



Peter Cappelli

*Leading Authority on Managing Workplace Talent;
Professor of Management, Wharton School*

TOPIC: Organization and People

SUBTOPICS: Leadership and Management; Global Policy and Economics; Business Strategy

BIG IDEAS:

The India Way: How India's Top Business Leaders Are Revolutionizing Management

Exploding growth. Soaring investment. Incoming talent waves. India's top companies are scoring remarkable successes on these fronts—and more.

How? Instead of adopting management practices that dominate Western businesses, they're applying fresh practices of their own in strategy, leadership, talent, and organizational culture.

Drawing on interviews with leaders of India's largest firms—including Reliance Industries, Infosys Technologies, and HCL Technologies—Peter Cappelli unveils these companies' secrets to success.

Some of the traits identified include:

- Looking beyond stockholders' interests to public mission and national purpose
- Drawing on improvisations, adaptation, and resilience to overcome endless hurdles
- Identifying products and services of compelling value to customers
- Investing in talent and building a stirring culture

Adapted from in-depth analysis and research, Peter offers valuable insights for leaders seeking to strengthen their organization's performance.

BIOGRAPHY

Recognized as one of the world's most important authorities on human capital, Dr. Peter Cappelli is the George W. Taylor Professor of Management at the Wharton School and Director of Wharton's Center for Human Resources. His work focuses on human resource practices, talent and performance management, and public policy related to employment. He advises to organizations on the development of managerial and executive talent by helping his clients better understand how careers and career paths have changed, how these changes require companies to think about managing talent from a more strategic perspective, and how individuals should now think about managing their own careers.

Peter's more recent research examines changes in employment relations in the U.S. and their implications. Publications on the subject matter include, *The New Deal at Work: Managing the Market-Driven Workforce*, which examines the decline in lifetime employment

Talent Management: A Business Imperative

Talent management is about finding, building and keeping the right people, while meeting the organization's business and financial needs. Companies must make this work in an environment where demand is unpredictable and the internal supply of talent is uncertain yet the business model requires the most cost-effective solution possible. Done well, talent management does not pretend to eliminate uncertainty through forecasting and planning, but identifies ways to respond and adapt to that uncertainty. Peter provides new frameworks to guide an organization's thinking about talent management as a business perspective, using economic tools such as supply chain management to manage uncertainty, reframe the "make vs. buy" people equation, and manage supply. He addresses an important talent management issue: managing employee retention. Peter explains how to think about the retention challenge from a business perspective. This includes understanding what factors cause employees to stay or leave, identifying which retention investments make sense, and learning to adapt to high turnover rates.

The New Deal At Work

The days of lifetime jobs and employee loyalty are over. Instead, competition and other market forces lead to company lay offs and employees leaving for the highest bidder. With this change has come the problems of retaining talent, making investments in development pay, and managing without commitment. Based on research from his book, *The New Deal At Work*, Peter explores the developments in employment relationships that cause us to rethink our long-held assumptions about managing people. He reveals that the new arrangement shifts many of the risks of business from employer to employee, as individuals must now assume responsibility for developing their own skills and careers. Anyone concerned about the nation's economic policies will gain valuable insights from his findings.

relationships, *Talent Management: Managing Talent in an Uncertain Age*, which outlines the strategies that employers should consider in developing and managing talent (named a "best business book" for 2008 by Booz-Allen), and his most recent publication, *The India Way: How India's Top Business Leaders are Revolutionizing Management*, which describes a mission-driven and employee-focused approach to strategy and competitiveness.

Peter was named one of the 25 most influential people in the field of human capital by Vault.com and one of the top 100 people in the field of recruiting by Recruiter.com. Additionally, he was elected to the National Academy of Human Resources, and—in 2004—named editor of the *Academy of Management Perspectives*. He currently serves on commissions for The Business Roundtable, the World Economic Forum, and the U.S. Department of Labor.