



***CHRO Today Executive Network***

**Advice | Support | Best Practices**

# **C-TEN Meeting**

**Collaborative Group Discussion**

**✓ Expert-Led Discussion**

*July 9, 2026*

*3:00 PM ET | 12:00 PM PT*

# North America Forum C-TEN Highlights



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## Congratulations C-TEN

### Winners!



**Rosemary Sheehan**

CHRO of the Year  
Sustainable Workforce



**Quest Diagnostics**

HR Team of the Year



**Nightingale College**

Business Partnership  
Excellence - Internal

**C-TEN Update**

**C-TEN Website Updates**

# Expert-Led Discussion



**Dr. Peter Cappelli**

*Director,  
Wharton Center for  
Human Resources*

## ***What's your HR strategy?***

**Dr. Peter Cappelli** is the George W. Taylor Professor of Management at The Wharton School and Director of Wharton's Center for Human Resources. He is also a Research Associate at the National Bureau of Economic Research in Cambridge, MA, served as Senior Advisor to the Kingdom of Bahrain for Employment Policy from 2003–2005, was a Distinguished Scholar of the Ministry of Manpower for Singapore, and was Co-Director of the U.S. Department of Education's National Center on the Educational Quality of the Workforce from 1990–1998.



# What is your “People Strategy”?

Peter Cappelli

George Taylor Professor of  
Management

The Wharton School





## If you don't have one, what's the risk?

- Just doing the basics well – can that be enough?
  - The risk – if you can't show why doing those well matters
  - If you can't measure that....
  - The pressure to cut costs is endless
  - “Why not outsource it” – investors ask



# Why do we “need” an HR strategy?

- The discovery of business strategy – ways to compete
- The rise of strategy consulting firms
- Being distinctive matters: Don't be the commodity provider!
- Q: If our product/services are unique, how to we get them?
- A: Need unique capabilities to drive them
- Q: How do we get unique capabilities?
- A: Need unique/different mgmt practices – that's HR

# Developing a Core Competency to Support the Strategy



Making companies more competitive at some aspects of the business



Companies hire people with the dispositions to fit those needs, develop the behaviors associated & create cultures that support them

# Two competing views of HR since the 1990s

It's a profession – pushed by SHRM

- There are “best practice” ways to execute any task. Follow those

It's an executive function

- Do whatever fits the unique views of your business.

These two views have been quietly at war ever since

- The “profession” view rules among the HR community
- The “executive function” view rules in the C suite

+  
◦ •

In the 2020s, the  
push from  
strategy  
consultants:

+  
• ◦

# Alignment

Central part of HR's mission



# Recognition that strategies fail because of execution

So we are back to the HR needing a strategy – follow business strategy

A black chess king piece stands on a checkered board. The king has a cross on top and is positioned on a dark square. The board extends into the distance, and the background is a blurred, light blue-grey.

Except that – “strategy” has gone  
away

# New survey of 262 CEOs

## Can they articulate their strategy?

1= not at all 5= clear with details

Result?

2.5

# Same survey asks about “alignment”

Q: Is your strategy clear about what is required to execute it

1= no way 5=clear for all functions what was required

Mean score?

2.1

**“Ways to compete” don’t seem to matter.**

Focus of CEOs? M&A, in and out of markets.



# What does seem to matter:

STRATEGY ITSELF  
DISAPPEARS



## NO.2



“modifying business models”  
has moved up to No. 2  
business priority for  
executives (CB, 2022)

## 58%



managers said they need to  
“reinvent” their business every 3  
years or less just to survive (AMJ,  
2021)

# HR Leaders....

94%

Say more flexible deployment” and “adopting agile methods “ is among top priorities

19%

Feel their workforce is capable of changing direction in the face of changing needs (Gartner)

# Can a “People Strategy” Be

We help assess M&A targets

We figure out how to move faster?



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**Next C-TEN Meeting:**

**Tuesday, August 11  
12:00 PM ET / 9:00 AM PT**

**Group Discussion**

Virtual