

PROPOSITIONS

1. Individuals' recurrent exposure to selective information and situations dictates their mental models, vis a vis their cognitive heuristics, biases, and their professional beliefs. (Chapter 5)
2. Differences in both cognitive and value-belief frameworks among decision-makers enhance their collective ability to identify innovative ways of doing business; however, at high levels of ideological polarization, diversity is detrimental to decision implementation. (Chapter 2)
3. At the team level, structural factors such as, flatter hierarchies, interdependent tasks, team performance-based rewards, and longevity of teams enhance the positive effects of diversity and attenuate its negative effects. (Chapter 2 and 3)
4. At the individual-level, negative effects of team members' social outsider status are attenuated by their increased educational, informational, and commercial exposure. (Chapter 4)
5. Professional outsiders have a shallow yet wide ranging understanding of the business environment, while insiders have deep and narrow mental models of their business. (Chapter 5)
6. "All philosophies are mental fabrications. There could be no belief system which could singularly represent the true state of affairs." *Mūlamadhyamakārikā* by Acharya Nagarjuna (~200 CE).
7. "There is only a perspective seeing, only a perspective 'knowing'; and the more affects we allow to speak about one thing, the more eyes, different eyes, we can use to observe one thing, the more complete will our 'concept' of this thing, our 'objectivity,'" be. *The Genealogy of Morals*, by Friedrich Nietzsche (1887 CE)
8. A strategic team's optimal configuration of cognitive and value-belief structures is defined by the specific objectives of the team at any given moment, and is dynamic.

9. A strategic team derives its collective nature from the mutual dependence of the members and not just their individual cognitive characteristics.
10. A strategic team that is diverse may address novel circumstances and challenges by redefining elements of their mutual dependence, thus allowing a distinct collective cognition to take shape.
11. “There's so many different worlds, so many different suns. And we have just one world, but we live in different ones.” — Mark Knopfler, Dire Straits - Brothers in Arms (1985)