**Cheryl E. Gray**

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Last updated: 12/2022

**EDUCATION**

**Ph.D., University of South Florida,** *GPA: 4.00*2021

Industrial/Organizational Psychology

#2 ranked doctoral program in I/O Psychology (tie, U.S. News & World Report, 2021)

Major Professor: Paul Spector, Ph.D.

Doctoral Dissertation:*Good intentions go awry: Investigation of unhelpful supportive leadership* **Tampa, FL**

**M.A., University of South Florida,** *GPA: 4.00*2018

Industrial/Organizational Psychology

Major Professor: Paul Spector, Ph.D.

Master’s Thesis: *You’re not helping: Unhelpful workplace social support as a job stressor*  
**Tampa, FL**

**B.A., Trinity University***, Magna Cum Laude, Phi Beta Kappa* 2016

Psychology & Business Administration Double Major, Economics Minor

Major Professor: Kevin McIntyre, Ph.D.

Honors Thesis: *Follow the (self-expanding) leader: The role of self-expansion in burnout and engagement*

**San Antonio, TX**

**ACADEMIC APPOINTMENT**

**Assistant Professor** (Tenure-track)2022 - current

Industrial/Organizational Psychology

Montclair State University

**PUBLICATIONS (\*student mentee)**

**Peer Reviewed Journal Publications**

Offermann, L.\*, **Gray, C. E.,** Bragger, J., & Laguerre, R. A. (In press). It takes a [helpful]

village: Recognizing and minimizing unhelpful help to better support female caregivers in academia. *Industrial and Organizational Psychology.*

**Gray, C. E.,** Merlo, K. L., Lawrence, R. C., Slutsky, J., & Allen, T. D. (In press). Safety not

guaranteed: Investigating employees’ safety performance during a global pandemic.

*Safety Science*. <https://doi.org/10.1016/j.ssci.2022.105950>

Pindek, S. Shen, W., **Gray, C.E.,** & Spector, P.E. (In press). Clarifying the inconsistently

observed curvilinear relationship between workload and employee attitudes and mental well-being. *Work & Stress*. <https://doi.org/10.1080/02678373.2022.2120562>

Spector, P. E., **Gray, C. E.**, & Rosen, C. C. (2022). Are bias factors idiosyncratic to

measures? A comparison of interpersonal conflict, organizational constraints, and workload. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-022-09838-8>

**Gray, C. E.**, Spector, P. E., Wells, J. E., Bianchi, S.\*, Ocana-Dominguez, C.\*, Stringer, C.\*,

Sarmiento, J.\*, & Butler, T. (2022). How can organizational leaders help? Examining the

effectiveness of leaders’ support during a crisis. *Journal of Business and Psychology.*

<https://doi.org/10.1007/s10869-022-09810-6>

Allen, T. D., Merlo, K. L., Lawrence, R. C., Slutsky, J., & **Gray, C. E.** (2021). Boundary

management and work-nonwork balance while working from home. *Applied Psychology: An International Review*, *70*(1), 60-84*.* <http://dx.doi.org/10.1111/apps.12300>

**Gray, C. E.**, Spector, P. E., Lacey, K. N.\*, Young, B.\*, Jacobsen, S.\*, & Taylor, M.\* (2020).

Helping may be harming: Unintended negative consequences of providing social support. *Work & Stress*, *34*(4), 359-385. <https://doi.org/10.1080/02678373.2019.1695294>

Wells, J. E., Sartore-Baldwin, M., Walker, N. A., & **Gray, C. E.** (2020). Stigma

consciousness and work outcomes of Senior Woman Administrators: The role of

workplace incivility, *35*(1), 69-80. *Journal of Sport Management.*

<https://doi.org/10.1123/jsm.2019-0422>

**Book Chapters**

**Gray, C. E.**, Elhouar, W.\*, & Hughes, I. M. (In Press). Unhelpful help: Introducing an under-

examined interpersonal stressor in the world of work. In C. P. McAllister & J. D. Mackey (Eds.), *Stress and quality of working life*. Information Age Publishing.

**Gray, C. E.**, McIntyre, K. P., Mattingly, B. A., Lewandowski, G. W. (2020). Self-concept

change at work: Characteristics and consequences of workplace self-expansion. In B. A. Mattingly, K. P. McIntyre, & G. W. Lewandowski (Eds.), *Interpersonal Relationships and the Self-Concept* (pp. 195-208). Springer. [https://doi.org/10.1007/978-3-030-43747-3\_12](mailto:https://doi.org/10.1007/978-3-030-43747-3_12)

**Manuscripts with Revision Decisions**

Wells, J. E., **Gray, C. E.**, & Taylor, E. The development of a Job Demands Resources Sport

(JDRS) Model. *Journal of Sport Management.* 1st round revise and resubmit.

**Manuscripts Under Initial Review**

Darvin, L. E., **Gray, C. E.**, Baker, T. A., Wells, J. E., & Holden, J. Testing for toxicity in

electronic gaming and esports: Development of the Esport and Gaming Gender Hostile Environment Scale (EGGHES). *Journal of Sport Management.*

Hughes, I. M. & **Gray, C. E.** When help is draining: The relative importance of various

unhelpful workplace social support exchanges to psychological strain. *Applied*

*Psychology: An International Review.*

**Other Publications**

Lacey, K. N.\*, **Gray, C. E.**, & Spector, P. E. (2021). Remotely stressed: Investigating

remote work stressors, employee burnout, and supervisor support. *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 15896).

Regina, J., Waiwood, A. M., **Gray, C. E.**, & Allen, T. D. (2019). SOHP membership survey

results. Society for Occupational Health Psychology Newsletter*, 22, 6-10*.

**Selected Manuscripts in Preparation**

**Gray, C. E.**, Wells, J. E., & Spector, P. E. I was trying to help: Expanding the negative

leadership domain to include unhelpful supportive leadership. Manuscript in preparation for submission to *Leadership Quarterly*.

Lacey, K. N.\*, **Gray, C. E.**, & Spector, P. E. Remotely stressed: Investigating

remote work stressors, employee burnout, and supervisor support. Manuscript in preparation for submission to *Work & Stress*.

**PLENARY SESSION PRESENTATION (\*student mentee)**

**Gray, C. E.**, Bianchi, S.\*, Ocana-Dominguez, C.\*, Sarmiento, J.\*, Stringer, C.\*, Wells, J. E., &

Spector, P. E. (August, 2020). How can organizational leaders help? Examining the

effectiveness of leaders’ responses to COVID-19. Presented in an OB Division Rapid Research Plenary at the 2020 annual meeting of the Academy of Management, virtual conference. [Featured in *Financial Times*]

**CONFERENCE PRESENTATIONS (\*student mentee)**

Darvin, L., **Gray, C. E.,** Wells, J. E., Baker, T. A., & Holden, J. T. (May-June, 2023). Testing

for toxicity in electronic gaming and esports: Development of the Esport and Gaming Gender Hostile Environment Scale (EGGHES). Paper accepted for presentation at the 2023 annual meeting of the North American Society for Sport Management, Montreal, Canada.

Hughes, I. M., **Gray, C. E.**, Freier, L. M., & Box, M. (April, 2023). Why your help is unhelpful:

An exploration of the mechanisms that link unhelpful workplace social support to strain.

Paper accepted for presentation at the 2023 annual meeting of the Society for Industrial

and Organizational Psychology, Boston, MA.

Hughes, I. M., **Gray, C. E.**, Zhao, T., & Keith, M. G. (April, 2023). Thank you for your

(unhelpful) help: The impact of trait and state gratitude on unhelpful workplace social

support dynamics. Paper submitted for presentation at the 2023 annual meeting of the Society for Industrial and Organizational Psychology, Boston, MA.

Merlo, K. L., Lawrence R. C., Allen, T. D., **Gray, C. E.**, & Slutsky, J. (April, 2022). It’s loud

and my back hurts: Privacy and ergonomics during remote work. Paper presented at the 2022 annual meeting of the Society for Industrial/Organizational Psychology, Seattle, WA.

**Gray, C. E.**, Wells, J. E., & Spector, P. E. (November, 2021). I was just trying to help:

Multisource investigation of unhelpful supportive leadership and employee behavior. Paper presented at the 2021 annual meeting of the Southern Management Association, New Orleans, LA.

Kellman, D. M.\*, **Gray, C. E.**, & Spector, P. E. (September, 2021). Workplace social support:

Development of a new measure of workplace social support. Paper presented at the 2021 biennial meeting of Work, Stress, & Health, virtual conference.

**Gray, C. E.,** Merlo, K. L., Lawrence, R. C., Slutsky, J., & Allen, T. D. (September, 2021).

Safety not guaranteed: Investigating employees’ safety performance during a global

pandemic. Paper presented at the 2021 biennial meeting of Work, Stress, & Health, virtual conference.

Lacey, K. N.\*, **Gray, C. E.**, & Spector, P. E. (July, 2021). Remotely stressed: Investigating

remote work stressors, employee burnout, and supervisor support. Paper presented at the 2021 annual meeting of the Academy of Management, virtual conference.

Howard, D. J., Steele, L. M., **Gray, C. E**., Johnson, K., & Spector, P. E. (October, 2020).

Exploring the impact of work technology use on employee performance and well-being. Paper presented at the 2020 annual meeting of the Southern Management Association, virtual conference.

Lacey, K. N.\*, **Gray, C. E**., & Spector, P. E. (June, 2020). Organizational constraints for

remote workers. Paper presented at the 2020 annual meeting of the Society for Industrial/Organizational Psychology, virtual conference.

**Gray, C. E**. (June, 2020). Giving it your all: Development of a workplace self-sacrifice scale.

Paper presented at the 2020 annual meeting of the Society for Industrial/Organizational Psychology, virtual conference.

**Gray, C. E.**, Wells, J. E., & Spector, P. E. (November, 2019). Good intentions go awry:

Investigation of unhelpful supportive leadership and employee psychological well-being (Study 2). Paper presented at the 2019 biennial meeting of Work, Stress, & Health, Philadelphia, PA.

**Gray, C. E.**, Wells, J. E., & Spector, P. E. (October, 2019). Good intentions go awry:

Investigation of unhelpful supportive leadership (Study 1). Paper presented at the 2019

annual meeting of the Southern Management Association, Norfolk, VA.

Howard, D. J., **Gray, C. E.**, Steele, L., & Spector, P. E. (August, 2019). Reply to all: A content

analysis of email incivility. Paper presented at the 2019 annual meeting of the Academy of Management, Boston, MA.

**Gray, C. E.**, Lacey, K. N.\*, Young, B.\*, Taylor, M.\*, & Spector, P. E. (April, 2019). Helping

may be harming: Workplace social support can function as a job stressor. Paper presented at the 2019 annual meeting of the Society for Industrial/Organizational Psychology, Washington, DC.

**Gray, C. E.**, Lacey, K. N.\*, Jacobsen, S.\*, & Bertomeu, J.\* (April, 2019). Existing

support measures aren’t satisfactory: Workplace support satisfaction scale. Poster presented at the 2019 annual meeting of the Society for Industrial/Organizational Psychology, Washington, DC.

Jacobsen, S.\* & **Gray, C.E.** (April, 2019). When is workplace competition advantageous?

Competition levels and personality. Poster presented at the 2019 annual meeting of the Society for Industrial/Organizational Psychology, Washington, DC.

**Gray, C. E.**, Jacobsen, S.\*, Young, B.\*, Lacey, K. N.\*, Spector, P. E. (November, 2018). You’re

not helping: A taxonomy of unhelpful workplace social support. Paper presented at the 2018 annual meeting of the Southern Management Association, Lexington, KY.

Pindek, S., Shen, W., **Gray, C. E,** & Spector, P.E. (September, 2018). A meta-analytic

examination of curvilinear workload-strain relationships. Paper presented at the European Academy of Occupational Health 2018 Conference, Libson, Portugal.

**Gray, C. E.**, Jacobsen, S.\*, Young, B.\*, Lacey, K. N.\*, Spector, P. E. (February, 2018). You’re

not helping: A qualitative study of unhelpful workplace social support. Poster presented at University of South Florida Health Research Day 2018, Tampa, FL.

Howard, D.J., **Gray, C.E.**, & Spector, P.E. (February, 2018). An examination of technostrain

and its relationship with telepressure. Poster presented at University of South Florida

Health Research Day 2018, Tampa, FL.

Jacobsen, S.\*, **Gray, C.E.**, & Spector, P.E. (October, 2017). When is workplace competition

advantageous? The role of personality. Poster presented at University of South Florida 2017 Undergraduate Psychology Exposition, Tampa, FL.

McIntyre, K. P., **Gray, C. E.**, Mattingly, B. A., Lewandowski, G. W., Jr. (January, 2017).

Examining the role of self-expansion in workplace leadership. Poster presented at the 18th annual meeting of the Society for Personality and Social Psychology, San Antonio, TX.

**Gray, C. E.**, McIntyre, K. P., Mattingly, B. A., Lewandowski, G. W., Jr. (January, 2016). Self-

expansion in the workplace: Implications for burnout and engagement. Poster presented at the 17th annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

**RESEARCH AWARD**

Best Poster Award. Southeast Regional Research Symposium 2021. Hosted by the National

Institute of Occupational Safety and Health, virtual.

**RESEARCH IN THE MEDIA**

Baran, B. & Everett, C. (2021, June). Unhelpful help. *Indigo Podcast.*

<https://www.indigotogether.com/indigopodcast/cheryl-gray-unhelpful-help>

* Features research my collaborators and I conducted on unhelpful workplace social support (Gray et al., 2020)

Fletcher, K. A. & Arvan, M (2021, February). Balancing Work at Home. *Healthy Work* podcast.

<https://open.spotify.com/episode/31O6XWUZO6bOrD2Mmc6cUL>

* Features research my collaborators and I conducted on how people balance their work and non-work lives when working at home during COVID-19 (Allen et al., 2021)

Wells, J. E., Smith, A., Taylor, E., Walker, N., Sartore-Baldwin, M., Siegele, J., Hardin, R.,

Gray, C. E., & Alwell, K. (2020). The designation, stigmatization, and marginalization

of SWAs. *Athletic Director*. [https://www.athleticdirectoru.com/articles/designation- stigmatization-marginalisation-of-senior-woman-administrators/](https://www.athleticdirectoru.com/articles/designation-stigmatization-marginalisation-of-senior-woman-administrators/)

* Features research my collaborators and I conducted on Senior Women Administrators (Wells et al., 2020)

Hill, A. (2020, September). Business schools look for lessons on the Covid front line:

Researchers are grappling with how to understand and help organisations in the pandemic. *Financial Times*.

<https://www.ft.com/content/0fb486cc-94c6-4c60-af22-7efd18e78b6e>

* Features research my collaborators and I conducted on the effectiveness of leadership

support during COVID-19 (Gray et al., under review)

Spector, P. E. (2019, November). When helping is not helping. *Paul Spector Blog.*

[https://paulspector.com/when-helping-is-not-helping/](mailto:https://paulspector.com/when-helping-is-not-helping/)

* Features research my collaborates and I conducted on unhelpful workplace social support (Gray et al., 2020)

**TEACHING EXPERIENCE**

Assistant Professor Fall 2022

Personnel Selection: Issues and Procedures (PSY 559)

Montclair State University, Montclair, NJ

Instructor Spring 2021 (Online, Synchronous Classes)

Psychological Tests and Measurement (CLP 4433) Fall 2020 (Online, Synchronous Classes)

University of South Florida, Tampa, FL Spring 2020 (In-person until March, 2020)

* Most recent average overall teaching effectiveness rating from students: 4.7/5.0
  + For comparison - Department average: 4.3; College average: 4.2
* Led a class of 85 undergraduate students every week
* Utilized research-based practices to maximize learning opportunities
* Fostered a participative, engaging class environment
* Developed original syllabus, slides, assignments, exams, project, etc. to enhance the course’s applicability to students’ lives
* Transitioned course online due to COVID-19 in a way that promotes interaction,

participation, and flexibility

Course Assistant Fall 2019

Psychological Tests and Measurement (CLP 4433)

University of South Florida, Tampa, FL

* Developed rubrics and graded assignments in a thoughtful, fair, and timely manner
* Proctored exams
* Received strong performance reviews from instructors

Graduate Teaching Assistant Fall 2016  
Introduction to Psychological Sciences (PSY 2012)  
University of South Florida, Tampa, FL

* Led a class of 30 undergraduate students every week
* Qualitative teaching evaluations included phrases such as “best TA I’ve ever had” (no quantitative data available)
* Invited to present “How to be a Great TA” during Psychology Graduate Student Orientation (2017 and 2018)

**TEACHING CERTIFICATIONS**

Online Instructor Certification. Four-week course provided by University of South Florida

Innovative Education. Course syllabus and certificate of completion available upon request.

Kognito At-Risk for University & College Faculty. Training to support students’ mental health. Certificate of completion available upon request.

Title IX Responsible Employee Training. Training on how to respond to student disclosures of sexual harassment, sexual violence, relationship violence, or stalking.

**SUPERVISED THESES & DISSERTATIONS**

Kellman, D. (2021). Improving the Measurement of Workplace Support. Undergraduate

Honors Thesis.

* Pursuing her master’s degree in I/O Psychology at Florida International University; 100% acceptance rate (applied to four programs)

Jacobsen, S. (2019). When is Workplace Competition Advantageous? The Role of Personality.

Undergraduate Honors Thesis.

* Earned his master’s degree in I/O Psychology from Florida International University

**MENTORSHIP ACCOMPLISHMENT**

National Institute of Occupational Safety and Health (NIOSH) Trainee Grant 2020

* Helped procure NIOSH research stipends for four undergraduate research assistants
  + First known case of undergraduate students receiving funding from the NIOSH trainee grant at the University of South Florida
* Research conducted with the funded students is published in *Journal of Business and Psychology,* was presented in a plenary session at the Academy of Management 2020, and was featured in *Financial Times*

**INDUSTRY EXPERIENCE**

People Development Institute Instructor 9/2021 - present

**Tampa General Hospital**

Tampa, FL (remote)

* Develop, facilitate, and evaluate an evidence-based leadership development course for 100+ employees
* Utilize principles of learning to maximize training effectiveness

Research Assistant 6/2018 – 5/2019

Research Contractor 3/2018 – 6/2018

**BetterUp**

San Francisco, CA (remote)

* Conducted an extensive scale/assessment development project to help drive company-wide coaching operations
  + White paper: Whole Person Model 2.0: Whole Person Approach to Leadership Development
* Developed training materials for 100+ executive coaches
* Performed research functions on a variety of internal projects

Summer Intern 6/2014 - 8/2014   
**Career Partners International**Houston, TX

* Gained first-hand experience in the fields of career coaching, executive coaching, and leadership training

**INVITED TALKS, SEMINARS, AND WORKSHOPS**

**Gray, C. E.** (December, 2021). “How can Organizational Leaders Help? The Dos and Don’ts of

Supporting Employees” Continuing Education Workshop, Workers Compensation Institute, Orlando, Florida.

**Gray, C. E.** (September, 2021). “Making Help Helpful: Rethinking How to Best Support Employees” Leadership Seminar, Abbott Laboratories, virtual.

**Gray, C. E.** (April, 2021). “You’re Not Helping: Four Projects on Unhelpful Workplace Social

Support” Brown Bag Talk, Department of Industrial-Organizational Psychology, University of South Florida.

**Gray, C. E.** (September, 2019). “The Dark Side of Leadership” Guest Lecture, Muma College of Business MBA Class, Tampa, Florida.

**Gray, C. E.** (August, 2019). “You’re Not Helping: Unhelpful Workplace Social Support as a Job Stressor” Continuing Education Workshop, Workers Compensation Institute, Orlando, Florida.

**Gray, C. E.** (October, 2019). “You’re Not Helping: Unhelpful Workplace Social Support as a Job Stressor” Brown Bag Talk, Department of Industrial-Organizational Psychology, University of South Florida.

**Gray, C. E.** (October, 2019). “Industrial and Organizational Psychology: Introduction to the World of Work” Guest Lecture, Department of Occupational Medicine, University of South Florida.

**Gray, C. E.** (February, 2018). “You’re Not Helping: A Taxonomy of Unhelpful Workplace Social Support & Development of a Measure” Brown Bag Talk, Department of Industrial-Organizational Psychology, University of South Florida.

**Gray, C. E.** (April, 2017). “Can Text Mining Detect Personality Predictors of Leadership?” Brown Bag Talk, Department of Industrial-Organizational Psychology, University of South Florida.

Spector, P. E. & **Gray, C. E.** (February, 2017). “Can Text Mining Detect Personality Predictors of Leadership?” Guest Lecture, Doctor of Business Administration Class, University of South Florida.

**REVIEWING**

Ad hoc reviewer for top journals in the field:

*Journal of Management Studies* 2021 impact factor: 9.72

*Work & Stress* 2021 impact factor: 7.36

*International Journal of Human Resource Management (IJHR)* 2021 impact factor: 5.55

*Applied Psychology: An International Review (AP:IR)* 2021 impact factor: 5.41

*Occupational Health Science*  no impact factor yet; new journal

**SERVICE**

Faculty Search Committee, Montclair State University, I/O Psychology Dept Fall 2022

Visiting Speaker, Psychology Students at Texas A&M University- San Antonio 7/2022

Visiting Speaker, Psychology Students at Trinity University 3/2022

Visiting Speaker, USF Undergraduate Honors College Student Council 3/2021

Visiting Speaker, USF Alpha Epsilon Delta, Pre-Professional Honor Society 11/2020

Industrial Organizational Psychology Student Association Committee 1/2018 – 9/2020

Occupational Health Psychology Graduate Student Issues Committee 5/2017 – 5/2019

Health Fair at Clarios, Johnson Controls Power Solutions 9/2019

National Institute on the Teaching of Psychology (NITOP) Conference Volunteer 1/2019

Sunshine Education and Research Center Student Advisory Committee 9/2017 – 9/2018

Visiting Speaker, USF Alpha Epsilon Delta, Pre-Professional Honor Society 3/2018

Great American Teach-In Presenter 11/2017

Graduate Student Recruitment Committee (and Host) 2/2017 - 4/2017

Visiting Speaker, USF Minority Pre-Professional Society2/2017

**RELEVANT GRADUATE COURSEWORK**

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| --- | --- | --- | --- |
| ***I/O Psychology & Management*** | ***Occupational Health*** | ***Statistics & Research Methods*** | ***Teaching*** |
| Leadership and Management Concepts  Job Attitudes  I/O Ethics and Professional Problems  Research in I/O Psychology  Organizational Psychology  Advanced Social Psychology  Personality  Performance Appraisal  Assessment Centers  Personnel Psychology | Occupational Health  Stress & Coping  Social & Behavioral Science Applied to Health  Program Management (applied to Occupational Health) | Organizational Research Methods  Regression & ANOVA  Statistical Analysis III (MANOVA, SEM, MLM)  Psychometrics  Meta-Analysis | Teaching Assistant Training  Graduate Instructional Methods  Online Instructor Certification Course |
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**PROFESSIONAL SOCIETY MEMBERSHIPS**

Academy of Management

Southern Management Association

Society of Industrial/Organizational Psychology

Society for Occupational Health Psychology