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great by
deeds, not by
birth"
-Chanakya

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**Role of Cliques, Enabling Leadership And Interactions
in Emergence: A Network Analysis Approach
of the Complex Adaptive System Dynamics**

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Role of Cliques, Enabling Leadership And Interactions in Emergence: A Network Analysis Approach of the Complex Adaptive System Dynamics

Abstract:

This study examines the influence of complex adaptive system dynamics between employees and its effect on fostering adaptive space, which facilitates emergent changes. Drawing on the Uncertainty Reduction Theory we explain the effect of cliques, enabling leadership and interaction in creating an adaptive space in the organization. Departing from the traditional measures, we adopt a combination of dynamic network analysis and response surface methodology to provide a nuanced understanding of emergent changes from a complex adaptive system perspective. Results reveal that cliques positively influence and a high level of interaction negatively influences the creation of adaptive space in an organization. However, enabling leadership, on the one hand, has a positive effect on adaptive space, and, on the other, interacts with cliques and levels of interaction in the organization to address and prevent their potential negative influences in fostering an adaptive space. We also provide insights on the theoretical and managerial implications.

Keywords: Complex Adaptive System, Emergent Changes, Adaptive Space, Cliques, Enabling Leadership, Network Analysis, Response Surface Methods.



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