

RAQUEL KESSINGER

raquel.kessinger@bc.edu

RESEARCH INTERESTS

Organizational Change, Employee Voice, Social Movements in Organizations, Relationships at Work, Qualitative Methods

ACADEMIC POSITIONS

Boston College Carroll School of Management 2024 – current
Assistant Professor of Management and Organization

EDUCATION

Ph.D., Management, MIT Sloan School of Management 2024
Work and Organization Studies Group
Advisors: Katherine Kellogg, Erin Kelly, Mary-Hunter McDonnell

M.S., Management Research, MIT Sloan School of Management 2021

M.B.A. with honors, University of Pennsylvania The Wharton School 2018
Concentrations: Organizational Effectiveness; Multinational Management; Operations, Information, and Decisions

B.A. with honors, Vanderbilt University College of Arts and Sciences 2010
Majors: Political Science & Spanish | Minor: Corporate Strategy
Cumulative GPA—3.7 | Cum Laude
Honors Thesis: “How Foreign Aid to Pakistan after 9/11 Targets Insurgency”

PAPERS UNDER REVIEW

Kessinger, Raquel. Speak Up, But Not on That: Employee Activism as an Unintended Consequence of Bounding Psychological Safety of Social Issues. (Submitted to *ORGANIZATION SCIENCE*.)

WORKING PAPERS

Kessinger, Raquel, Kellogg, K.C., & Rothbard, Nancy. Orchestrating and Enacting “Coddling Work”: How New Performance Management Technologies May Increase Managerial Workloads. (Preparing to Submit to *JOURNAL OF APPLIED PSYCHOLOGY*.)

Kessinger, Raquel. Making Movements and Engaging in Noisy Exits: How Employees Repurpose Internal Communications Tools for Activism. (Preparing to Submit to *ORGANIZATION SCIENCE*.)

Kessinger, Raquel. Employee Activism and Its Aftermath: How Employee Activists Frame Leadership Responses and Build Future Capacity (Manuscript, Revising).

WORKS IN PROGRESS

Kessinger, Raquel & Lee, Matthew*. How Participating in Employee Activist Movements Impacts Employee Careers. (Data Analysis).

Kessinger, Raquel, Cameron, Lindsey, & Smith, Leticia. Title TBD: De-Socialization and Career Transitions of Elite Military Veterans. (Preparing for Data Collection).

Kessinger, Raquel & Clair, Judy. Title TBD: Special Topic Forum—Polarization at Academy of Management Review. (Conceptualization).

ACADEMIC AWARDS AND HONORS

MIT Sloan School of Management Doctoral Research Forum, Best Dissertation Runner-Up	2024
Rafel Lucea Memorial Award for Promising Research, MIT Sloan	2021
Keith and Laura Barket Fellowship, The Wharton School	2016-2018
Director's List, The Wharton School (top ten percent of MBA class)	2017, 2018
Vanderbilt University Dean's List	2006-2010
Vanderbilt University Chancellor's Scholarship	2006-2010
Alpha Delta Pi Dorothy Shaw Leadership Award	2010
Vanderbilt University Order of Omega and Mortar Board Honor Societies	2010
Congressman Charlie Norwood Scholarship	2009
Vanderbilt University Pugh Hernandez Scholarship	2008

REFERREED & INVITED PRESENTATIONS

Making Movements and Engaging in Noisy Exits: How Employees Repurpose Internal Communications Tools for Activism

- Community of Social Innovation, hosted by University of California Santa Barbara. 2025. Santa Barbara, CA.

Employee Activism and Its Aftermath: How Employee Activists Frame Leadership Responses and Build Future Capacity

- Academy of Management: Symposium on Strategies of Sociopolitical Activism Inside the Firm, 2024. Chicago, IL.
- EGOS Conference: Social Movements and Markets Sub-Theme, 2024. Milan, Italy.

Speaking Up and Speaking Out: How Employees Raise Social, Political, and Moral Issues at Work

- Harvard University Social Intrapreneurship Symposium, 2024. Cambridge, MA.
- University of Oxford Corporate Reputation Symposium, 2024. Oxford, United Kingdom.
- Academy of Management: Symposium on Calls for Courage in the Workplace, 2024. Chicago, IL.
- Boston College Management and Organization Department, 2023. Chestnut Hill, MA.
- University of Oregon Management Department, 2023. Eugene, OR.
- MIT Work and Organization Studies Seminar, 2023. Cambridge, MA.

- Academy of Management: Symposium on Understanding Employee Activism, 2023. Boston, MA.
- EGOS Conference: Social Movements and Markets Sub-Theme, 2023. Cagliari, Italy.
- Nonmarket Strategy Research Community: Doctoral Conference, 2023. Virtual.
- Northwestern University Future of Activism Research Workshop, 2023. Evanston, IL.
- MIT Institute of Work and Employment Research Seminar, 2022. Cambridge, MA.

Managerial Caretaking and New Performance Management Technologies (co-authored with Kate Kellogg)

- Academy of Management: Symposium on Emerging Technologies, Work Relationships, and Middle Managers, 2022. Seattle, WA.
- Boston College Work, Identity, and Meaning Seminar, 2020. Chestnut Hill, MA.
- MIT Economic Sociology Working Group, 2020. Cambridge, MA.

What Factors Influence an Employee's Decision to Engage in Activism? (co-authored with Mary Hunter McDonnell)

- Academy of Management: Symposium on Corporate Activism, 2022. Seattle, WA.

Employee Activism in Technology Firms: A Research Agenda.

- MIT Institute of Work and Employment Research Seminar, 2021. Cambridge, MA.

TEACHING EXPERIENCE

Organizational Behavior, Lead Instructor

Spring 2025

- Taught two undergraduate sections
- Designed syllabus, selected cases and readings, and created in class exercises
- Wrote assignments and supervised three Teaching Assistants

BC Undergraduate Research Assistants, Supervisor

Summer 2024-Current

- Supervised and mentored three undergraduate research assistants

MIT Undergraduate Research Opportunities Program, Supervisor

Spring 2022-Current

- Supervised and mentored nine undergraduate research assistants across six terms

Organizational Processes, Teaching Assistant for Professor Erin Kelly

Summer 2021, MIT Sloan Fellows (Mid-Career MBA Students)

- Taught and designed session on motivation, incentives, and evaluation
- Assisted with reviewing and selecting new cases
- Graded written assignments and participation
- Received a 6.48 out of 7.0 (mean) teaching evaluations (7.0 median)

People, Teams, and Organizations, Section Instructor/ Teaching Assistant for Professor John Carroll

January 2025

Fall 2020, MIT Sloan, Undergraduate & Graduate Students

- Taught weekly discussion section to graduate and undergraduate MIT and Harvard students
- Designed section syllabus, selected cases, readings, and in class exercises
- Designed and graded written assignments and class participation
- Received a 6.8 and 6.9 (mean) out of 7.0 teaching evaluations (7.0 median)

Advanced Persuasion: Crisis Communications, Communications Fellow/ Teaching Assistant
Spring 2018, The Wharton School, University of Pennsylvania, MBA Elective Course

Foundations of Management Communications, Communications Fellow/ Teaching Assistant
Fall 2017, The Wharton School, University of Pennsylvania, MBA Required Course

Principles of Marketing, Teaching Assistant for Professor of Practice Cherrie (Clark) Wilkerson
Fall 2009 and Spring 2010, Vanderbilt University, Undergraduate Course

PROFESSIONAL SERVICE

Boston College Management and Organization Speaker Series Committee Member, 2024-2025
Co-Organizer Academy of Management “Strategies of Sociopolitical Activism Inside the Firm”
Symposium, 2024

Organizer Academy of Management “Understanding Employee Activism” Symposium, 2023
Co-Organizer, Boston Field Researchers’ Conference: “Traversing and Transcending Boundaries in
Fieldwork,” 2022

Co-Organizer Academy of Management “Emerging Technologies, Work Relationships, and Middle
Managers” Symposium, 2022

Co-Chair/Organizer, MIT Sloan Behavior & Policy Sciences Doctoral Program Student Events
2019-2020

PROFESSIONAL AFFILIATIONS

Academy of Management: OB, OMT Community Member
Boston Field Researchers Community Member
Nonmarket Strategy Research Community Member
Writers’ Bloc Member (Boston Area Writing Group)

WORK & INDUSTRY EXPERIENCE

MBA Intern to Head of People

Spanx

2018

- Designed rewards and recognition program using academic research and industry practices
- Created and delivered company-wide training on giving and receiving feedback
- Created and delivered training for middle managers on writing performance reviews
- Organized and summarized employee engagement survey data
- Launched an e-learning pilot and curated content for users

Summer Consultant

The Boston Consulting Group (BCG)

2017

January 2025

- Managed two work streams on operational complexity and cost reduction case at \$31B industrial goods company
- Identified opportunities to re-imagine manufacturing by researching best practices and analyzing current capabilities
- Explored viability of complex product line and determined willingness to pay for certain SKUs by designing customer surveys, conducting interviews, and analyzing market trends

Terrorism/ Security Analyst

Central Intelligence Agency

2011-2016

- Developed and used expertise on the leadership, motivations, activities, and capabilities of various terrorist groups to recommend counterterrorism strategies
- Analyzed military forces and security dynamics of two countries in civil wars in the Middle East and North Africa, including the forces' strategies, intentions, operations, and capabilities
- Provided opportunity analysis and operational support in crisis environments, including overseas near conflicts
- Delivered nearly 200 briefings to a wide range of officials, including the President's top adviser on the Middle East, the Director of National Intelligence, the Director of the CIA, military generals, and senators
- Authored more than 150 current assessments of strategic national security issues and tactical developments, including articles for the President's Daily Brief and memos for cabinet level officials
- Wrote 20 in-depth papers examining the implications of US actions, the composition of military forces, and changes in territorial control; used structured techniques to address uncertainty or introduce contrarian views
- Mentored junior analysts, led team projects, and collaborated with analytic and operational counterparts

Research Associate

Gerson Lehrman Group

2010-2011

- Co-managed more than 20 client relationships with the GLG sales team and research manager, providing creative solutions to urgent, multi-sector research requests from hedge fund and private equity clients
- Negotiated and executed in-depth engagements; identified and recruited more than 100 industry experts, including C-Level executives, to assist clients

WORK & INDUSTRY AWARDS

Exceptional Performance Award for Critical Analytic Contributions, Central Intelligence Agency (May 2015)

Award for Significant Contributions to the President's Daily Brief, Office of the Director of National Intelligence (March 2015)

Exceptional Performance Award for Critical Analytic Contributions, Central Intelligence Agency (February 2015)

Exceptional Performance Award for Critical Analytic Contributions, Central Intelligence Agency (January 2015)

Meritorious Unit Citation, National Intelligence Community (September 2014)

Exceptional Performance Award for Outstanding Mission Support, Central Intelligence Agency (August 2014)

January 2025

Award for Significant Contributions to the President's Daily Brief, Office of the Director of National Intelligence (May 2014)

Award for Significant Contributions to the President's Daily Brief, Office of the Director of National Intelligence (February 2014)

Exceptional Performance Award for Critical Analytic Contributions, Central Intelligence Agency (January 2014)

Exceptional Performance Award for Critical Analytic Contributions, Central Intelligence Agency (January 2013)

Award for Significant Contributions to the President's Daily Brief, Office of the Director of National Intelligence

Ten Spot Awards for Extemporaneous Achievement or Significant Contributions During a Crisis, Central Intelligence Agency (2012-2016)