

# Rachel L. Campagna, Ph.D.

Peter T. Paul College of Business and Economics  
University of New Hampshire  
Durham, NH 03824  
Email: rachel.campagna@unh.edu | Phone: (603) 862-5365

---

## Academic Positions

- 2023-Present Peter T. Paul College of Business and Economics  
Associate Professor of Management  
Chair, Department of Management
- 2022-Present Peter T. Paul College of Business and Economics  
Associate Professor of Management
- 2014-2022 Peter T. Paul College of Business and Economics  
Assistant Professor of Management
- 2011-2014 Katz Graduate School of Business, University of Pittsburgh  
Clinical Assistant Professor of Organizational Behavior (non-tenure track)
- 2009-2011 Olin Business School, Washington University in St. Louis  
Instructor / Adjunct Lecturer

## Education

- 2011 Ph.D., Organizational Behavior  
Olin Business School, Washington University in St. Louis
- 2005 M.L.H.R., Labor and Human Resources  
Fisher College of Business, The Ohio State University
- 2000 B.A., Psychology  
Allegheny College, Meadville, PA

## Journal Publications

Campagna, R. & Griffith, J. (2023). When the gig isn't up: The influence of trust on gig workers' performance and cooperation. *Journal of Trust Research*.

Lee, J., Dirks, K. & Campagna, R. (2022). At the heart of trust: Understanding the integral relationship between trust and emotion. *Group & Organization Management*, <https://doi.org/10.1177/10596011221118499>

Medeiros, K., Griffith, J., Shipe, S., Crayne, M., Campagna, R., & McIntosh, T. (2022). Minding the (\$500,000) gap: Accounting for the gender-driven gap in executive severance agreements. *Journal of Business & Psychology*, 37, 1065-1077.

Campagna, R., Mislin, A., Dirks, K. T., & Elfenbein, H. A. (2021). The (mostly) robust influence of initial trustworthiness beliefs on subsequent behaviors and perceptions. *Human Relations*, [doi.org/10.1177/00187267211002905](https://doi.org/10.1177/00187267211002905)

Campagna, R., Dirks, K. T., Knight, A., Crossley, C., & Robinson, S. (2020). On the relation between felt trust and actual trust: Examining pathways to and implications of leader trust meta-accuracy. *Journal of Applied Psychology*, *105*, 994-1012.

Campagna, R., Mislin, A., & Bottom, W. (2019). Motivated by guilt and low felt trust: The impact of negotiators' anger expressions on the implementation of negotiated agreements. *Journal of Behavioral Decision Making*, *32*, 150-170.

Campagna, R., Mislin, A., Bottom, W., & Kong, D. T. (2016). Strategic consequences of emotional misrepresentation in negotiation: The blowback effect. *Journal of Applied Psychology*, *101*, 1-20.

Mislin, A., Campagna, R., & Bottom, W. (2011). After the deal: Affect, trust building, and the implementation of negotiated agreements. *Organizational Behavior and Human Decision Processes*, *115*, 55-68.

#### Manuscripts Under Review and/or Invited for Revision

Hart, E., Campagna, R., Elfenbein, H., & Curhan, J. Blowback Effects in Employment Negotiation: Consequences for Job Candidates and Managers. **Revise & Resubmit (Round 1)**. *Organization Science*

Lee, J. & Campagna, R. Recovering from a transgression: Understanding the role of initial impressions and apologies. *Group Decision & Negotiation*, **Revise & Resubmit (Round 2)**

Campagna, R. & Hart, E. What's trust got to do with It? The dual mitigating role of trust on the development of envy and harming behaviors. **Under Review**. *Organizational Behavior and Human Decision Processes*.

#### Selected Manuscripts in Progress

Campagna, R., Mislin, A., Hart, E., Dirks, K. & Lee, J. Is it a matter of time? The role of time and apologies in trust repair. *Journal of Applied Psychology*

Lee, J. & Campagna, R. Third One's the Charm? How Emotions impact the Role of Third Parties in Trust Repair. Target: *Journal of Applied Psychology*

Campagna, R., De Jong, B., & Vogel, R. Do employees know how much their leaders trust them? The antecedents and consequences of employee trust meta-accuracy. Target: *Academy of Management Journal*

Lee, J., Campagna, R., & Bottom, B. The direction of anger expression: How expressing anger on behalf of others vs. self builds or breaks trust. Target: *Journal of Applied Psychology*

Mislin, A. & Campagna, R. The trickle-down effect of leaders' hard bargaining tactics and post-deal implications. Target: *Journal of Applied Psychology*

Campagna, R. & Olekalns, M. Is it enough to say I'm sorry? Finding redemption narratives following a relational fracture. Target: *Journal of Applied Psychology*

Campagna, R., Mislin, A., & Bottom, W. A theory of negotiation outcomes and implementation behavior. Target: *Academy of Management Review*.

Award: Received "Best Theory Paper" award from the International Association for Conflict Management.

Campagna, R., & Mislin, A. I didn't do it, I swear: The long-term implications of denying an integrity-based trust violation. Target: *Journal of Applied Psychology*.

#### Practitioner-Focused Publications & Media

Audible Original (Sept 2022). How to negotiate at Work: From job offers to raises. ([link to series](#))

TEDx speaker (Nov 2021). "When negotiating, keep calm and let them be angry" ([link to event](#))

#### Conference Proceedings

Lee, J. & Campagna, R. (2021). Third one's the charm? How emotions impact the role of third parties in trust repair. Academy of Management (AOM) Annual Conference (virtual).

Lee, J. & Campagna, R. (2021). Recovering from a transgression: The importance of early trust judgments and an apology in trust repair. vIACM Annual Conference (virtual).

Lee, J. & Campagna, R. (2021). Third one's the charm? How emotions impact the role of third parties in trust repair. vIACM Annual Conference (virtual).

Campagna, R. & Mislin, A. (2020). The trickle-down effect of leaders' hard-bargaining approach on their employees' negotiation approach and behaviors. vIACM Annual Conference (virtual).

Campagna, R. & Olekalns, M. (2020). Finding redemption through self vs other narratives following a relational fracture. vIACM Annual Conference (virtual).

Mislin, A. & Campagna, R. (2020). Repairing trust over time: Can honesty ever be the best policy? vIACM Annual Conference (virtual).

Campagna, R. (2019). Green with envy: The mitigating effect of trust on employees' behaviors in response to envy. IACM Annual Conference (Dublin, Ireland).

Campagna, R. & Griffith, J. (2019). When the gig isn't up: The influence of employment arrangement and psychological contract type on effort and performance. IACM Annual Conference (Dublin, Ireland).

Mislin, A. & Campagna, R. (2019). Can't I be honest? Rebuilding trust after an integrity-based violation. IACM Annual Conference (Dublin, Ireland).

Hart, E., Campagna, R., Curhan, J. & Elfenbein H. (2019). Dark side of negotiation: When negotiating undermines organizational productivity. IACM Annual Conference (Dublin, Ireland).

Campagna, R., Elfenbein, H., & Dirks, K. (2019). The robustness of initial trustworthiness beliefs. Academy of Management (AOM) Annual Conference (Boston, MA).

Hart, E., Campagna, R., Curhan, J. & Elfenbein H. (2019). Getting off on the wrong foot – and staying there: The effect of negotiating on trust and performance. Academy of Management (AOM) Annual Conference (Boston, MA).

Mislin, A. & Campagna, R. (2019). Leaders negotiating using strategic displays of power. Interdisciplinary Perspectives on Leadership Symposium (Corfu, Greece).

Campagna, R., Mislin, A., Bottom, W., & Kong, D. T. (2018). Strategic consequences of emotional misrepresentation in negotiation: The blowback effect. Game Theory & Nuclear Stability in Northeast Asia, Department of State & Johns Hopkins Applied Physics Lab (Laurel, Maryland).

Campagna, R., Mislin, A., & Dirks, K. (2018) The influence of initial trust on post-negotiation trust and cooperation. Social Cognition Center Cologne (SoCCCo) Annual Conference (Cologne, Germany).

Campagna, R., Mislin, A., & Dirks, K. (2017) Recovering from a transgression: Understanding the role of initial impressions and apologies. Academy of Management (AOM) Annual Conference (Atlanta, GA).

Campagna, R., Mislin, A., & Olekalns, M. (2016). The importance of feeling trusted during job negotiations. Academy of Management (AOM) Annual Conference (Anaheim, CA).

Campagna, R. & Mislin, A. (2016). The strategic implications of guilt and felt trust on post-negotiation behaviors. IACM Annual Conference (New York, NY).

Campagna, R., Mislin, A., & Bottom, W. (2016). The strategic implications of guilt and felt trust on post-negotiation behaviors. EGOS Annual Conference (Naples, Italy).

Mislin, A. & Campagna, R. (2015). Temporal influences on trust repair. Academy of Management (Vancouver, Canada).

Campagna, R., Mislin, A., & Bottom, W. (2015). Motivated by a guilty conscious: The impact of guilt and trust meta-perceptions on post-negotiation behaviors. IACM Annual Conference (Clearwater, FL).

Campagna, R., Dirks, K.; Robinson, S., Kudesia, R.; & Crossley, C. (2014). Who trusts you? Do you know? Determinants and implications of trust meta-accuracy. Academy of Management (Philadelphia, PA).

Mislin, A. & Campagna, R. (2014). When we meet again: Temporal influences of actions during the bargaining process. Academy of Management (Philadelphia, PA).

Mislin, A. & Campagna, R. (2014). Bargaining successfully when we distrust? Tactics from hostage negotiations. IACM Annual Conference (Leiden).

Campagna, R., Mislin, A., & Bottom, W. (2013). A theory of negotiation outcomes and implementation behavior. IACM Annual Conference (Tacoma, WA).

Campagna, R., Dirks, K. & Elfenbein, H. (2011). The accuracy of initial trust judgments. Academy of Management (San Antonio, TX).

Campagna, R., Kong, D., Mislin, A. & Bottom, W. (2011). Machiavelli and Mad Men: The role of strategic emotion in negotiation. Academy of Management (San Antonio, TX).

Campagna, R., Dirks, K. & Elfenbein, H. (2010). Do I know who trusts me? Meta-accuracy among teammates across three factors of trustworthiness. Academy of Management (Montreal, Canada).

Campagna, R., Mislin, A. Bottom, W. & Kong, D. (2010). Flying bagels and social graces: The impact of strategic expressions of emotion on distrust and post settlement behavior. IACM Annual Conference (Boston, MA).

Ma, L., Showail, S., Campagna, R. & McLean Parks, J. (2008). How Negotiators' Styles Influence Pie-slicing and Pie-expanding: Possible Moderating Effects of the Situational Diagnoses of the Negotiators. Academy of Management (Philadelphia, PA).

Campagna, R., Ma, L., McLean Parks, J., Gallagher, D. & MacDonald, M. (2007). Feeling deprived: How relative deprivation of task and personal resources influences worker attitudes and behaviors. Academy of Management, Mid-Western Conference (Kansas City, MO).

Ma, L., Showail, S., Campagna, R., & McLean Parks, J. (2006). Concessions in negotiations: The roles of initial assessment and signaling on outcomes of a negotiated agreement. IACM Annual Conference (Montreal, Canada).

Ma, L., McLean Parks, J., Gallagher, D. G., McDonald, M., Showail, S., & Campagna, R. (2006). Being the same and being the different simultaneously: Identifying (or not) with the organization. IACM Annual Conference (Montreal, Canada).

## Honors and Awards

### Awards

- "Outstanding Researcher Award" 2021, University of New Hampshire
- "MBA Teaching Excellence Award" 2019, University of New Hampshire
- "Best Theory Paper" award, 2013, International Association for Conflict Management
- "Best Undergraduate Teaching" award, 2012, University of Pittsburgh
- "Outstanding Teaching Faculty", 2013, University of Pittsburgh
- "Outstanding Reviewer", 2010, Organizational Behavior Division, Academy of Management

## Grants

- Negotiation & Team Resources Research Grant, 2021 (\$9,000)
- Negotiation & Team Resources Research Grant, 2020 (\$10,000)
- Paul College Grant for Research Support, 2021 (\$4,000)
- Paul College Grant for Research Support, 2020 (\$6,000)
- Paul College Grant for Research Excellence, 2019 (\$15,000)
- Strategic Innovation Grant, Human Capital Strategy & Analytics Track, 2019 (\$45,000)
- Katz Graduate School of Business, Faculty Research Grant, 2013, 2014 (\$5,000)
- Washington University Center for Research in Economics and Strategy Grant (\$2,000)

## Service

### Service to the College and University

- Chair, Undergraduate Curriculum Committee (2019-Present)
- Mentor/Advisor, Post-Doctoral Candidate (PDIS program) (2020-Present)
- Library Liaison
- Honors projects advisor
- Department: Research Committee, Human Capital Management Working group, Intellectual Contributions Committee, Search Committees

### Service to Discipline

- International Association for Conflict Management, Elected as At-Large Representatives, Board of Directors Member 2021-2023
- Editorial Board, Journal of Trust Research 2014-Present
- Academy of Management, Conflict Management Division, Elected as Representative-at-Large 2017-2019

## Professional Activities and Affiliations

### Editorial Board

- Journal of Trust Research

### Ad Hoc Reviewer

- Journal of Business and Psychology
- Journal of Experimental Psychology
- Journal of Management
- Journal of Trust Research
- Group Decision and Negotiation
- Academy of Management Conference
- International Association for Conflict Management Conference

### Member:

- Academy of Management (AOM)
- American Psychological Association (APA)
- First International Network on Trust (FINT)
- International Association for Conflict Management (IACM)

## Teaching Experience

### MBA Courses

- Negotiating in Business (Hybrid / Intensive format)
  - Paul College (part-time and full-time programs) 2017-Present
  - University of Pittsburgh (Part-time, Full-time, and One-Year Programs) 2013-2014
- Negotiating in Business (Full-semester course)
  - 2012 – Present
- Leadership & Group Effectiveness (Organizational Behavior core course) (2011-2014)
  - University of Pittsburgh (Part-time, Full-time, and One-Year Programs)

### Undergraduate Courses

- Negotiating in Business (2012 – Present)
- Organizational Behavior core course (2014 – Present)

### Executive Development Training

- Negotiation & Influence (2016 – Present)

## Professional Experience

Training & Consulting: A representative sample of organizations includes:

- Stronger U Nutrition
- Wentworth Douglas Hospital
- Lydia's House of Hope
- Quest, Inc.
- ANSYS, Inc.
- Department of Corrections (State)
- Draper Laboratories / MRAC LLC
- Council on Social Work Education

### Industry

- Nationwide Insurance, Performance Improvement Analyst, Columbus, OH, 2004-2005
- Harvard Business School, Research & Faculty Assistant, Boston, MA, 2000-2003