

Rachel D. Arnett

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ACADEMIC POSITIONS

The Wharton School, University of Pennsylvania

Assistant Professor of Management	2018 – Present
Claude Marion Endowed Faculty Scholar	2023 – 2025
Lecturer of Management	2017 – 2018

EDUCATION

Harvard University / Harvard Business School

Ph.D. in Organizational Behavior	May 2018
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Harvard University

Master of Arts in Psychology	May 2015
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University of Pennsylvania

Bachelor of Arts	May 2007
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PUBLICATIONS

* Denotes PhD student collaborator at time of project initiation.

† Denotes shared first authorship.

A. Published:

1. Arnett, R.D., Lee, S. *, Hewlin, P.F. (2026). A curation approach to identity management: The costs of combining identity expression and suppression. *Administrative Science Quarterly*. 71(2), 439-478.
2. Arnett, R.D. (2023). Uniting through difference: Rich cultural-identity expression as a conduit to inclusion. *Organization Science*. 34(5), 1887-1913.
 - Runner-Up for Outstanding Publication in OB Award, Academy of Management OB Division, 2024
 - Included in doctoral syllabi at HBS, Fuqua, Kellogg, Boston College
3. Rattan, A., Kroeper, K. *, Arnett, R.D., Brown, A., Murphy, M. (2023). Not such a complainer anymore: Bias confrontation that signals a growth mindset can undercut backlash. *Journal of Personality and Social Psychology*. 124(2), 344-361.
4. Arnett, R.D., Sidanius, J. (2018). Sacrificing status for social harmony: Concealing relatively high status identities from one's peers. *Organizational Behavior and Human Decision Processes*. 147, 108–126.
 - Winner of Most Innovative Student Paper Award, Academy of Management OB Division, 2015
 - An earlier version of this paper was included in the 2015 *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. (Top 10% of paper submissions to the Academy of Management Annual Meeting)

B. Manuscripts Under Review and Revision:

5. Arnett, R.D., Hu, A. * Reconceptualizing identity management: Introducing the BRAVE model of how benefit and risk appraisals shape identity management approaches. Invited for revision at *Academy of Management Review*.
6. Zhang, T., White, M. *, Arnett, R.D., Hayirli, T. *, Akinola, M. Mixed messages: Under-represented minorities receive more conflicting aggregated feedback. Invited for revision at *Administrative Science Quarterly*.
 - An earlier version of this paper received the 2024 Dorothy Harlow/McGraw Hill Best Conference Paper Award from the Academy of Management DEI Division
7. Arnett, R.D., Flynn, E., Jiang, B. *, Hewlin, P.F. Valued without safety: Why organizational signals encouraging identity expression are insufficient for mitigating suppression. Invited for revision at *Academy of Management Journal*.

C. Selected Work in Progress:

Arnett, R.D., Kirgios, E.L., Chang, E.H. Navigating identity differences and negotiations to reach win-win solutions. In preparation for invited submission to *Current Opinion in Psychology*.

Trzebiatowski, T., Scruggs, J., Arnett, R.D. Comfort without commitment? AI conversations reduce defensiveness around intergroup relations but undermine allyship intentions. In preparation for submission to *Administrative Science Quarterly*.

Arnett, R.D.[†], Scruggs, J.^{†*}, Chen, K. * Diversity error risk: How perceptions of risk relate to advocacy across the political spectrum. In preparation for submission to *Administrative Science Quarterly*.

Flynn, E., Allen, A., Arnett, R.D., Phillips, L.T. Benefits and burdens of history: The perceived fairness of inherited inequities. In prep for submission to *Organizational Behavior and Human Decision Processes*.

Hall, E.V., Lewis, A. *, Arnett, R.D. Do gender-stereotypic images of occupations *still* correspond with sex segregation in employment? A reexamination after a generation. In prep.

Arnett, R.D., Knowlton, K. *, Preston, M. *, Schaumberg, R.L. Empowering minorities at the negotiation table: Leveraging rich cultural-identity expression to improve negotiation outcomes. Working paper.

Preston, M. *, Arnett, R.D. Intersectional role models and leadership. Working paper.

Clair, J., Arnett, R.D., Humberd, B.H., Chen, K. *, McGinn, K.L. Class matters: The role of social class and agency in women leaders' legitimacy narratives. Working paper.

Chen, K. *, Arnett, R.D., Wrzesniewski, A. Not in it for the money: How employers penalize prosocial motivation signals in social impact contexts. Working paper.

Arnett, R.D., Chan, C.K. Approaching and avoiding: How parental role models influence professional and family identity construction. Working paper.

INVITED TALKS

- 2027 Upcoming: Stanford Graduate School of Business Organizational Behavior Seminar
- 2027 Upcoming: University of Chicago Booth School of Business, Roman Family Center for Decision Research
- 2026 Upcoming: Northwestern University, Kellogg School of Management, Management & Organizations Department
- 2026 Harvard University, Harvard Business School, Organizational Behavior Unit
- 2026 Massachusetts Institute of Technology, Sloan School of Management, Work and Organization Studies Department
- 2025 Duke University, Fuqua School of Business, Management and Organization Area
- 2025 Rutgers University, Rutgers Business School, Management and Global Business Department
- 2025 Drexel University, LeBow College of Business, Management Department
- 2023 Declined due to maternity leave: Emory University, Goizueta Business School, Organization & Management Area
- 2023 University of California Berkeley, Haas School of Business, Management of Organizations Department.
- 2022 University of California Los Angeles, Anderson School of Management, Management and Organizations Department
- 2021 Washington University in St. Louis, Olin School of Business, Organizational Behavior Department.
- 2021 Yale University, School of Management, Organizations and Management Department
- 2020 University of Minnesota, Carlson School of Management, Work and Organizations Department.
- 2020 Iowa State University, Ivy College of Business, Department of Management and Entrepreneurship, Distinguished Speaker Series.
- 2019 University of Pennsylvania, The Wharton School, Organizational Behavior Conference.
- 2019 University of Pennsylvania, The Wharton School, Decision Processes Seminar
- 2018 Yale University, Psychology Department
- 2014 Simmons College, School of Management, Center for Gender in Organizations (CGO), Distinguished Scholar Speaker Series

CONFERENCE PRESENTATIONS, SYMPOSIA, AND WORKSHOPS

Organized Symposia

- Symposium Co-Organizer: “Perceiving and disrupting discrimination in organizations.” Academy of Management Annual Meeting, Seattle, WA, 2022.
- Symposium Co-Organizer: “Leveraging identities for social change.” Academy of Management Annual Meeting, Philadelphia, PA (Virtual), 2021.
- Symposium Co-Organizer: “New directions in professional identity work: Exploring forms of social influence.” Academy of Management Annual Meeting, Philadelphia, PA, 2014.
- Symposium Co-Organizer: “Beyond barriers: Exploring how women overcome obstacles to career advancement.” Academy of Management Annual Meeting, Orlando, FL, 2013.

Invited Discussant, Panelist, and Workshop Roles

- Discussant, “Working Amidst Political Polarization: Identity, Interpersonal Dynamics, & Organizational Processes.” Academy of Management Meeting, Philadelphia, 2026.
- Panelist, “Navigating intersectional identities and their impact on impression management at work.” Caucus, Academy of Management Meeting, Copenhagen, Denmark, 2025.

- Panelist, “Beyond backlash: Disrupting DEI backlash and building allyship.” Caucus, Academy of Management Meeting, Copenhagen, Denmark, 2025.
- Discussant, “Flawless fronts: Exploring impression management of marginalized identities and contextual influences.” Symposium, Academy of Management Meeting, Chicago, IL, 2024.
- Presenter, “Enduring through gender biases in academia: Understanding experiences, challenges, and solutions.” Professional Development Workshop, Academy of Management Meeting, Seattle, WA, 2022.
- Presenter, “Half-way there.” OB Division Professional Development Workshop, Academy of Management Meeting, Seattle, WA, 2022.
- Research Round Table Host on D&I, OB Division of Academy of Management, Philadelphia, PA (Virtual), 2021.
- Ambassador, OB Division Plenary: “Spotlight on pathways to inclusion.” Academy of Management Meeting, Boston, MA, 2019.
- Presenter, “Approaching job talks.” MOC Presenting in the Rough Professional Development Workshop, Academy of Management Meeting, Boston, MA, 2019.
- Panelist, “Identity plurality and complexity.” Panel, Identity Research Meeting, Fontainebleau, France, 2018.

Conference Presentations

- *Arnett, R.D., Scruggs, J., Chen, K. (2026, August) Diversity error risk: When perceptions of risk relating to diversity deter vs. enhance advocacy. Academy of Management Meeting, Philadelphia.*
- *Arnett, R.D., Flynn, E., Jiang, B., Hewlin, P. (2026, August) Why encouraging identity expression is insufficient for mitigating suppression: A value–threat framework of identity management. Academy of Management Meeting, Philadelphia.*
- *Arnett, R.D., Flynn, E., Jiang, B., Hewlin, P. (2026, May) Why encouraging identity expression is insufficient for mitigating suppression: A value–threat framework of identity management. Presented at Harvard Business School Race, Gender, and Equity Conference, Boston, 2026.*
- *Arnett, R.D., Flynn, E., Jiang, B., Hewlin, P. (2026, April) Why encouraging identity expression is insufficient for mitigating suppression: A value–threat framework of identity management. Presented at Diversity in Management and Organizations Conference, virtual.*
- *Arnett, R.D., Hu, A. (2026, March) Reconceptualizing identity management: Introducing the BRAVE model of how benefit and risk appraisals shape identity management approaches. Presented at Identity Research Gathering, Fontainebleau, France.*
- *Arnett, R.D., Lee, S., Hewlin, P. (2025, August) A curation approach to minority identity: The costs of balancing identity manifestation and suppression. Presented at Academy of Management Meeting, Copenhagen, Denmark, 2025.*
- *Arnett, R.D., Scruggs, J., Chen, K. (2025, August) Diversity error risk: When perceptions of risk relating to diversity deter vs. enhance advocacy. Presented at Academy of Management Meeting, Copenhagen, Denmark, 2025.*
- *Arnett, R.D., Lee, S., Hewlin, P. (2025, March) A curation approach to minority identity: The costs of balancing identity manifestation and suppression. Presented at Identity Research Group, Boston, MA.*
- *Arnett, R.D., Jiang, B., Lee, S., Hewlin, P. (2024, August) A two-dimensional framework of minority racial-identity management: The potential for mixed motives and how to overcome them. Presented at Academy of Management Meeting, Chicago, IL.*
- *Arnett, R.D. (2022, August) Uniting through difference: Rich cultural-identity expression as a conduit to inclusion. Presented at Academy of Management Meeting, Seattle, WA.*

- *Arnett, R.D., Lee, S., Richards, K., Hewlin, P. (2022, August) Navigating the spotlight: A two-dimensional framework of identity management. Presented at Academy of Management Meeting, Seattle, WA.*
- *Arnett, R.D., Lee, S., Richards, K., Hewlin, P. (2022, May) Navigating the spotlight: A two-dimensional framework of identity management. Presented at ASQ workshop for DEI research.*
- *Arnett, R.D., Richards, K., Lee, S., Hewlin, P. (2021, August) Navigating race at work: A framework of minority racial-identity management. Academy of Management Meeting, Virtual Conference.*
- *Arnett, R.D. (2019, March) Who will you become? The role of gender and parental role models in committing to professional & family identities. Paper presented at the Identity Research Meeting, Philadelphia, PA.*
- *McGinn, K.M., Arnett, R.D., Humberd, B.K., Chen, K. (2018, August). Class work: Interweaving social class and success stories in women's career narratives. Paper presented at the Academy of Management Annual Meeting, Chicago, IL.*
 - o *Selected for Academy of Management Gender and Diversity in Organizations Showcase Symposium*
- *Arnett, R.D. (2018, July) Making diversity win: Cultivating inclusion through expressing cultural identity differences at work. Paper presented at the International Association of Conflict Management, Philadelphia, PA.*
- *Arnett, R.D. (2017, August) Making diversity win: Cultivating inclusion through expressing cultural identity differences. Paper presented at the Academy of Management Annual Meeting, Atlanta.*
- *Arnett, R.D. (2017, April) Minority cultural identity expression: Expectations and willingness to express. Paper presented at the Harvard Business School Gender & Work Conference, Boston, MA.*
- *Clair, J.A., McGinn, K.M., Humberd, B.K., Arnett, R.D. (2016, August). Class matters: Narratives of women firsts in social economic context. Paper presented at the Academy of Management Annual Meeting, Anaheim, CA.*
 - o *Selected for Academy of Management Organizational Behavior Division Showcase Symposium*
- *Arnett, R.D. (2016, April) Harnessing cultural identity expression to achieve workplace inclusion. Paper presented at the Harvard Business School Gender & Work Conference, Boston, MA.*
- *Arnett, R.D., Sidanius, J. (2015, August) Me versus us: Concealing high status identities from lower status peers. Paper presented at the Academy of Management Annual Meeting, Vancouver.*
 - o *Winner of Academy of Management Organizational Behavior Division's Most Innovative Student Paper Award*
 - o *Included in *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management**
- *Arnett, R.D. (2015, June) Empowered by parents: How parental role models influence professional and family identity construction. Paper presented at the Conference of Positive Organizational Scholarship, Orlando, FL.*
- *Arnett, R.D., Sidanius, J. (2015, May) Me versus us: Concealing high status identities from lower status peers. Paper presented at the London Business School Trans-Atlantic Doctoral Conference, London, UK.*
- *Arnett, R.D., Sidanius, J. (2015, February) Me versus us: Concealing high status identities from lower status peers. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology, Long Beach, CA.*
- *Arnett, R.D., Ely, R., McGinn, K. (2014, August) Approach and avoidance: How parental role models influence professional and family identity work. Paper presented at the Academy of Management Annual Meeting, Philadelphia, PA.*

- *Arnett, R.D., Sidanius, J. (2014, February). High status identity and relationship management: Distance and disclosure. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology, Austin, TX.*
- *Arnett, R.D., Sidanius, J. (2013, August). High status identity and relationship management: Distance and disclosure. Paper presented at the Academy of Management Annual Meeting, Orlando, FL.*
- *Humberd, B.K., Arnett, R.D., Clair, J.A., McGinn, K.M. (2013, August). Becoming a leader: High-achieving women's construction of professional and personal advancement. Paper presented at the Academy of Management Annual Meeting, Orlando, FL.*
- *Arnett, R.D., Kteily, N., Sidanius, J., Navarrete, C., McDonald, M. (2013, January). Outgroup fear: Fundamental, physiological, and male-targeted. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology, New Orleans, LA.*

AWARDS, GRANTS, HONORS

Awards and Honors

- Claude Marion Endowed Faculty Scholar at Wharton, 2023-2025
- Runner-Up for Outstanding Publication in OB Award, Academy of Management OB Division, 2024
- Poets&Quants [Best 40-Under-40 MBA Professors](#), 2022
- Wharton School Teaching Award, 2018, 2019, 2020, 2021
- AOM OB Doctoral Consortium Nominee, Harvard Business School, 2016
- Most Innovative Student Paper Award, Academy of Management OB Division, 2015

Grants

- Wharton Dean's Fund, 2019, 2020, 2022, 2026
- Wharton Leadership Center Grant, 2023, 2025
- Wharton ESG Initiative Opportunity Lab, 2025
- Wharton Center for Leadership and Change Management, 2021
- Wharton-INSEAD Alliance Research Award, 2018

LEADERSHIP, SERVICE, AND AFFILIATIONS

Wharton and University of Pennsylvania

Leadership, Affiliations, and Committees

- Co-Organizer, Wharton Organizational Behavior Junior Faculty Conference, 2017 – Present
- Co-Organizer, IDEAS Lab, Wharton Management Department, 2017 – Present
- Faculty Lead, Arnett Lab, Wharton Management Department, 2022—Present
- Faculty Affiliate, Center for Africana Studies, University of Pennsylvania, 2019 – Present
- Management Department Doctoral Admissions Committee, 2024-2025
- Management Department Faculty Recruiting Committee, 2019 – 2020
- Management Department Seminar Committee, 2018 – 2019, 2022 – 2023

Presentations and Panels

- Presenter and Panelist, Introduction to Diversity in Doctoral Education and Scholarship (IDDEAS), 2018, 2022, 2024
- Presenter, Explore Wharton Prospective MBA Event, 2019, 2025
- Panelist, Return on Equity, Courageous Conversations, 2021
- Presenter, Wharton PhD Admit Day, 2021

- Presenter, Wharton HBCU Visit Day, 2020
- Presenter, Wharton Friends and Family Undergraduate Weekend, 2019
- Panelist, Wharton Society for the Advancement of Women in Business Academia (WSAWBA), 2018
- Panelist, Successful Transition & Empowerment Program (STEP), 2017

Academy of Management

- Member, 2011 – Present

Society for Personality and Social Psychology

- Member, 2011 – Present

Management Faculty of Color Association

- Member, 2020 – Present

PhD Project Management Doctoral Students Association (MDSA)

- Faculty Presenter, Panelist, or Facilitator: 2017, 2018, 2021
- Executive Committee, 2014-2015
- Vice-President, 2013 – 2014

TEACHING AND ADVISING

The Wharton School, University of Pennsylvania, Philadelphia, PA

Instructor - Negotiations

Spring 2018-2021; 2025-2026

The Wharton School, University of Pennsylvania, Philadelphia, PA

- Brook Jiang: Second-Year Paper Committee
- Katie Chen: Second-Year Paper Co-Chair
- Serenity Lee: Second-Year Paper Committee; Dissertation Committee
- McKenzie Preston: Second-Year Paper Committee
- Karren Knowlton: Dissertation Committee

EDITORIAL BOARDS AND AD HOC REVIEWING

Editorial Board

- Organization Science, 2025 – Present

Ad hoc Reviewer

- Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Organization Science, Organizational Behavior and Human Decision Processes

PRIOR WORK EXPERIENCE

Young & Rubicam Advertising, Analytic Insights & Brand Strategy Group

2007-2011