

ADAPTIVE LEADERSHIP AND SOCIAL MOVEMENTS, APPLYING THE COMPLEX THEORY OF LEADERSHIP

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ABSTRACT

This paper reviews the configuration today's highly complex social context and how, this vertigo pressed change paradigmatic shifts, which are still undergoing transformations. Visualize and understand the phenomenon of leadership from the perspective of complexity warrants the use of CAS (Complex Adaptive Systems) support by development of complex Leadership Theory (CLT). With this framework it is possible to describe and account for the phenomenon of adaptive leadership that has great similarity with the CAS and how this type of leadership reflects dynamics that characterize emerging social movements.

Keywords: Complex Theory of Leadership, Emerging Properties, CAS, social movements.

Introduction

During most of the twentieth century, Western society experienced the consolidation of the called industrial society, in which linear vision and reductionist Cartesian paradigm has exalted the productivism and competition once more hard, without giving attention to the effects on ecosystems, briefly faced as negative externalities, of which no one takes responsibility. In the last decades of the twentieth century, industrial society accrued in post-industrialization, this transition began in the extent that strong competition pressure on companies to the field of information, to improve access and timely availability.

The information becomes a key factor to achieving success. Each time information systems were more important for companies, however this competition became inefficient when focus of this trend focused on only technological renovation how one of the most important key success factors. Then, after settling the spiral of new information systems, the most important key success factor in an organization begins to become knowledge organizations that she to achieve developing. Thus the nineties, some authors began to talk about a new economy (Arthur, 1997), this post-industrial context even posts capitalist by Drucker, in which the intensity of this new economy is given by knowledge rather than becomes a only capital (Drucker, 1993). In this new context, ICT-

Information Technology and Communication- Have become reality the global village, predicted by Mac Luhan in the first half of the twentieth century.

Thus, the intensive factor of the current new economy is the Knowledge, understood as an intangible asset resulting from several reflective processes related to specific set of information within a specific context

Therefore it's more necessary for management (Nonaka, 1995, Drucker, 2004). Thus, our world is into a rapid process of changes visible on global communication (ICT) such as globalization and market opening process. This is how the world today becomes to be highly complex, given its high degree of systemic interdependence as their multilevel properties and huge unpredictability, which it is characterize. This context has pushed to all kinds of organizations-public, communities, families, individuals and ecosystems-going to adapt to the new conditions of global economic exchange.

The complexity of the current situation has been described by applying the concept of Complex Adaptive Systems (CAS). A CAS behaves according to three key principles: an emerging future, irreversibility in time, as system irreducibility and unpredictability. Its basic constitutive units are the agents, they explore their environment by developing interpretive tactics and action rules feasible to change and learning (Miller & Scott, 2007). These CAS exhibit self-similarities which mean that present invariance under changes of scale (Morel & Ramanujam 1999 cited by Schneider & Somers, 2006). Given this self-similarity, the general scheme is at the system such as to their sub-systems. So in the physical world such as broccoli fractal geometry can be understood as the geometric space in which all parts shows the same properties of the entity as a whole (Mandelbrot, 1993).

In the current context of high complexity (Schneider & Somers, 2006) complex leadership theory (CLT) provides a conceptual framework for viewing the actions of the three leadership roles in emerging contexts. The administrative leadership; Adaptive and Enabling leadership. Developing the study of leadership as an emergent and decentralized organizational phenomenon for which support of complex adaptive systems (CAS).

Complex leadership theory, propose that on emerging contexts, they will be better faced by relaxing the existing relational space within an organization and between organizations. The way to achieve deploy adaptive leadership within an organization start from the administrative leadership which formally (top-down) chooses to give more flexibility to the emerging context, which leads to the enabling leadership, which re -set agent networks within the organization along with allowing the deployment of trust throughout the network, leading to emergent interactive dynamics and the adaptive leadership in deployment.

Schneider & Somers (2006) give some characteristics of adaptive leadership as follows:

Is an emergent interactive dynamics that produce adaptive outcomes in a social system (Bradbury et al, 2000, cited by Schneider & Somers).

It is a collaborative movement of change that emerges nonlinearly from interactive exchanges between agents. This space between agents is a relational-space that as a network has tension and

nodal points. This relational space between agents can be affected by tensions or conflicts between agents or groups, for ideas, preferences or priorities where these tensions disrupt the network between agents and each agent individually. As a consequence of this, we found, emergent adaptive outcomes, visible on social movements, alliances and collaborative efforts.

More features as detailed in table 1.

Comparison chart between CAS and Social Movements and Adaptive Leadership		
Features		
Complex Adaptive Systems	Adaptive Leadership	Social Movements
<ul style="list-style-type: none"> • emergent properties • Self-similarity • complexity • emergency • self-organization • agents and adaptive systems are • community continuously interacting adaptive agents • multiple interdependencies • irreducibility • high degree of adaptive capacity • exhibits learning • Ability to modify the environment 	<ul style="list-style-type: none"> • emergent properties • complexity • emergency • self-organization • agents and adaptive systems are • community continuously interacting adaptive agents • multiple interdependencies • irreducibility • high degree of adaptive capacity • exhibits learning • Ability to modify the environment 	<ul style="list-style-type: none"> • emergent properties • complexity • emergency • self-organization • agents and adaptive systems are • community continuously interacting adaptive agents • multiple interdependencies • irreducibility • high degree of adaptive capacity • exhibits learning • Ability to modify the environment

table 1 own elaboration

Adaptive Leadership and Social Movement

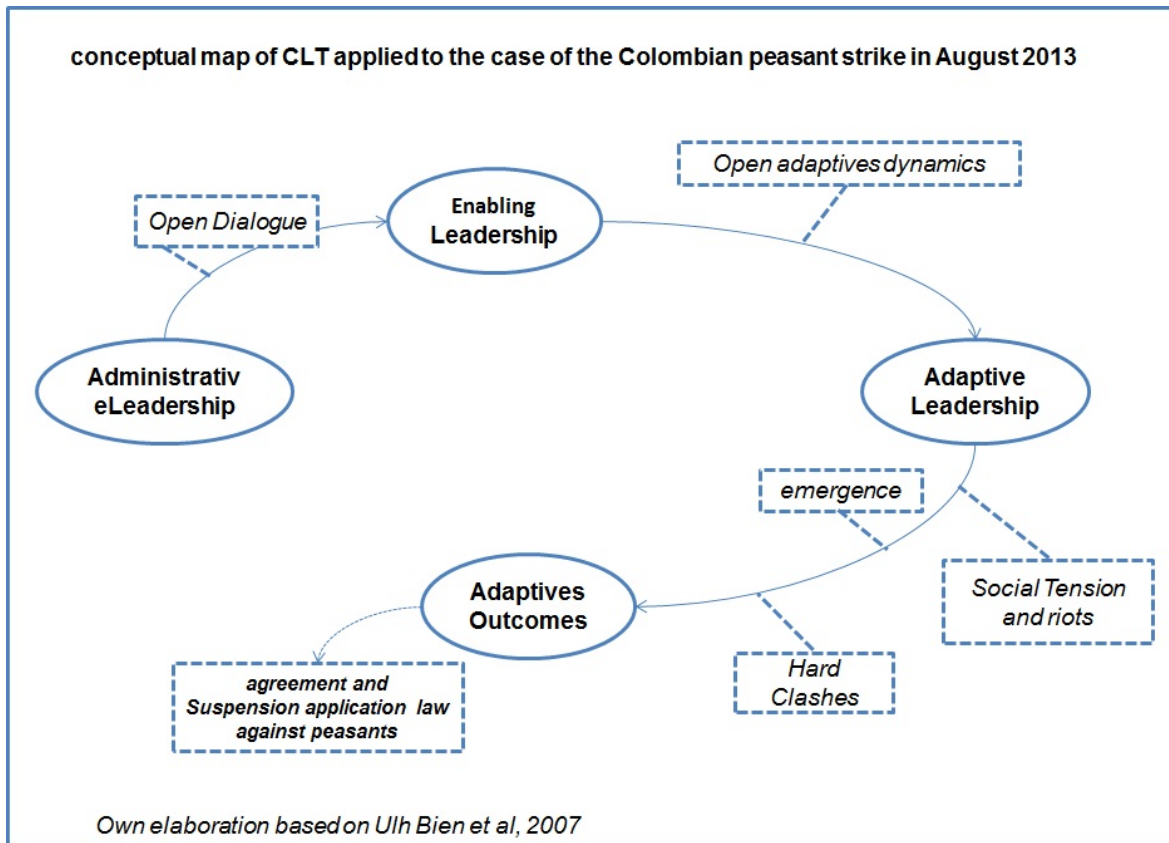
This essay proposes that social movements exhibit characteristics belong to the adaptive leadership therefore could be applied to the understanding of emergent social movements. For Schneider & Somers social movements are a set of beliefs and actions that seek to change elements of a society, associates in networking groups who share a collective identity while also performing collective actions always oriented to social change (Rucht & Neidhardt 2002 quoted by Schneider & Somers, 2006). Theoretical approaches have shown that the same interaction with simple rules locally, can be explained by a fact of superior order through multiples stable modes of collective behavior that can coexist for the same set of parameters (Nicolis and Prigogine, 1977; Camazine et al, 2001 Sumpter, 2009, quoted by Petit & Bon 2010). Most authors on the issue of the study of social movements, they does from three angles; respect the context in which they emerge, respect of mode get organize, and respect to communicate and acting on the impact they generate. They also exhibit the properties of CAS, that is, exhibit emergent properties decentralized control is just like the deployment of adaptive leadership. Social movements occurs in a similar sequence described by the theory of complex lead (CLT) that is, at the beginning there is an administrative leadership, which is formal and traditional hierarchical (top-down), but is this kind of leadership that guides the organization towards adaptation by enabling leadership that acts as a catalyst, puting in movement the emergent adaptives dynamics deploying thus the adaptive leadership, which is not personified in

only one individual, if not that is a dynamic between interdependent agents, such as any CAS. Therefore, the deploy of adaptive leadership such as the social movements, shares the same sequence as detailed in Table 2.

Same sequence of deployment for both phenomena		
Adaptive leadership	<ul style="list-style-type: none"> • The fight over different preferences promotes adaptive change • It takes the form of new knowledge and creative ideas, learning or adaptation • The moment 'aha' as the nonlinear product of combining the different perceptions that give life to a new idea. • It can be attributed to a single individual, but to the interactions between individuals and groups. • Recognized when has significance and impact, this is its potential for usability and the degree to which external actors make use of new knowledge respectively. 	Social movements

Table 2, own elaboration based on Petit & Bon (2010).

A recent case in Colombia, protests during August 2013, the Peasants' clashes for the conflict over control of the seeds. Applying in this event the three times of adaptive leadership in emergent contexts described by the CLT; the roles of the administrative, enabling and adaptive leadership with their adaptive outcomes are perceived as detailed in the conceptual map.



CONCLUSION

Today, the world has become so complex and vertiginous, pushing at paradigmatic shift of productivity or merely informational in its most sophisticated version toward it interdependent, fragile and paradoxical. In this context, the traditional approaches on leadership are being reviewed, presenting the Leadership Theory Complex, which by using the theory of CAS, attempts to describe the conditions under which adaptive dynamics emerge capable of generating creative and adaptive knowledge exhibits significance and impact to drive a great change. Similarly social movements elapse from emergent dynamics in local levels until reach to global levels, presenting self-organization, understood as a creative dynamic based on local information, without reference to global patterns (Camazine et al., 2003). Finally recognize the relative importance have been gaining social platforms, given that information is disseminated and incorporated into the network in real time being a key support for the deployment learning network . (DeAndrea, Ellison, LaRose, Steinfeld, and Fiore, 2011; Greenhow, Robelia, and Hughes, 2009; Gruz, Wellman, and Takhteyev, 2011, Howard et al, 2011; quoted by Gleason, B., 2013).

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