

Paper	Author, Year, Outlet	Research Focus (What & Why)	Method (How)	Human Cognitive Value	Role of AI	Metacognition / Reflection	Strategic Thinking	Creativity	Core Contribution
P1	Kalluri (2025) MIT Sloan Management Review	Reconceptualise expertise as AI commoditises information-based knowledge	Conceptual analysis with organisational examples	Judgement, synthesis, ethical reasoning	Amplifier & risk; democratises knowledge	Cognitive sovereignty and reflective judgement	Contextual wisdom and accountability	Creative synthesis across domains	Reframes expertise as meta-expertise
P2	Lee Bouygues (2019) Harvard Business Review	Improve critical thinking to prevent poor managerial decisions	Conceptual framework with cases	Disciplined reasoning and bias awareness	Not addressed (pre-AI)	Questioning assumptions and logic	Foundational enabler	Diversified perspectives	Establishes core cognitive habits
P3	Lu et al. (2026) HBR / Journal of Applied Psychology	Explain uneven creative gains from AI use	Field experiment (n=250), surveys, ratings	Cognitive regulation and deployment	Conditional enabler	Central moderating mechanism	Indirect via framing and iteration	Boosted only with high metacognition	Identifies metacognition as key link
P4	Steinberg & Watkins (2023) Harvard Business Review	Demonstrate strategic thinking through communication	Prescriptive executive framework	Sense-making and articulation	Implicit support tool	Reflection and anticipation	Core focus (systems, foresight)	Secondary outcome	Makes strategic cognition visible