



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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Why Do We Undervalue Competent Management Hbs Edu Book Review: Unveiling the Magic of Language

In an electronic era where connections and knowledge reign supreme, the enchanting power of language has become much more apparent than ever. Its capability to stir emotions, provoke thought, and instigate transformation is actually remarkable. This extraordinary book, aptly titled "**Why Do We Undervalue Competent Management Hbs Edu**," published by a very acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound effect on our existence. Throughout this critique, we shall delve into the book's central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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