Developing a Construct of the Leader’s Cognitive Flexibility – An Interdisciplinary Approach

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EXECUTIVE SUMMARY

Although there have been several leadership studies from several perspectives, the construct of the leader’s cognitive flexibility remains partly implicit and partly unspecified. This paper attempts to develop the ‘cognitive flexibility’ construct based on implicit statements elicited from broad frameworks on leadership and culture discussed in the literature. The paper also takes into account related knowledge from several fields, including, cognitive science, communication science, psychology and brain science, as well as complex adaptive systems. The main contribution of this research is the development of a comprehensive construct of the leader’s ‘cognitive flexibility.

Keywords: Leadership, Strategic change, Communication, Framing, Managerial and organizational culture, Cognitive flexibility.