

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 dynamics, entrepreneurship, social networks

Publications

Gray, S. M., Knight, A.P., & Baer, M. (In Press). On the emergence of collective ownership in new creative teams, *Organization Science*.

Gray, S. M., Bunderson, J. S., Boumgarden, P., & Bechara, J. P. (In Press). Engineering interaction: Structural change, locus of identification, and the formation and maintenance of cross-unit ties, *Personnel Psychology*.

Manuscripts under Review

Gray, S. M. Complement or different: Entrepreneur and potential joiners' asymmetric views of functional knowledge dissimilarity during new venture team formation.

Gray, S. M., Boumgarden, P., Ranganathan, R., & Huang, L. Sizing up the syndicate: Status disparity as a double-edge sword in attracting new investors.

Working Papers

Gray, S. M., Bunderson, J. S., & Van der Vegt, G. Unpacking vertical and horizontal member differences in teams: The role of hierarchy stability.

Gray, S. M., Ding, W., & Ng, W. Leveling the playing field: Examining the female entrepreneur advantage in assembling diverse founding teams.

Gray, S. M.*, Sackett, E*, & Howell, T. Overcoming the familiarity trap in new venture team formation.
* equal contribution, alphabetical order

Data Analysis / Collection in Progress

Gray, S. M. & Jo, J. Formal structure schema: How formal structure shapes perception of the informal network.

Gray, S. M., Knight, A. P., & Harrison, D. A. Implicit theories of teams.

Conference Presentations & Panels

Gray, S. M., Boumgarden, P., & Ranganathan, R. 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. 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. 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.

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

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

Executive Committee Member
Promotion Review Sub-Committee Member
Dissertation Committee Member, Santosh Srinivas
Dissertation Committee Member, Benjamin Dow
Dissertation Committee Member, Jake Jo
Course Coordinator MAN336: Organizational Behavior

Professional Service

Ad hoc reviewer:
Administrative Science Quarterly
Organization Science
Management Science
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

Managing Consultant

Senior Consultant

Consultant

Jan 2011-July 2012

Jan 2009-Dec 2010

July 2007-Dec 2008

IBM Corporate Headquarters

Human Resources Intern

May 2006-Sept 2006