

CONSTANTINOS G. V. COUTIFARIS

McCombs School of Business, University of Texas at Austin
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RESEARCH INTERESTS

Organizational and team culture, onboarding and socialization, leadership, psychological safety

ACADEMIC POSITIONS

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

EDUCATION

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

† Denotes doctoral student collaborator

[1] Levitt, J. S.[†], **Coutifaris, C. G. V.**, Green, P., & Barsade, S. G. (2024). Timing is everything: An imprinting framework for the implications of leader emotional expressions for team member social worth and performance. *Organization Science*.

[2] Carton, A., Knowlton, K., **Coutifaris, C. G. V.***, Kundro, T.*, & Boysen, A. (2023). Painting a clear picture while seeing the big picture: When and why leaders overcome the tradeoff between concreteness and scale. *Academy of Management Journal*, 66(1), 43-66. *Denotes equal authorship

[3] **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(4), 1574-1598.

[4] 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

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

[6] **Coutifaris, C. G. V.**, & Grant, A. M. And the culture award goes to...: Behavioral antecedents and consequences of being recognized as a culture carrier in organizations.

[7] **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.

[8] **Coutifaris, C. G. V.**, Simon, G. M.[†], & Grant, A. M. Chief executive sommelier vs. chief executive mountaineer: Leader hobbies as a window into cultures of adaptability and long-term collective performance.

[9] **Coutifaris, C. G. V.**, Tussing, D., Ganti, M.[†], & Gray, S. There's a "we" in well-being: The effects of team rather than leader psychological ownership over employee well-being on job performance and turnover intentions.

[10] Green, P., Lee, M.[†], & **Coutifaris, C. G. V.** The dark side of transmitting the culture in feedback: Manager culture enactment, prescriptive feedback, and employee performance improvement.

[11] Schneider, V.[†], Cable, D., & **Coutifaris, C. G. V.** Vulnerability on demand? Leader vulnerability and employee perceptions of leader effectiveness.

[12] Hamel, M.[†], & **Coutifaris, C. G. V.** Realistic previews and mentorship outcomes.

[13] **Coutifaris, C. G. V.**, Kundro, T., & Hamel, M.[†] Psychological safety and questionable employee behavior.

INVITED TALKS

- 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

Green, P., Lee, M., & **Coutifaris, C. G. V.** (August 2024). The Dark Side of Transmitting the Culture in Feedback: Manager Culture Enactment, Prescriptive Feedback, and Employee Performance Improvement. *Academy of Management Annual Meeting*, Chicago, IL.

Schneider, V.[†], Cable, D., & **Coutifaris, C. G. V.** (August 2024). Vulnerability on demand? Leader vulnerability and employee perceptions of leader effectiveness. *Academy of Management Annual Meeting*, Chicago, IL.

Coutifaris, C. G. V., & Grant, A. M. (January 2024). And the Culture Award Goes to...: Behavioral Antecedents and Consequences of Being Recognized as a Culture Carrier in Organizations. Paper presented at the *Berkeley Haas Culture Conference*, Berkeley, CA.

Green, P., Lee, M., & **Coutifaris, C. G. V.** (January 2024). The Dark Side of Transmitting the Culture in Feedback: Manager Culture Enactment, Prescriptive Feedback, and Employee Performance Improvement. Paper presented at the *Berkeley Haas Culture Conference*, Berkeley, CA.

Coutifaris, C. G. V., Tussing, D. V., & Ganti, M., (November 2023). There's a "We" in Well-Being: The Effects of Team rather than Leader Psychological Ownership over Employee Well-Being on Job Performance and Turnover Intentions. *Wharton Organizational Behavior Conference*, Philadelphia, PA.

Coutifaris, C. G. V., Tussing, D. V., & Ganti, M., (August 2023). There's a "We" in Well-Being: The Effects of Team rather than Leader Psychological Ownership over Employee Well-Being on Job Performance and Turnover Intentions. *Academy of Management Annual Meeting*, Boston, MA.

Coutifaris, C. G. V. (August 2023). Panelist on "From Ideation to Publication: Dissertation Journeys of Recent PhD Graduates" symposium. *Academy of Management Annual Meeting*, Boston, MA.

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.

Carton, A., **Coutifaris, G. C.**,* & Kundro, T.G.* (2018). A Vicious (Virtual) Cycle: How Communications Technology Influences Perceptions of Intergroup Conflict. Presented at the annual meeting of the Internal Association for Conflict Management, Philadelphia PA.

*Denotes equal authorship

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

McCombs School of Business, The University of Texas at Austin

Leading People and Organizations (M.B.A. course)

2024-Present

- Instructor Ratings:
 - 2024: **4.95**/ 5.0 and **4.92**/ 5.0

Organizational Behavior (undergraduate course)

2022-Present

- Instructor Ratings:
 - 2024: **5.0**/ 5.0
 - 2022: **5.0**/ 5.0 and **4.93**/ 5.0 (Faculty Honor Roll)

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

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

The University of Texas at Austin Office of the Vice President for Research (OVPR) Special Research Grant, \$20,000 (2024)

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

McCombs Management PhD Admissions Committee

Member

2023-Present

Culture Lab (McCombs)

Lab Founder and Member

2022-Present

Berkeley Culture Initiative

Academic Advisory Board Member

2021-Present

Academy of Management

Reviewer for Annual Meeting, OB division

2016-Present

IDEAS Lab (Wharton)

Lab Member (Identity, Diversity, Engagement, Affect, and Social Relationships)

2017-2022

Impact Lab (Wharton)

Ph.D. Mentor and Honors Thesis Advisor for two college seniors in Professor Grant's research lab

2017-2022

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