



OPERATIONS MANAGEMENT

Why Do We Undervalue Competent Management?

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

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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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Good Jobs for All in a Changing World of Work The OECD Jobs Strategy OECD,2018-12-04 The labour markets of OECD and emerging economies are undergoing major transformations The widespread slow down in productivity and wage growth and high levels of income inequality in many countries are coupled with structural changes linked to the digital revolution globalisation and *The New Science of Medicine & Management* Jon A. Chilingirian,S. Abbas Shobeiri,Mark A. Talamini,2023-07-24 This exciting first of its kind title describes the blossoming new science of medicine and management the concepts methodologies techniques and tools that create value for patients populations caregivers staff and healthcare organizations Developed out of the innovative and powerful physician executive MBA program at the Heller School of Social Policy and Management at Brandeis University The New Science of Medicine Every Leader a Collaborative Team Player and a new definition of high value health care Composed of the best 18 of approximately 200 outstanding physician led business school projects the book is based on the collective efforts and experiences of 33 authors and coauthors 28 of whom are physicians and 19 of whom have an MD and an MBA degree The work is grounded in three important assertions First the clinical side of complex professional medical organizations such as hospitals has traditionally been led by highly skilled highly experienced medical practitioners trained in the underlying biomedical disciplines and applied medical sciences Second there is research evidence that managers with clinical backgrounds can run better healthcare organizations and a growing number of physician led multispecialty groups are outperforming organizations run by lay managers Third physicians and other caregivers should have some training in the new science of medicine and management moreover and very importantly the transition from clinician to clinical manager and leader is challenging and requires training in the new science of medicine and management State of the art developed by expert physician leaders in the field and replete with a wide range of management insights and lessons this book asks important questions and offers an exciting and comprehensive resource for all physicians health administrators and clinicians interested in not only the science of medicine and management and in developing physician led teams but crucially in ensuring value in healthcare by improving patient outcomes safety affordability and employee well being *Des emplois de qualité pour tous dans un monde du travail en mutation La stratégie de l'OCDE pour l'emploi* OECD,2019-09-05 La nouvelle Stratégie de l'OCDE pour l'emploi propose un cadre d'action complet et des recommandations en vue d'aider les pays relever ces défis Elle va au delà de l'aspect quantitatif de l'emploi pour faire de la qualité des emplois et de l'inclusivité du marché du travail des priorités essentielles de l'action publique tout en mettant l'accent sur l'importance de la résilience et de l'adaptabilité pour assurer le bon fonctionnement de l'économie et du marché de l'emploi dans un monde du travail en mutation rapide Le message clé est que des politiques renforçant la flexibilité sur les marchés des produits et du travail sont nécessaires mais pas suffisantes Des politiques et des institutions qui protègent les travailleurs favorisent l'inclusion et permettent aux travailleurs et aux entreprises de tirer le meilleur parti des

changements en cours sont également nécessaires pour promouvoir des résultats bons et durables

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