

## Steven M. Gray

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** 2012-2017  
Ph.D., Organizational Behavior

**Columbia University** 2005-2007  
M.A., Organizational Psychology

**Yale University** 2001-2005  
B.A., Psychology

### Research Interests

Team formation, entrepreneurship, social networks

### Publications

**Gray, S. M.,** Bunderson, J. S., Van der Vegt, G., Rink, F., & Gedik, Y. (in press). Leveraging knowledge diversity in hierarchically differentiated teams: The critical role of hierarchy stability. *Academy of Management Journal*.

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.

**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.

**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

**Gray, S. M.,** Howell, T., Sackett, E. Talking past each other: Asymmetric preferences, construal level, and entrepreneurial team formation. *Under 2<sup>nd</sup> review at Organization Science*.

- Kauffman Dissertation Fellowship Award, Kauffman Foundation, 2017
- NFIB Dissertation Award Winner, AOM Entrepreneurship Division, 2018

**Gray, S. M.,** Howell, T., Strassman, J., & Yamamoto, K. To thine own self be true: Entrepreneur gender, self-construal, and team formation strategies. *Under review*.

**Gray, S. M.,** Boumgarden, P., Ranganathan, R., & Huang, L. Sizing up the hierarchy: Status disparity, venture risk, and newcomer additions in multiparty syndicates. *Under review.*

Janardhanan, N., Zhang, S., Yuxin, & **Gray, S. M.** Too many drivers at the wheel? Why and when superordinate role identification can undermine startup team development. *Under review.*

### **Working Papers**

**Gray, S. M.,** Milovac, M. Playing the part: Strategic concealment of functional titles in mixed-gender founding teams.

### **Conference Presentations & Panels**

**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**

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 Trammell Teaching Award Finalist, 2022  
McCombs Faculty Honor Roll, 2019  
NFIB Dissertation Award Winner, AOM Entrepreneurship Division, 2017-2018  
Member of the Society for Teaching Excellence, UT Austin, 2018  
Kauffman Dissertation Fellowship Award, Kauffman Foundation, 2016-2017  
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)  
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  
Executive Committee Member  
Promotion Review Sub-Committee Member  
Dissertation Committee Member, Santosh Srinivas  
Dissertation Committee Member, Benjamin Dow  
Dissertation Committee Member, Jake Jo  
Dissertation Committee Member, Wonbin Sohn  
Dissertation Committee Member, Jamie Strassman  
First Year Paper Co-Adviser, Jamie Strassman  
Course Coordinator MAN336: Organizational Behavior  
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  
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**

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