



# What I Didn't Learn in Business School: How Strategy Works in the Real World

*Jay Barney, Trish Gorman Clifford*

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Meet John Downs. He's a new MBA graduate who's landed a job with a strategy consultancy. His engagement team is on a mission: help HGS Inc., a specialty chemicals firm, define and execute a strategy for exploiting a textile technology the company developed.

John and his team deploy state-of-the-art strategy tools to analyze the attractiveness of potential markets for the technology. But they soon realize the tools don't help them grapple with the human side of strategy--including political forces swirling within HGS. Everyone involved in the engagement is biased and insecure, brilliant and hardworking, selfish and lazy, loyal and dedicated.

John and his cohorts aren't "real"--What I Didn't Learn in Business School is a business novel. But they're realistic: they're just like us. Their story reveals the limitations of strategy tools and demonstrates tactics for navigating the messy, human dynamics that can make or break a company's strategy efforts.

This engaging book uses the power of story to present potent lessons for anyone seeking to excel at strategy management. It's a compelling read--whether you're an MBA grad struggling to apply what you learned or in the fray and eager to see what MBAs get wrong when they land in the real world.

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