

**Project Title:** *Effectiveness of Rational Strategizing*

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**Project Description:** This study focuses on measuring the effectiveness of rational strategizing and its implementation in the Philippine setting. Rational or “left brain” strategizing is the main andragogical approach used in the Ateneo Graduate School of Business (AGSB). Whether in fact this is more effective than “right brain” strategizing (adaptive, ideological, and creative) is the hypothesis which the study seeks to prove by data mining the storehouse of information contained in the AGSB’s almost 2,800 strategic management (STRAMA) papers.

The conceptual approach analyzes the interaction between the three components of change management - the change agent (the leader), the change element (the strategy), and the change target (the company) and is divided into two phases.

Phase I touches on strategy as change element and its impact on the company. The effectiveness is measured using the Altman Z score.

Phase II focuses on the leader as transformational change agent. Using the findings from Phase I on companies which were transformed from low to high score (or “good to great” and using other screening criteria, the transformational leaders are identified and interviewed to discover the attributes that enabled them to “transform” from low scoring companies into sustained excellence.

The results of the study will provide both academic and business leaders empirical evidence on the effectiveness of rational strategizing versus adaptive strategizing by industry, by stage of maturity, and other filters (e.g. crisis periods) as may be appropriate. The insights gained from this research shall hopefully bring to a higher level the quality of the strategizing process and its implementation.