

**Dr. Daniel de León Jr., PhD**  
Dissertation: Executive Summary

Dr. Daniel de León Jr.'s dissertation, *Evaluation of the Hispanic Paradox: Conceptualized Through the Lens of Generational Decision-Making Styles of First-, Second-, and Third-Plus-Generation Hispanic Leaders*, explores whether generational differences among Hispanic leaders influence decision-making styles and whether gender interacts with generation in shaping these styles. The study is grounded in the context of the Assemblies of God Hispanic districts, a significant organizational setting for Hispanic communities in the United States.

The research begins by acknowledging the rapid growth of the U.S. Hispanic population—now the largest minority group—and the complexity of its cultural diversity. Contrary to common assumptions that Hispanics share uniform cultural and linguistic traits, the dissertation highlights generational distinctions shaped by acculturation, language preferences, and identity. These differences raise questions about whether leadership and decision-making styles evolve across generations.

Using a quantitative, nonexperimental design, the study surveyed 226 pastors and leaders from first-, second-, and third-plus generations. The General Decision-Making Style (GDMS) instrument measured five styles: rational, intuitive, dependent, avoidant, and spontaneous. Statistical analysis through MANOVA and ANOVA revealed no significant differences in decision-making styles across generations, nor any interaction between gender and generation. Surprisingly, all groups consistently favored a rational decision-making style—emphasizing logical evaluation and systematic analysis—regardless of generational or gender distinctions.

These findings challenge prevailing theories that cultural and generational diversity strongly influence decision-making behaviors. Instead, they suggest a shared leadership approach within Hispanic faith-based contexts, possibly shaped by organizational norms and leadership expectations. While the study offers practical insights for organizational leaders—such as reinforcing structured decision-making frameworks—it also underscores theoretical implications, calling for a reevaluation of assumptions about generational divergence in leadership styles.

The research acknowledges limitations, including its focus on ecclesiastical leaders and a cross-sectional design, and recommends future studies on broader Hispanic populations, longitudinal trends, and the influence of years lived in the United States on first-generation leaders. Ultimately, this work contributes to understanding the Hispanic paradox: a community rich in diversity yet united by common leadership practices.