



PRESS KIT

## Emilio J. Castilla

MIT PROFESSOR OF MANAGEMENT & WORK AND ORGANIZATION STUDIES

MIT Sloan School of Management · [ecastilla@mit.edu](mailto:ecastilla@mit.edu) · [mitsloan.mit.edu](http://mitsloan.mit.edu)

### BIOGRAPHY

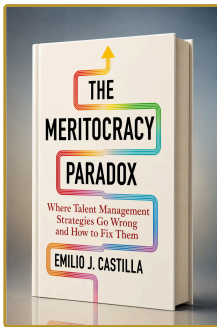
Emilio J. Castilla is Professor of Management and Professor of Work and Organization Studies at the MIT Sloan School of Management, where he studies how organizations shape careers, workplace outcomes, and organizational success. A globally recognized scholar, author, and speaker, his work challenges conventional thinking about merit, fairness, opportunity, and performance, helping leaders build more effective and equitable organizations.

He is the author of *The Meritocracy Paradox: Where Talent Management Strategies Go Wrong and How to Fix Them*, an award-winning book that has sparked conversations among business leaders, policymakers, educators, and organizations around the world. Through his research, writing, and speaking, Castilla helps organizations and leaders turn those insights into action.

His research has been published in many of the world's leading academic journals and has influenced both scholarly debates and management practice. Drawing on extensive organizational and workforce data, he examines how hiring, promotion, compensation, leadership, and talent management systems affect opportunity, performance, innovation, and long-term organizational success.

Prior to joining MIT, Castilla was a professor at the Wharton School of the University of Pennsylvania. He received his PhD and MA in Organizational and Economic Sociology from Stanford University. He has taught in MBA, executive, and doctoral programs at MIT Sloan, the Wharton School, and universities worldwide, with courses spanning Strategies for People Analytics, Leading Effective Organizations, and Strategic Human Resource Management.

### PUBLICATION



## The Meritocracy Paradox

*Where Talent Management Strategies Go Wrong and How to Fix Them*

Columbia University Press · 2025

This award-winning book challenges conventional assumptions about fairness, opportunity, and performance in organizations — revealing how the very pursuit of meritocracy can undermine it, and offering evidence-based strategies for building truly equitable workplaces.

- Gold Winner — 2026 Nautilus Book Award in Business and Leadership
- Bronze Medal Winner — 2026 Axiom Business Book Awards, Human Resources
- Shortlisted — 2025 Talent Award, Thinkers50

### PRAISE FOR THE BOOK

*"The Meritocracy Paradox is an extremely timely account of how we should consider merit in the workplace — and why we typically don't — that has the rare combination of being academically rigorous, insightful, and also fun to read. Highly recommended."*

**Peter Cappelli** — Author of *Our Least Important Asset*

*"Meritocracy is an ideal for most of us. Yet in the pursuit of that ideal, we easily blind ourselves to many forms of unfairness. Castilla's illuminating book shows what it takes to achieve a true meritocracy — and the many traps to avoid along the way. A cautionary tale and essential guidebook for the current times."*

**Herminia Ibarra** — The Charles Handy Professor of Organisational Behaviour, London Business School

*"The Meritocracy Paradox is a landmark contribution from one of the most insightful organizational scholars of our time. With empirical precision and deep humanity, Castilla gives us a practical, evidence-based guide to understanding how fairness falters — and how we can still get it right."*

**András Tilcsik** — Coauthor of *Meltdown: Why Our Systems Fail and What We Can Do About It*