

## **Peter Cappelli**

The Wharton School  
University of Pennsylvania  
Philadelphia, PA 19104  
(215) 898-2722  
cappelli@wharton.upenn.edu

### *Curriculum Vita*

#### **Education**

B.S. Industrial Relations, Cornell University, 1978.  
D. Phil. Labor Economics, Nuffield College, Oxford University, 1983.  
Doctor Honoris Causa, Liege University, Belgium, 2020

#### **Current Positions**

George W. Taylor Professor of Management and  
Director, Center for Human Resources at The Wharton School  
Research Associate, National Bureau of Economic Research, Cambridge, MA  
U.S. Govt - Top Secret/SCI clearance

#### **Awards, Scholarships, Fellowships**

Honorary Doctorate, Liege University, Belgium, 2020  
Next Avenue| PBS Top 50 Influencers in Aging, 2015.  
Lee Kong Chain Fellow, Singapore Management University, 2015-2016  
HR Magazine's list of "top 5" Management Thinkers in the World, 2014  
International Association of Corporate and Executive Recruiters, 2010 "Pro" award for  
"Exceptional contributions to the human resources field."  
Elected as a Fellow, National Academy of Human Resources, 2003  
2001 Vault.com's list of 25 most influential people in field of human capital, 2000.  
Elected as a Principal, Council on Excellence on Government, since 1998  
Research Fellowship, Australian Center for Industrial Relations Research and Teaching,  
1990-1991.  
German Marshall Fund Fellow, 1986.  
Guest Scholar, The Brookings Institution, Fall 1980.  
Fulbright Scholar, United Kingdom, 1978-1980.  
Studentship/scholar of Nuffield College, Oxford, 1978-1981.  
Summer Fellow, American Institute for Economic Research, 1980.  
Irving Ives Award, Outstanding member of the Freshman class, School of Industrial  
Relations, Cornell University.  
Irving Ives Award, Outstanding member of the Sophomore class.  
Daniel Alpern Award, Academic leader of the class of 1978.

## **Academic Positions:**

George W. Taylor Professor of Management at the Wharton School since 1998.  
Joseph Wharton Associate Professor at Wharton from 1985-1990, with tenure since 1990, Full Professor since 1994.  
Professor of Education Graduate School of Education secondary appointment since 2009.  
Research Associate, National Bureau of Economic Research, since 2003.  
Director of the Certified Employee Benefits Specialist program for the International Foundation of Employee Benefit Plans since 2014.  
Founding Editor, Academy of Management *Perspectives*, 2005-2008.  
Board of Directors and Project Area Leader, U.S. Department of Education's National Center on Postsecondary Improvement, Stanford Graduate School of Education, 1996 (\$12 million 5-year project).  
Chair, Department of Management, The Wharton School, 1995-1998.  
Co-Director, U.S. Department of Education's National Center on the Educational Quality of the Workforce 1990 – 1995 (\$6 million 5-year project).  
Visiting Scholar, Centre for Economic Performance, London School of Economics 1993.  
Visiting Professor, Universita Luigi Bocconi (Milan) 1993.  
Staff Member, U.S. Secretary of Labor's Commission, "Work Force Quality and Labor Market Efficiency," 1988-1989.  
Acting Associate Professor, Haas School of Business, U.C. Berkeley, 1989.  
Assistant Professor, Institute of Labor and Industrial Relations, University of Illinois, 1983.  
Research Associate/Post-Doctorate, Sloan School of Management, MIT, 1982.

## **Other Relevant Academic Experience**

Chair – University of Pennsylvania Faculty Senate Committee on Compensation, 2019-2020, 202-2021.  
Chair – Wharton MBA Committee for Curriculum Review – 1999.  
Editorial Boards: Administrative Science Quarterly (Cornell University), Employee Relations (University of Manchester), Industrial and Labor Relations Review (Cornell University, currently), Industrial Relations (Berkeley, currently), Organizational Dynamics, Journal of Industrial Relations (currently), Leadership and Organizational Development Journal (currently).  
Delegate, US/USSR Emerging Leader's Summit (American Center for International Leadership), USSR, 1989.  
Industrial Relations Research Association Executive Committee, 1993-96 (elected position); Program Committee, 1992; Research Evaluation Committee, 1988-1989, Nominating Committee, 1984.  
Illinois Education Labor Relations Board Panel of Mediators.  
President of the student body/Representative to the Governing Body (trustees), Nuffield College, 1981.  
Editor-in-Chief, ILR Forum, student research journal, 1977-1978.  
Editor, Daily Labor Report, Employee Relations Reporter, Summer 1977, 1978, Fall 1980, Bureau of National Affairs.  
Legislative Assistant, New York State Senate Labor Committee, 1978.

## Other Roles

Board of Directors, New York Human Resources People and Strategy association, 2015-present.

Society for Human Resource Management (SHRM) Award Committee. 2021.

Society for Human Resource Management (SHRM) Executive Council. 2021.

Board of Directors, Conference Board's Human Capital Institute, 2019-present.

Chair of the Gerontological Society of America's Workgroup, Longevity Economics: Policies to Promote the Economic Advantages of Aging, 2017.

Member of the National Security Agency's Task Force on Equality, 2017 to present.

Harvard Business Review/McKinsey best paper judging panelist, 2016-2019.

Director of Wharton Business Radio and Host of *In the Workplace*, SiriusXM Channel 111. 2014-2018.

Member – City of Philadelphia's Commission on Sick Leave, 2014.

Board Member, Human Capital Research Institute, Government of Singapore, 2013 to 2017.

MacArthur Foundation Fellowship Nominator, 2013.

Member, Human Resources Steering Committee, OECD Paris, 2010 to 2012.

Academic Director, Advanced Management Program, Wharton School 1999 to 2013.

Member, World Economic Forum's Global Agenda Council on the Skills Gap, 2009 to 2014.

Member, Business Roundtable "Springboard" Commission on Workforce Training and Development, 2009-2010.

Advisory Board Member, University of Zurich program on education and the economy, 2009 to 2013.

Distinguished Visitor, Ministry of Manpower, Singapore, 2008 to 2016.

External Expert, London School of Economics promotions committee, 2008 to 2010.

Member National Academy of Sciences committee on changing skill requirements in the US economy, 2007.

Member, Select Greater Philadelphia Human Capital committee, 2006-2007.

Advisory Board member, Council on Adult and Educational Learning (CAEL), 2006-07.

Graduate Management Admissions Council (GMAC) Advisory Board member, 2004 to 2008.

Academy of Management Governing Board, 2007.

Sloan Foundation Industry Fellows award committee, 2006-2008.

Senior Advisor for Employment Policy, Kingdom of Bahrain, 2003-2004.

Visiting Scholar, Singapore Management University, 2003.

Visitor, Emirates Center for Social Science Research, Abu Dhabi, 2001.

Committee Member, Kennedy School/Harvard University Executive Session on the Future of the Federal Workforce, 2001-2002.

Member, National Academy of Sciences/National Research Council Committee on the Impact of the Changing Economy on the U.S. Education System, 2000-2001.

Member, National Goals for Education advisory panel, 2000.

Member, National Academy of Sciences/National Research Council Committee on Human Performance, 1997-'98.

Member, US Delegation Drafting Committee, International Telecommunication's Union Developmental Conference, 1992.

Member, National Goals for Education, technical subcommittee, 1991.

## Publications

### Journals:

1. "Stop Over-Engineering People Management." *Harvard Business Review*, September-October 2020. Cover story.  
*Amity Global Academic Excellence Award, 2021.*
2. Agency Workers Hurt Performance. Liat Eldor and Peter Cappelli. *Academy of Management Journal*. Forthcoming.
  - a. Excerpted in *Academy of Management Insights, Staff and Temp Worker Divisions Can Hurt Performance*, September 1<sup>st</sup>.
3. The Advancement of Women in Executive Careers, Rocio Bonet, Peter Cappelli, and Monika Hamori. *Strategic Management Journal*. 2019.
  - a. Excerpted in *How More Women Can Become Business Leaders. Network for Business Sustainability*, November 24<sup>th</sup> 2020.
4. The Payoff from a College Education. *Oxford Review of Education*, 2019.
5. Artificial Intelligence in Human Resources: Challenges and a Path Forward. With Prasanna Tambe, Peter Cappelli, and Valery Yakubovich. *California Management Review*, 2019.
6. Where Measuring Engagement Goes Wrong. Peter Cappelli and Liat Eldor, *Harvard Business Review*, May 2019 (online)
7. Paying to Program? Engineering Brand and HiTech Wages. *Management Science*. Prasanna Tambe, Yuan Yi, and Peter Cappelli. 2020.  
*NBER Working paper excerpted in National Bureau of Economic Research Reporter, 2018.*
8. How You are Hiring is All Wrong. *Harvard Business Review*. May 2019.
9. A Social Exchange and the Effects of Employee Stock Options, Peter Cappelli and Martin Conyon, *ILR Review*, 2020.
10. New Rules for Talent, *Harvard Business Review*, Peter Cappelli and Anna Tavis, March-April 2018.
11. What do Performance Appraisals Do? *ILR Review*, Peter Cappelli and Martin Conyon. 2017.

12. The Performance Management Revolution. *Harvard Business Review*, Peter Cappelli and Anna Tavis. October 2015.  
  
*Reprinted in HBR's Best Reads 2018. Boston: Harvard Business Press.*  
*Excerpted in Asian Link, 2017, Issue 24: 30-35.*
13. Why We Love to Hate HR. *Harvard Business Review*, August 2015. Cover story.
14. Skill Gaps, Skill Shortages, Skill Mismatches: Evidence and Conclusions for the US. *ILR Review*, 2015.
15. Who's Got those Top Jobs? *Harvard Business Review*, Peter Cappelli, Monika Hamori, and Rocio Bonet, March 2014.
16. Talent Management: The Academic-Practitioner Gap. Peter Cappelli and JR Keller. *Annual Review of Psychology*. 2013.
17. Labor Market Intermediaries and the New Paradigm for Human Resources. Rocio Bonet, Peter Cappelli, and Monika Hamori. *Academy of Management Annals*, 2013.
18. HR for Newbies. *Harvard Business Review* October 2013.
19. Understanding Executive Job Search. Peter Cappelli and Monika Hamori. *Organization Science*, 2013.  
  
*Excerpted as "Who Says Yes When the Headhunter Calls?" in The European Management Review. Jan/Feb 2014.*  
  
*Reprinted in Keys to Leadership Success. 2016. Paris: European Business Review.*
20. Classifying Work in the New Economy. Peter Cappelli and JR Keller. *Academy of Management Review*, 2013.
21. A Study of the Extent and Causes of Alternative Work Arrangements. Peter Cappelli and JR Keller. *ILR Review*, 2013. Vol. 66(4): 874-900.

22. A Cautionary View of Construct Validity. *Human Resource Management Review*, Vol 22, Issue 2, June 2012, 149-151.
23. HR Sourcing Decisions and Risk Management. *Organizational Dynamics*, 2011 Vol. 40, 310-316.
24. Reprinted in *The World Financial Review*, July/August 2011.
25. "Leadership Lessons from India." Peter Cappelli, Harbir Singh, Jitendra Singh, and Michael Useem. *Harvard Business Review*, March 2010.
26. "Applicant Screening and Performance-Related Outcomes.: Fali Huang and Peter Cappelli. *American Economic Review*, May 2010, Vol 100 Issue 2, p.214-218.  
  
*SSRN's Top Ten Download List, 2012.*
27. "The Rise and Decline of Executive Development." *Industrial and Corporate Change*. April 2010, Vol. 19 Issue 2, p509-548.
28. "What's Old is New Again: Managerial 'Talent' in an Historical Context." Joseph J. Martocchio and Hui Liao (eds.) *Research in Personnel and Human Resources Management*, Vol. 28, 2009.
29. "A Supply Chain Approach to Workforce Planning." *Organizational Dynamics*, January-March 2009 Vol.30 Issue No.1, 8-15.
30. "Talent Management for the 21<sup>st</sup> Century." *Harvard Business Review*, March 2008.  
  
*Reprinted in Wolfgang Jaeger (ed.) Essays in Talent Management. Wolters Kluwer, 2008.*
31. "Are Franchises Bad Employers?" Peter Cappelli and Monika Hamori. *Industrial and Labor Relations Review*, January 2008, Vol. 61 Issue 2, p147-162.
32. "Tracing the Path of Research in Organizations and Work." *Work and Occupations*, 20(10): 1-3. 2006.
33. "The Path to the Top: Changes in the Attributes and Careers of Corporate Executives, 1980 to 2001. *Harvard Business Review*, 83(1): 25-32, January 2005.  
  
*NBER Working paper excerpted in National Bureau of Economic Research Reporter, October 2004.*  
  
*Reprinted in abridged form in "Pay, Performance, and Profits," Accenture Consulting: 2007.*

34. "Why Do Employers Pay for College?" *Journal of Econometrics*, 121(1-2) August 2004, 213-241.
- Excerpted in National Bureau of Economic Research Reporter Spring 2003.*
- Social Science Research Network's "Top Ten" most accessed papers from NBER working paper series, November 2002.*
- Reprinted in Clive Belfield (ed.). Modern Classics in the Economics of Education, London: Edward Elgar, 2006.*
35. "Why Do Employers Retrain At-Risk Workers? The Role of Social Capital." *Industrial Relations*, 43 (2) April 2004, 421-447.
36. "External Churning and Internal Flexibility: Evidence on the Functional Flexibility and Core-Periphery Hypotheses." Peter Cappelli and David Neumark. *Industrial Relations*, 43(1) Winter 2004, 148-182.
37. "Determinants and Outcomes of Employee Selection Procedures." Steffanie Wilk and Peter Cappelli. *Personnel Psychology*, 56(1) March 2003, 103-125.
38. Will There Really Be a Labor Shortage?" *Organizational Dynamics*, (3) 2003.
- Reprinted in Michael Losey, Sue Messinger, and David Ulrich (2005). Arlington, VA: The Future of Human Resources. New York: Wiley.*
- Reprinted in Human Resource Management, Summer 2005 Vol. 44 No. 2 pp. 143-150.*
- Excerpted in Staffing Industry Report, 2005.*
39. "Do 'High Performance' Work Practices Improve Establishment-Level Outcomes?" Peter Cappelli and David Neumark, *Industrial and Labor Relations Review*, July 2001, 54(4): pp.737-775.
- Selected as one of the top five papers in 2000 and 2001 in the field of economics and employment by University of Minnesota's Industrial Relations Section, July 2002. An Emerald Quality Award publication.*
40. "Managing Without Commitment." *Organizational Dynamics*, Vol. 28 No. 4 Spring 2000, pp.11-24.
41. "The New Deal at Work." *Kent Law Review*, Spring 2001.
- Reprinted in "Global Competition and the American Employment Landscape – As We Enter the 21st Century." Samuel Estreicher (ed.). The Hague: Kluwer International, 2001.*

42. "Old Laws Hobble the New Economy Workplace." *Sloan Management Review*, Vol. 42 No. 2, Winter 2001, pp.112-114.
43. "Making the Most of Online Recruiting." *Harvard Business Review*, Feb/March 2001.
44. "Changes in Managerial Pay Structures 1986-1992 and Rising Returns to Skill." K.C. O'Shaughnessy, David I. Levine, and Peter Cappelli. *Oxford Economic Papers*, (3) 2001, 482-507.
45. "The National Employer Survey: Employer Data on Employment Practices." *Industrial Relations*, Vol. 40 No. 2 October 2001, pp.635-647
46. "Why is it So Hard to Find IT Workers?" *Organizational Dynamics*, (2) 2001, 87-99
47. "It Pays to Value Family: Work and Family Values Reconsidered." Peter Cappelli, Jill Constantine, and Clint Chadwick. *Industrial Relations*, Vol. 39 No. 2 April 2000, pp.175-198.  
  
*2001 Kanter Award Nominee for best research on work and family, Center for Families at Purdue University.*  
  
*Excerpted from the working paper version in the Sunday New York Times, June 19, 1995.*
48. "A Market-Driven Approach to Retaining Talent." *Harvard Business Review*, Jan/Feb2000, Vol. 78 Issue 1, p103-111.  
  
*Reprinted in "Harvard Business Review on Finding and Keeping the Best People." Boston: Harvard Business School Press, 2001.*
49. "Career Jobs Are Dead." *California Management Review*, Vol. 42 No1. Fall 1999, pp.146-167.  
  
*Reprinted in Olivia Mitchell et al. The Future of Retirement. Philadelphia: University of Pennsylvania Press, 2003.*
50. "Employee Involvement and Organizational Citizenship: Implications for Labor Law Reform and 'Lean Production.'" Peter Cappelli and Nikolai Rogovsky. *Industrial and Labor Relations Review*, 1998.  
*An Emerald Publishing citation of excellence designee*
51. "Technology and Changing Skill Requirements: Implications for Establishment Wage Structures." *New England Economic Review*, May/June 1996, pp. 139-154.



52. "Distinctive Human Resources Are Firm's Core Competencies," Peter Cappelli and Anne Crocker-Hefter, *Organizational Dynamics*, Winter 1996, pp. 7-22.

*Reprinted in The Competitive Advantage: Linking Human Resources Practices with Strategy. (New York: American Management Association, 1996.)*

*Excerpted in Randall S. Schuller, Managing Human Resources. (New York: West Publishing, 1996.)*

*Excerpted in Wayne Cascio, Managing Human Resources: Productivity, Quality of Worklife, Profits. (New York: McGraw-Hill 1998.)*

*Reprinted in Susan Jackson and Randall Schuler (eds.). Readings in Strategic Human Resources Management. (Oxford: Blackwell, 1999.)*

53. "British Lessons for Youth Apprenticeship Programs," *Industrial Relations*, Winter 1996. 35(1).
54. "Rethinking the 'Skills Gap'", *California Management Review*, Summer 1995 Vol. 37, No. 4, pp. 108-124.
55. "Rethinking Employment", *British Journal of Industrial Relations*, December 1995, Vol. 33, No. 4, pp. 563-602.

*Reprinted in Susan Jackson and Randall Schuler (eds.). Readings in Strategic Human Resources Management. (Oxford: Blackwell, 1999).*

*Reprinted in Huw Beynon and Theo Nichols (eds). "Patterns of Work in the Post Fordist Era. Edward Elgar: Cambridge, UK. 2006.*

*Reprinted in Michael Reich (ed.). "Segmented Labor Markets and Labor Mobility." Edward Elgar: Camberley, UK, 2009.*

56. "Are Skill Requirements Rising? Evidence for Production and Clerical Workers." *Industrial and Labor Relations Review*, Vol. 46, No. 3, April 1993, pp. 515-530.
57. "Examining Management Displacement," *Academy of Management Journal*, Vol. 35, No. 1, 1992, pp. 203-217.

*Excerpted in Chief Executive Magazine, 1993*

58. "How Should We Assess Students in Higher Education? Lessons from Industry." *Change*, November/December 1992, Vol. 24, No. 6, pp. 54-61.

59. "Why Some Jobs Receive Wage Premiums: A Test of Internal Labor Market, and 'Tournament,' Theories. Peter Cappelli and Wayne Cascio, *Academy of Management Journal*, Vol. 34, No. 4, December 1991, pp. 848-868.
- YSelected as best article on personnel/human resources by the Academy of Management in 1991-92.*
60. "An Efficiency Model of Employee Grievances," Peter Cappelli and Keith Chauvin, *Industrial and Labor Relations Review*, Vol. 45, No. 1, October 1991, pp. 3-14.
61. "An Inter-Plant Test of Efficiency Wage Arguments," Peter Cappelli and Keith Chauvin, *Quarterly Journal of Economics*, Vol. 103, August 1991, pp. 769-787.
62. "Is Pattern Bargaining Dead? An Exchange." *Industrial and Labor Relations Review*. Vol. 44, No. 1, October 1990, pp. 152-156.
63. "The Effect of a Two-Tier Wage Plan on Employee Attitudes," Peter Cappelli and Peter D. Sherer, *Industrial and Labor Relations Review*, Vol. 43, No.2, January 1990, pp. 225-244.
64. "Spanning the Union/Non-Union Boundary at Cummins Engine," Peter Cappelli and Peter D. Sherer, *Industrial Relations*. Vol. 28, No. 2, Spring 1989, pp. 206-226.
65. "Union Wage Policies and Contract Ratifications: The 1982 and 1984 Auto Agreements," Peter Cappelli and W.P. Sterling, *Industrial and Labor Relations Review*. Vol. 42, No. 12, 1988.
66. "Comment on Ratifications" (same issue).
67. "Satisfaction, Market Wages, and Labor Relations: An Airline Study," Peter Cappelli and Peter D. Sherer, *Industrial Relations*. Vol. 27, No. 1, January 1988.
68. "Bargaining Structure, Market Forces, and Wage Outcomes in British Coal Mining," *Industrial Relations*. Vol. 26, No. 2, May 1987.
69. "Management Strategies and the Redesign of Jobs," Peter Cappelli and Robert B. McKersie, *Journal of Management Studies*. Vol. 24, September 1987, pp. 441-462.

*Reprinted in A. Wells (ed.). Advances in the Practice, Theory, and Research of Strategic Human Resources. (New York: Harper Collins,).*

*Reprinted in John B. Miner and Donald P. Crane. Advances in the Practice, Theory, and Research of Strategic Human Resource Management. (New York: Harper Collins, 1995.)*

70. "Competitive Pressures and Labor Relations: The Response of the Airline Industry," *Industrial Relations*. Vol. 24, No. 3, Fall 1985, pp. 316-338.
71. "Plant Level Concession Bargaining," *Industrial and Labor Relations Review*. Vol. 39, No. 3, October 1985, pp. 90-104.
72. "Fair Wages and the Industrial Civil Service," *Scottish Journal of Political Economy*. Vol. 32, No. 1, February 1985, pp. 51-66.
73. "Choice of Theory in Industrial Relations and the Implications for Research," *Industrial Relations*. Vol. 24, No. 1, Winter 1985, pp. 90-112.
74. "Auto Industry Experiments with Guaranteed Income Streams," *The Monthly Labor Review*. Vol. 107, No. 7, July, 1984, pp. 37-39.
75. "Strategic Choice and Industrial Relations Theory." Thomas Kochan, Robert B. McKersie, and Peter Cappelli. *Industrial Relations*, Winter 1984. pp. 16-39.

*Reprinted in U.S. Congress, Oversight Hearings, "Has Labor Law Failed?" Ninety Eighth Congress, Second Session, 1984, p. 1181.*

*Excerpted in Clark Kerr and Paul D. Staudohar (eds.). Industrial Relations in a New Age. (San Francisco: Jossey Bass, 1986). pp. 163-167.*

76. "Comparability and the British Civil Service," *British Journal of Industrial Relations*. March 1984. pp. 33-45.

#### **Manuscripts Under Review:**

Management Without Managers. Tracy Anderson and Peter Cappelli. *Academy of Management Perspectives*.

How you Pay Determines How You Do: The Effects of Financial Aid on Student Performance, with Shinjae Won. NBER Working Paper.

Contracting-Lite: The Conflict between Contracting and Employment Practices and the Implications for Theory.

Never Too Much? The Nonlinear Effect of Psychological Safety on Professional service and Productivity at the Organization level, with Liat Eldor and Mical Hodor.

## Books:

77. What People Earn. (London: MacDonald-Futura, 1981).
78. Training and Development. Editor. (London: Dartmouth Publishing, 1994.)
79. Airline Labor Relations in the Global Era. Editor. (Ithaca, NY: Cornell University ILR Press, 1995.)
80. Change at Work (with Laurie Bassi, David Knoke, Harry Katz, Paul Osterman, and Michael Useem). (New York: Oxford University Press, 1996).  
*Excerpted in Looking Ahead by the National Policy Association, 1996.*
81. The New Deal at Work: Managing the Market-Based Employment Relationship. (Boston: Harvard Business School Press, 1999.)  
*Japanese edition, 2001 (3<sup>rd</sup> printing). Selected as one of the 10 best business books of 2001 by academics surveyed by Weekly Diamond magazine. Spanish edition, 2001, Chinese edition, 2002.*
82. Employment Strategies: Why Similar Companies Manage Differently. Editor. (New York: Oxford University Press, 1999.)
83. The Changing Nature of Work (as a member of the Committee on Techniques for the Enhancement of Human Performance). Washington, D.C.: National Academy Press, a Report of the National Research Council, 2000.
84. Employment Relations: The Future of White Collar Work. (editor). Cambridge: Cambridge University Press, 2008.
85. Talent on Demand: Managing Talent in an Age of Uncertainty. Boston: Harvard Business School Press, 2008. *Japanese edition, 2008, Thai and Vietnamese editions, 2008. Indonesian Edition, 2009, Chinese edition 2012 titled Talent Management Lectures. Booz-Allen notable business book for 2008.*
86. Managing the Older Worker (with Bill Novelli). Harvard Business, 2010
87. The Indian Way (with Harbir Singh, Jitendra Singh, and Michael Useem). Harvard Business, 2010. Hindi edition 2011, Chinese and Korean editions 2012.
88. Why Good People Can't Get Jobs: The Skills Gap and What Companies Can do About It. Wharton Digital Press, 2012.  
*Excerpted in Time Magazine (Time.com) and the San Francisco Chronicle, Podcast version for Federal Reserve Bank of Atlanta.*  
  
*Reviewed/Discussed in The New Yorker, The Atlantic, Forbes, Inc, Wall Street Journal, Washington Post, LA Times, Harvard Business Review, BBC Radio, various NPR shows, 60 Minutes on CBS. Chinese and Portuguese editions 2012.*

89. Will College Pay off? A Guide to the Most Important Financial Decision You'll Ever Make. New York: Perseus-Public Affairs, 2015. Reviewed in *Wall Street Journal*, *Financial Times*, *Barrons*, and other business publications.
90. Fortune Makers: The Leaders Creating China's Great Global Companies. Michael Useem, Harbir Singh, Neng Liang, and Peter Cappelli. New York: Perseus-Public Affairs, 2017. Chinese (Taiwanese) edition simultaneous publication.

### **Book Chapters, Etc:**

91. "The Concession Bargaining Experience," Robert B. McKersie and Peter Cappelli in *Avoiding Confrontation in Labour Relations*. (Montreal: McGill University Press, 1981). pp. 15-32.  
*Reprinted in Richard L. Rowan (ed.) Readings in Labor Economics and Industrial Relations. (Homewood, IL: Irwin, 4th ed. 1986). pp. 243-253.*
92. "Concession Bargaining and the National Economy," in *Proceedings of the Industrial Relations Research Association*, (Madison, WI: IRRA, 1983). pp. 362-371.
93. "The Transformation of the Industrial Relations/Human Resources Function," Thomas Kochan and Peter Cappelli, in Paul Osterman (ed.), *Internal Labor Markets*. (Cambridge, MA: MIT Press, 1984). pp. 163-190.  
*Reprinted in University of Toronto Personal Series, Vol. 1, No. 1, 1984.*
94. "Union Gains under Concession Bargaining," in *Proceedings of the IRRA, 1983*, (Madison: IRRA, 1984). pp. 297-305.  
*Selected for excerpting in The Monthly Labor Review. Vol. 107, No. 5, May 1984, pp. 40-42.*  
  
*Reprinted in Lloyd Reynolds, Stanley Masters, and Collette Moser (eds.) Readings in Labor Economics and Labor Relations. (Englewood Cliffs, N.J.: Prentice Hall, 4th Edition, 1985). pp. 40-41.*
95. "The Crisis in Collective Bargaining," Peter Cappelli and Robert McKersie, in Thomas Kochan (ed.) *Strategies for the Labor Movement*. (Boston: Little and Brown, 1985). pp. 227-246.
96. "Airline Industrial Relations in Transition," Peter Cappelli and Timothy Harris, *Proceedings of the Industrial Relations Research Association*. (Madison: IRRA, 1985). pp. 437-446.  
  
*Selected for excerpting in The Monthly Labor Review. Vol. 108, No. 6, June 1985, pp. 37.*

97. "The Effects of Management's Industrial Relations Strategy: Results of A Recent Survey," Peter Cappelli and John Chalykoff. Proceedings of the Industrial Relations Research Association. (Madison, WI: IRRA, 1986).  
*Selected for Excerpting in The Monthly Labor Review. Vol. 109, No. 4, April 1986, pp. 45-47.*  
  
*Reprinted in Business Strategies, (Chicago: Commerce Clearing House, 1986).*
98. "Putting Participation in Perspective" (Comment on William Gomberg), Human Resource Management, Vol. 25, No. 3, Fall 1986, pp. 365-368.
99. "Airline Industrial Relations After Deregulation," in Collective Bargaining in American Industry. David B. Lipsky and Clifford B. Donn (eds.), (Boston: D.C. Health and Co., 1987).
100. "Bargaining with the Bell System after Divestiture," Peter Cappelli and Charles Perry, Proceedings of the Industrial Relations Research Association. (Madison, WI: IRRA, 1987), pp. 191-200.
101. "New Management Strategies and Tactics in Labor Relations," Proceedings of the 40th Annual NYU National Conference on Labor Relations. (New York: Matthew Bender Co., 1987).
102. "Airline Labor Relations after Deregulation," Cleared for Takeoff: Airline Industrial Relations after Deregulation. (Ithaca, NY: ILR Press, Cornell University, 1988).
103. "The Role of Unions in Improving Workforce Quality, Labor Market Efficiency, and Effective Employee Management," in Investing in People: A Strategy to Address America's Workforce Crisis, (Washington, D.C.: U.S. Department of Labor, 1989).
104. "Collective Bargaining," in John Fossum (ed.) Employee Relations Handbook. (Washington, D.C.: BNA, 1990).
105. "Still Working on the Railroad: An Exception to the Transformation of U.S. Labor Relations," (Washington, D.C.: U.S. Department of Labor, Bureau of Labor-Management Relations and Cooperative Programs, 1990).
106. "Labor Costs and Labor Relations in the Airlines: A Report to the U.S. Secretary of Transportation," (Washington, D.C.: U.S. Department of Transportation, Department of Economics, 1991.) Briefing reports with the Secretary July 1991.
107. "The Missing Role of Context in OB: The Need for a Meso Approach," Peter Cappelli and Peter D. Sherer, in Research in Organizational Behavior, L.L Cummings and Barry M. Staw (eds.), (Greenwich, CT: JAI Press, 1991).

108. "Economics and Organizational Behavior: Finding a Middle Path for Industrial Relations," Proceedings of the Industrial Relations Research Association. (Madison, WI: IRRA, 1991).
109. "Assessing College Student Performance: What Can We Learn from Industry Practices?" Briefing Paper for the National Goals for Education Panel. (Washington, D.C.: National Center on Educational Statistics, U.S. Department of Education, October 1991.)
110. "Is There a Future for the Field of Industrial Relations in the United States?" In Russell D. Lansbury (ed.). *Industrial Relations Teaching and Research: International Trends*. (Sydney: Australian Centre for Industrial Relations Research and Teaching, 1991, pp. 3-40.)
111. "Integrating Strategic Human Resources and Strategic Management," Peter Cappelli and Harbir Singh, in David Lewin, Olivia S. Mitchell, and Peter D. Sherer (eds.), *Research Frontiers in Industrial Relations and Human Resources*. (Madison, WI: Industrial Relations Research Association, 1993).  
  
*Reprinted in A. Wells (ed.). Advances in the Practice, Theory, and Research of Strategic Human Resources. (New York: Harper Collins, 1995.)*
112. "Youth Apprenticeships in Britain," Phi Delta Kappan, Spring 1996.
113. "New Work Systems and Skill Requirements," Peter Cappelli and Nikolai Rogovsky, *International Labour Review*, Vol. 133, No. 2, 1994.
114. "Self-Assessed Skill Needs and Job Performance," Peter Cappelli and Nikolai Rogovsky, Albert Tuijnman, Irving Kirsch, and Daniel Wagner (eds.). *Adult Basic Skills: Innovations in Measurement and Policy Analysis*. (Paris: OECD, 1995).
115. "Supply and Demand Factors Affecting Occupational Classifications." (Washington, D.C.: Standard Occupation Classification Revisions Group/Bureau of Labor Statistics, Spring 1995.)
116. "Managerial Careers in the Insurance Industry" (with Elizabeth Scott and K.C. O'Shaughnessy), In Paul Osterman (ed.). *Broken Ladders: Managerial Careers in Transition*. (New York: Oxford University Press, 1997.)
117. "The New Employment Relationship and the Effects on Wage Pressure." Federal Reserve Board of Governors Presentation, Washington, D.C. November 1997. Reprinted in the Wharton Alumni Magazine, 1998.
118. Clint Chadwick and Peter Cappelli, "Alternatives to Generic Strategy Typologies in Strategic Human Resources Management." *Research in Personnel and Human Resource Management*, Greenwich, CT: JAI Press, 1999.

119. "Examining the Incidence of Downsizing and Its Effects on Establishment Performance." In David Neumark (ed.). *On the Job: Is Long-term Employment a Thing of the Past?* New York: Russell Sage, 2000.

*Excerpted in Monthly Labor Review August 2000 Vol. 123 No. 8, p. 40.*

*Reprinted in "Employee Downsizing." Institute of Chartered Financial Analysts (India), 2004.*

120. "Market-Mediated Employment: The Historical Context. In Margaret Blair and Thomas A. Kochan (eds.) *The New Relationship: Human Capital in the American Corporation.* Washington, D.C.: The Brookings Institution, 2000.

121. "Labor Markets in the Gulf States: Prospects for Reform." *World Economic Forum Arab Report*, 2005.

122. "The External Labor Market." Peter Cappelli and Monika Hamori in *The Handbook of Career Studies*, Hugh Gunz and Maury Pieperl (eds.). New York: Sage, 2007.

123. "Changes at Work and the Opportunities for Theory." In Marek Korczynski, Randall Hodson, Paul Edwards. *Social Theory at Work.* Oxford: Oxford University Press, 2007.

124. "How Organizations Obtain the Human Capital They Need." Monika Hamori, Rocio Bonet, and Peter Cappelli. In Alan Burton-Jones and J.C. Spender (eds.). *Oxford Handbook of Human Capital.* Oxford: Oxford University Press, 2009.

125. "Succession Planning." In Sheldon Zedeck (ed.) *APA Handbook of Industrial and Organizational Psychology.* American Psychological Association, 2010.

126. "A supply chain approach to talent management". Peter Cappelli and JR Keller. 2013. In *Strategic Talent Management: Contemporary Issue in an International Context*, Edited by Paul Sparrow, Cambridge University Press.

127. "Can Data Science Change Human Resources?" With Prasanna Tambe and Valery Yakubovich. In Jordi Canals and Franz Heukamp, ed, (2019). *The future of management in an Artificial Intelligence world.* London: Palgrave-MacMillan.

128. "Contracting, Engagement, and the 'Gig' Economy," with Liat Eldor in Ben Schneider and John Meyer (eds). 2021. *Research Agenda for Employee Engagement in a Changing World.* London: Edward Elgar.



### **Columns for the *Wall Street Journal*:**

“Why Companies Aren’t Getting the Employees They Need,” *Wall Street Journal*, October 24, 2011. P. B1. Most read and emailed article in WSJ for week of October 23<sup>rd</sup>. Reposted on website March 2011.

“Why Companies Aren’t Getting the Employees They Need: The Author Responds.” *Wall Street Journal*, October 26<sup>th</sup> 2011, online edition.

“Why Focusing Too Narrowly on College Could Backfire,” *Wall Street Journal*, November 15<sup>th</sup> 2013.

*Used as the entrance exam question for Waseda University, Tokyo, Japan, 2015.*

“Are Entrepreneurs Really Different than the Rest of Us?” With Laura Huang. *Wall Street Journal*, November 3<sup>rd</sup> 2014.

“Why Bosses Should Stop Thinking of ‘A Players,’ ‘B Players,’ and ‘C Players.’” *Wall Street Journal*, February 17<sup>th</sup> 2017.

“The Problem with Hiring” *Wall Street Journal*, February 25<sup>th</sup> 2019.

“It’s Time to Get Rid of Employee Surveys.” *Wall Street Journal*, August 1<sup>st</sup> 2020.

“Why the Office Isn’t Going Away.” *Wall Street Journal*, December 13<sup>th</sup> 2020.

“After Covid, Should You Keep Working from Home? Here’s How to Decide.” With Rocio Bonet. *Wall Street Journal*, March 22<sup>nd</sup> 2021.

### **Other Media Publications**

What Determines Pay? Sir Henry Phelps Brown and Peter Cappelli, Working Together Society monograph, London, 1980.

"Labor Relations Enters New Territory," *Management Review*, Vol. 75, No. 3, March 1986, pp. 28-31.

"The Fare Wars Have Just Begun," *Philadelphia Inquirer*. March 25, 1986, p. 17.

"Settling Inexorably into Oligopoly" (Airlines after Deregulation), *The New York Times Sunday Business Forum*, September 7, 1986, p. B2.

"The Worst of Times for Airline Labor," *Newsday*. August 27, 1987.

"Two-Tier Wage Plans," *Journal of Commerce*. September 1, 1988.

"Sorry, Perestroika Isn't Enough," *The Christian Science Monitor*, Monday August 6, 1990.

"A Lesson for Labor from the American Airlines Strike," *Los Angeles Times*, November 26, 1993, p. B5.

"Part time: Good for Whom?" *Philadelphia Inquirer*, April 8 1997, pp.A31.

"Do Pepsi and Oatmeal Mix?" *Wall Street Journal*, December 5 2000, p. A26.

"Workers Clip the Wings of United." *Financial Times*, December 4 2002.

"Guest Workers and the Distorting Effects on Labor Markets." *Philadelphia Inquirer*, January 15, 2004.

"What Does 'Qualified' Truly Mean?" *Newsday*, January 11 2009.

"Why Tomorrow's Wall Street Leaders Don't Like Bonuses." *Washington Post*, December 19, 2010, with Michael Useem, John Paul MacDuffie, and Matthew Bidwell.

"Our Irrational, Harmful Bias Against the Unemployed." *Washington Post*, May 2<sup>nd</sup> 2012.

"If There is a Gap, Blame It on the Employers." *New York Times*, July 9<sup>th</sup> 2012.

"What Employers Want? Workers They Don't Have to Train." *Washington Post*, September 5<sup>th</sup> 2014.

"How to Save Good Jobs." *The Washington Post*, February 10<sup>th</sup> 2017.

### **Major Grants:**

1989 -- \$55,000 from U.S. Department of Labor to study transportation labor relations.

1991-1996 \$6 million from U.S. Department of Labor to establish the National Center for the Educational Quality of the Workforce. Co-Director.

1996-2001 \$12 million from U.S. Department of Labor to establish the National Center for Post-Secondary Improvement (run jointly with Stanford University), Executive Committee member, Project Area leader.

2000 \$143,000 School-to-Work Office of the U.S. Department of Education to study employer involvement with schools.

2001 \$150,000 Ford and Rockefeller Foundations Project on Work to support the 2000 National Employer Survey.

2001 \$83,000 Russell Sage Foundation to examine the determinants of contingent work.

2003 \$285,000 National Science Foundation to study demographic issues in the IT workforce.

### **Selected Presentations:**

Pierce Memorial Conference, "Collective Bargaining in American Industries," New York State School of Industrial and Labor Relations, Cornell University, 1986.

International Conference on Management Strategy and Industrial Relations, Manchester Business School, 1986.

Academy of Management Centennial Panel on Negotiations, 1986.

Sidney Harmon Lecture (panel), "Airline Experiments that Crashed," Kennedy School of Government, Harvard University, 1987.

Forty-first Annual NYU Conference on Labor Relations, Keynote Speaker, 1987.

National Mediation Board/Cornell University Conference on Airline Labor Relations, Keynote panel, 1987.

University of Sydney/Australian Center for Industrial Relations Research and Teaching Conference on Industrial Relations, May 1991.

Keynote Speaker, International Labour Organization Conference on Training (Geneva), 1993.

Keynote Speaker, National Planning Association Annual Meeting (Washington), 1993.

Milton Derber Memorial Lecture, University of Illinois Institute of Labor and Industrial Relations, 1998.

Peirce Memorial Labor Law Lecture, Kent University Law School, 1999.

Keynote Speaker, Stetson University Law School Annual Conference on Labor and Employment Law, 2000.

Master Class presentation, Society for Human Resource Management annual meeting, 2001.

Keynote Speaker, NASSCOM (Indian IT-BPO organization), 2005 and 2007, Chennai India.

US Army Senior Conference XLVII, Key Note Speaker, West Point, NY 2010.

Convener, U.S. Department of Education/National Center on the Educational Quality of the Workforce Seminar Series, Washington, D.C., 1991-2000.

Keynote Speaker US Army's Annual Senior Conference, West Point, NY 2012.

The City Club of Cleveland presentation (the oldest free speech form in the US ) October 2015

**Teaching Experience:**

Intermediate micro, macro, and labor economics, Oxford University.  
Collective bargaining, statistics/research methods, and compensation systems, University of Illinois.

Negotiations and conflict resolution, organizational behavior, U.C. Berkeley.  
Collective bargaining, compensation/labor economics, organizational behavior, and negotiations and conflict resolution, The Wharton School.

**Teaching Awards:**

Elected to University of Illinois list of Excellent Teachers, 1984.  
Nominated for Wharton's Anvil Award for excellence in teaching, 1990.  
Anvil Award Finalist, 1993.  
MBA "Core" teaching award, 1999; 2000; 2001.  
Miller-Sherrerd MBA Core Teaching Award, 2002, 2006 (for highest-rated courses).  
Executive MBA Teaching Award (for highest-rated course), 2002, 2005, and 2007, 2009, 2011, 2013.  
Undergraduate teaching award, 2019.

Executive Education - Academic Director for Wharton Executive Education Advanced Management Program (AMP); Program on Managing Higher Education/Institute for Research on Higher Education; Human Resource Business School; Middle East Partnership Initiative program for women managers from the Middle East.

**Consulting Experience:**

Among significant consulting engagements was a study for the US Secretary of Transportation on pay in the airlines, a report outlining solutions to the labor-related conflicts holding back the expansion of the Pennsylvania Convention Center, a report outlining the process through which the State of Pennsylvania would take over responsibility for the administration of local courts, a proposal to the Kingdom of Bahrain outlining the reform of their labor markets, a study of the effects of the Work Opportunities Tax Credit for the National Employer's Opportunity Network.

Member of Ford Motor Company's Global Competency Board, advisory board member of Saba, Vault.com, Taleo, SkillsSurvey, HireIQ. Member, New Products Committee, DBM International. Consultant to the IMF on performance management, OECD and WTO on human resources.