

# COGNITIVE DIVERSITY IN LEADERSHIP TEAMS: A DEEPER EXPLORATION

*Health Systems Science Series - VTCSOM*

*April 24, 2023*

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IN THE  
CONTEXT OF  
WORK, WE  
ARE EACH AN  
AGENT OF  
CHANGE AND  
PART OF A  
TEAM(S)



So, have you ever worked to solve a problem with  
someone who:

Had vastly different ideas than you?

Was more or less concerned with the details than you?

Seemed to view guidelines or rules differently than you?

## LEARNING OBJECTIVES

- Differentiate between adaptive and innovative preferences for generating ideas, utilizing structures, and responding to rules and group norms.
- Compare agent of change groups within organizations and teams to identify consensus groups and outliers.
- Define precipitating events, pendulum of change, and spiral of change.
- Value cognitive diversity to lead and manage change.

LEADERSHIP Food for Thought

VISION

Desired, ideal, or expected outcomes pending barriers.



COMMUNICATION

Clarity around accurate and appropriate identification and agreement upon the problem.



TRUST

Cognitive differences are valued with an acknowledgment of perceived challenges



VALUES

Provide the motivating factors for each of us and influence the decision-making process for each person.



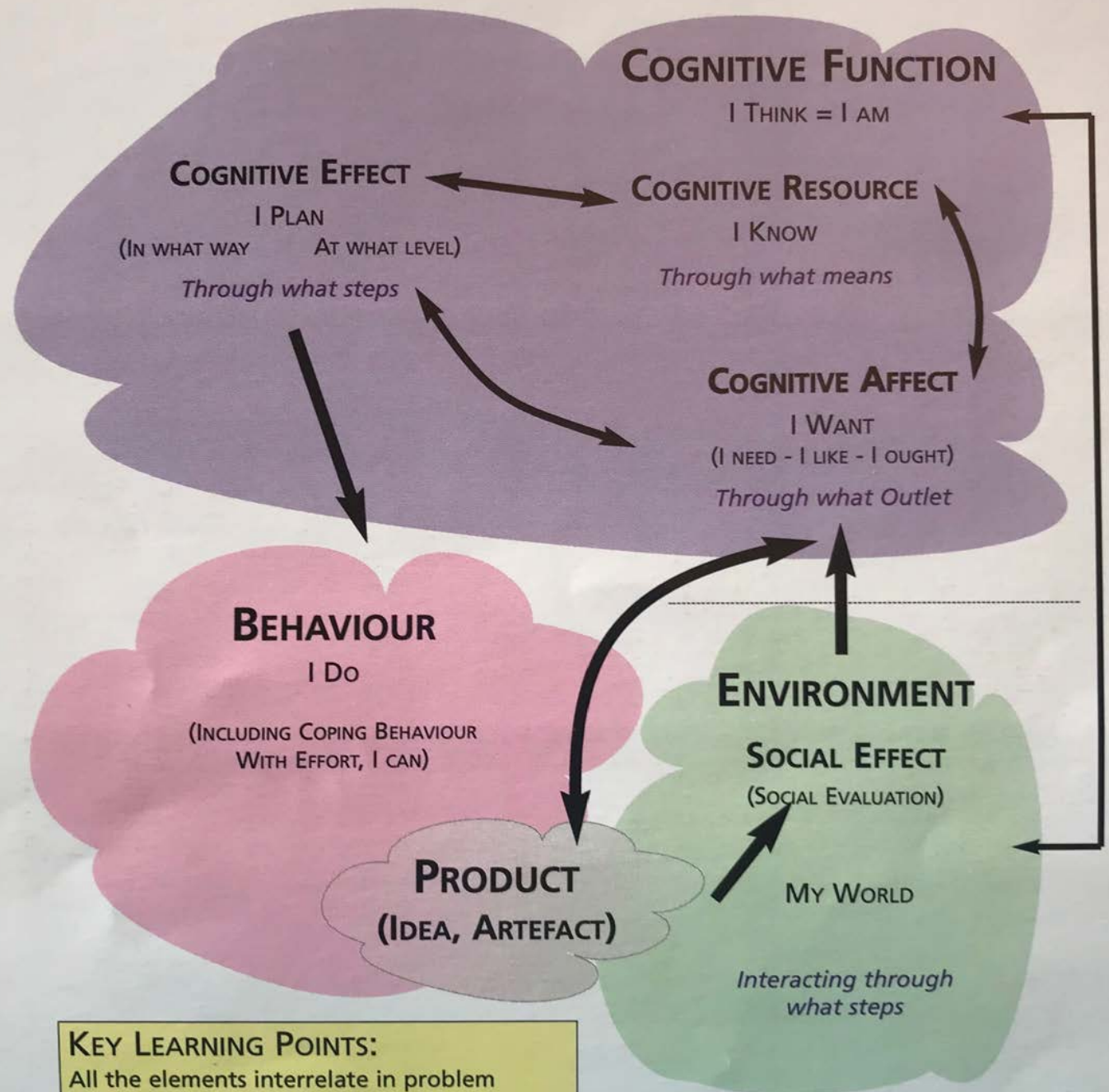
# INSTITUTIONAL CORE VALUES

- Collaboration
  - Courage
  - Commitment
  - Compassion
  - Curiosity
- Collaboration and Excellence
  - Innovation and Discovery
  - Diversity, Equity, and Inclusion
  - Humanism and Compassion

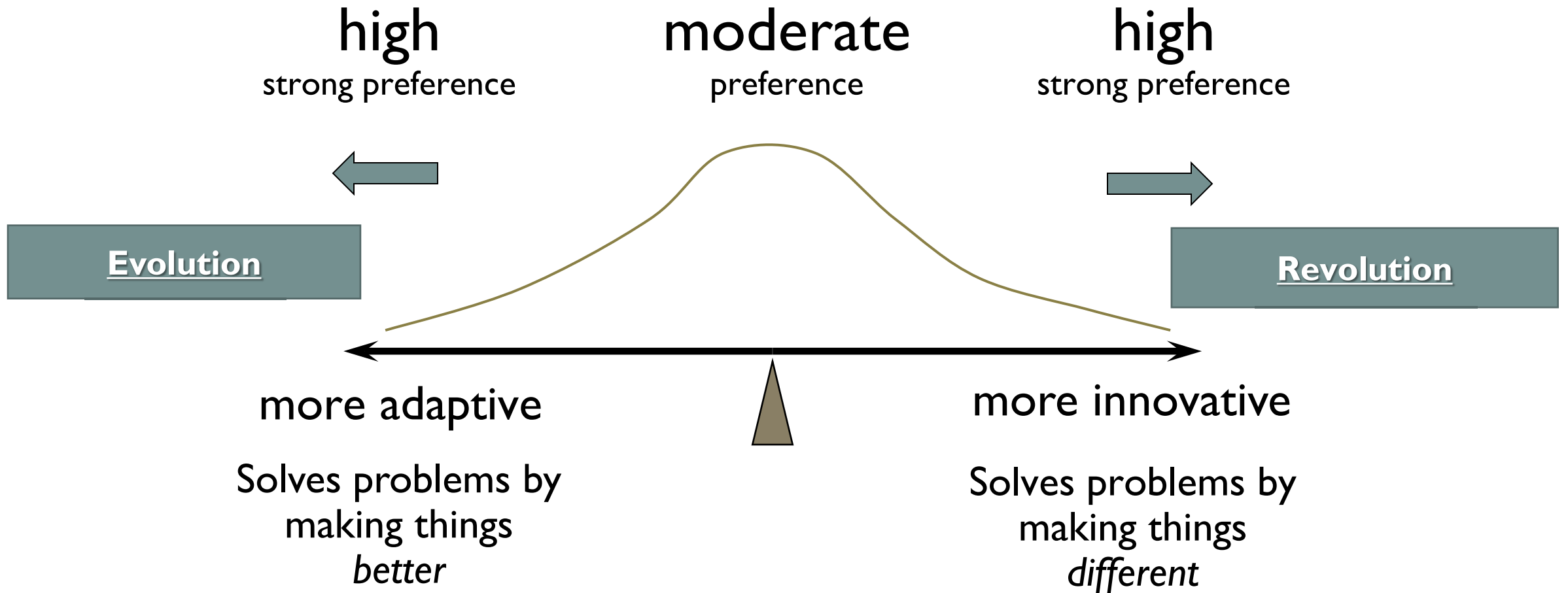




# COGNITIVE FUNCTION SCHEMA



# Adaption-Innovation continuum (KAI)



# Style of Originality

**More Adaptive**

**More Innovative**

*Sufficiency of ideas within an existing framework*

*Produce proliferation of ideas whether or not they are needed*

*Immediately plausible and expect high rate of success of ideas*

*May be more radical or tangential, and tolerate some failure of ideas*



# Style of Efficiency

**More Adaptive**

*Thoroughness and attention to detail, precise and methodical*

*Welcome change as an improver  
(do better)*

**More Innovative**

*Think tangentially, approach tasks from unsuspected angles*

*Welcome change as a mold-breaker  
(do differently)*

# Style of Rule & Group Conformity

**More Adaptive**

*Challenge rules rarely and often with support of group consensus*

*Solve problems by making use of rules (may alter them as a result or outcome)*

**More Innovative**

*Challenge rules, customs, and consensual views often*

*Alter rules in order to facilitate problem solving*



## PROBLEM A & B IMPLICATIONS FOR GROUPS

*We must agree on the  
problem in order to solve it  
– and be able to manage  
cognitive diversity to do  
this well!*

# WHAT ARE AGENTS OF CHANGE

- All people problem solve and are creative – AC1
- An individual contributing to team problem solving from within its climate core (establishment) is described as AC2 or AC3.
- Adaptor establishments are likely to anticipate precipitating events deriving from within the system. Innovator ones are more likely to detect those emerging from outside the system.
- AC2 and AC3 can complement each other's strengths and cover each other's weaknesses.
- Each sub-group has a similar style, so readily form cohesive in-groups that may clash rather than collaborate with the needed out-groups.

KAI Manual, 2022 (5<sup>th</sup> Ed), p. 210

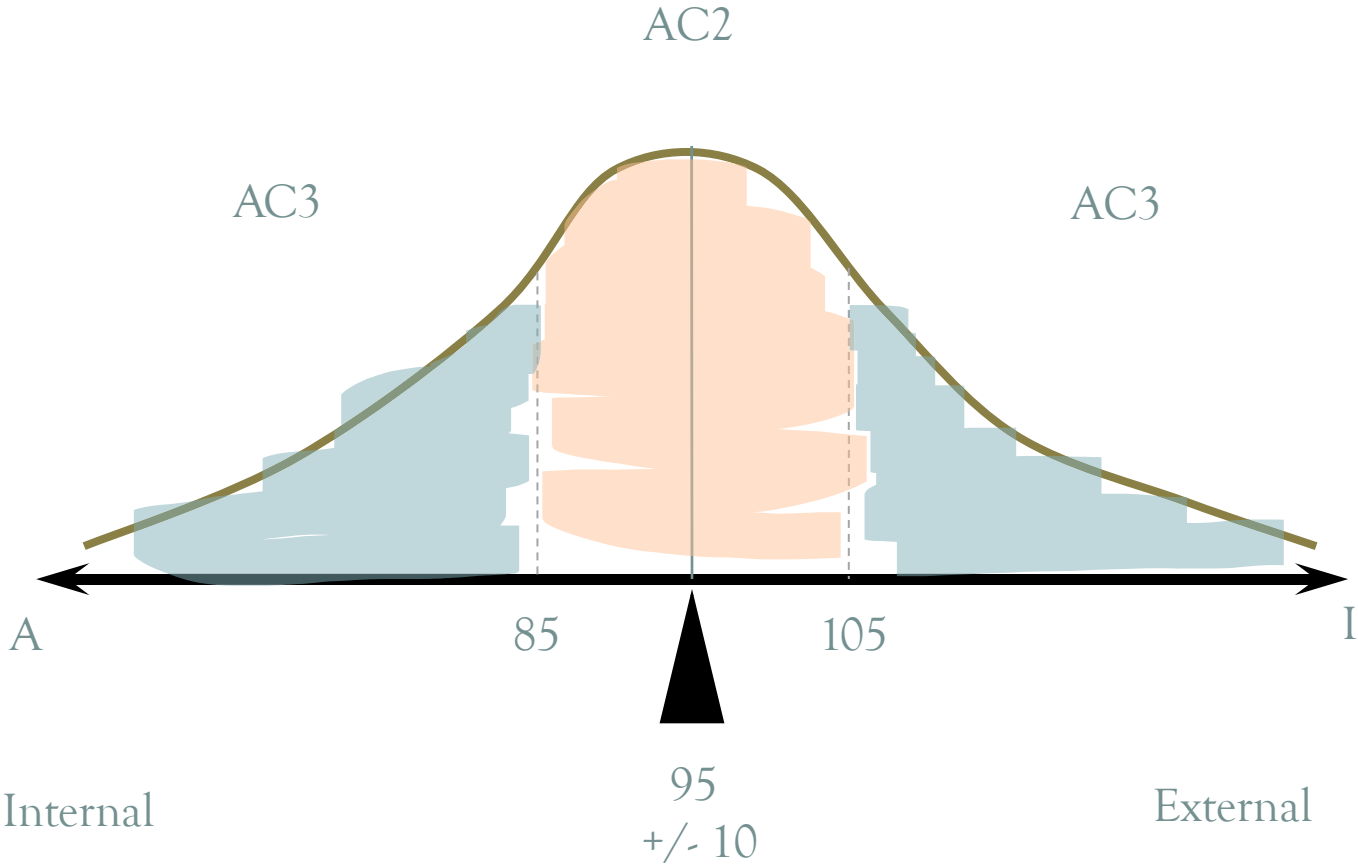
# DETERMINING THE AGENT OF CHANGE GROUPS

- $AC_1$  : The Leader/Mean
- $AC_2$  : within 10 points more adaptive/innovative
- $AC_3$  : >10 points more adaptive/ innovative



# AGENTS OF CHANGE: EXAMPLE

AC1



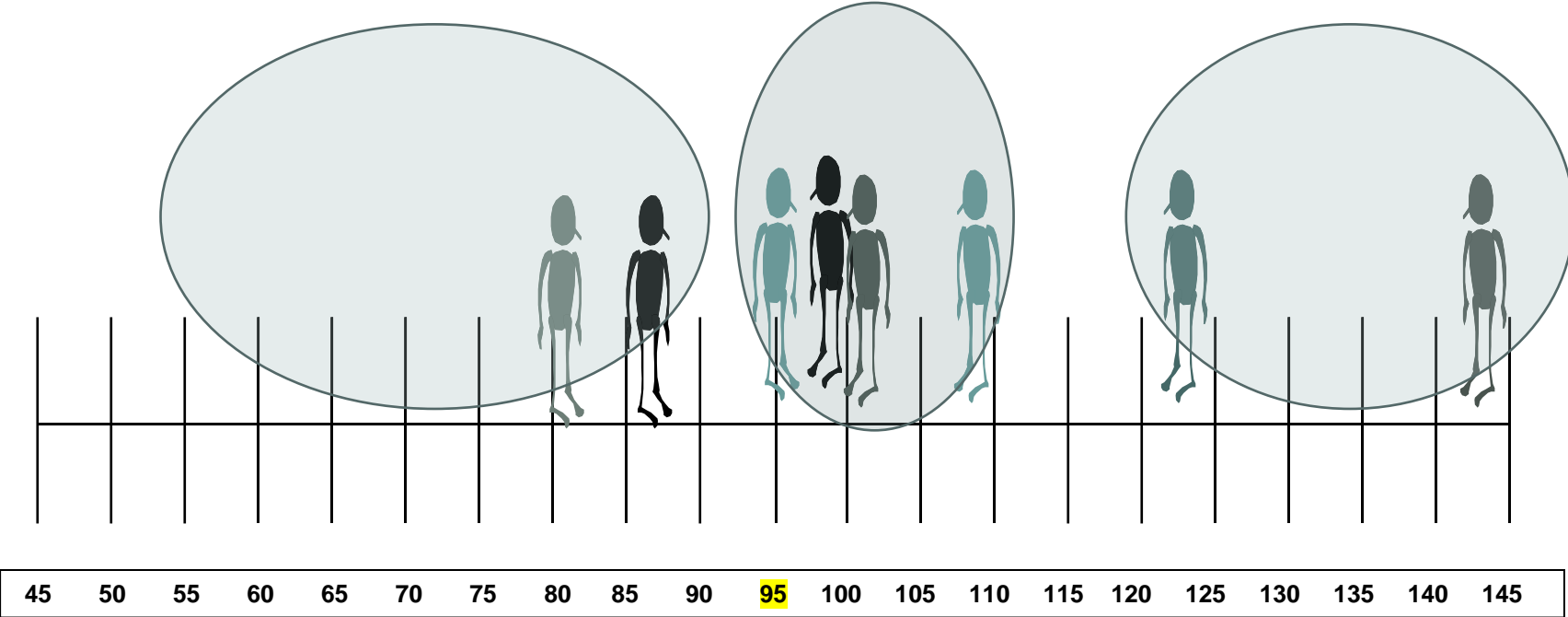


# MAPPING A CLIENT

## Corporate Event Production Company

Internal Working Team	Range 81-144, Mean 104.5
CEO & Founder	144
President & Executive Producer	122
COO & Executive Producer	108
Account & Business Manager	101
Event Production/Marketing	99
Senior Producer	86
Designer	81

# Corporate event production team



**range: 81 - 144**

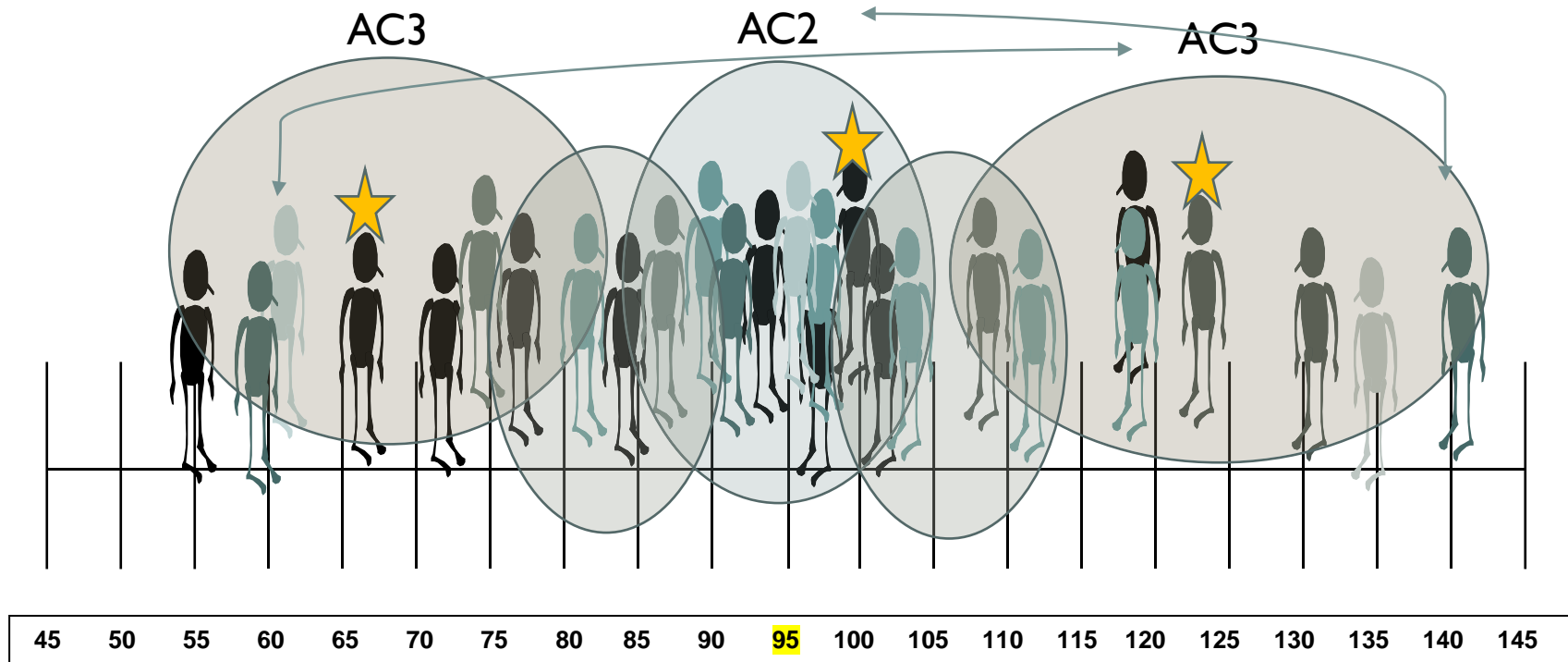
**mean: 104.5**

# Agents of Change (normal distribution example)

AC1: each of us

AC2: +/- 10 points of the group mean

AC3: >10 points more A or more I than the mean



*Bridging*

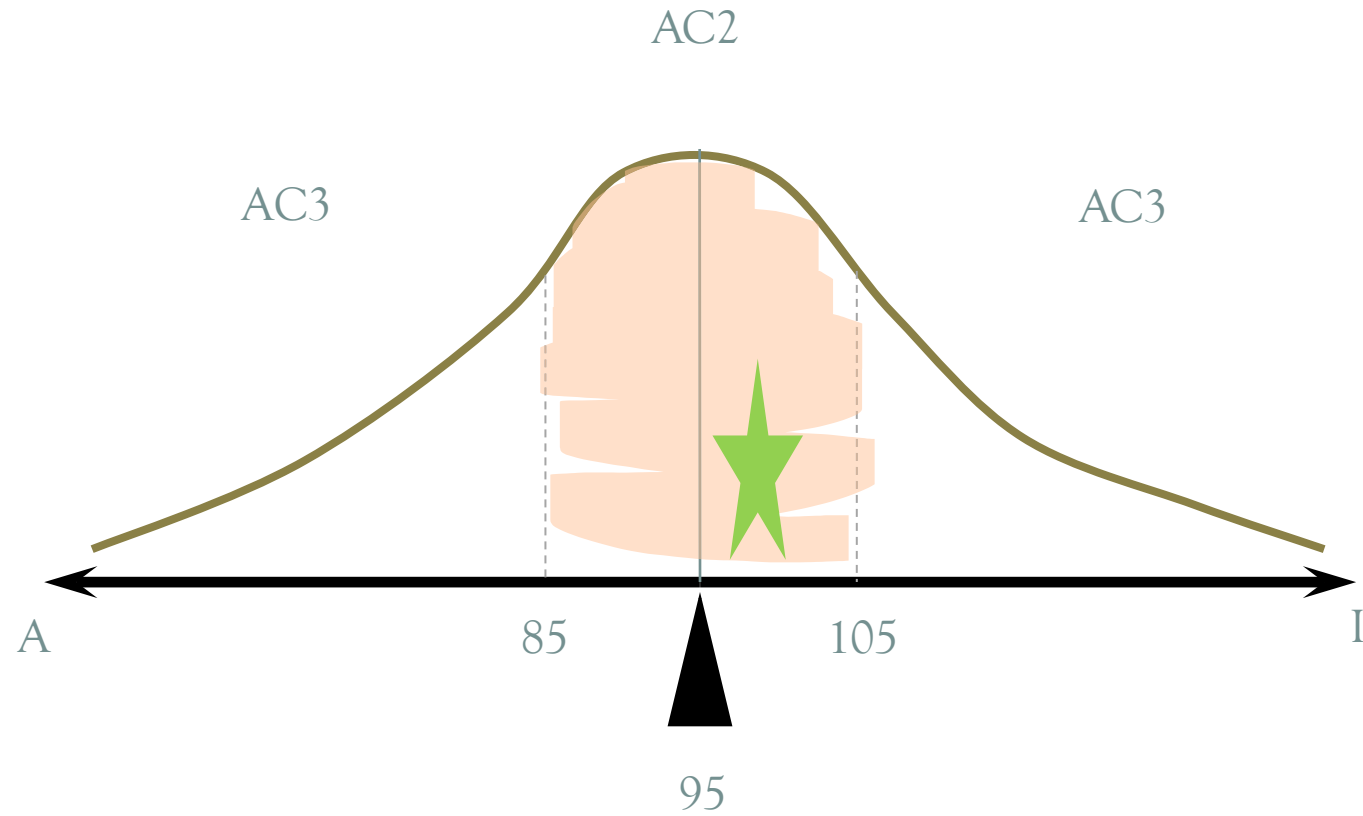
range: 55-140 mean: 95

*Coping*

# COGNITIVE CLIMATE

$$N^P \times S^P = CC$$

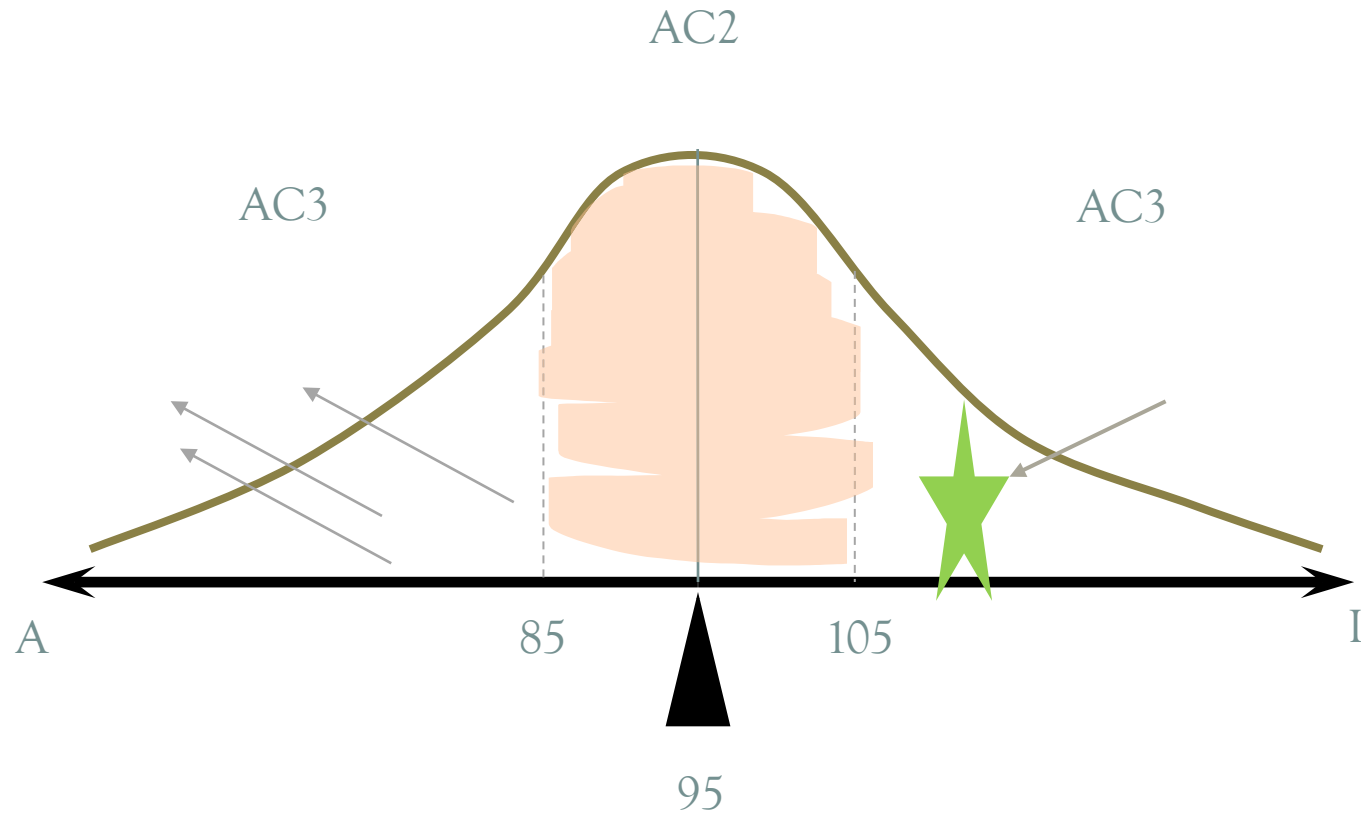
Power of Number X Power of Status = Cognitive Climate



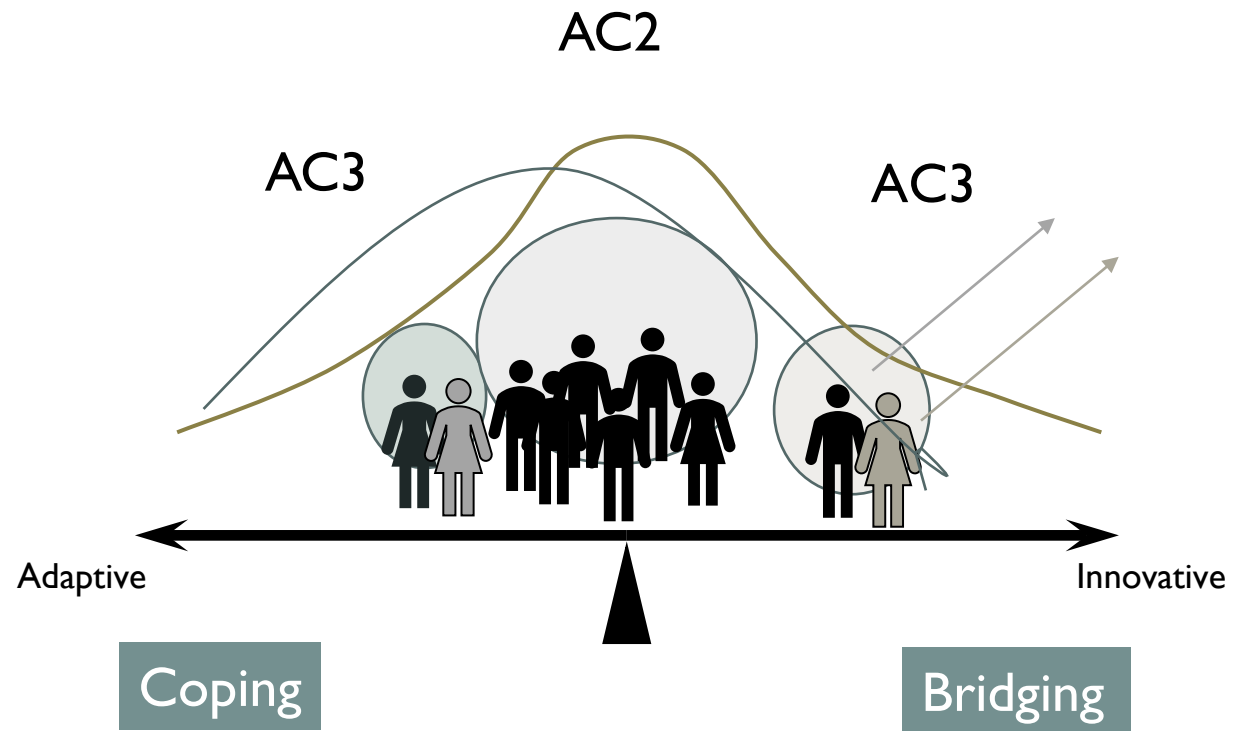
# COGNITIVE CONFLICT

$$N^P \text{ vs. } S^P = CC$$

Power of Number X Power of Status = Cognitive Conflict



# A Case Example



Range 62-128, Mean 98



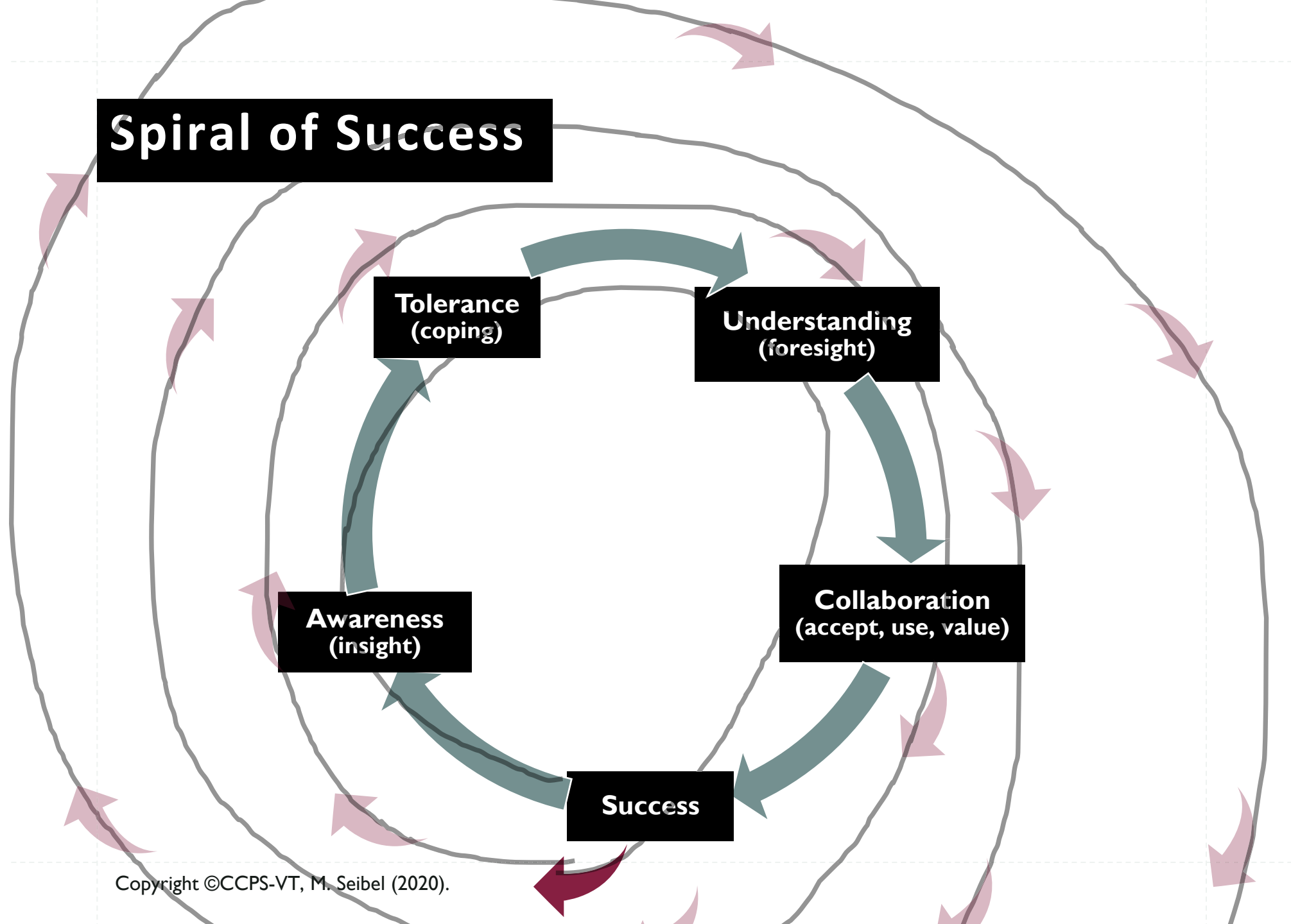
# Pendulum of Change

*The “in group” and “out group” may disagree*

- The Precipitating Event
  - Devil’s Advocate
  - Status of the Originator (from Management Initiative)
- The new group may shed old group’s disadvantages, but also some of it’s advantages
- We need to know where to stop!



# Spiral of Success





Understanding our style as Agents of Change allows us to better understand ourselves and others as members of a group.



Working across groups to maximize bridging and mitigate coping is depending on communication, working together, and trust.



Intact teams may leverage individuals that are part of AC2 or AC3 groups to foster useable ideas and structures while gaining consensus for delivery.



Respect and compassion for one another is still critical to the success of the team and project.

## IMPLICATIONS FOR GROUPS/TEAMS





THANK YOU!  
QUESTIONS?

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