

## Education

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**Stanford University** **Stanford, CA**

Degree: PhD in Management Science & Engineering  
Reading Committee: Charles Eesley, Riitta Katila, Kathleen Eisenhardt  
4.0/4.0 GPA  
*Organizations:* Black Engineering Graduate Students Association

**Stanford University** **Stanford, CA**

Degree: MS in Management Science & Engineering  
4.0/4.0 GPA

**Massachusetts Institute of Technology** **Cambridge, MA**

Degree: B.S. Mechanical Engineering, Minor Management and Economics  
5.0/5.0 GPA  
*Organizations:* Black Student Union  
Varsity Indoor and Outdoor Track & Field  
Chi Phi Fraternity

## Appointments

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2023-present **Tepper School of Business**, Carnegie Mellon University **Pittsburgh, PA**

## Publications & Presentations

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### *Peer-Reviewed Publications*

- 2023 **Motley, D. Carrington**, Eesley, Charles, & Wu Yi-Koo, Wesley. "Born Into Chaos: How Founding Conditions Shape Whether Ventures Survive or Thrive When Experiencing Environmental Change." *Strategic Entrepreneurship Journal*. <https://doi.org/10.1002/sej.1461>
- 2017 Slonaker, James and **Motley, D. Carrington** and Zhang, Qiong and Townsend, Stephen and Senatore, Carmine and Iagnemma, Karl and Kamrin, Ken. (2017). *Physics Review E*

### *Conference Presentations*

- 2019 **Motley, D. Carrington**, Eesley, Charles, & Wu Yi-Koo, Wesley. Born Into Chaos: the Role of the Founding Environment and the Performance Impacts of Founding Team Composition. *AOM Annual Meeting*. Boston, MA.
- 2018 **Motley, D. Carrington**, Eesley, Charles, & Wu Yi-Koo, Wesley. Born Into Chaos: the Role of the Founding Environment and the Performance Impacts of Founding Team Composition. *AOM Specialized Conference: From Start-up to Scale-up*. Tel Aviv, Israel.

## Working Papers

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**Motley, D. Carrington**, Leatherbee, Mike, & Katila, Riitta. "Failure Isn't Created Equal: The Effects of Failure Characteristics and Startup Performance."

### Key Insights:

- Locus of the negative feedback, i.e. which aspects of the business model receive negative feedback, determines the venture's responsiveness to the negative feedback as well as the effectiveness of the venture's responses

### Theoretical Contribution:

- Highlight another distinct dimension of failure with implications for learning: locus, i.e., where in the business model the failure occurs

- Demonstrate ventures do not learn well from failure in general. However, ventures do learn when focusing on what matters, i.e., the core of the business model
- Expand on prior work unpacking pivoting process by identifying what aspects of business model entrepreneurs should change in response to early signs of failure

### *Manuscripts Under Preparation*

**Motley, D. Carrington.** “Turning Failure Into Fuel: Lessons From Serial Entrepreneurship.”

#### Key Insights:

- Failure during conditions mitigating attribution bias (i.e., favorable macro-economic environment, low environmental dynamism) allow entrepreneurs to learn from previous failed ventures
- Maintaining the relevance of domain-specific knowledge between ventures facilitates learning from previous failed ventures

#### Theoretical Contributions:

- Entrepreneurship research skeptical of serial entrepreneurs ability to learn from prior failed ventures, but practitioners proselytize about the value of failure. I resolve this tension, demonstrating that while not all failed venture experience is beneficial, under certain conditions venture failure can provide valuable transferrable knowledge
- Highlights the importance of environmental conditions in determining an organization’s ability to learn from idiosyncratic failures

Natharat, Mongkolsinh, **Motley, D. Carrington**, Armanios, Daniel. “Size Isn’t Everything: The Effects of Failure Size & Locus of Experience.”

#### Original Data Collection Effort:

- I collaborated with Stanford class that functions as a mini-accelerator (its alumni have raised more than \$600M in VC funding over the past ten years). I obtained communication data from startup teams as they completed various steps in the venture creation process, including building prototypes, completing their first sales, and pitching investors. The initial plan is to investigate how the size and locus of failure experience are related to an entrepreneur’s ability to learn from these experiences.

**Motley, D. Carrington** and Yimfor, Emmanuel. Never the Less They Persist: Black Entrepreneurs and the Venture Funding Gap

#### Original Data Collection Effort:

- Finalizing IRB approval to distribute survey to large pool of entrepreneurs to investigate the main barriers that underlie the funding gap for minority entrepreneurs seeking venture funding
- Will merge data set with a previously collected data set on venture fund raising figures for entrepreneurs of different ethnicities (collected from Crunchbase, Pitchbook, and LinkedIn)

## **Teaching Experience**

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**Tepper School of Business (CMU)** 2023  
Introduction to Entrepreneurship (Undergraduate). Role: Instructor

**Stanford University**  
Innovation, Creativity, and Change. Role: Course Assistant 2020 & 2021  
Organizations: Theory and Management. Role: Course Assistant 2018

**Swiss Semester (10<sup>th</sup> Grade Study Abroad Program)**  
Precalculus and AP Calculus BC 2016

## **Work Experience**

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2022 **Related Sciences** Madison, WI (company fully remote)  
Created framework for systematic knowledge management & transfer. Implemented process for identifying, evaluating, & hiring additional technical consultants for the fund.

2017 **Flagship Pioneering & Cobalt Biomedicine** Cambridge, MA 2017

Conducted competitive landscape analysis for VL39, a biotech startup. Became full-time research assistant. Lit. review of technical process for cell disruption. Performed and analyzed experiments for the process development. *Merged with Sana Biotechnology in 2018.*

- 2016 **Plume Labs** Paris, France  
Mechanical Engineer at venture-backed early stage company (all business documents and verbal communication in French). Placed in charge of research and development of a miniaturized particulate matter sensor. Created a research database, design guidelines, and an  $\alpha$ -prototype of the sensor. Designed, conducted, and analyzed experiments to validate functionality of  $\alpha$  prototype. Formulated design specifications and prototyped a casing for a portable air pollution device.
- 2014-2016 **MIT Undergraduate Research** Cambridge, MA  
Research assistant. Helped design, run, and analyze experiments to expand application of the Resistive Force Theory (RFT). Constructed a wheel capable of changing shape while moving further extending application of RFT. Paper in Physical Review E published from this research.
- 2015 **Goldman Sachs** New York, NY  
Summer Analyst in Investment Banking Department (IBD) in the Mergers & Acquisition Group.
- 2015 **Designed & Engineered Touch-Free Bathroom Stall** Cambridge, MA  
Engineered  $\alpha$  and subsequent  $\beta$  prototypes for a touch-free bathroom door stall on a student team. Filed for provisional design patent.
- 2013 **BodyMedia (Acquired by Jawbone Inc.)** Pittsburgh, PA  
Developed prototype verification and validation testing protocols; physically tested production run devices.

## Service

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### Academic:

Reviewer for Organization Science

### General:

Faculty Mentor CMU Track & Field Team	2022-current
Mentor MIT Alumni Network	2019-current
Mentor Stanford Alumni Network	2020-current
Panelist MIT "Higher Degrees of Exploration"	March 2020
Interviewer MIT "Mock Interviews for First Years"	February 2020

## Achievement

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CMU Provost Fellow	2022	NCAA Academic All-American	2015 & 2016
Kenneth and Nina Tai Graduate Fellow	2017	NCAA Elite 90 Winner	2015
Eng. Diversity in Graduate Ed. Fellow	2017	Tau Beta Pi Honor Society	2015
National GEM Fellow	2017	Pi Tau Sigma Honor Society	2015

## Skill Highlights

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**French:** (fluent) spoken, written

**Spanish:** (conversational) spoken, written

**Software:** R, Stata, Microsoft Excel

## Hobbies/Interests:

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### Athletics

### *MIT*

- Varsity Track & Field Team 2012-2016, Captain '15-'16
- Two-time Academic All-American Outdoor 2015 & 2016
- Qualified for NCAA Div. III Outdoor Nationals in Triple Jump '14-'16
- Finished with a top 10 performance nationwide in Div. III Triple Jump in '14 & '15 Outdoor Seasons

### *Recreational*

- Basketball, golf, tennis, Spikeball

### **Traveling**

- Two 3 months stays in Zermatt, Switzerland
- 10 week full-time employment in Paris

### **Other**

- Science fiction & fantasy books
- Loves professional & collegiate sports (NFL, Premier League, NWSL, NCAA Men's & Women's Basketball, NBA)