

[Curriculum Vitae]

# RAVI S. KUDESIA

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## POSITIONS

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*Temple University*, Fox School of Business  
2018– Assistant Professor of Human Resource Management

*ETH Zürich and Singapore Management University*, Future Resilient Systems Project  
2016–2018 Research Fellow; Decision Making in Risky, Dynamic, and Complex Environments

## EDUCATION

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*Washington University in St. Louis*, Olin Business School  
2011–2017 PhD in Business Administration; Organizational Behavior Specialization

*Boston University*, School of Management and College of Communications  
2004–2008 B.S. in Business Administration; Marketing Concentration; Advertising Minor

## RESEARCH

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I study human organizing—and how people can organize more mindfully. In doing so, I emphasize three processes: *attention* (what information people notice in a situation), *interpretation* (how they give meaning to the situation), and *energy* (how engaged they are in responding to the situation). I explore how these processes influence organizing from several theoretical lenses: drawing on contemplative practices (meditation, yoga) to explore how people can become more attentive, energetic, and flexible in their interpretations, tracing how these processes transfer across individuals within collectives as they interact, and identifying contextual factors (resources, technology, timing) that shape how these processes unfold. My work entails quantitative (experiments, surveys, simulations) and qualitative (interviews, observations, archival) methods. In sum, I aim to advance a robust and practical theory of mindful organizing by using the right methods for the question at hand.

*Keywords:* mindfulness, sensemaking, organizational cognition, metacognition, practice theory

## PUBLICATIONS

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- [20] Kudesia, R. S. (in press). Emergent strategy from spontaneous anger: Crowd dynamics in the first 48 hours of the Ferguson shooting. *Organization Science*. doi:10.1287/orsc.2020.1426
- [19] Kudesia, R. S. & Lang, T.<sup>+</sup> (in press). How do mindfulness and routines relate? Metacognitive practice as resolution to the debate. In R. J. Galavan and K. J. Sund (Eds.), *New horizons in managerial and organizational cognition (vol. 5): Thinking about cognition*.
- [18] Kudesia, R. S., Pandey, A., & Reina, C. S. (in press). Doing more with less: Cognitive resources, mindfulness training, and coping with mental fatigue from multitasking. *Journal of Management*. doi:10.1177/0149206320964570
- [17] Kudesia, R. S., & Lau, J.<sup>+</sup> (2020). Metacognitive practice: Understanding mindfulness as repeated attempts to understand mindfulness. In S. Dhiman (Ed.), *The Routledge companion to mindfulness at work* (pp. 39–53). New York, NY: Routledge. doi:10.4324/9780429244667-3
- [16] van Veen, D. J.,<sup>+</sup> Kudesia, R. S., & Heinemann, H. R. (2020). An agent-based model of collective decision-making: How information sharing strategies scale with information overload. *IEEE Transactions on Computational Social Systems*, 7(3): 751–767. doi:10.1109/TCSS.2020.2986161
- [15] Reina, C. S., & Kudesia, R. S. (2020). Wherever you go, there you become: How mindfulness arises in everyday situations. *Organizational Behavior and Human Decision Processes*, 159: 78–96. doi:10.1016/j.obhdp.2019.11.008
- [14] Kudesia, R. S.,\* Lang, T.,\*<sup>+</sup> & Reb, J. (2020). How institutions enhance mindfulness: Interactions between external regulators and front-line operators around safety rules. *Safety Science*, 122: 104511. doi:10.1016/j.ssci.2019.104511
- [13] Reb, J., Chaturvedi, S., Narayanan, J., & Kudesia, R. S. (2019). Leader mindfulness and employee performance: A sequential mediation model of LMX quality, interpersonal justice, and employee stress. *Journal of Business Ethics*, 160(3): 745–763. doi:10.1007/s10551-018-3927-x
- [12] Gellock, J. L., Ekholm, E., Greenhalgh, G. P., LeCrom, C. W., Reina, C. S., & Kudesia, R. S. (2019). Women’s lacrosse players’ perceptions of teammate leadership: Examining athlete leadership behaviors, attributes, and interactions. *Journal of Athlete Development and Experience*, 1(2): 66–76. doi: 10.25035/jade.01.02.02
- [11] Kudesia, R. S., & Reina, C. S. (2019). Does interacting with trustworthy people enhance mindfulness? An experience sampling study of mindfulness in everyday situations. *PLOS ONE*, 14(4): e0215810. doi:10.1371/journal.pone.0215810

- [10] Kudesia, R. S. (2019). Mindfulness as metacognitive practice. *Academy of Management Review*, 44(2): 405–423. doi:10.5465/amr.2015.0333

*Summarized in:* Kudesia, R. S. (2019). Judging the effectiveness of mindfulness training at work. *AOM Insights*. doi:10.5465/amr.2015.0333.summary

*Note:* This was the 5<sup>th</sup> most frequently read and 7<sup>th</sup> most frequently cited *Academy of Management Review* article published in 2019

- [9] Kudesia, R. S., & Reb, J. (2018). Mindfulness and the risk-resilience tradeoff in organizations. In B. D. Trump, M.-V. Florin, & I. Linkov (Eds.), *IRGC resource guide on resilience (Vol. 2): Domains of resilience for complex interconnected systems* (pp. 94–101). Lausanne, CH: EPFL International Risk Governance Center
- [8] Kudesia, R. S. (2017). Organizational sensemaking. In O. Braddick (Ed.), *Oxford Research Encyclopedia of Psychology* (pp. 1–47). Oxford, UK: Oxford University Press. doi:10.1093/acrefore/9780190236557.013.78
- [7] Kudesia, R. S., Baer, M., & Elfenbein, H. A. (2015). A wandering mind does not stray far from home: The value of metacognition in distant search. *PLOS ONE* 10(5): e0126865. doi:10.1371/journal.pone.0126865
- [6] Kudesia, R. S. (2015). Mindfulness and creativity in the workplace. In J. Reb & P. W. B. Atkins (Eds.), *Mindfulness in organizations: Foundations, research, and applications*: 190–212. Cambridge, UK: Cambridge University Press. doi:10.1017/CBO9781107587793.010
- [5] Kudesia, R. S., & Nyima, V. T. (2014). Mindfulness contextualized: A review and integration of Buddhist and neuropsychological approaches to cognition. *Mindfulness*, 6(4): 910–925. doi:10.1007/s12671-014-0337-8
- [4] Kudesia, R. S., & Elfenbein, H. A. (2013). Nonverbal communication in the workplace. In J. A. Hall & M. L. Knapp (Eds.), *Nonverbal communication*: 805–832. Berlin, DE: Mouton de Gruyter. doi:10.1515/9783110238150.805
- [3] Conboy, L. A., Noggle, J. J., Frey, J. L, Kudesia, R. S., & Khalsa, S. B. S. (2013). Qualitative evaluation of a high school yoga program: Feasibility and perceived benefits. *EXPLORE: The Journal of Science and Healing*, 9(3): 171–180. doi:10.1016/j.explore.2013.02.001
- Note:* Award for top 5 most highly cited papers in 2015–2016 by Elsevier Journals
- [2] Kudesia, R. S., & Bianchi, M. T. (2012). Decreased nocturnal awakenings in young adults performing Bikram Yoga: A low-constraint home sleep monitoring study. *ISRN Neurology*: 1–7. doi:10.5402/2012/153745

- [1] Kudesia, R. S. (2010). Innovators love yoga and you should too. *Leader to Leader*, 58: 11–16. doi:10.1002/ltl.435

### *Under Review*

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1<sup>st</sup> Revision Kudesia, R. S., Reina, C. S., Reb, J., Shaffakat, S., Vogus, T. J., Lehman, D., & Grossman, C. E. [Three field studies and two laboratory studies exploring how mindful organizing enhances team problem solving]. *Journal of Applied Psychology*

*Note:* \* signifies equal authorship and + signifies a student co-author.

## TEACHING

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### *Temple University*

HRM-5802: Leading and Managing Teams and Individuals (EMBA)  
2020 Guest Lecturer; Rating: 4.7/5

BA-9202: Qualitative Research Methods (Doctoral)  
2020 Instructor; Rating: 5.0/5  
2019 Instructor; Rating: 4.3/5

HRM-5113: Power, Influence, and Negotiation (PMBA)  
2020 Instructor; Rating: 4.9/5, 4.5/5  
2019 Instructor; Rating: 4.8/5, 4.9/5  
2018 Instructor; Rating: 4.8/5

### *Washington University in St. Louis*

OB-461: Negotiation (Undergraduate)  
2014 Instructor; Rating: 9.6/10  
2013 Teaching Assistant for Karoline Evans

MGMT-550V: Defining Moments: Lessons in Leadership and Character from the Top (MBA)  
2012–2013 Teaching Assistant for Kurt T. Dirks and J. Stuart Bunderson

Negotiation and Conflict Management (Executive Education)  
2012 Teaching Assistant for William P. Bottom

### *Boston University*

OB-221: The Dynamics of Leading Organizations (Undergraduate)  
2006–2008 Teaching Assistant for Sandra Deacon-Carr

## AWARDS

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- 2020 Best paper impact award for “Emergent Strategy from Spontaneous Anger: Crowd Dynamics in the First 48-Hours of the Ferguson Shooting;” Strategy Practice Interest Group; Strategic Management Society Annual Meeting
- 2020 Best proposal award finalist (first runner-up) for “Emergent Strategy from Spontaneous Anger: Crowd Dynamics in the First 48-Hours of the Ferguson Shooting;” Strategy Process Track; Strategic Management Society Annual Meeting
- 2020 Best paper award for “Obliteration by Divergence in Scientific Networks: The Case of Ego Depletion” (w/ M. Akben); Managerial and Organizational Cognition Division; Academy of Management Annual Meeting
- 2020 Selected as a Senior Investigator for the Mind & Life 2020 Summer Research Institute on “Cultivating Prosocial Development Across the Lifespan: Contexts, Relationships, and Contemplative Practices”
- 2019 Academy of Management Review article “Mindfulness as Metacognitive Practice” was the 5<sup>th</sup> most frequently read article and 7<sup>th</sup> most frequently cited article of 2019
- 2019 18<sup>th</sup> Young Scholars Interdisciplinary Forum; \$1,600 startup grant awarded for project “Job search experience of individuals with criminal records” (w/ C. Harold); Office of Research, Fox School of Business, Temple University
- 2019 Open Access Publishing Fund; \$797.50 grant awarded for PLOS ONE publication “Does interacting with trustworthy people enhance mindfulness? An experience sampling study of mindfulness in everyday situations;” Temple University Libraries
- 2017 Outstanding reviewer award; Managerial and Organizational Cognition Division; Academy of Management Annual Meeting
- 2016 Outstanding reviewer award; Managerial and Organizational Cognition Division; Academy of Management Annual Meeting
- 2016 Top 5 most highly cited papers in 2015–2016; “Qualitative evaluation of a high school yoga program: Feasibility and perceived benefits;” Elsevier Journals
- 2015 Outstanding reviewer award; Managerial and Organizational Cognition Division; Academy of Management Annual Meeting
- 2015 Conference paper “Activist sensemaking in the wake of Ferguson” awarded Dispute Resolution Research Center scholarship; International Association for Conflict Management Annual Meeting
- 2015 Department nominee for Organizational Behavior Division Doctoral Consortium at the Academy of Management Annual Meeting
- 2015 Organized symposium “Mindfulness at Work: New Empirical Directions” selected for Academy of Management Annual Meeting Proceedings
- 2014 Best Research Proposal Award (with J. R. Pierce & A. Espejo); Cognition in the Rough Workshop; MOC Division; Academy of Management Annual Meeting
- 2014 Organized symposium “Mindfulness at Work: Implications for Performance” selected for Academy of Management Annual Meeting Proceedings
- 2014 Session “Mindfulness at Work” voted in the Top 15 “most-favorited” sessions by attendees; Society for Industrial and Organizational Psychology Annual Meeting
- 2013 Organized symposium “Mindfulness at Work: Promising Areas of Research Inquiry” selected for Academy of Management Annual Meeting Proceedings
- 2012 Award in Recognition of Excellence and Innovation in Yoga Research;

2011 International Association of Yoga Therapists; Symposium on Yoga Research  
Doctoral Fellowship; Washington University Olin Business School; 2011–2015

## SERVICE

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### *Reviewing*

- Ad-Hoc Academy of Management Journal; Academy of Management Review; American Journal of Business; Australian Journal of Psychology; Current Psychology; European Journal of Social Psychology; Healthcare; International Journal of Environmental Research and Public Health; International Journal of Hospitality Management; International Journal of Services, Economics and Management; Journal of Applied Psychology; Journal of Business Research; Journal of Creative Behavior; Journal of Management Studies; Journal of Organizational Effectiveness: People and Performance; Management Science; Mindfulness; Motivation and Emotion; Negotiation and Conflict Management Research; Organizational Behavior and Human Decision Processes; Organizational Research Methods; Palgrave Macmillan (Book Proposal); PLOS One; Routledge (Book Proposal); Safety Science; Scientific Reports
- Special Issues Commemorating the 50th Anniversary of the Publication of Karl E. Weick's *The Social Psychology of Organizing* (Journal of Management Studies), Mindfulness at Work: Pushing Theoretical and Empirical Boundaries (Organizational Behavior and Human Decision Processes), How to Conduct Rigorous and Impactful Literature Reviews? (Organizational Research Methods)
- Grants European Science Foundation, Social Sciences and Humanities Research Council of Canada
- Conferences Academy of Management Annual Meeting (2013–2014: CM division, 2014–present: MOC division, 2019: GDO division best student paper award), INGroup Annual Conference (2018), Strategic Management Society Annual Conference (2021)

### *Advising*

- 2020 Dirk-Jan Van Veen (PhD Committee Member, ETH Zürich)
- 2020 Ting Lang (PhD Committee Member, Singapore Management University)

### *Committees*

- 2018– Power, Influence, and Negotiation Course Committee, HRM Dept., Temple U.
- 2018– First and Second Year Paper Committee, HRM Department, Temple University
- 2016– Steering Committee, Mindfulness Microcommunity, Academy of Management
- 2014–2016 Student Representative for the Olin Business School, Wash. U. Graduate Council

### *Organized Symposia*

- 2016 Academy of Management Annual Meeting; “Mindfulness at Work: Extensions and Explorations.” Sponsors: OB, MOC, MSR
- 2015 Academy of Management Annual Meeting; “Mindfulness at Work: New Empirical Directions.” Sponsors: OB, MOC, MSR. Selected as a Showcase Symposium.

- 2014 Academy of Management Annual Meeting; “Mindfulness at Work: Implications for Performance.” Sponsors: OB, MOC, MSR. Selected as a Showcase Symposium.
- 2013 Academy of Management Annual Meeting; “Mindfulness at Work: Promising Areas of Research Inquiry.” Sponsors: MOC, MSR

## PRESENTATIONS

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- [44] Kudesia, R. S. (2021, May). *Toward a crowd policing policy informed by behavioral science: Insights from Ferguson, MO*. Paper to be presented at the Behavioral Science & Policy Association Annual Conference, Virtual.
- [43] Bredikhina, N., Kunkel, T., & Kudesia, R. S. (2021, February). *The commercialization of personal brands: Athletes’ experiences with personal brand development and monetization on social media*. Paper at the American Marketing Association Winter Conference, Virtual.
- [42] Kudesia, R. S. (2021, January). *Distributed cognition at the core of resilience*. Workshop presented at the Future Resilient Systems Winter School, Virtual (Singapore).
- [41] Kudesia, R. S. (2020, December). *Entrainment and the temporal structure of attention: Insights from an explosive demolitions firm*. Presentation at the Institute of Noetic Sciences, Virtual (Arlington, VA).
- [40] Kudesia, R. S. (2020, October). *Emergent strategy from spontaneous anger: Crowd dynamics in the first 48-hours of the Ferguson shooting*. Paper presented at the Strategic Management Society Annual Meeting, Virtual.
- [39] Kudesia, R. S. (2020, October). *How systems meditate: Mindfulness, metacognition, and distributed sensemaking*. Presentation at Boston College, Virtual (Boston, MA).
- [38] Akben, M., & Kudesia, R. S. (2020, August). *Obliteration by divergence in scientific networks: The case of ego depletion*. Paper presented at the Academy of Management Annual Meeting, Virtual.
- [37] Kudesia, R. S. (2020, May). *May meditation Mondays for entrepreneurs*. Weekly presentations on mindfulness in entrepreneurial contexts; Small Business Development Center; Temple University, Philadelphia, PA.
- [36] Kudesia, R. S. (2020, February). *Mindfulness in business*. Presentation at Executive MBA Orientation Weekend; Temple University, Philadelphia, PA.
- [35] Kudesia, R. S. (2020, January). *Safety, mindfulness, and metacognition*. Presentation at European Leadership for Safety Education workshop; European Union, Nice, FR.
- [34] della Torre, G. G., Georgiadis, D., Lera, S., Kudesia, R. S., & Sornette, D. (2019, September). *Sources of strategic advantage in darknet markets: A generalized economic complexity approach*. Paper presented at the Innovation, Economic Complexity and Economic Geography Workshop, Utrecht, NL.
- [33] Lang, T., Kudesia, R. S., & Reb, J. (2019, August). *Mindfulness in the regulatory shadow: How institutional rules enhance organizational safety*. Paper presented at the Academy of Management Annual Meeting, Boston, MA.
- [32] Kudesia, R. S., & Shaffakat, S. (2019, August). *Individual learning from nonroutine situations: Integrating mindful and less-mindful views of search*. Paper presented at the Academy of Management Annual Meeting, Boston, MA.
- [31] Kudesia, R. S. (2019, August). *‘Keep your head up:’ Errors, failures, and interruptions*. Paper

- session discussant at the Academy of Management Annual Meeting; MOC Division; Boston, MA.
- [30] Kudesia, R. S., Reb, J., & Shaffakat, S. (2018, August). *Do mindful individuals organize mindfully? Consequences for team problem-solving*. Paper presented at the Academy of Management Annual Meeting, Chicago, IL.
- [29] Kudesia, R. S., & Reina, C. S. (2018, August). *Mindfulness outside of meditation: How everyday situations influence mindfulness*. Paper presented at the Academy of Management Annual Meeting, Chicago, IL.
- [28] Lang, T., Kudesia, R. S., & Reb, J. (2018, April). *Entraining organizational attention: How bundles of practices constitute high reliability*. Presentation at Singapore Management University; Singapore.
- [27] van Veen, D. J., & Kudesia, R. S. (2018, February). *Generating intelligence from information in group decision making: An agent-based model of underlying cognitive and social factors*. Poster presented at the International Conference on Infrastructure Resilience, Zürich, CH.
- [26] Lang, T., Kudesia, R. S., & Reb, J. (2018, February). *How high reliability organizations structure attention: Insights from controlled demolition teams*. Presentation at INSEAD; Singapore.
- [25] Kudesia, R. S. (2017, November). *Resilient organisations: Founding concepts and perspectives*. Presentation at ETH Zürich; Zürich, Switzerland.
- [24] Kudesia, R. S. (2017, October). *Mindfulness and radical creativity*. Presentation at Temple University; Philadelphia, PA.
- [23] Kudesia, R. S. (2017, October). *Mindfulness and radical creativity*. Presentation at Virginia Commonwealth University; Richmond, VA.
- [22] Kudesia, R. S. (2017, August). *Strategic organization from spontaneous anger: The first 48 hours of the Ferguson shooting*. Paper presented at the Academy of Management Annual Meeting, Atlanta, GA.
- [21] Kudesia, R. S., & Pandey, A. (2017, August). *Is attention scarce or sufficient? A field experiment of mindfulness training in task environments*. Paper presented at the Academy of Management Annual Meeting, Atlanta, GA.
- [20] Kudesia, R. S. (2017, June). *Career advancement in academia: The route to assistant professorships*. Presentation at the Singapore-ETH Centre Professional Development Workshop; Singapore.
- [19] Kudesia, R. S., & Pandey, A. (2017, April). *Doing more with less: Mindfulness training compensates for low cognitive resources in multitasking*. Paper presented at the Annual Asian Management Research Consortium, Singapore.
- [18] Kudesia, R. S., Georgiadis, D., Lera, S., Reb, J., & Sornette, D. (2017, April). *Emergence of collective mind in loosely coupled systems*. Presentation at INSEAD; Singapore.
- [17] Kudesia, R. S. (2016, October). *Mindful organizing as a model of human behaviour*. Presentation at the Singapore-ETH Centre Symposium on Human Behaviour; Singapore.
- [16] Kudesia, R. S., Pandey, A., & Chandwani, R. (2016, August). *Amplifying energy: Temporal dynamics of work engagement over a mindfulness training program*. Paper presented at the Academy of Management Annual Meeting, Anaheim, CA.
- [15] Kudesia, R. S., Dotan, H., Jang, D., & Elfenbein, H. A. (2016, July). *Mindfulness can be contagious: Evidence for convergence with social interaction partners*. Paper presented at the



- INGroup Annual Conference, Helsinki, Finland.
- [14] Kudesia, R. S. (2016, April). *Mindful metacognition: Learning how to unlearn*. Presentation at the National Institute of Education Research Symposium on Mindfulness; Singapore.
- [13] Kudesia, R. S., Dotan, H., & Elfenbein, H. A. (2015, August). *Mindfulness as a multilevel phenomenon*. Paper presented at the Academy of Management Annual Meeting, Vancouver, BC.
- [12] Choi, E., Kudesia, R. S., Mahalingam, R., & Rerup, C. (2015, August). *Mindfulness research methods: Different approaches to understanding mindfulness in organizations*. Professional Development Workshop at the Academy of Management Annual Meeting; Vancouver, BC.
- [11] Kudesia, R. S. (2015, June). *Activist sensemaking in the wake of Ferguson*. Paper presented at the International Association for Conflict Management Annual Meeting, Clearwater Beach, FL.
- [10] Kudesia, R. S., Elfenbein, H. A., & Luckman, E. (2015, June). *Money on the mind: Can mindfulness be used to facilitate economic self-interest?* Paper presented at the Positive Organizational Scholarship Research Conference, Lake Buena Vista, FL.
- [9] Kudesia, R. S., Pierce, J. R., & Baldwin, T. T. (2015, April). *The hard problem of soft skills: Metacognition and managerial performance*. Poster presented at the Society for Industrial and Organizational Psychology Annual Meeting, Philadelphia, PA.
- [8] Bartol, K., Duffy, M., Kudesia, R. S., Lee, A., & Tetrick, L. (2015, April). *Finding a place for mindfulness in the workplace*. Debate at the Society for Industrial and Organizational Psychology Annual Meeting; Philadelphia, PA.
- [7] Kudesia, R. S., & Parke, M. R. (2014, August). *The flexible mind: The role of mindfulness in cognitive adaptation*. Paper presented at the Academy of Management Annual Meeting, Philadelphia, PA.
- [6] Campagna, R., Dirks, K., Robinson, S., Kudesia, R. S., & Crossley, C. (2014, August). *Who trusts you? Do you know? Determinants and implications of trust meta-accuracy*. Paper presented at the Academy of Management Annual Meeting, Philadelphia, PA.
- [5] Allen, T. D., Leroy, H., Kudesia, R. S., Narayanan, J., & Reb, J. (2014, May). *The relationship between mindfulness and creativity*. Panel at the Society for Industrial and Organizational Psychology Annual Meeting; Honolulu, HI; May 2014.
- [4] Kudesia, R. S., Baer, M. & Elfenbein, H. A. (2013, August). *Letting go: How mindfulness meditation impacts creativity and decision making*. Paper presented at the Academy of Management Annual Meeting, Orlando, FL.
- [3] Kudesia, R. S., (2013, March). *Autonomic self-regulation through yoga and meditation*. Lecture at the MAPI Scientific & Research CME and Meeting, Detroit, MI.
- [2] Kudesia, R. S., & Bianchi, M. T. (2011, September). *Decreased nocturnal awakenings in adults performing Bikram Yoga: A low-constraint home sleep monitoring study*. Poster presented at the International Association of Yoga Therapists Symposium on Yoga Research, Lenox, MA.
- [1] Noggle, J. J., Frey, J., Kudesia, R. S., Khalsa, S. B. S., & Conboy, L. (2011, September). *Qualitative evaluation of a high school yoga program during physical education*. Poster presented at the International Association of Yoga Therapists Symposium on Yoga Research, Lenox, MA.