

# CONSTANTINOS G. V. COUTIFARIS

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## RESEARCH INTERESTS

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

## ACADEMIC POSITIONS

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**McCombs School of Business, University of Texas at Austin** 2022-Present  
Assistant Professor of Management

## EDUCATION

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**The Wharton School, University of Pennsylvania** Philadelphia, PA  
Ph.D. in Management, Concentration: Organizational Behavior 2016-2022

**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

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[1] **Coutifaris, C. G. V.**, & Grant, A. M. (2022). Taking your team behind the curtain: The effects of leader feedback-sharing and feedback-seeking on team psychological safety. *Organization Science*, 33, 1574-1598.

[2] Carton, A., Knowlton, K., **Coutifaris, C. G. V.\***, Kundro, T.\*, & Boysen, A. (*in press*). 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

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[4] **Coutifaris, C. G. V.** The early bird gets the culture: The jumpstarting effects of preboarding practices on newcomer socialization and performance.

[5] **Coutifaris, C. G. V.**, Shandell, M. S., & Grant, A. M. Stunted by growth mindset: Leader growth mindset predicts escalation of commitment to employee potential.

[6] Levitt, J. S., **Coutifaris, C. G. V.**, & Barsade, S. G. It's time for love: A longitudinal study of the timing and ordering of leader expressions of companionate love and anger on social worth and performance in NCAA division 1 sports teams.

[7] **Coutifaris, C. G. V.**, & Grant, A. M. I will never ever quit the culture: How and when culture carrying predicts voluntary turnover.

[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.

[9] **Coutifaris, C. G. V.**, Simon, G. 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.

## INVITED TALKS

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- Michigan Ross – Adderley Positive Research Incubator (December 2021)
- London Business School – Organisational Behaviour (November 2021)
- Harvard Business School – Organizational Behavior (November 2021)
- Georgetown University, McDonough School of Business – Management (November 2021)
- The University of Texas at Austin. McCombs School of Business – Management (November 2021)
- Rice University, Jones Graduate School of Business – Organizational Behavior (September 2021)

## CONFERENCES & PRESENTATIONS

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**Coutifaris, C. G. V.** (January 2022). The Early Bird Conveys the Culture: The Effects of Preboarding Practices on Newcomer Socialization and Performance. Paper presented at the *Berkeley Haas Culture Conference*, Berkeley, CA.

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

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### McCombs School of Business, The University of Texas at Austin

Organizational Behavior (undergraduate course)

Fall 2022

- Instructor Ratings: **5.0**/ 5.0 and **4.93**/ 5.0

### 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

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**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

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### American Industrial Partners

Partner (2013-2016), Associate (2012)

New York, NY  
2012-2016

### BV Investment Partners, LLC

Associate

Boston, MA  
2008-2010

### Bear, Stearns & Co. Inc.

Investment Banking Analyst, Financial Institutions Group

New York, NY  
2006-2008

## GRANTS

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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

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<b>Berkeley Culture Initiative</b> Academic Advisory Board Member	<b>2021-Present</b>
<b>Academy of Management</b> Reviewer for Annual Meeting, OB division	<b>2016-Present</b>
<b>IDEAS Lab (Wharton)</b> Lab Member (Identity, Diversity, Engagement, Affect, and Social Relationships)	<b>2017-2022</b>
<b>Impact Lab (Wharton)</b> Ph.D. Mentor and Honors Thesis Advisor for two college seniors in Professor Grant's research lab	<b>2017-2022</b>
<b>Ad Hoc Reviewer:</b> <i>Academy of Management Journal, Academy of Management Review, Organization Science, Management Science, Strategic Management Journal</i>	