Chapter 3

Blending Leadership Roles and Theories in Today's Multi-Generational Organizational Culture:
A Practical Review of the Organizational Culture

Carl T. Burgess
University of North Texas at Dallas, USA

Joan Adkins
https://orcid.org/0000-0001-5797-1535
Colorado Technical University, USA & Northern Kentucky University, USA

Noreen Suniga
Colorado Technical University, USA

Francisca Mbanaja-Opara
Colorado Technical University, USA

ABSTRACT

To be an effective organization in this multidisciplinary psychological organizational culture, leaders are required to be many things to many people. The chapter describes the authors' thoughts, specifically regarding leadership in the multi-organizational culture, associated with the psychological culture in the organizations. This chapter looks at leadership and the meaning that it has to organizations, people, and cultures. Practitioners often talk about the application of leadership and how to best apply these methods in today's multi-generational organizational culture. Organizations are presented with a continuum or range of possible leadership behavior and styles, which are available to those individuals who manage today.

INTRODUCTION

Realizing the multi-organizational culture gap, in terms of leadership is important, in organization development. Moreover, understanding the traditional concepts, roles and influences are vital in this role. Strong leaders such as Dr. Martin Luther King Jr., President Ronald Regan, Winston Churchill, President Barak Obama, Nelson Mandela and Margaret Thatcher and many more have presented this leadership in the past. Having a society that covers many generations, require many different approaches (Natemyer & Hersey 2011). To understand what is needed, the authors cover a description of today's working environment, in terms of Baby Boomers, Generation X, Millennial, and Generation Z, in understanding what they require from leaders. The authors also cover the ethical nature of leadership, which is a recent development in research. Ethics is explained in the authentic provision, covering the necessity of authentic leadership (Northhouse, 2016). With the complexity of organizations, the environment in which we lead is constantly changing, and require a different set of leadership roles, which are explained in this chapter.

Organizational culture has gone through significant changes, attributed to the leadership styles and characteristics in a now multi-organizational environment. The concepts of leadership practices can be attributed to authenticity, wakefulness, agility, and eagerness (Lawler & Worley 2011). This chapter draws from researchers' extensive review of literature on leadership practices and approaches. Researchers have synthesized their findings to highlight how multi-organizational cultures can be supported better through the dynamic understanding leadership roles that are blended in today's organizations. The authors chose to provide this topic because we understand that leadership is a blending concept in today's multi-organizational culture. Moreover, we also understand that one leadership style does not fit all aspects of the multi-generational organization. Thus, this chapter is vital regarding the understanding and fluidity of managerial skills spread across generations.

The chapter will focus on the following proposed areas: (1) definition of organizations leadership in organizational culture. (2) Fundamentals of leadership practices. (3) Baby Boomers blending leadership practices and concepts with the current and upcoming generations. (4) Leaders internalizing to acclimate to organizational culture. (5) Leadership, overview of generations; X, Millennial, and Gen Z in today's Multi-Organizational Culture. (6) Ethical aspects of leadership in organizational culture. (7) Leadership roles in organization and, (8) leadership concepts in the organizational culture.

BACKGROUND

Although the authors are not presenting material for literature review, this chapter will share components that illustrate a valuable leadership environment. This will be addressed through the facilitation of leadership styles and concepts within the organizational culture. The purpose of this chapter will be to provide implications, and recommendations for organizations to help introduce an improvement to organization culture. This chapter is not meant to offer an actual plan or guide to develop an organizational leadership planning. Authors' statements, opinions, advice, and recommendations will be provided based on supported academic documentation, which will help add to the body of knowledge based on the leadership environmental culture.

Related Content

The Benefit of Imitation for Creativity in Art and Design: The Cases of Gerhard Richter and J Mays
Laurens Rook (2017). *Exploring the Benefits of Creativity in Education, Media, and the Arts (pp. 305-326).*
www.irma-international.org/chapter/the-benefit-of-imitation-for-creativity-in-art-and-design/157863

State Violence, Separatist Agitations, and Population Displacement in Cameroon: Factors Breeding Separatist Agitations in Cameroon
Onuoha F. Chukwudiand Okafor Joachim Chukwuma (2023). *Research Anthology on Modern Violence and Its Impact on Society (pp. 311-331).*
www.irma-international.org/chapter/state-violence-separatist-agitations-and-population-displacement-in-cameroon/311272

Legal Issues Involving Educator Sexual Misconduct: Understanding the Risks and Assessing the Consequences
Sean Ashley Fields (2019). *Social Issues Surrounding Harassment and Assault: Breakthroughs in Research and Practice (pp. 259-269).*
www.irma-international.org/chapter/legal-issues-involving-educator-sexual-misconduct/211388

Banalising Evil?: Humour in Lisa McGee's Derry Girls
Veronica Membrive (2023). *Research Anthology on Modern Violence and Its Impact on Society (pp. 1185-1196).*
www.irma-international.org/chapter/banalising-evil/311323

Knowledge and Product Involvement Influencing Diamond Wedding Ring Purchase Intention: Evidence From Wuhan, China
Teeranart Chaiinkam, Pengfei Zhang, Chinun Boonroungrutand Nattawut Eiamnate (2023). *Modern Perspectives and Current Trends in Asian Education, Psychology, and Sociology (pp. 140-156).*
www.irma-international.org/chapter/knowledge-and-product-involvement-influencing-diamond-wedding-ring-purchase-intention/332941