M.,** & Sparrowe, R. T. 2015. An integrative model of team resource acquisition. Paper presented at INGRoup, Pittsburgh, PA.
- Gray, S. M.,** Knight, A. P., & Baer, M. 2015. Psychological ownership and the transition from solo entrepreneur to new venture team. Paper presented at INGRoup, Pittsburgh, PA.
- Gray, S. M.,** Bunderson, J. S., Boumgarden, P., & Bechara, J. S. 2014. Organizational restructuring and cross-unit ties. Paper presented at the Academy of Management, Philadelphia, PA.
- Gray, S. M.,** Knight, A. P., & Baer, M. 2014. The development of collective ownership in entrepreneurial teams. Paper presented at the Academy of Management, Philadelphia, PA.
- Eisenkraft, N., **Gray, S. M.,** Ding, W., & Elfenbein, H. A. 2014. Visible bridges: Formal work team structure affects the accurate perception of social network ties. Paper presented at INGRoup, Raleigh, NC.

Practitioner Publications

Howell, T., **Gray, S. M.**, Sackett, E. 2024. Why cofounder partnerships fail — and how to make them last. *Harvard Business Review Digital*, <https://hbr.org/2024/06/why-cofounder-partnerships-fail-and-how-to-make-them-last>.

Gray, S. M. 2022. 5 things you need to know to successfully manage a team. *Authority Magazine*. <https://medium.com/authority-magazine/steven-gray-of-the-university-of-texas-at-austins-mccombs-school-of-business-5-things-you-need-to-59becddaf2e0>.

Gray, S. M., Knight, A.P., Baer, M. 2020. What kind of startup founder are you? *Harvard Business Review Digital*, <https://hbr.org/2020/11/what-kind-of-startup-founder-are-you>.

Research Grants

Gray, S. M. 2016. Examining the Puzzle of Functional Homophily in Venture Founding Teams. Kauffman Dissertation Fellowship, Kauffman Foundation, \$20,000.

Gray, S. M., Knight, A. P., & Baer, M. 2013. The Development of Collective Ownership in Entrepreneurial Teams. Washington University in St. Louis, Kauffman Foundation via Skandalaris Center, \$10,000.

Honors and Awards

McCombs CBA Foundations Research Excellence Award, *Nominee*, 2024

McCombs Trammell Teaching Award, *Nominee*, 2022, 2023, 2024

EBS Best Paper Award on Entrepreneurship, *Runner Up*, 2021

McCombs Faculty Honor Roll, 2019, 2022

NFIB Dissertation Award Winner, AOM Entrepreneurship Division, 2018

Member of the Society for Teaching Excellence, UT Austin, 2018

Kauffman Dissertation Fellowship Award, Kauffman Foundation, 2017

AOM Outstanding Reviewer Award, OB Division, 2014, 2016

Moog Scholar Award, Olin Business School, 2014-2015

Doctoral Fellowship, Olin Business School, 2012-2017

Teaching

Assistant Professor of Management, University of Texas at Austin

Organizational Behavior, Undergraduate

Spring 2018: Overall Instructor Rating (4.8 out of 5)

Spring 2019: Overall Instructor Rating (4.8 out of 5)

Spring 2020: Overall Instructor Rating (4.6 out of 5)

Spring 2021: Overall Instructor Rating (4.6 out of 5)

Fall 2022: Overall Instructor Rating (4.8 out of 5)

Spring 2024: Overall Instructor Rating (4.7 out of 5)

Graduate Student Instructor, Washington University in St. Louis

Negotiation, Olin Business School, Undergraduate, Fall 2015

Overall Instructor Rating (9.8 out of 10; departmental average: 8.8)

Departmental Service

Distinguished Speaker Series Chair, 2022-present

Executive Committee Member

Promotion Review Sub-Committee Member

Dissertation Committee Member, Santosh Srinivas (2018-2019)
Dissertation Committee Member, Benjamin Dow (2017-2019)
Dissertation Committee Member, Jake Jo (2019-2021)
Dissertation Committee Member, Wonbin Sohn (2021-2023)
Dissertation Committee Member, Jamie Strassman (2023-present)
First Year Paper Co-Adviser, Jamie Strassman
Course Coordinator MAN336: Organizational Behavior, 2019-present
PhD Program Committee
PhD Program Admissions Committee

Professional Service

Editorial Review Board:
Strategic Entrepreneurship Journal

Ad hoc reviewer:
Administrative Science Quarterly
Academy of Management Journal
Organization Science
Strategic Management Journal
Management Science
Personnel Psychology
Strategic Entrepreneurship Journal
Journal of Business Venturing

Professional Memberships

Academy of Management, Member, 2012-present
INGRoup, Member, 2014-present

Industry Experience

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| IBM Global Business Services | |
| <i>Managing Consultant</i> | Jan 2011-July 2012 |
| <i>Senior Consultant</i> | Jan 2009-Dec 2010 |
| <i>Consultant</i> | July 2007-Dec 2008 |
| IBM Corporate Headquarters | |
| <i>Human Resources Intern</i> | May 2006-Sept 2006 |