



OPERATIONS MANAGEMENT

Why Do We Undervalue Competent Management?

by [Raffaella Sadun](#), [Nicholas Bloom](#), and [John Van Reenen](#)

FROM THE SEPTEMBER–OCTOBER 2017 ISSUE

In MBA programs, students are taught that companies can't expect to compete on the basis of internal managerial competencies because they're just too easy to copy. Operational effectiveness—doing the same thing as other companies but doing it exceptionally well—is not a path to sustainable advantage in the competitive universe. To stay ahead, the thinking goes, a company must stake out a distinctive strategic position—doing something different than its rivals. This is what the C-suite should focus on, leaving middle and lower-level managers to handle the nuts and bolts of managing the organization and executing plans.

Michael Porter articulated the difference between strategy and operational effectiveness in his seminal 1996 HBR article, "What Is Strategy?" The article's analysis of strategy and the strategist's role is rightly influential, but our research shows that simple managerial competence is more

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Reviewing **Why Do We Undervalue Competent Management Hbs Edu**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is actually astonishing. Within the pages of "**Why Do We Undervalue Competent Management Hbs Edu**," an enthralling opus penned by a very acclaimed wordsmith, readers set about an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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