

# CONSTANTINOS G. V. COUTIFARIS

The Wharton School, University of Pennsylvania  
3620 Locust Walk, SHDH Suite 2000, Philadelphia, PA 19147  
[cov@wharton.upenn.edu](mailto:cov@wharton.upenn.edu)

## RESEARCH INTERESTS

---

Organizational and team culture, onboarding and socialization, leader mindsets, psychological safety

## EDUCATION

---

**The Wharton School, University of Pennsylvania** Philadelphia, PA  
Ph.D. Candidate in Management, Concentration: Organizational Behavior 2016-Present

**The Wharton School, University of Pennsylvania** Philadelphia, PA  
M.B.A., Palmer Scholar, McGowan Fellow, student graduation speaker 2010-2012

**Haverford College** Haverford, PA  
B.S. in Economics (Honors) and Philosophy, varsity tennis 2002-2006

## JOURNAL PUBLICATIONS

---

[1] **Coutifaris, C. G. V.**, & Grant, A. M. (in press). Taking your team behind the curtain: The effects of leader feedback-sharing and feedback-seeking on team psychological safety. *Organization Science*.

[2] Carton, A., Knowlton, K., **Coutifaris, C. G. V.\***, Kundro, T.\*, & Boysen, A. (conditionally accepted). Painting a clear picture while seeing the big picture: When and why leaders overcome the tradeoff between concreteness and scale. *Academy of Management Journal*. \*Denotes equal authorship

[3] Barsade, S. G., **Coutifaris, C. G. V.**, & Pillemer, J. (2018). Emotional contagion in organizational life. *Research in Organizational Behavior*. 38, 137-151.

- Third most cited *ROB* article published since 2018 (Scopus)

## SELECTED MANUSCRIPTS IN PROGRESS

---

[4] **Coutifaris, C. G. V.**, Shandell, M. S., & Grant, A. M. Stunted by growth mindset: A flexible view of ability predicts escalation of commitment. (First round review, *Administrative Science Quarterly*)

[5] **Coutifaris, C. G. V.**, Levitt, J. S., & Barsade, S. G. Let companionate love lead—not anger—for high performance: The role of emotional sensegiving, emotional contagion, and preferred leader results-orientation. (First round review, *Academy of Management Journal*)

[6] **Coutifaris, C. G. V.** The early bird conveys the culture: The effects of preboarding practices on newcomer socialization and performance. (Preparing for submission to *Administrative Science Quarterly*)

[7] **Coutifaris, C. G. V.**, & Grant, A. M. I will never ever quit the culture: How and when culture carrying predicts voluntary turnover. (Preparing for submission to *Organization Science*)

[8] **Coutifaris, C. G. V.** Fit in or contribute to the culture? How the nature, antecedents, and consequences of culture contribution depend on the consensus and intensity about the culture. (Preparing for submission to *Academy of Management Review*)

[9] **Coutifaris, C. G. V.**, Beetz, A. M., & Grant, A. M. Chief executive golfer vs. chief executive mountaineer: The opposing roles of CEO eudaimonic and hedonic values in organizational culture and performance. (Preparing for submission to *Administrative Science Quarterly*)

## CONFERENCES AND PRESENTATIONS

---

Organizational Behavior Doctoral Student Consortium participant. (July 2021). *Academy of Management Annual Meeting*.

**Coutifaris, C. G. V.**, Beetz, A. M., & Grant, A. M. (January 2021). Chief executive golfer vs. chief executive mountaineer: The opposing roles of CEO hedonistic and stimulating hobbies in organizational culture and performance. Paper presented at the *Berkeley Haas Culture Conference*, Berkeley, CA.

**Coutifaris, C. G. V.**, Levitt, J. S., & Barsade, S. G., (August 2020). Tough love doesn't win: Effects of an emotional culture of anger and companionate love on sports team performance. *Academy of Management Annual Meeting*, Vancouver, Canada.

**Coutifaris, C. G. V., & Grant, A. M.** (June 2019). Do ask, do tell? The effects of leader feedback-sharing and feedback-seeking, leader humility, and follower growth mindset on team psychological safety. Paper presented at the *POS Research Conference*, Ann Arbor, MI.

**Coutifaris, C. G. V., & Grant, A. M.** (January 2019). Do ask, do tell? The effects of leader feedback-sharing and feedback-seeking, leader humility, and follower growth mindset on team psychological safety. Paper presented at the *Berkeley Haas Culture Conference*, Berkeley, CA.

Chatman, J. A., & **Coutifaris, C. G. V.** (August 2017). New frontiers in organizational culture research: Creating conceptual precision to leverage big data. Symposium co-organizer at the *Academy of Management Annual Meeting*, Atlanta, GA.

## **TEACHING EXPERIENCE**

---

### **The Wharton School, University of Pennsylvania**

Introduction to Management (undergraduate course) Instructor of two recitation sections **Spring 2019**

- Instructor Ratings: **3.73**/ 4.0 and **3.68**/ 4.0 (compared to average faculty instructor rating of 3.06/ 4.0)

### **The Wharton School, University of Pennsylvania**

Management 610: Foundations of Teamwork & Leadership (M.B.A. course) **2017-2019**

- Head TA for all sections of the course, Fall 2018 and Fall 2019
- Primary TA for Professor Samir Nurmohamed, Fall 2017

### **The Wharton School, University of Pennsylvania**

Organizational Behavior (undergraduate course) TA for Professor Adam Grant **2017-2019**

- TA Ratings: **3.73**/ 4.0 (Fall 2017), **3.81**/ 4.0 (Fall 2018), and **3.88**/ 4.0 (Fall 2019)

## **TEACHING MATERIALS**

---

**Coutifaris, C. G. V. & Barsade, S. G.** 2012. When cultures intersect: The merger of Bear Stearns and JPMorgan. *Wharton cases*.

**Coutifaris, C. G. V. & Gültekin, N. H.** 2012. TXU in 2007: The Largest LBO in History. *Wharton cases*.

## **WORK EXPERIENCE**

---

**American Industrial Partners** **New York, NY**  
Partner (2013-2016), Associate (2012) **2012-2016**

**BV Investment Partners, LLC** **Boston, MA**  
Associate **2008-2010**

**Bear, Stearns & Co. Inc.** **New York, NY**  
Investment Banking Analyst, Financial Institutions Group **2006-2008**

## **GRANTS**

---

Wharton Center for Leadership and Change Management Research Grant, \$9,992 (2020)

Wharton Center for Leadership and Change Management Research Grant, \$5,942 (2019)

## **SERVICE AND MEMBERSHIPS**

---

**Berkeley Culture Initiative** **2021-Present**  
Academic Advisory Board Member

**Academy of Management** **2016-Present**  
Reviewer for Annual Meeting, OB division

**IDEAS Lab (Wharton)** **2017-Present**  
Lab Member (Identity, Diversity, Engagement, Affect, and Social Relationships)

**Impact Lab (Wharton)** **2017-Present**  
Ph.D. Mentor and Honors Thesis Advisor for two college seniors in Professor Grant's research lab

**Ad Hoc Reviewer:** *Organization Science, Academy of Management Journal, Strategic Management Journal*