

Book Report / Summary

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Final Exam

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Black Women in (Africa) and The Americas:

U.S, Brazil and the Caribbean

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Generation X: The Role of Culture on the Leadership Styles of Women in Leadership Positions.

Chapter 1 goes in depth to the bases of power, and how it was utilized in our society and its impact. Alapo also explains how there are alternative types of power, such as reward power, legitimate power, expert power and referent power, and how these examples of power have influence and impact over an individual. The chapter also discusses the function of p different cultures such as Asian culture with the Japanese that workers/assistants to “not look at those in positions of power directly in the face.” (Alapo 4) and in certain African cultures where those who work under the authority often become hesitant whenever they “interact with their supervisors and managers.” (Alapo 4) Another good example of power I would personally like to add is the political and economic positions held by women in African societies such as Nigeria, where women took leadership roles during the Oyo Empire such as Iya Kere (the palace treasurer) and Iyalode (who was responsible for the kings welfare).

Chapter 2 discusses the history of Nigerian women being in positions of leadership and power, and how they were often treated and perceived in pre-colonial Nigeria and post-colonial Nigeria. In pre-colonial Nigeria, Alapo explains how Nigerian women created support groups to aid women to gain leadership roles in society. She explains that a Nigerian woman named Ebele Ejaunu found the Igala kingdom. This depicted how pre-colonial Nigerian women were perceived as a support system that aided society before colonization, and that they weren't submissive towards men. In post-colonial Nigeria however, it resulted in forming many harsh rules and policies that often left Nigerian women almost ostracized by society and ‘limited roles in leadership positions. (p 10) This made Nigerian women struggle with sharing their voice and

being able to be treated equally and respectfully in society. This problem still prevails as sexism and misogyny are very much prevalent in Nigerian society, more violently sexual harassment and rape are often overlooked and not taken seriously in society as well.

Chapter 3 explains the function of making decisions and different layers of leadership. Alapo explains the different types of leadership such as Democratic Leadership (Establishing ideas based on the opinions of society), Laissez-Faire Leadership, (aligning more to the status quo and refusal of conflict by creating new strategies), and Transformational Leadership (Reinventing new ideas for change and improvement). The chapter also goes into depth of Decision Making and how it impacts women in leadership roles, such as depending on support from organizations and how they need to immerse themselves in the current flow of information and real-time engagements (p. 18).

Chapter 4 brings light to different theories of leadership, and how it functions throughout leadership in power. It explains how Great Man Leadership Theory is based on finding “great leaders from the upper class of society.” (p 20) which added to the perception of how higher-class people were viewed more as great leaders than the lower class. It also depicts how this theory is more relatable to men than women and how it doesn’t align with women in leadership. Trait leadership theory discusses how leadership is natural and the person would have to find it in themselves, but this is another theory that didn’t align with women leaders in Society. Full range theory is based on depicting qualities of good leadership such as charisma while also presenting a solid definition of it. (p. 22) One good example discussed in blackboard that resonates with theory is Empress Taytu, who took command with the Ethiopian army during the battle of Adwa against Italians, with 5,000 soldiers.

Chapter 5 briefly discusses different perspectives regarding management and leadership, and how cultures, specifically in countries such as China, Japan, and Nigeria, are influenced by leadership and management. The chapter also brings light to how cultures that were created heavily based on deep values and tradition doesn’t usually change, and how Cultures in Nigeria and Slovenia are more aligned with feminine values, while the US is more resonating with masculine and often discriminatory values. Therefore, this depicts how different traditions and alternate values are determined on the progression of society.

Chapter 6 elucidates the meaning and impact of culture and leadership styles and how it affects society. This chapter includes Hofstede's Cultural Framework that was based on 67 countries and also depicts the five types of roles seen in culture such as Power Distance (inequality and discrimination against people in society), Individualism and Collectivism (difference between how people dealing with reality), Masculinity vs Femininity (How society treats and perceives two genders), Uncertainty avoidance (how an individual acts in a threatening situation), and Long term and Short Term orientation (discusses how society either adopt long term strategies or short term strategies.). One example of Masculinity vs Femininity is how in Nigeria, men are more likely to be in leadership roles than women, which shows a huge contrast from pre-colonial Nigeria to post-colonial Nigeria. This chapter shows how different types and roles function in many cultures, and how it is practiced and aligned to their societies.

Chapter 7 goes into detail regarding culture and leadership in the modern age. It also explains how an influence from one's culture affects their leadership skills and work. Examples such as National culture explores how someone's way of being leader is easily rooted and based on tradition, religion, and ideals from their culture, and how family culture is rooted by the leader being more comfortable working for the family rather than outside society. An example of this is Nigerian women, opting to be the caretakers, mothers and breadwinners for their family, especially since they are often limited to take major leadership roles that are more open to men.

Chapter 8 discusses Generation X, and how Gen X leaders practice leadership in society. It also specifically discusses the problems that Gen X women face in modern society, such as strict religious practices, limited resources and lack of support. (p 47). The progress of Gen X women

in society however, depicts how they are often easy to adjust and more open to new things to help advance their roles as a leader and society overall.

Chapter 9 is more specific than the last chapter, as it specifically touches on how women in Generation X work in their culture. It shows the various leadership styles of women, such as practicing the democratic style that involves different opinions and ideas, and the situational style of leadership that is based on day-to-day activities and region (p 51). With these different styles practiced in Gen X by women, it portrays how women are ready to adjust and introduce new strategies and ideas to their society.

On a whole, This book depicts the different lifestyles, various practices and alternate strategies from many cultures, predominantly west African culture. Each chapter goes into specific detail of each culture and what they base their practices on. It also goes in depth of how women, more specifically Nigerian women were treated in Pre-colonial era and Post-colonial era. This book is a great illustration of how different societies work, the influence of culture in leadership and power, and heavily details the practices, models and rules many women in general follow.

Reference

Alapo, R. (2016). *Generation X: The Role of Culture on the Leadership Styles of Women in Leadership Positions*. Asta Publications, LLC.

Fall 2021 course resources and notes on BlackBoard provided by the instructor.