Rachel D. Arnett

The Wharton School, University of Pennsylvania
3620 Locust Walk, 2206 SH-DH
Philadelphia, PA 19104

rachelarnett.com
rarnett@wharton.upenn.edu

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

Harvard University
Master of Arts in Psychology — May 2015

University of Pennsylvania
Bachelor of Arts — May 2007

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 two-dimensional BRAVE model of how benefits and risks shape expression and suppression. Under second round review 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. Under second round review 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. From self-protection to win-win solutions: What negotiations and diversity, equity, and inclusion can teach each other about creating value. 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 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.
    - 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.
    - 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.
    - Winner of Academy of Management Organizational Behavior Division's Most Innovative Student Paper Award
    - 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