Generation X: The Role of Culture on the Leadership Styles of Women in Leadership Position book summary.

By

Jennifer H.

Final Exam Paper

Borough of Manhattan Community College, BMCC [CUNY]

Black Women in [Africa and] the Americas: U.S, Brazil, Caribbean

AFN 128 – 1401 [2514]

Prof. Remi Alapo

December 13, 2021

ABSTRACT

As the world enter a new age of businesses and culture the organization leaders are caught between their cultural beliefs and practices. The increased competition has force organization leaders to deal with cultural limits of specific organizational and leadership practices. The study of power is part of an organizational political action of all stakeholders is an emerging field of interests aimed to improving individual leadership and organizational effectiveness. Men and women emphasized different ways to manipulate power as do second in command compared to superiors and peers.

Introduction

Many people in the twenty-first century mostly men use the power they must get what they want in life. Some people persuade or manipulate them to get what they want; they do not care how they do it they will do anything to get what they want. Women however are more transformational than men leaders. Women function as role models for their subordinates. They inspire their team and spend a lot of time coaching their team. They care a lot about their personal development. Women leaders emphasized teamwork and communication as a key to success. For most women leadership is not meant only for accomplishing goals but for transforming their followers to better people.

Chapters 1 summary: "Bases of power?"

Organizational power some people like men use this power to gain a goal they want to achieve, to reward someone, to discourage someone, to gain knowledge and ideas, and to persuade people to do what they want. Some people who have this power like nobles or elites use this power to gain what they want whether it is political or economic. There are about 5 kinds of power that people have they are: coercive, legitimate, reward, referent, and expert power. Many people use this power against other people to gain something they truly want.

Unlike men women tend to inspire the people on their team. The men are just after the title mostly, but women tend to use communication to communicate with their team members. Women coaches their team and women inspire their team to do better. Women act like role models for her team. Not only does women accomplish goals women transform their team to become better people.

Chapter 2 summary: "Historical perspectives on women and leadership in Nigeria?"

Women in pre-colonial times in Nigeria form support groups to assist women in society with leadership. Women who lived in southern Nigeria many women occupied many ranks and commanded many roles like community administrations within the palace. Northern Nigeria serve the Igala tradition and served to improve the ranking of women without boundaries to genders. Queen Amina from northern Nigeria extended her influence to the Nupe kingdom. She had built many cities in northern Nigeria.

Women in Society for example are seen as bossy, selfish, and aggressive people that's why black women are still separate from white people. When it comes to women positions on a job a lot of women do not speak up because they fear that it would not change how black women are perceived. White people perceived black people are perceived as bossy and mean. When they are just speaking their minds.

Chapter 3 summary: "Leadership and decision-making styles?"

Autocratic leadership is referred to as an authoritarian leader. An autocratic leader does not communicate with the employees beyond what is minimally required. Authoritarian leaders do not allow input from followers, and they do not care about their wellbeing. Democratic leadership has organizational participants define and come to terms with social justice, equality, diversity, and empowerment. Democratic leaders understand that conflict is normal for any team member. In laissez-faire leadership, autocratic leaders have more control over the laissez-faire leadership laissez never interferes or causes conflict when introducing strategies or organizational direction. Transformation leadership deal with uncertainty, market fluctuations.

A transformation leader must be able to view the organization as they reinvent to introduce change when needed for improvement.

Black women for example: In Africa had queen mothers Ghana they were very powerful, and they had a lot of influence of authority there. The Ghana mothers from Africa would challenge the chief authority in their village. The colonial system did a lot of damage back then to womanhood in Africa. Because of this situation, the queen mothers of Ghana influence a lot of the women in African in the future.

Chapter 4 summary: "Theoretical perspectives of leadership?"

Leadership evolves over the years; they have created theories and leadership styles. The leadership styles are great man leadership theory, trait leadership theory, path-goal leadership theory, relational leadership theory, full-range leadership theory, transactional leadership theory, laissez-faire leader theory. In the 20th century, the great man's leadership was the foundation of great leaders. Some of these great leaders came from upper society, while only a few were common lower class. Great leaders were born with leadership genes. Trait leadership theory has certain characteristics and traits that were inherited. If other leaders were found with these traits, they can become great leaders too. Path-goal leadership emphasized the effect of leaders' behaviors on satisfaction and rewards available to them.

Black women in Africa were like leaders they were major food producers they were seen as gathers of grains, seeds, berries, and plants. The mothers had controlled the households and the fields. In Africa women had received the title of leadership. Women had authority over the

land she had decided how the land was used or cultivated. Women had received respect and they were recognized for their work.

Chapter 5 summary: "Cross-Cultural perspectives on management and leadership?"

The 21st-century study leadership expanded to include perspectives focusing on examinations, comparisons of cultural values and behaviors in many different countries. Countries like China, Southeast Asia, Japan, Korea. Shared cultural values, religious beliefs, practices of Confucianism, and Buddhism. American perspectives on leadership Cambodian culture is authoritarian, while Cambodian organizational leaders based in the united states engaged in community decision making.

Culture influences the way people makes a decision. The difference between these two decisions is their cultural orientation. One culture emphasizes risk-taking, and another is safety and security. When making decisions people will tend to lean towards their cultural persuasions when they are under pressure to make hard choices. Some cultures have a higher power distance structure where the power gap between the leader and the followers is so wide that the followers have no access to the decision-making process and others have the opposite as highlighted by culture research experts.

Chapter 6 summary: "Culture and leadership styles? "

From a social perspective, culture is defined as a group that does different practices like beliefs, values, and norms. Aldag, Block, and Cunningham define cultures as a set of ideas, attitudes, behaviors, and values common to a group of people. Power distance when society accepts that power unequally measures the degree which is a psychological distance between a leader and a follower. Individualism and collectivism, an individual's primary goal is to deal with reality, while other people are one aspect of this reality. Collectivism, giving priority to the group over the individual. Masculinity versus femininity, masculinity is where males are favored in leadership positions. Femininity qualities are nurturance and sympathy. Uncertainty avoidance, the extent to which a person can deal with threatening ambiguous, or anxiety-provoking situations. Long-term and short-term orientation, the long term reflects persistence, perseverance, and thrift. Short-term personal stability, respect, tradition, fulfilling social expectations.

Companies reflect the ethics of the leaders who run them. Political violence and other topics are not easy to talk about without offending someone or putting oneself at risk. People are inspired by the vision. They want a leader who shows concern and values that are important to them. A positive leader will inspire 100% effort from everyone.

Chapter 7 summary: "Culture and leadership in the 21st century?"

Globalizations bring leaders across the globe together to achieve common goals within their organizations. National culture is a person's beliefs, values, ideals, religion, and norms, are deeply rooted in leadership practices. National culture affects the leadership behavior, styles,

goals, structure culture, and strategies of the organization. Family culture, cultural factor effect. They see themselves as working members of the family as gratification. Transformation leadership is a meaningful determinant of subordinates seeking information from organization leaders.

We now live in a world that is increasingly globalized but awakening to nationalistic pride. A top-level assessment of company operating models will reveal the fact that local country entities have a stronger role to play when it comes to global organizations. Consequently, when it comes to leadership, it is imperative to balance global perspectives with local nuances. The impact of effective leadership can only be sustained when it influences at an individual level. It is now common practice of incoming CEOs to travel around the world and meet teams in all the local market entities.

Chapter 8 summary: "Generation X?"

Generation Xers are broadly defined as unfocused and apathetic and includes people born from 1861 to 1981. General characteristics of generation X four categories of different black ground and beliefs are clinical disdainers, traditional materialists, hippies revisited, fifties machos, pessimistic, and skeptical. Generation X leaders most highly educated with approximately 60 percent of college education, the first generation to have a standard of living below of its parents. During colonial times women's roles became limited to domestic labor. European people introduced cultural ways of life by degrading and decapitating women's status. Women leaders and generational influences. Women learn and adapt to new technologies in everyday life and make better independent choices.

Different generations of African Americans grew up in worlds with measurably different opportunities and their experiences may have a lasting impact on their world views. Generation x from 1965-1980 came of age during the fair housing act and the black power movement. In the years from 1989-2018 shows that generation is, in fact, a significant predictor of the belief among African Americans in the extent of equality of opportunity, even after controlling for differences in education, religion, political party, and income.

Chapter 9 summary: **"Women's leadership in a generation X culture?"**

More women are earning a higher income, leading organizations, travel more than in previous generations. Women faced challenges such as financial empowerment, competition for a promotion, family values. The more knowledge and education she possesses, the better women can be assertive in her opinions to speak her mind. Women in the position of power are judged and pressured to accept western leadership practices depending on the sector in which they work. The previous generation of women leaders and subordinates. These demographic factors are levels of education, family background, exposure of young women in leadership positions social background.

Our generation of women was born in this society that is around us called sexual liberation, freedom, and individualism, nevertheless, we were expected to be the poster moms and well-educated working women. We were torn into being liberal and conservative yet remained unbroken and a whole. We learn to respect traditions, still, we pioneered entrepreneurial and professional careers. Meanwhile, we stood by our daughters and enabled them to express their thoughts, and empowered them to stand against injustice.

Conclusion

In the book Generation X: the role of culture on the leadership styles of women in leadership positions, the author gave insight into the history of black women in their struggles in leadership; the culture, political power, education, slavery, injustice; the struggles in places such as in many places in Africa, and the African diaspora; how black women were treated, the different styles of leadership, their history perspectives and how they manage their leadership skills; and how leadership were different for black men and women.

References

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

J. Celeste Walley- Jean. (2009). Debunking the myth of the "Angry Black Woman": An Exploration of Anger in young African American Women. Black women Gender Families 3(2) 68-86 Retrieved September 12, 2021, from https://www.jstor.org10.5406/blacwomegendfami.3.2.0068)

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

https://en.wikipedia.org/wiki/Stereotypes_of_African_Americans

https://www.africanamerican.org/topic/african-women-In-african-civilizationthe-effect-of-colonialism-on-african-women

https://lithub.com/on-the-many-meanings-of-black-diaspora/