Chapter 15
Crafting the Edge:
Gender Intelligence to Increase Productivity

Mambo G. Mupepi
Grand Valley State University, USA

Jean C. Essila
Northern Michigan University, USA

Abigail Opoku Mensah
University of Cape Coast, Ghana

Sylvia C. Mupepi
Grand Valley State University, USA

ABSTRACT

This chapter examines the practice of gender that underlie sexual orientation to appreciate the paradigm shift on talent and its practicality in advancing organizational effectiveness and bottom line results in successful enterprise. The discussion progresses the notion to accept the sexual identity men and women choose to progress their careers. Emotional intelligence is drawn to appreciate its impact on managerial controls and performance. Top managerial positions in enterprises have been regarded as male or female enclaves in many cultures around the globe. The trend to reflect gender as a possible social construct continues to increase in enterprises that value diversity. Change management technology is examined to how exercised by women to that of men can impact profitability and to comprehend whether there are any traits attributed to any specific gender. The perspectives are applied to model an organization acquiescent to increasing productivity in a variety of settings.

INTRODUCTION

The issue of sexual orientation is an emotionally charged one; it arouses feelings similar to, yet very different from, those aroused by other diversity issues. Sexual orientation is a phenomenon in all races and ethnic groups in the world, not just the US. The discussion seeks to contrast leadership of men, women, or chosen sexual orientation, as antecedent to the creation of situational management practices. An example of situational management is drawn from urban geography where astute leadership welcomes people of different sexual orientation to bring their intellectual capital to settle in multicultural population such as those of San Francisco, or New York (see Figure 1). Such settlements have been able to create sustainable economies resulting from the settlement of a people that values diversity. This chapter is organized in four parts: the first provides an introduction and definition of some of the key terms employed to answer two questions (1) Does management exercised by men or women impact profitability? (2) Are there any traits that influence behavior and attributed to men or women? The second part provides a definition of some of the key terms applied in this discussion. The third part provides a statement on the literature reviewed to progress multiculturalism in progressing productivity in high performance enterprises. In the review realism and gender are viewed as necessities in highly productive environments. Realism and gender schemata are examined through the lens of a Socially Constructed Competency Model (SCCM) in crafting highly cohesive teams critical in sustaining the competitive advantage and progressing desirable goals. The fourth part proposes a Situational Leadership Model that embraces the talent required in progressive firms and draws a conclusion.

Urban municipalities have partnered with private property developers to attract diversity postulating that a multicultural community can bring investment critical in sustainability. In Kanai (2014) municipalities in urban centers such as Buenos Aires or San Francisco have dwelling shopping and working places that cater for the needs of a diverse people (see Figure 1).

The diverse community is akin to the flower kids of the sixties that could generate their own contemporary arts, fashion, and other lifestyles which attracted investors (Miller, 1991). The sixties' political

Figure 1. Appreciating a socially constructed urban leadership
(Kanai, 2014a)
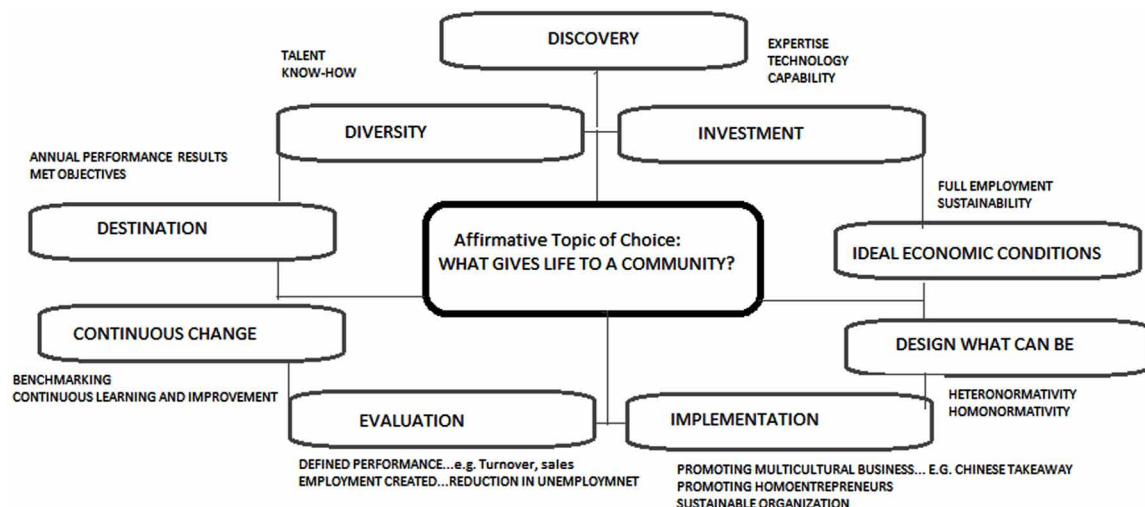
19 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/crafting-the-edge/208982

Related Content