

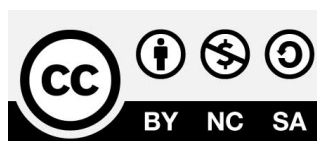
**Generation X: The Role of Culture on The Leadership Styles of Women in Leadership  
Positions Book Summary**

Scarlet C.

Final Exam

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**

In this report I give a brief and detailed summary of chapters 1-9 in the book *Generation X: The Role of Culture on The Leadership Styles of Women in Leadership Positions Book Summary* written by Dr. Remi Alapo. The author highlights the factors that have gone into organizational leaders about the globalization of the workforce and the growth of international companies. The author talks about the use of power and how it is used no matter what gender, race, ranking, or social class you are in. In this report, I will go over the nine chapters that model intercultural businesses that pertain to women no matter their backgrounds.

## Book Report

In the first chapter of the book, Generation X talks about the bases of power. “Power is instrumental; it is a way to achieve goals” (1). In this chapter the author goes on to talk about the several reasons, one wishes to obtain power such as to achieve a goal, steer away from their opponents, gain knowledge or influence others. The author mentions Karl Marx’s theory of capitalism and how it is used to measure power and construct inequalities in gender roles for example men holding higher positions than women. This chapter introduces the reader to the types of powers such as reward power, legitimate power, expert power, referent power, and how a person can be influenced by it in an organizational placement. It also breaks down the consequences of that power such as “commitment, approval, compliance, or resistance from others” (4).

In the second chapter, Historical perspectives on women and Leadership in Nigeria, the author talks about the timeline of Nigerian women in leadership and how their methods were either successful or failed. For example, in pre-colonial Nigeria women were able to “form support groups that assisted women in the society with leadership roles” (8). This allowed women to occupy many ranks leaving this to be a successful period for women in Nigeria.

However, during the colonial era, many groups had been vanquished due to the colonial policies. “Colonial policies and statues were clearly sexist and biased against women occupying roles in leadership and economic positions” (9). Due to the external power that took over, the leadership of women in Nigeria fell but the women never stopped fighting and constantly challenged the colonial policies.

In the third chapter, Leadership and Decision-Making styles, the author highlights the different types of leaderships there are and how the conflicts are deemed amicable. For example, a democratic leader believes that conflict is inevitable in society due to the different types of personalities, experiences and knowledge and believes that the issue should be resolved instead of denied. However, in autocratic leadership, it is the complete opposite. Autocratic leaders do not care about the well-being of society or its opinions and dictate how society should act and are forced to comply. The author mentions that when women attain leadership roles they usually score higher than men due to their transformative leadership role. The transformative leadership role, “must be able to view the organization as constantly reinvented to implement change when needed for improvement” (15). The author also highlights decision-making styles, in which she goes over the effect that women have when making decisions in a leadership role. “Women in leadership and decision-making roles can influence the policies and directions of organizations” (19). Although women can have a great influence in organizations, the author mentions that for an organization to grow the leader must be willing to put it above all else and act selflessly. Oftentimes when a leader fails to put their organization first it will fall.

In the fourth chapter, theoretical perspectives in leadership, the author goes over a range of theories and how they are tied with “societal messages of tolerance, either sub minimal or present” (20). The author makes the readers take a look at earlier leadership theories in order to

understand the influence it played in the factors that it played in women's leadership and decision styles. In this chapter we see why most women tend to be transformational leaders. Women as transformational leaders help people see the important role they play in the organization in order to increase levels of motivation, “create a workspace in which a follower considers placing interest above individual interests for the good of the organization” (26). The author believes that by nurturing personal and group improvement it helps in fostering commitment and motivation.

In the fifth chapter, cross-cultural perspectives on management and leadership, the author mentions how different countries have different ways of leading. For example, countries such as China, Japan, Korea and Southeast Asia all share the same cultural values and religions and have similar management and authoritarian leadership styles. In this small chapter, the author says that although some cross-cultural leadership styles' values are the same what sets them apart are their long-term orientation along with individualism and power distance.

In the sixth chapter, culture and leadership styles, talks about how if a leader opens their organizations to the different cultures of another country they are more likely to be successful. “Leaders who do not have a clear understanding of the national culture present in their environment can experience failure” (30). The author mentions how allowing yourself to learn about another organization's culture will allow you to get a sense of understanding of what they do and how to interact. When it comes to leadership in other countries, it is important to learn the culture in order to be successful.

In the seventh chapter, culture and leadership in the 21st century, the author talks about the power of globalization, how it can bring people around the world together but the environment can also affect leadership practices. However, in order to utilize globalization in the

21st century by being a transformational leader, “the basic behaviors present in transformational leadership ... were seen as necessary components around the world” (40).

In the eighth chapter, Generation X, the author talks about how this generation entered the workforce at the beginning of the productivity decline but it also means that women in this generation are independent and “fend for themselves economically”. Generation X has minimized the 50 year plan of growth into one of 3-5 years and have created new economic opportunities. The author talks about how generations X’s goal is to, “create new organizations torid the constraints and conventions established by the previous generation”(42). In this chapter the author goes on to describe generation x women as one who is paving the role for new organizations even though they have faced many disadvantages such as stereotypes, financial empowerment, societal norms, competition for promotion and family values.

In the ninth chapter, Women's leadership in a generation x culture, the author talks about the influence that generation x women have on the newer generation. For example, the new generation of women are, “earning higher incomes, leading organizations, and traveling more than in previous generations” (49). This chapter really focuses on the struggles that generation x women have had to undergo and the benefits that they have now due to their knowledge about growing a business.

In conclusion, after reading this book I learned about the different perspectives women leaders are capable of. Not only did I learn about the type of leadership styles and management but I also got to read about different cultures and how they handle their organizations in regardsto culture and beliefs. The biggest takeaway I took from this book was transformational leadership. According to Katherine Gidley, a writer from Feminism, that when women are transformational

leaders, “they have been found to be more effective as leaders, and inspire extra effort from their followers, who report more satisfaction with the leadership style itself,”(2018). After reading this book, I aspire to be a transformational leader, motivating others in order for all of us to reach our goal.

## References

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

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

Gridley, K. (2018) *Being a #Girlboss: Women and Transformational Leadership*. FemInEM, <https://feminem.org/2018/03/29/being-a-girlboss-women-and-transformational-leadership/>.





