The Art of Cuisine: How Leaders can be inspired by Chefs

Authors: Pauline Rault
Liang Peng

Leadership and Management in International Context

Tutor: Pr. Maximkael Wilde Björling
Examiner: Pr. Dr. Philippe Daudi
Subject: Business Administration
Level and semester: Master’s Thesis, Spring 2014
Acknowledgement

We want to express our gratitude to our honourable Professor Philippe Daudi and to our tutor Professor MaxMikael Björling. Professor Daudi has guided us from the beginning of our program until the end of this master thesis project. His advices had a great impact on our research and helped us to look further and deeper. During this year, he has given us the possibility not only to learn knowledge but also to grow as person. MaxMikael Björling provided us enough freedom and space to do our research according to our interest. His useful suggestions always inspired us. We want to thank the Professors Björn Bjerke and Mikael Lundgren for their advices during the feedback sessions.

Further we want to thank Terese Nilsson for her time, kindness and support that she has so often given us.

We also want to thank our interview partners. Because lacking of relationship, we have not expected we can finally connect with these excellent staffs in the Cuisine industry. Their contribution has made this thesis unique.

I want to take this chance to thank my parents, for their understanding and contribution. In this year I realize the meaning that you have given to me which make me different from others. I also want to say I miss you so much my daughter and hope someday you can come to this wonderful place yourself to explore. I want to thank my beautiful partner Pauline Rault for our perfect cooperation which helps us to complete our research so smoothly. Finally, I want to thank everyone I know in Europe, I cannot forget every class, event, journey. It is you who make my life so brightly here. I am looking forward to meet you again in China in the future.

Liang Peng
A special thanks goes to my family who helped me to become the person that I am. I want to thank all my friends who have supported me in any decisions that I took, especially Pauline Daval and those that I met here in Sweden. All of you made my stay in Kalmar joyful. Gratefully I want to address my partner, Peng. Thanks to our differences, working on this thesis with you was an enriching experience. I hope to see you in China in the future.

Pauline Rault
Declaration

We hereby certify that this master's thesis was written by our own. Furthermore, we confirm the proper indication of all used sources.

Kalmar, 15th of May 2014

Liang Peng
Pauline Rault
Abstract

Through History and human civilization, Cuisine keeps growing and takes an important position in our society. The food remains the basic demand of human being. In today’s world more than ever, Cuisine can be seen as the manifestation of culture. In fact, with Globalization, Cuisine has become an important stereotype to understand and reinforce the different culture.

Meanwhile, after thousands of year’s improvement, we can see that Cuisine has also its own specific culture. The way of cooking, the management style in the kitchen, chief selections, innovative dishes etc. All these things separate the Cuisine from the culture of other industries. In this thesis, we want to analyze and research what kind of leadership style can be found in the culinary field.

By interviewing chefs and employees in the Cuisine industry, we find out some behaviours or leadership styles in the Cuisine culture which are based on the certain work environment in the Cuisine industry. We interpreted them according to the existed theories of leadership to have deeper insight and understanding.

With our research, we focus on the strict management style in the Cuisine industry and how can it be successful. We believe our research will inspire other businesses which face similar challenges as the Cuisine industry.

**Key Words:** Cuisine, leadership, autocratic style, talent development, creativity, innovation, team dynamic
# Table of contents

ACKNOWLEDGEMENT ........................................................................................................... 1  
ABSTRACT .............................................................................................................................. 4  
TABLE OF CONTENTS .......................................................................................................... 5  
1. INTRODUCTION .................................................................................................................. 7  
   1.1 CUISINE: THE ART OF FOOD ....................................................................................... 7  
   1.2 WHY CUISINE INDUSTRY IS IMPORTANT? ................................................................. 9  
   1.3 RESEARCH FOCUS AND RESEARCH QUESTION ......................................................... 10  
   1.4 PERSONAL APPROACH TO RESEARCH .................................................................. 11  
   1.5 PROCESS OF RESEARCH .......................................................................................... 13  
   1.6 OUR EXPECTATION .................................................................................................... 15  
2. METHODOLOGY .................................................................................................................. 16  
   2.1 THE QUALITATIVE RESEARCH .................................................................................. 16  
   2.2 GROUNDED THEORY ............................................................................................... 17  
   2.3 APPROACHES OF GROUNDED THEORY .................................................................. 19  
   2.4 DATA COLLECTION ................................................................................................... 20  
      2.4.1 PRIMARY DATA: ONE-ON-ONE RESEARCH .......................................................... 20  
      2.4.1.1 PHASE I- UNDERSTANDING AND FIRST CONVERSATIONS .................. 21  
      2.4.1.2 PHASE II- INTERVIEWING THE CHEFS ......................................................... 21  
      2.4.2 SECONDARY DATA: LITERATURE AND MEDIA .................................................. 22  
   2.5 DATA ANALYZING ...................................................................................................... 22  
      2.5.1 OPEN CODING .................................................................................................... 22  
      2.5.2 AXIAL CODING .................................................................................................. 23  
      2.5.3 SELECTIVE CODING ......................................................................................... 24  
3. THEORETICAL FRAMEWORK ............................................................................................. 26  
   3.1 CUISINE ENVIRONMENT : HIERARCHICAL STRUCTURE AND STRICT OPERATIONS .......................................................................................................................... 26  
   3.2 DYNAMIC OF THE TEAM AND MOTIVATION OF THE FOLLOWERS ............... 28  
   3.3 LEADING CREATIVE PEOPLE .................................................................................... 29
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Section</th>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3</td>
<td>3.3.1</td>
<td>CREATING A CULTURE OF INNOVATION</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>3.3.2</td>
<td>MANAGEMENT OPENNESS</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>3.3.3</td>
<td>TRANSFORMATIONAL LEADERSHIP</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>3.3.4</td>
<td>TAKING RISK</td>
<td>33</td>
</tr>
<tr>
<td>3.4</td>
<td>3.4.1</td>
<td>ESTABLISH CREATIVE SYSTEM</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>3.4.2</td>
<td>FLAT ORGANIZATION STRUCTURE</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>3.4.3</td>
<td>COACHING LEADERSHIP</td>
<td>35</td>
</tr>
<tr>
<td>4</td>
<td>4.1</td>
<td>DATA COLLECTION</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>4.1.1</td>
<td>INTERVIEW</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>4.1.2</td>
<td>LE ZHANG</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>4.1.3</td>
<td>MAXENCE BARBOT</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>4.1.4</td>
<td>ERIC PROVOST</td>
<td>43</td>
</tr>
<tr>
<td>5</td>
<td>5.1</td>
<td>ANALYSING OUR FINDINGS</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>5.1.1</td>
<td>CODING PROCESS</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>5.1.2</td>
<td>OPEN CODING</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>5.1.3</td>
<td>AXIAL CODING</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>5.2</td>
<td>ANALYSIS PROCESS</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>5.2.1</td>
<td>WORK ENVIRONMENT</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>5.2.2</td>
<td>THE TEAM DYNAMIC MOTIVATION</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>5.2.3</td>
<td>LEADING CREATIVE PEOPLE</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>5.3</td>
<td>REVIEW</td>
<td>61</td>
</tr>
<tr>
<td>6</td>
<td>6.1</td>
<td>CONCLUSION</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>6.2</td>
<td>OUR FEELING</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>6.3</td>
<td>DISCUSSION</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td></td>
<td>REFERENCE</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td></td>
<td>APPENDIX</td>
<td>72</td>
</tr>
</tbody>
</table>
1. Introduction

1.1 Cuisine: the art of food

First of all, it is important in this context to recall what culture is. Indeed, throughout our thesis, we try to understand the phenomenon of Cuisine as a cultural manifestation. As the definition from Edward Tylor (1920, p. 1), “Culture is that complex whole which includes knowledge, belief, art, morals, law, custom and other capabilities and habits acquired by man as a member of society.” Or the definition from Lustig and Koester (2010, p. 25), “Culture is a learned set of shared interpretations about beliefs, values, norms, and social practices, which affect the behaviors of a relatively large group of people.” We can see that culture shall include everything that people learn to be a member of a society or a large group. The important thing to note is that culture is learned instead of born with. By learning the interpretations about aforesaid elements which shared by large groups of people, the behaviors of man will be affected. For this reason, every society has its own culture to separate it from others. With these differences, people can recognize themselves as particular group in the world and they can have their own values. For us, it is the culture which makes our world so varied and colorful.

Now, we can be focus on what Cuisine is. Cuisine, especially the Haute Cuisine or the upscale Cuisine, represents the “foodservice operation which provides the highest quality dining experience with high quality of food, beverage products and service to the guests in a tasteful environment” (Jack & Joe 2008, p.223) to meet their spiritual requirement. Cuisine is interpreted as “a characteristic style of cooking, practices and traditions” (‘Cuisine’ 2014, Para. 1). Sometimes, we designate Cuisine as the art of cooking. But in general we can also say that Cuisine contains the culture through the food. In human being’s history, food always plays an important role and the foundation of civilization since it is the basic demand of human being. No one can survive without eating. However, there is no Cuisine at the beginning of human
being’s History, because the cuisine is not only eating food but culture. Animals also need to eat to survive and cannot refuse the food against their physical requirement. But with the development of civilization, human being is able to do, so in certain circumstance for spiritual reasons. Actually, the “culture intervenes in the satisfaction of biological needs.” (Rai & Panna 2010, p.7). This intervention creates the Cuisine which becomes a part of culture. With the control of biological needs at a spiritual level, human beings insert meanings and senses into the practices and traditions of cooking and eating food. Every culture has a unique cuisine habit which is the outcome of hundred or thousand year’s effects from region, climate, belief, religious etc. The food will carry symbolic meanings and “civilization attributes”, their functionality will transfer to the cultural practices (Sengupta & Jayanta 2010, pp. 81-98). Like glögg in Sweden represents St. Lucia’s Day and turkey means the Thanks-Giving day in US and Canada. People are taught to share these foods with their family and friends to celebrate these holidays which become part of their life and shared understanding. Such symbolic meanings are more distinct during the intercultural context. One of the most famous issues is the Indian Rebellion of Nationality in 1857, as the British colonists were believed to use pig and cow oil as the grease for bullets, the Hinduism and Muslim soldiers refused to use bullets anymore because the cow is the god in Hinduism and the pig is considered as dirty thing in Muslim. This protest finally resulted the rebellion in India.

Meanwhile, some particular food consumption pattern reflects the reconstruction of national identity (Hui-Tun 2009, pp. 84-108). For instance, in China, the ultimate target of Cuisine is to keep the balance between five elements (gold, wood, water, fire and earth) or Yin Yang which are believed as the basement of the whole world. Every kind of food material has its typical characteristics, so the balance can only be achieved by cooking other food with the opposite characteristics. Since the Chinese Cuisine is so particular, in Taiwan, when the government faces the international trend which causes the conflict between modern and tradition, they use the ethnic
politics to frame of regional Cuisine to establish the social hierarchy and react the dilemma of modernization and tradition (Yu-Jen 2011, pp. 315-333).

The cuisine affects the culture by its irreplaceable status in the human being’s life. In everyday life, when people from different cultures cook or eat, their culture values are transferred and strengthened in their mind and inherited generation by generation. Moreover and to summarize, it is interesting to indicate that in today’s world, we are seeing the elevation of Cuisine to the level of art. Indeed, in 2010 UNESCO honored the French gastronomy by including it on the list of the Intangible Cultural Heritage of Humanity.

1.2 Why Cuisine industry is important?

Since ten years, there is an explosion of Cuisine as business but also to the level of lifestyle, of medias as television programs like “Top Chef” or "Nightmare in kitchen", of book prints as best sellers. Cuisine became an attractive industry with its strict and serious environment. That means a very well structured organization with qualified members shall be established to serve this operation. By developing the high quality standard in every detail, everyone in the Haute Cuisine industry is required for long training periods to achieve necessary competency (Tom 1988, p. 47). Chefs are seen as artists who know how to select the dishes, to choose the appropriate products, which ones go well together, the flavors etc. The issue of the taste results important to make the difference on the plate, creating a real "experience". As we can understand, Cuisine consists in a traditional business which requires serious operations and management, but it also needs creativity and innovation to achieve the competitive advantage. For this reason, a strict management and leadership are indispensable to the organization to develop high level of performance and to keep the high standard consistently. Moreover, because of the crisis, in today’s world more than ever, make difference is essential for all organizations. Cuisine business looks like any other industries which request the leaders to keep balance between management and creativity.
However, although the cuisine occupies an important role in the culture, there are not so many researches on the topic about Cuisine and leadership. In our thesis, we want to establish the relationship, the possible link, between Cuisine and leadership. We will try to find out if there are any interesting aspects or dimensions within the art of Cuisine that can shed some lights on our understanding of leadership.

1.3 Research focus and research question

Cuisine can be used in different ways as a metaphor to describe leadership in many of its diverse aspects. Actually, we regard to the Haute Cuisine as a real case for analyzing different leadership styles.

Based on the performance of the leaders and followers in the kitchen, our aim in this thesis is to understand that what kinds of leadership styles are exercised in this industry, and why these styles are adopted. As we mentioned before, in this thesis we focus on:

*Analysing and researching what kind of leadership style can be found in the culinary field? Can they inspire the leaders in other organizations?*

There is not one good leadership style suits for all organizations. By analysing different leadership theories and the practice, we can say that it is not possible to describe the one right way of leadership. As Bennis and Nanus have said, there is no “cookbook for leadership” (Bennis & Nanus 1997, p. 223). This is not an objective matter and the good way to lead, can be different for different people. Besides the common qualifications of the leaders, the Cuisine industry has its special needs on the chefs. From the angle of followers, the relationship with the leaders is discussed to find how they affect the leadership style selected by the leaders.

Finally, like all organizations, there are many reasons which explain the final chosen leadership style. So first we focus on analyzing the culture of Cuisine which is determined by many conditions such as history, tradition, work environment,
organization structure, need of customers, etc. Thanks to the understanding of the Cuisine culture, we list the exercised leadership styles in this field based on the theory of leadership and answer the questions how do they work? What does the relationship between leaders and followers look like in the Haute Cuisine industry? What kind of characteristics the chefs need to be qualified to meet the needs of followers? Which action and behaviour do the chefs practice in the kitchen to lead their team? Furthermore, the improvement of the Cuisine industry also leads the development of leadership. More and more new styles are introduced into this old business to help the leaders motivate their followers. We want to find some of them and analyze the possibility that they can be used in other industries.

All these researches are not only based on the literature references but also on the interviews with the chefs and employees from Chinese and French restaurants. The close observation uncovers the real work situation and leadership styles in the kitchen. We conclude with the highlighting of the traits and understanding on the leadership of our interviewees and how they exercise in their positions.

1.4 Personal approach to research

We, the authors, come from France and China, which are famous for their Cuisine. Both are interested in cooking and eating which are considered for us as one of the most enjoyable experience of life. In fact, restaurants are seen as one of the few places where we can use all of our senses to enjoy this experience. Our “taste, sight, smell, hearing, and touch are employed to savour the food, service, and atmosphere of the restaurant” (Walker, John. R, 1999, pp.196). So, when we talked about the topic of our thesis, the Cuisine came to our mind immediately. By looking into the long history of Cuisine in both of our countries, we can observe the influence of culture on the cuisine and how does the cuisine manifest the culture as well. In today’s world, the importance of the cuisine makes us believe that we can find more information if we dig deeper in this field. The quote from Chinese philosopher Lao Tzu (6th century
BC, chapter 60), “Governing a country is like frying a small fish” remind us that the Cuisine can be seen as an alternative and creative way to develop our research on the Leadership.

I. Liang Peng

I always think when I am cooking, if the process of cooking can be assumed as management, and then the cuisine, as the art of cooking, shall be the leadership. The notion of “Food is the first thing for people” is the most important idea in Chinese civilization life. All the governors in China treat food as the most priority issue to keep this large empire stable. The cuisine is also highly developed in China as one of the most famous characters of Chinese culture nowadays with the expansion of Chinese restaurants. In the history of China, the concept of patent was not as clear as the western society and the family relationship was more important than social contract. So the heritage of recipe was mostly done within family members or certain apprentices who were mainly the employees. This relationship between the leaders and followers decided the management methods and leadership styles in Chinese culinary industry were more likely the paternalistic community. Such structure reflects the entire leadership style in China which is one of the points encourage me to keep my research on cuisine and leadership.

II. Pauline Rault

I come from France. I am really interested in cultural differences which can surge from an international context. France is famous and well known in the world for its Haute Cuisine and fine restaurants. In 2010, UNESCO decided to honour the French Gastronomy by including it on the list of the Intangible Cultural Heritage of Humanity.

In my point of view, Cuisine is an art, an occasion where people can be together to enjoy the art of eating and drinking. For a “Gastronomic meal”, it results important to choose carefully the dishes; the purchase and selection of good products, the appropriate wine for different dishes etc.
The Art of Cuisine is the result of a team performance with the supervision of a chef. I think that running a restaurant kitchen and leadership have a lot in common. Also, the structure of a kitchen can be compared to an organizational environment. In the Haute Cuisine, "Planning, organizing and producing food of a consistently high quality is not an easy task" (Walker, 1999). For this reason, a strong leadership in Cuisine is necessary to develop successful operations of a restaurant. In fact, it depends on the leader, the chef.

I want to analyse the leadership style that we can find in the Restaurants. By this way, I think that it could be interesting for us, who come from two diverse cultures to share and develop our understanding of Leadership through the Cuisine field. Leadership and good management represent ones of the important criteria to develop Restaurant Business.

### 1.5 Process of research

At the stage of proposal, we have made the blueprint and schedule for our entire thesis research. However, just two weeks after the proposal, we felt confuse about our approach to research and we became uncertain if we could handle this topic well. We tried to read more literatures about Cuisine and culture but still hard to find the way to continue moving on. Too many different ideas made us stuck at the entrance of the thesis. In such situation, we sought help first from our responsible of master, Philippe Daudi and then from our responsible tutor MaxMikael Björling. With several useful indications, we made our research direction certain again. Just like the chef finally makes decisions about the type of dish he or she will cook for the campaign of master chef. After that, he or she has to purchase the necessary raw materials himself or herself to guarantee the high quality. What we do is to read and learn more basic information and background of the Cuisine industry. The raw materials have to be processed such as wash, cut or boil etc. to prepare for cooking which is same as the step that we collect, select and analyze data from the literature references.
Meanwhile, the chef also has to talk with other chefs and his master to acquire more experiences and information about the dish he or she will make. The interview, discussion or self-experience are exercised in this period. The more empirical information we get, the deeper we observe and understand about this industry and the higher possibility that we can complete the thesis successfully. Of course, we, the authors shall be mobilized to achieve the same target together. For this reason the inner communication between us is also helpful to share our understanding and ideas. By this way, we can have a common ground and go in the same direction.

After the chef finishes all these preparations, he or she dresses up, cleans his mind, opens the fire and starts to cook. During this step, the sequence and timing are the most important. By making a comparison with our thesis, we focus on the structure and try to organize the thesis in a well logical sense, in order to be read in a tasty way. The dancing flame in the wok shows our construction of meaning which reaches the highest point. With the fire weaken, the dish still needs to be cooked at lower temperature to ensure the sauce, fully absorbed into the food. All these processes are pointing to one target, the satisfaction of the customers and judges which represents the highest award for a chef and us. We expect a delicious result at the end of this thesis, when the lid will be open.

1.6 Our expectation

All the industries have their own characteristics which make them be distinct from others and protect them as barriers. But they also have some common traits which are based on the characteristics embodied in the human beings. Once there are labour-intensive industries existing, such commons will continue to impact the leadership in these industries. Our expectation is to do the research on Cuisine, which represents the most attractive industry to us and the oldest business, to find out the needs of the followers, the qualification of leaders and the relationship between them. We really hope our research can let the leaders in both Cuisine business and other industries find some inspirations on their management style and
leadership. We also hope the readers can get a new angle on the culture and leadership.
2. Methodology

In this chapter, we try to describe our approach and methodology to do the research. We show the process of our research which includes how we designed our study, how we collected data, how we processed the data and how we displayed these data in our thesis.

2.1 The Qualitative Research

With the help of secondary data such as documentary qualitative materials, we understand the substantive area we want to study (Glaser & Strauss 1967). The leadership is a “relationship through which one person influences the behaviour and actions of other people” (Laurie 1998, p. 397). The research shall be mainly based on the personal experience of the leaders and followers in this industry which are subjective. As Glaser and Strauss (1967) mentioned, a qualitative method is better to find the crucial elements of sociological theory. Comparing with the quantitative methodologies, the qualitative approach is mainly focus on the feeling, perceptions, attitudes, values and beliefs etc. (Ranjit 2011, p. 104) which can only be explained by the people who have experienced. Hoepfl (1997) also mentioned in the situation that it cannot be adequately interpreted through quantitative measures, the qualitative methods would be more appropriate. As a result, we decided to use the qualitative research methodologies. What we have to do is to understand, explore and clarify the information we gathered and recorded through an open frame of enquiry. Furthermore, since many qualitative designs are not as structured and sequential as quantitative ones (Ranjit 2011, p. 104), so they can supply us a great range of data resources. With qualitative data collecting process, we can collect the empirical information about what the chefs do, how they do and why they do that during the work through which we can conclude the leadership styles exercised in the culinary industry. Meanwhile, the qualitative research leads smaller power-gap between the researcher and the interviewee which requires more concordance (Ranjit 2011, p.
In our case, we do not have long term relationship with the chefs we want to interview, so we have to show our sincerity to them to collect the necessary information from them which cannot be proven through quantitative processes. The one on one interview help us to be closer to the interviewees and to have deep understanding on the operations of the culinary industry. Meanwhile, we can also clarify our questions to avoid any misunderstanding. Our goal of the interview is to collect as much information as possible about the attitudes, opinions or perceptions of chefs towards leadership, management and any other aspects of the work in Cuisine industry or even their personal life experience. These data base help us to execute the theory generate process. Of course, comparing with the quantitative methodologies, the researchers have higher possibility to impact their bias in qualitative studies (Ranjit 2011, p. 104). So we try to arrange the non-structured, open-ended interview which has high conceptual yield and minimal opportunities to inject constructivist elements into the interview (Odis 2011). At meantime, the open-ended interviews also surprise us with some unexpected answers which inspire us to draw some new conclusions.

2.2 Grounded theory

In the qualitative research, the grounded theory is reportedly the most invoked method (Astrid & Vivian 2011, p. 1). It is an innovative inductive method to generate theory by explaining phenomena theoretically (Alvita 2011, p. 187). Two excellent American sociology researchers Barney G. Glaser and Anselm L. Strauss first introduced this theory in their book, *The Discovery of Grounded Theory* in 1967 which dramatically different from customary qualitative research approach at that time.

Before the grounded theory was introduced, the traditional logic-deductive methods were used in the research. The researchers always tried to give general sociological meanings to their empirical study according to the logically deduced theories, so the conclusions can be often seen having a “tacked-on explanation” (Glaser & Strauss 1967, p. 4). This can help the authors take less responsibility if the conclusions are
proved not correct, but it also reduces the “self-promotional” of the study (Harwood 2005, p. 1209). Glaser and Strauss (1967) believed that the researchers used such strategy because they were lack of ability to generate theories or explanations. Actually the researchers generate the theory themselves instead of just verify others are more confident to use personal pronouns such as I and we to claim that they are the originator of the theory. This style of writing will help the authors to be self-promotional to the readers and attract their attention (Harwood 2005). So Glaser and Strauss wanted to introduce a new strategy to help the researchers learn how to interpret the data by generating a theory, which was the grounded theory.

The name of grounded theory reflects the method they introduced to find the theory grounded in the behaviour, actions and words of those under study which need to be obtained through “social research” (Glouding 2005, p. 41). It focuses on the behaviour of people within an individual and social context (O’Callaghan cited in Glouding 2005) to construct knowledge base on the experiential world. Both Glaser and Strauss believed that real life is complex, variable and changeable; in order to understand what is going on, the researchers need go to the field to find the theory grounded in the reality (Glouding 2005, p. 40). It is a systematic means to collect data, interpret data, and develop theory for the qualitative research which used to be regarded as subjective and unscientific approach for research at the time it was developed. So the grounded theory was deemed timely because it can track and validate the theory developed from qualitative research (Goulding, 1998). It changed both the position of qualitative research as preliminary to the quantitative research (Charmaz cited in Goulding, 2005). It also changed the emphasis on the prior step in sociology research from verification of theory to generation of them (Glaser & Strauss 1967, p. 1) which help sociologists to generate theory in the field where little is known through systematically collecting and analysing data to find the theory grounded in it. The grounded theory requires the researchers to work in the actual environment to collect empirical data without presupposition to maximise the possibilities of discovering from the data (Baszanger cited in Goulding, 2005). But without
presupposition does not mean that the researchers should be blank to the field they want to enter, the “theoretical sensitivity” (Glaser & Strauss 1967, p. 46) is required to develop and conceptualize theory from the collected data.

A grounded theory will also combine some existing concepts that fit the emergent ones from the data. The necessary perspective knowledge and theoretical insight into the research area can help the researchers to qualify such sensitivity (Glaser & Strauss, 1967). In particular the researchers can use it to look beyond the surface in a wide range of management issues, especially in the leadership studies which is about people, their behaviour and relationship (Goulding, 2005).

### 2.3 Approaches of Grounded Theory

However, during the development, the two original authors, Glaser and Strauss, have split the theory into two camps because they had different understanding on the procedures of conceptualise the method. As a result, the two great sociologists had not worked together for twenty years. But for us, the authors of this thesis, we do not want to enter into the discussion about the differences between approaches of two original developers of grounded theory. But before we start our research, we have to learn both of them to maximum their advantage during our research.

On the one hand, Glaser still insisted the original identification of grounded theory in which the theory shall be developed by interpreting the emergent concept from data. The theory shall only explain the phenomenon under study without verification which shall belong to quantitative research (Corbin cited in Goulding, 2005). The data will tell the story themselves. On the other hand, Strauss emphasised highly systematic coding techniques of multiple coding procedures which is open, axial and selective coding (Strauss & Corbin 1990). With these strict and complex procedures, Strauss can analyse the data more carefully to find out all the possible interpretation related to the data. Actually, such systematic approach is similar with the quantitative method which is regarded as real scientific methodology. But it is criticised by Glaser (1992) for lower theoretical sensitivity and insightful meaning.
which is the foundation of grounded theory because of overemphasis on the mechanical research procedures. Moreover, to Glaser, the Strauss’s methodology was not grounded theory because he has modified up to 90 percent of original ideas to a densely codified operation (Goulding, 2005). But to the researchers, especially the beginners like us, the Glaser’s method is hard to use because of the requirement on the theory background to ensure the theoretical sensitivity. The researchers have to find out the information grounded in the data according to their own understanding and generate the theory themselves. In contrast, the Strauss’s method obviously can obtain more information than Glaser’s approach by analyzing the collected data systemically. Actually, the analysis of grounded theory is done while the data are collecting instead of all the information are collected. So the researchers need to use “memos” (Goulding, 2005, p. 64) to help them identify concepts. In addition to memos, the “constant comparison method” (Goulding, 2005, p. 68) is also a fundamental feature of grounded theory to generate properties of categories through exploring similarities and differences across incidents within the data (Spiggle cited in Goulding, 2005). After all, the aim of such process is to describe a certain phenomenon through a theory which is grounded in the collected data. So the abstraction of the information shall be done during the entire process of research in order to achieve the task.

2.4 Data collection

2.4.1 Primary Data: One-on-One Research

We are persuaded that this one-on-one research is useful for our purpose. This step is essential for our research but takes time and energy to organize, plan and execute it. We wanted to find some employees who work at different level in the cuisine industry; it is perfect that we have chefs in Haute Cuisine to lead interviews, particularly in France, the "capital" of the Haute Cuisine. But we saw that it is difficult to reach this kind of person if we don’t know someone in our personal
contacts. However, after hard communication, we finally find qualified interviewees to help us complete our research.

2.4.1.1 Phase I- Understanding and first conversations

In order to prepare our interviews with chefs and employees, we were thinking that it will be interesting to speak with different persons at the library, with friends or family etc. These interviews were unconventional and served to prepare us for the further data collection with our experts. These conversations helped us to decide how to conduct our interviews in a good way, for example to choose the appropriate questions to ask.

2.4.1.2 Phase II- Interviewing the chefs

We decided to use a semi structured questionnaire. At this point we think it is important to mention that the interviews were conducted in different languages, French, English and Chinese. We translated them carefully into English. Also, depending on the conversation, sometimes we changed the sequence of the questions in order to stay in a logical and coherent direction.

We wanted to divide the questionnaire in two parts. The first part concerns the life of our interview partners and their involvement in Cuisine. The second part can be more focus on their personal and professional experience.

By realizing these one-on-one interviews, we believe obtain more authentic and honest results. In fact, we can observe directly the feelings and expressions of our interviewees when they speak about their own experience. Thus, by this way we hope to gain more information not just by the words but also by they express themselves (voice, behavior etc.). Also, we developed an “active listening” technique by keeping eyes contact during the interview. By this way, we show more interest for what the interviewee speaks about.

However, we were thinking that it could be interesting for us to have different sources, not just interviews with chefs. For this reason, we wanted to have also the point of
views of team members who work with chefs. Moreover, by reading articles or biographies of chefs we can have different information to complete our research.

2.4.2 Secondary Data: Literature and Media

With the popularity of Cuisine, more and more literature and media on the culinary industry have been published. Although few of them are about the management of leadership, but still we can find some information from them, especially from the autobiographies of the chefs which contain their life experience and help us to understand the environment where they work in. Meanwhile, but comparing with the interview of employees in the cuisine industry, we also find some different understanding on the management style between outsiders and insiders. It helps us to explain the existing reasons of the certain leadership style in the culinary industry.

2.5 Data Analyzing

In our case, the data are collected mainly through the secondary information and interviews. We try our best to improve our background knowledge through reading related literature to qualify the necessary theoretical sensitivity. After that, we constantly compare the information from the data. Of course, during this period, the method of open coding, axial coding and selective coding is our main method to fully understand and use the data. The coding process likes some chef championship that every chef does not know what the material they will have, they take material one by one from the basket as open coding process. Then they have to find out the relationship between different food and flavouring and separate them for different dishes. This process is axial coding. Finally, the chef has to decide which dish shall be the main course which will be the selective coding process in this research.
2.5.1 Open Coding

As we mentioned, the data of grounded theory research are analysed simultaneously collected. The researchers write memos and notes immediately after data collection to describe the situation and document their understanding. At the same time, the analytical process shall start with breaking down data by being transcribed, analysed to abstract meaning from the data. After that, the researchers shall separate them into distinct units of meaning. The crucial point in this period is that the analysis shall be “broad and lack focus” (Glouding, 2005, p. 76) to ensure more useful data can be collected. When asking questions, the original purpose shall be remembered, but enough space shall be prepared for the unexpected targets occur from the data. The research shall follow the principle that believe everything while believe nothing (Strauss, 1987, p. 29). The memos shall be analyzed line by line to identify key words and classify them by units of meaning. Then, the researchers will have more possibility to compare them and find if there are any similarities between them.
Actually, this process is helpful to primary concept development which consists of identifying a unit of data representing some more general phenomenon (Spiggle cited in Glouding, 2005, p. 76). In our case, we gathered several concepts of Cuisine industry such as “high pressure, time limitation, strict management, empowerment, talent development, high qualification, taking responsibility, creativity, innovation”.

### 2.5.2 Axial Coding

With the method of constant comparison, the information grounded in the data which have similar core concepts are found and separated into different categories. The researchers shall specify the relationships between the concepts abstracted in the open coding process which will be the basement of theory construction. Each time, one concept which is called as “axial” will be explored deeply to find out its dynamic interrelationships with others. With the deeper of analyze, the relationships between concepts shall be clearer. Moreover, the researchers shall also be aware of the context in which the category of concepts is embedded because all concepts have properties which may be dimensionalized in term of intensity (Glouding, 2005, p. 78). By recognising these properties and putting the content of interview into the certain conditions, contexts and backgrounds, the researchers can explore the motivation of the interviewees to have such concepts. These categories will be compared with the theoretical framework to find out if they can supply some inspiration or new information for constructing theory. The aim of axial coding is moving to a higher level of abstraction. By analyzing the data collected from secondary sources and interview line by line. These concepts are similar to the data collected from different resources and may connect to our research on the management and leadership. For this reason, we try to abstract them to be our database. By analyzing the relationship between concepts, we finally construct three main categories of concepts which will be explained in detail later:
1. The strict management style can result higher efficiency of employees in the Cuisine industry.

2. The team dynamic motivation helps to keep the employees’ stability and willingness of work in the Cuisine industry.

3. Creativity and innovation constitute important aspects in the Cuisine industry.

2.5.3 Selective Coding

This is the process that we generate our grounded theory according to substantive theories we have found before, which Strauss and Corbin (1998) said is the ultimate. At this coding process, we identify the core category which is proved to have the overarching and can put most research result into a wider theoretical scope through comparison. This concept shall be occur repeatedly during the research and have most connection with other concepts. So with abstraction of such core category, researchers can conclude their grounded theory and show it clearer to the readers. After change several times according to our progress in the research, we finally decide to choose the “why and how the strict leadership style can be successful in the Cuisine industry”.
3. Theoretical Framework

In order to do the further research, the theoretical framework is established with the grounded theory methodology before we put our results on the paper. At beginning, we open the code by collecting data to have a general understanding on the Cuisine and leadership. Several concepts related to these fields are raised by us. After that, we find the relationship between them and separate them into different categories which lead to our theoretical framework for the entire thesis.

As mentioned before, the Cuisine is a traditional, hierarchical, highly competitive and labor intensive industry (Jack & Joe 2008, p.221) which requires the leaders to keep balance between customer-center and employee-center, strict management and empowerment, stability and innovation etc. Actually, these balances also confuse the leaders in many other organizations. Through this case, we want to know which characteristics are required to develop successful organizations in such situation, how to develop the reputation of a restaurant by leading high quality processes.

3.1 Cuisine environment: hierarchical structure and strict operations

In the cuisine industry, reputation is one of the most important factors for both the restaurants and chefs. For this reason, every good leader is focused and involved in the quality control with a strict management in every detail. “Control is the work that managers and supervisors do to measure performance against standards, detect and analyze variances from target performance, and initiate corrective action” (Tom 1988, p. 448). We know that the organization structure in Cuisine is well known for its hierarchy. The Chef supervises the entire team and uses directive and autocratic style in order to manage high quality processes. Because the satisfaction of customers is the first priority and in order to avoid long waiting period, the chefs can sometimes forget the satisfaction of the employees. Indeed, during the rush hours
because of the **time limitation**, the efficiency-focus management style is exercised through which the leaders put all the followers under **high pressure** to be more efficient.

To explain the autocratic style, Douglas McGregor (1960) had developed the Theory X and Theory Y in order to identify two different forms of management style. For the case of the Cuisine industry, we can use the theory X to explain that managers tell the employees what they have to do and supervise their work. This kind of management involves using strict control within the organization. In contrast, we can find the theory Y where the managers trust on the skills of each employee which are responsible of their work. Also, managers can let employees contribute to solve problems or issues.

Actually the democratic leadership style is indicated by many research studies to produce effective performance. However, as we suppose, most of leaders in the kitchen take all the control and no democracies are adopted. We are wondering if the fact to adopt **diminishers’ characteristics for a leader** could be a good thing for the organization. The diminisher theory explains that diminisher leaders tend to assume that "people will never figure this out without me." As a result, “they tend to tell others what to do, make decisions themselves, create pressure, and micromanage the details to ensure performance all the while underutilizing the talent that they've brought into the organization” (Wiseman, 2010). In our case, can the chefs be seen as diminishers because of a directive and autocratic management?

We learn from our master program that in some situations (for example in the crisis time); it could be better to use a strict management style to obtain better results in a short term. In this kind of business, because of the lack of space and time, we can say that an autocratic style can be useful to optimize the operations and lead in an optimal way.

However, chefs have to be careful to not become toxic leaders. In fact, they need the potential of each member of the team to success. As we said before, this kind of leader doesn’t know how to value and motivate the people who work for him or her.
3.2 Dynamic of the team and Motivation of the followers

Cuisine and leadership can be analysed through the role of the followers. One can only be a leader if he or she has followers. The same can be said for a chef in kitchen. Successful operations and reputation not only depends on the chef but on all the teamwork. Indeed, we can note that a good relationship between the chef and his or her team members is essential to develop a successful organization. That's why the chef don't have to be focus just on the satisfaction of the customers but also on the employees. We can say that the satisfaction of employees impacts their attitude to work and the quality of services they offer to the customers, which represent the core value of Haute Cuisine industry. In order to achieve this target, the fully motivated employees and highly dynamic team are required.

In Cuisine industry, the management and leadership are so important to guide staff to achieve effective performance because leadership can be seen as a relationship through which one person influences other people (Laurie 1998, p. 397). By this way, the chef's assignment is to share his or her “vision” of how the final outcome should be. We can compare this aspect to a successful leader who needs a vision that he or she can share with his or her followers (Bennis & Nanus, 1997). To lead the perfection the chef, like all kind of leaders must manage the team, his (her) followers, and show them which way to go.

"Kevin J. Brown, the president and CEO of Lettuce Entertain You Enterprises, Inc., believe that the top leaders play very important role in permeating corporate culture throughout the organizations and must be “visible, vocal, and consistent”. The common sense shall be made, the responsibilities shall be established, the message shall be reinforced consistently and make sure the subordinates to be accountable. Finally, he believes that the praise and reward will be used towards their staff members." (Jack & Joe 2008, p.224)

It's true that any leadership styles cannot survived in the long term without reasonable sense making. How to make sense inside the organization is one of the most important and basic skills for the leaders. Also, another aspect to develop here
is the fact that the Haute Cuisine is a kind of art which is beyond the basic need of human beings. That’s the reason why the staff can be considered as artists rather than employees in the Haute Cuisine industry. Only the people who have the same sense of value as the Haute Cuisine industry can maintain the high level of quality and develop creativity in the long term. By generating the inner motivation or self-interest for higher performance with sense making inside the organization, the leaders can let the followers aware of the value of their work so they can motivate themselves. This can be seen for a chef, as Kevin J. Brown said before, as a way to reward the staff members. In Haute Cuisine like all other luxury businesses, the visible products don’t represent the whole core competencies. The sense giving behind them is the reason for customers to buy these products. This last reason generates motivation for all the team and supports them to keep the high standard on their work.

3.3 Leading creative people

3.3.1 Creating a Culture of Innovation

Differences between people can be the root of creativity. For this reason, in any organizations, leaders have to encourage people who have different gender, character, ability or value etc. to express their opinion (Laurie 1998, p. 55). Higher position in the hierarchy does not equal to competence, the people trained in different fields shall be lied on for better performance. The establishment of a culture of innovation in which the creative people can fully show their ability is the precondition for leading them. There are two main connotations in the culture of innovation.

First, the leaders shall be open to the followers to collect their advices or suggestions. James (2007) mentioned two main kinds of behaviours related to “manage the voice from the employees” which are “management openness and transformational leadership”.
3.3.2 Management Openness
The organizational context may affect employees willingness to show their ideas, they are likely to “read the wind” as to whether it is worthwhile or safe (James, 2007, p. 869). So the leaders shall first create a creative culture inside the organization which can protect the creative people from the bureaucracy and legalism as well as committing to be open to contributions and treat them fairly (Max, 2002, p. 34). Actually, the behaviour or attitude of leaders will influence the willingness of followers to provide their advices on the improvement of organizations, such as “approachability” (Milliken et al; Saunders, Sheppard, Knight, & Roth cited in James, 2007, p. 869), “action taking” (Edmondson; Ryan & Oestreich cited in James, 2007, p. 869), and “accessibility” (Edmondson cited in James, 2007, p. 869). These behaviours decrease the fear of employees on the cost from raising comments which normally embody some criticisms on the current situation or decision and the decision makers always have the authority to administer the employees. So unless the leaders keep displaying that they are willing to listen and act on the suggestion from employees, the motivation of the subordinates to speak up is very hard to be maintained.

3.3.3 Transformational Leadership
The transformational leadership is not only another factor which can encourage the followers to show their ideas, but also a very important leadership style for leading creative people. With transformational leadership, the followers are motivated to do more than they are expected through feeling trust, respect and loyalty toward the leader (Gary, 2013, p. 313). It has four components which are “idealized leadership, inspirational motivation, intellectual stimulation and individualized consideration” (Avolio & Bass, 2002, p. 2). Through inspirational motivation, the transformational leaders provide meaning and challenge to the work and raise the team spirit to get the followers involved in generating the shared vision. Comparing with ordinary ones, the creative people get more accomplishment from the better result of their work than reward or prize. So the meaningful job is the essential factor to attract them in the
The “collective ambition” (Douglas & Emily, 2011, p. 96) is introduced to help the employees to understand why they exist and how they will collaborate to make the core value of the organization come true. The collective ambition comprises “purpose, vision, targets and milestones, strategic and operational priorities, brand promise, core values, leader behaviours” (Douglas & Emily, 2011, p. 96). By shaping the collective ambition, the organizations can be motivated in a way that suits their purpose and vision while some short term benefits misalign them.

The transformational leaders encourage their followers to be creative and innovative to stimulate their intellect (Avolio & Bass, 2002, p. 2). The followers are required not only to criticize on the existed situation but also find solutions. They are encouraged to try new approaches which are different from the leaders’. In the transformational teams, the employees are not only sought for high performance, but also need to prepare for sharing the leadership. They need to be able to coach, to mentor and to lead other team members. They display “active management-by-exception” to others and willing to share their ideas rather than passive ones (Bass, 1998, p. 115).

Through the inspiration from leaders, the team members intellectually stimulate each other. They question assumption and reframe problems to find alternative solution. The colleagues of successful persons shall be helpful coaches instead of critics or judges (Marshall, 2002, p. 52). No one criticise the mistake of each other because they consider it as an opportunity to learn.

Besides inspirational motivation and intellectual stimulation, Bass (1998) also collects individualized considerations together to explain the charismatic behaviour of the transformational leaders. With empathy and alertness to the needs of followers, the leaders can create a positive, optimistic and enthusiastic relationship among the team. Max (2002) mentioned several needs of the creative people which include be different, fundamental level of trust, the chance to make their work real, colleagues with equal competence and to be thanked for their achievement. Besides the permission to be different, the transformational leaders also use empowerment or delegation to meet other needs of creative people. The empowerment is not just the
followers carry out their duties under the instruction of the supervisors or be assigned to complete some special issue because others lack of skills. With the empowerment, the leaders entrust authority to the followers so that they have autonomy to fulfil their responsibilities which align with the goal of the organization. Bass (1998) even said that “empowerment is a product of individualized consideration”. During this process, the leaders display their trust to the subordinators with the freedom of actions within certain reference. The more participation of employees, the more motivation and loyalty will be generated on their work and organization. The subordinators can be fully used and improved on their skill and confidence by undertaking more or higher level of responsibility through delegation and the leaders can use their time more efficiency. However, the delegation needs good social skill which requests the leaders to have enough ability. It shall be executed very carefully because it can also result potentially stressful, misplaced, unbalance between responsibility and authority (Laurie, 1998, p. 283). Actually, more authority shall be empowered to the employees than the responsibility because it is the leaders who pick the authorized people, and as Laurie (1998) said, “the ultimate responsibility cannot be delegated”.

Finally, the idealized leadership is required to be qualified as a transformational leader. With mentioned charisma behaviours and other special skills or characters, the leaders make them be their followers’ role models (Bass, 1998, p. 5). In understanding of their followers, the leaders have extraordinary capabilities, be willing to take risk, predictive to make right decisions and demonstrate high ethical and moral standard. Even they are not experts in all the fields, but they are willing to learn new knowledge and delegate to specialist appropriately. Especially in the crisis, the persistence of leaders will give the confidence to the followers to overcome the difficulties. The transformational leaders can be elitist to be emulated, sensitive and open to make followers feel valued, directive and authoritarian to be effective, participative and democratic to encourage innovation (Avolio & Bass, 2002, p. 6).
3.3.4 Taking Risk

Another factor of generating the culture of innovation is the organizations to be ready for taking the risk while intensity is generated to make team achieve high-level performance (Liz & Greg, 2010). The leaders have to notice that innovation is not a popular issue because the change maybe rejected by many reasons such as resulting personal losses, inconsistent with individual’s value, low cost effective, unqualified leaders (Gary, 2013, p. 92) and short term vision etc. The leaders in small units with short power distance like kitchen team is easy to be open to their followers. But it is harder for them choosing risky change before the pressure of mentioned reasons. It is instinctive for many people to reject change at the beginning because of the human nature which prefers stability. The leaders shall realize how much pressure the creative people who raise the new ideas have taken, so they shall take the risk with the creative people together. As we mentioned, one of the characteristics of transformational leaders is to be willing to take risk and responsibility while execute empowerment to the followers. After well-designed the innovation process and structure, the leaders shall accept the mistakes or failures occur in the process and fully use them. The concept “failing forward” rose by Maxwell (2007) suggests that when people make mistake, they should failing forward instead of backward and consider the failures as the opportunities to improve. The leaders have to know that the failures are just the price for successes if they can learn from the failures and do not make them again. Only the people who are not afraid to make mistake can take risk and lead others which is the target for the leaders to inspire their followers and create the innovation culture. Moreover, when the followers who are delegated make mistake, they may feel stressful, guilty, nervous or lose their confidence to move forward. The support and trust from the leader will be the best prescription for them which can also increase their loyalty to the organization and motivation for higher performance.
3.4 Establish Creative System

In some organizations, although the leaders are willing to be open and create an innovation environment, this influence can stay only around themselves without carrying out in the entire organization. The lower level employees still have no approach to explain their ideas to the decision makers. So it is also important to establish effective innovation system to ensure the creative people can express their ideas fluently or they have enough empowerment on their own field to make the necessary innovation.

3.4.1 Flat Organization Structure

Gong, Zhou and Chang (2013) introduced the negative influence of the power distance on the core knowledge employee creativity. They used firm size as a variable to measure the organizational creativity. The result showed that big firms normally have lower managerial attention on employee creativity than small ones because the information is filtered by layers of hierarchy. Blau (1968) also pointed that when the number of hierarchical level increase, the employees have less opportunities to show their creative ideas to the top managers. The channels of communication, especially the both-direction communication, are determinant for the managers allocating attention on the ideas of employees (Ocasio, 1997). So the reduction of power distance and hierarchical layers is the determinant to protect organizational creativity. Lindsay (2010) introduced the example of the Fellowship, “a religious organization of national and world leaders”, which only set the top manager and title all other employees as “associates” to eschew status division by rank. But this solution more likes experimentation because it sometimes results in lack of determination on responsibility and the employees will confuse who should be involve in the decision-making process. To keep balance between efficiency of work and communication, the flat (multi-unit) organization structure with cross-unit collaboration is invented. Alfred P. Sloan, Jr. executed divisional structure in General Motor and achieved huge success which popularizes the multi-unit in all over the
world (Gardner, 2011). Compared to single division, flat structure is more suitable in a changing environment (Usher cited in Zhu & Jiao, 2013). It can shorten the power distance inside the organization which ensures the employees have necessary path through the bureaucracy (Amabile & Khaire, 2008) and the leaders can involve into the innovation themselves to show their encouragement (Amabile, 1998). However, it also needs to be realized that downsizing, especially anticipated downsizing, may result negative effects on the morale and creativity because of the disruption on their stable work environment. So the leaders shall use communication and effective execution to avoid such anticipation if the downsizing is necessary (Amabile, 1997).

3.4.2 Coaching Leadership

Besides the flat organization structure, another important factor for leading creative people is the coaching leadership. Coaching leadership focuses on personal development of who has initial motivation to improve themselves (Murray, 2010). The coaching leaders help employees to identify their weakness and strengths and establish their goals which are always long-term and design plans to achieve them. They give employees instruction, knowledge and opportunity to execute challenge assignments although the short-term mistakes cannot be avoided which means they are willing to take short-term failure for long-term learning. Actually by focusing on personal development instead of organization targets, the coaching leadership can have positive effect on employees to have higher performance (Goleman, 2013). When employees know their leaders pay attention on their career promotion, they will feel being expected for improvement to fit a higher performance or larger responsibility. The leaders transfer their trust through enough coach on the team members. However, the leaders shall notice that coaching style is not suit for the staffs that are not willing to learn new knowledge. Such leadership may bring too much pressure to them. Meanwhile, the leaders shall be careful to be micromanaging during the coaching process which will damage the willingness of employees to improve (Murray, 2010). The delegation shall be used to avoid this situation and encourage the
employees to improve themselves to take more responsibility. When the tasks are suitable for subordinate's specialist which not central to the leader's role or with appropriate difficulty for them to overcome, not high priority but urgent and relevant to subordinate’s career (Yukl, 2013). Of course, the task shall be clarified to the employees and the leaders shall supply necessary instruction and arrange assistant inside the organization. All the mistakes occurred in the empowerment shall be considered as learning experience to the employees. It should be the obligation of leaders to protect the employees who are empowered from outside critic.
4. Data Collection

We collected both empirical data (interview) and secondary data (literature or media) to analyze and compare the practice of management and leadership in the Cuisine industry with our theoretical framework. The connection or relationship between theory and practice is the result we want to collect.

4.1 Interview

We have chosen 3 interviewees who are working in the Cuisine industry as our empirical data resources. It is quite hard to have appointment with employees in the Cuisine industry because normally they do not show up in the restaurant so we have to find them through our personal relationship. Of course it will be easier to analyze according to secondary data, but we still want to have some direct understandings on the Cuisine industry. Our interviewees are at different position in the different level of restaurant which can help us to have a wider vision on this large industry. Through conversation or email, we let them talk about their experience in the work place and the management styles they faced or used. The interviews are mainly composed by standard questions which designed previously (Detail please see Appendix 1), but sometimes we add some questions during the process in order to have some deeper insight. We try our best to avoid any personal comment during the conversation. We find the leadership in the Cuisine industry by analysing the recording and memo after the interview.

Interviews are presented in a similar way. Brief background information about the interviewee will be introduced first. We then open coding to find out the ‘key- aspects’ from our memo, and finally we present the most interesting parts of the interview concerning management and leadership in the cuisine industry.
Hereafter is the list of our interviewees’ brief overview:

<table>
<thead>
<tr>
<th>Name</th>
<th>Specialist</th>
<th>Restaurant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Le Zhang</td>
<td>Assistant</td>
<td>Chinese Restaurant in Sweden</td>
</tr>
<tr>
<td>Maxence Barbot</td>
<td>Chef de partie</td>
<td>French Restaurant in Paris</td>
</tr>
<tr>
<td>Eric Provost</td>
<td>Chef</td>
<td>French Restaurant in Deauville</td>
</tr>
</tbody>
</table>

4.1.1 Le Zhang

Background Information

Le Zhang is a Chinese student who studies in Linnaeus University now. He has worked in four Chinese restaurants in Sweden as assistant for two years.

Le Zhang has never been involved in Cuisine industry until he came to Sweden in order to afford his life in Sweden. He picks up this job because it has low entry barrier and flexible work time. Although two of the restaurants he worked were Greek and Thai, the owners and chefs were all Chinese. He said they were almost seemed as other Chinese restaurants in Sweden which are more viewed as fast food restaurants.

Normally, there are two chefs and two assistants working at the restaurant, one chef and one assistant per shift. Chefs’ main responsibility is to cook and assistants’ responsibility is to prepare materials for the chefs. But the chefs are responsible for the quality of final dishes. Because of the lack of manpower, it is very busy at rush hour; both chef and assistant are under high pressure. Normally the chefs just instruct assistant about what to do when they are beginners. After learning how to execute, the assistants are required to complete their duty alone. The chefs will only show up when Le makes mistake or cannot fulfil his obligation on time. Of course, such communications are not proper.
According to Le’s experience, some of the chefs he works with are kind and helpful but others are strict and tough. The kind chefs are good tempered during work and open to assistants if they want to accomplish with their tasks under their own ways even different from the chefs’. Moreover, if the chefs think the assistants’ methods are better, they will encourage the assistant to use them and give some instructions to improve them. On the opposite, the tough chefs will be angry if the assistants do not follow their instructions, no matter if the assistants’ methods are more effective. **They seek the totally control in the kitchen by themselves.**

As a result, Le feels comfortable to work with kind chefs so he always tries to change his shift to collaborate with kind chief. He will try some new methods to complete his chores better. **However, he also asserts that he has higher efficiency under the control of tough chefs because he has to be more focused on to avoid mistakes.** And in most circumstances, the chefs’ methods are better than his because they have longer experiences in this field.

The tastes of food have been changed according to the habits of Swedish people as well as the service process since the first batches of Chinese restaurants opened in Sweden to survive. However, after that, there were not so many changes or innovations occurred because of several reasons. The chefs do not learn skills from professional academic institutions but from other chefs and practice themselves. So they can just cook several certain dishes which they have learnt and are not skilful enough to make innovation themselves. They can be employed because the markets in Kalmar or Växjö are stable without any requirements for change. But in other better restaurants in big cities like Stockholm, the chefs are brought from China with deep professional background. **With necessary specialized knowledge and skills, they are able to create new dishes or make small changes on the existing ones.** So there are more innovations there and restaurants supply more different range of food. The chefs are considered as core value and as a way of differentiation between restaurants. **But in low level restaurants, the chefs are treated as normal employees as assistants with less power and respect.**
Actually in Kalmar are the bosses who make the decision to change menus even some of them have never been chefs before. They will come to some good restaurants in big cities to find good dishes and ask if the chefs can cook them. It will take time for the chefs to learn new methods so the boss will take risk on the cost and revenue at that period. **Moreover the chefs and assistants will not obtain any extra resources or perks from innovation so they have low willingness on changing.** All the changes will be occurred only if are asked by the bosses.

It usually takes five years for a beginner to become a chef in Le’s restaurants, generally because the previous chefs leave or retire. Typical chefs are around 40 years old, they have a family to support but without any other skills and poor in Swedish language, they cannot find other jobs in Sweden. Some of them open their own restaurants after many years of hard work, but most of them retire at the position of chefs. The bosses will prefer hiring their relatives in the front-of-house and core position such as accounting, reception etc. to control easily. But in the kitchen, because of the hard work, terrible work environment and low skilful, normally it is occupied by outsiders. **For the chefs, as well as the assistants like Le, the income is the only motivation of work.** They just hope their children can graduate from good school and find better job in Sweden to change their life.

<table>
<thead>
<tr>
<th><strong>Key Aspects:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Small team, separate duty, fully responsibility, high pressure, bad manner, instruction, self development, fully control, comfortable to work with kind chef, efficiency to work with tough chef, most time chefs are correct, experience, lack of professional skill, low innovation ability, boss decide to change, treated as normal employee, less respect, low innovation motivation, no extra support for innovation, work in kitchen is considered as bad situation, money is only motivation.</td>
</tr>
</tbody>
</table>
4.1.2 Maxence Barbot

Background Information

Maxence Barbot works since three years in the Haute Gastronomy. He is the "chef de partie" in pastry at the Georges V restaurant in Paris which has two stars in the Guide Michelin. This restaurant is one of the four seasons group, it includes 88 palaces in the world.

Since his childhood, Maxence fall in love with the Cuisine. He was fascinated by this industry and how it is possible to create beautiful things in the plate. For this reason, he studied five years in the hotel management and did internships in various restaurants. He learned and acquired know-how and specific ways to do by working with different chefs. As a chef de partie, Maxence has to supervise and manage the trainees, junior cooks and sous chefs de partie in order to organize the production. He works with more than 20 employees in the kitchen, so for him a strict organization and a hierarchical structure are necessary to develop the operations as well as possible and to develop time efficiency. For this reason, in this kind of business the division of labour is essential; to organize the team there are different kitchen brigades (chef de cuisine, sous chefs, cooks, junior cooks, sauce makers...). Also, through this system the responsibilities are delegated to different individuals. In others word, each member has his own speciality. A good dynamic of the team is useful to generate an overall consistency. Maxence thinks that the trust, a mutual listening and the personality of each member are the keys to success.

There exists in Cuisine a particular culture developed first by the respect of the chef. It’s him who gives the general vision in kitchen; he influences the team and the Cuisine that he developed through his personal and past experience, his personality,
his background etc. Due to his (her) status and experience, the team respects him by using for example a specific way to answer him as “Yes, chef”. Even if sometimes you can think that the chef is wrong, you have to obey his instructions. Today, Maxence has the chance to work for a chef who is quite nice with his team, but in the past he used to work for chefs who were more tough. At this time he felt more stressed during the rush hours because these chefs are more exigent and they let less freedom to the team. However, he thinks that this kind of behaviour helped him to be more focus on the task and to develop more efficiency. He notices that maybe his actual chef has a lack of rigour in the work organization in general.

Maxence sees the Cuisine as an art, particularly in the Haute Gastronomy. Each day, people in kitchen try to create new things and prepare the plates as works of art in order to surprise the customers, which represent one of the best rewards for them. So, for him the question about creativity and innovation constitutes an important aspect in this industry.

In the Georges V, the dessert menu changes every three months, one of them changes every week. Maxence works with a chef who is open mind. Indeed, the chef shares his (her) new ideas with the team and listens about the ideas of others. It’s a real team’s work where the chef lets people develop their talent because each of them has a particular know-how. So, for him, it results important that each member can express themselves in this process. It’s important to remember that working in the Haute Gastronomy means first of all to share a passion for Cuisine even if it means also hard conditions of work (pressure, high precision, time of work (weekends, Christmas), etc.).
In this Business, the apprenticeship and know-how sharing are important. In the Georges V, the chef uses to share (her) advices, techniques with the team to improve the way to do. Even if you make mistakes, the chef helps you to find the right way to do. For Maxence, it is important to learn continuously new know-how, construct and share it with all the team.

### Key Aspects:

- Large team, delegation, fully responsibility, trust, communication, instruction, self-development, know-how, precision, hierarchy, comfortable to work with kind chef, efficiency to work with tough chef, chefs are open mind, experience, professional and personal skills, innovation ability, team dynamic, creativity, respect, high motivation, pressure.

#### 4.1.3 Eric Provost

**Background Information**

Since 15 years, Eric Provost is the chef of the restaurant “L’Étrier” in Deauville, France, which has one star in the Guide Michelin. It is one of the hotel’s restaurants of the Lucien Barrière group, which includes Hotels & Casinos. His challenge was to transform this restaurant into a Gastronomic one.

Eric Provost has a great background in the Haute Gastronomy. He started at 14 years old by the system of apprenticeship, which represents for him one of the best way to learn and develop techniques in the Cuisine industry, as many industries. It results important for him to put in practice the knowledges. In the past, he used to work in Paris with famous chefs as Joël Robuchon, Michel Rostang and Alain Senderens. He
worked also as chef at “Le Relais du Parc” with Alain Ducasse.

Today, his chef role consists in leading by different ways two different kind of Cuisine, Traditional and Gastronomic ones. Two sous chefs supervise his work in order to manage the different teams and help him in the routine tasks. By working in Cuisine, Eric has the sensation to work with a military atmosphere. Indeed, by using a strict hierarchy, the organisation of the teams as “brigades”, an important respect is giving to the hierarchy (for the chef and even, for people who work at the low level), we stay with a strict organization through a precise scheme. He is responsible of 23 persons who work under his command. All members of the team show their respect for him by using “Yes, Chef !” to answer. For his part, sometimes even if he was angry or dissatisfied about the work of somebody, during all his career he has never insulting his team.

For him a chef is like the captain of a boat who shows at his team to way to go and how to go there, but in the same time to be successful each member has to be responsible and takes initiatives. He makes a difference between assisting or coaching somebody, that's why he doesn't want to assist people.

Eric Provost underlines the fact that the reputation of a restaurant is developed not just by the chef, but by the team work. Each person has an commitment and each task is important. He admits that when you start in this industry, people give you the most unpleasant tasks to do without responsabilities. But day after day, you acquire knowledge and practice, gain experience, so you can rise up in the hierarchy and receive progressively responsibilities. The Haute Cuisine brings people who have a commun passion; By cooking you have different sensations and develop an “appetite to learn” every day new things. Each member has his (her) own motivations,
convictions, requirements... etc depending on their education and personal background. Each person is different from others, this constitutes a strength for the team and the quality of the Cuisine in kitchen. Eric Provost enjoys to work with a motivated team by developing talent.

By working in 13 different restaurants, Eric Provost used to develop two different kind of managements, the autocratic but also democratic ones depending on the situation. To impose his style and to implement his ideas, he uses to be autocratic because people have to follow him about his vision. For him, it is essential to be a kind of autocratic chef to develop and respect the hierarchy by implementing the position of each member: who does what, where and when. Each person has to know clearly his (her) tasks and the products. Also, by this way he implements the culture of the kitchen as the development of the perfection, strict requirements, the precision in order to answer to the high pressure, the time limitation (rush hours for example), high quality, quality control etc. required by the Cuisine industry.

On the other hand, He likes to let freedom to his team to develop new ideas and new tastes because he thinks that young people can bring also new methods, techniques which are quite different from his own. Because the Cuisine exists for several decades, it is a good thing to have this dynamic between old and young members, the “old” methods of chefs can be brought up to date and also, the young people can learn the old methods, the basics using by the chefs. For this reason, he fosters new ideas and lets every member participating to develop new dishes.

When happens that somebody makes a mistake, he tries to be nice and shows how to do in order to minimize risks, but sometimes, particularly during the rush hours, he can be angry because of the time pressure.
Key Aspects:

Coaching style, military atmosphere, responsibility, communication, instruction, apprenticeship, know-how, precision, hierarchy, professional and personal skills, team dynamic, creativity, respect, high motivation, passion, time limitation.
5. Analysing our findings

Following the data collection from both empirical and secondary resources, we will show our data analysis. From all the key-aspects we list from our data, we distinct them into different concepts through open coding and analyze their link to find out the core elements with axial coding method, these categories will be pilasters for our theory. What we want to show is how the substantive theory arose from the data we have collected.

5.1 Coding Process

5.1.1 Open Coding

When we look into the data, we find there are many different concepts which sometimes are even the opposite. Because we use open interview to collect as much information as possible, so we try to classify them with similar content.

<table>
<thead>
<tr>
<th>1. The employees in Cuisine industry face high Pressure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time limitation</td>
</tr>
<tr>
<td>Customer centre</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. The management in Cuisine industry is strict</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully control</td>
</tr>
<tr>
<td>Absolute obedience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. The Cuisine industry requires innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taste change frequently</td>
</tr>
<tr>
<td>Creativity industry</td>
</tr>
</tbody>
</table>
4. **The empowerment is used during execution**

<table>
<thead>
<tr>
<th>Flat organization structure</th>
<th>Specialist department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skilful followers</td>
<td>Team work</td>
</tr>
</tbody>
</table>

5. **Personal development helps the employees to make sense in the Cuisine industry.**

<table>
<thead>
<tr>
<th>Certain promotion approach</th>
<th>Apprenticeship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent development</td>
<td>Knowledgeable master</td>
</tr>
<tr>
<td>Coaching and instruction</td>
<td></td>
</tr>
</tbody>
</table>

6. **Highly leader qualification are required in the Cuisine industry**

<table>
<thead>
<tr>
<th>Respectable</th>
<th>Experienced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking responsibility</td>
<td>Personal charisma</td>
</tr>
<tr>
<td>Motivate team dynamic</td>
<td></td>
</tr>
</tbody>
</table>

Each title represents one category and the key words arose from the collected data associated to the category follow it.

**5.1.2 Axial Coding**

The attributes in these categories show us a clearer picture of system in the Cuisine industry from different angles. These elements give us an approach to understand the leadership style in the cuisine industry.

In axial coding step, we start to identify core elements from above categories through a continuous comparison with our theoretical framework, which is mainly connected with leadership. During our research and analysis, we keep updating our knowledge and understanding on the leadership and Cuisine industry because of the
continuous collection of new information. By several time discussions and brain storming, we adjusted some original ideas which used to be based on our own understanding according to the data we collected. Finally, we established three core categories to be the foundation of our theory. They are at different level of our understanding of leadership in the Cuisine industry and we believe they can show the progress of our research. The three categories are the following:

1. **The strict management style can result higher efficiency of employees in the Cuisine industry.**

2. **The team dynamic motivation helps to keep the employees' stability and willingness of work in the Cuisine industry.**

3. **Creativity and innovation constitute important aspects in the Cuisine industry**

On the following paragraphs we want to analyze these three categories according to our researches and the literature base on the theoretical framework. We start with the phenomenon that the leaders in the kitchen are usually authoritarian which can be observed easily from many available channels, even they achieve huge successes. On the other hand, we learn from both literature and interview that the innovation is the key of the successful chefs which wake our curiosity to find out the balance between strict management and protect creativity. We realize that it will be more constructive and useful for inspiring leaders in other fields if we focus on answering **why and how a strict leadership style can be successful in the Cuisine industry**. Actually we find that those three core elements are the foundation of our research question.

Since these three concepts are established according to the different angles of our understanding, we will analyze them one by one to clarify them.
5.2 Analysis Process

5.2.1 Work environment

As we know now, the Cuisine environment has high requirements by developing strict operations. For this reason and that’s why also, this industry is pertinent for our research in leadership, the way to manage and lead have to optimize the processes. A strong leadership is necessary to achieve success in Cuisine like in the Business world. By observing the Cuisine industry from literature references, TV shows and interviews, we can say that the chefs always use a ‘production-centred supervision’ (Likert 1961) and sometimes they have to make quick directive decisions without any communication or discussion. For example, in the TV show “Master Chef” of FOX (2013), we can see the chef will ask the apprentices to throw out the dish and cook again immediately when he finds that some foods have not the quality level required. The chef sometimes even yells or abuses them with dirty words to show his anger. No apprentice is allowed to question to his decision or express their dissatisfaction and they can only follow his instructions to do it again. At this point, we found it interesting to focus on and analyse the Gordon Ramsay’s case, which can be seen as a great diminisher in the Cuisine industry.

Gordon Ramsay is a very famous chef, well known in the world for his Haute Cuisine. Indeed, his restaurants have been awarded in total 15 Michelin starts and one of them in Chelsea had held 3 Michelin starts since 2001. Moreover, we can say that Gordon Ramsay represents a television personality through TV programmes about competitive cookery such as "Hell’s Kitchen", "the F word" or also "Ramsay’s kitchen nightmares". He uses to be inspired by French, Italian and British cooking style to develop his Cuisine. He is famous for his Cuisine, yes, but also through his strict management and tough behaviour that he uses. For sure, he didn’t obtain these Michelin stars by insulting his staff, so which are his keys to success in this industry?

We can notice that in Cuisine like in Business word, the type of problems that can
surge can be similar for both. Many companies don’t see the importance of the Leadership, but we can say that a poor leadership is often the source of many problems. Indeed, the Navy SEALs in the United States said that “There are no bad boat crews, only bad leaders.” They were right. In Restaurants, the kitchens cannot function without it, the same can be said for companies. Each organization needs a leader, this charismatic and strong person who gives the direction by leading the right way to do, to coordinate all the departments (Marketing, purchasing, accounting, logistics etc.) or all the “brigades” in the kitchen in order to develop the overall effectiveness of the organization. For this reason, the metaphor of the Cuisine is pertinent to say that without the implementation of an authority structure, the things cannot work in the long term. No functional organizations and finally no organized societies. When we don’t have a clear leadership to implement a strong structure, as a consequence we develop uncertainty, stagnation or a lack of direction for the future. You cannot say that the crisis, the natural disasters or for example, the fact to open a restaurant down the street are the only cause of problems, they just represent obstacles that you have to face like challenges by using the appropriate leadership style. In the Cuisine industry, Gordon Ramsay has understanding this kind of problems. By watching the television program “Ramsay’s Kitchen Nightmares”, we can observe that every failing restaurant that Ramsay visits has a leadership problem. Lack of requirement, lack of seriousness, lack of responsibility, lack of commitment. The bathrooms are dirty, the fridge contains hoard food or we can see that the service is lousy etc. But we can ask whose fault is that? Who gives the way to do? Who controls if the things are right? Who is in charge? To solve this kind of problems, it is not enough to clean the bathroom or to throw the hoard food away, no. It is necessary to rethink all the things and implement a new basis and a precise structure in your organization, here in your restaurant. In other words, a clear hierarchy has to be designed. Each person has a clear position, knows that she has to do, when and how. Gordon Ramsay understood this phenomenon, that’s why he is helping those who don’t have a leadership background to run their business. He uses an autocratic
style to implement a unique and strict culture in kitchen. People have to realize that by working in Cuisine and to meet the requirements of this industry (as we know now, in terms of precision, time limitation, high quality, control quality, cleanliness etc.), they have to be committed and adopt a strict conduct. Gordon Ramsay is a charismatic leader who knows how to develop the respect of the hierarchy and a culture of the perfection by using a direct and autocratic style. Yes, he is tough with his team, he can ask to a person to do it again and again if he judges that the dish is a “shit” because he is very demanding. He is famous by using profanity and by managing the staff in a tough way. However, he seems to success by bringing out the best from people who work with him. Even if he is seen as a hot headed in this industry, we can notice the fact that “he has held on 80% of his staff for the past ten years.” (Winterman, BBC News Magazine, 2005). This type of leader knows how to make the difference and keep the competitive advantage. By managing the precision in every detail, he wants to reach the perfection. People who work with this kind of chef can think that they have hard conditions of work, they can feel more stressed but in the same time they can learn more things for their professional and personal life. Indeed, by imposing a strict conduct to his staff, he can be seen as a great teacher to learn. We will explain in the following part how he can be seen as a successful chef despite his strict and tough management style. Leading successful organizations, leading perfection by leading highly level of requirements until the details.

### 5.2.2 The team dynamic Motivation

Through our research we note the fact that for any kind of business, working as a team is obviously a key element to success. Thanks to our interviews and by reading literature reference, we can say that knowing the strengths and weakness of each team is useful to develop business. The trust, a mutual listening and a good communication are important to create a good dynamic of the group. However, it is not an easy task to develop it in all organizations. The chef in kitchen is here to
motivate his team and try to bring out their best. In the Cuisine industry like in companies, each employee has something to bring to the team, a special knowledge or technique. We can say that each member constitutes a piece of a puzzle, which the leader has to combine together to obtain something amazing.

Gordon Ramsay: A chef, a leader, a success. Like successful leaders, he is able and knows the importance to give sense making to his team, to bring people together by sharing a common passion for the Haute Gastronomy with its high requirements. By his autocratic style, he gets people committed and highly involved in the processes. He knows how to develop a well-defined vision by using a strong way to impose what he wants and where he wants to go. He knows how to communicate his purpose into action, and his team doesn’t have confusion about it. The direction is clearly defined and for people who don’t want to be there, he shows them the door. Of course he uses an autocratic style but in the same time he encourages and coaches people, he gives them the impression that everybody has a role to play in kitchen.

5.2.3 Leading Creative People

In our research, we found also that in the Cuisine industry likes other businesses, the change and innovation to be different are always necessary for the restaurants to have the core competences. Although the tradition still remains in a center position in the Cuisine field, the survey results show that new comers are using culinary creativity to “gain ground with diners” (Kearnan, 2013).

“The star symbol judges only what’s on the plate, meaning the quality of products, the mastering of flavours, mastering of cooking, the personality of the cuisine, the value for the money and the consistency of what the restaurant offers to its customers both throughout the menu and the year.” (Le Guide Michelin)

From the judgement standard of Michelin restaurants, we can see the “personality of cuisine” is one of the most important factors to win the stars which prove the value of creative people in the cuisine industry.
The competition in the cuisine industry is already very intense. Customers have more options on restaurants and the mainstream changes quickly nowadays. Even in the stable market like Kalmar where a restaurant used to survive for more than 20 years with limited changes on menu, the situation is changing as well since many new restaurants open. If the restaurants fail to attract customers with innovations, they will be abandoned soon. Although the location, environment and decoration are also important, the human capital represents always the core value in the Cuisine industry which is a labour tension industry. So, a successful restaurant must learn how to lead creative people.

Through our interviews, we also find out that the restaurants which supply more choices of dishes are more successful than others (or we can say that the more successful restaurants can afford to hire qualified staffs to change on dishes frequently which distinct them with other competitors). Normally, the chefs and other specialists are powerful in such restaurants because they have more professional competencies than others in the Cuisine field. In such environment, the leaders in the restaurants show enough openness to the creative people. The bosses will give them more right to speak about their new ideas or suggestions and ask them to involve into the menu design to ensure the “menu rationalization” (Jack & Joe, 2008, p. 234) which can minimize potential problems in operation and perfect the collocation of foods with their experiences. Actually, many upscale restaurants are owned and named by famous chefs themselves so they can fully show their skills and creativity to lead the Cuisine to the art level. On the contrary, the restaurants which are totally controlled by the bosses who have not sufficient knowledge or experience are normally low level and they have less creativity. The creative people feel losing themselves by the routine operations in their job. For this reason, they will choose to leave, and only the staffs without ability to innovate will keep working. As a result, the restaurants will lose their creativity sooner or later and the attraction to the customers will drop down as well.

Besides the personal progress approach, the organization in the Cuisine industry is
also important foundation for building openness environment to encourage creativity. The structure in the kitchen is hierarchical to ensure the efficiency, but simultaneously it is divided according to the different specialists. The structure is more flat and without long power distance which ensures the professional, effectiveness, empowerment and creative environment. Hereafter is a typical structure of kitchen:

![Kitchen Organization Chart]

Such structure is similar with the functional structure in other business organizations which is separated according to the different obligation and “consists of activities such as coordination and supervision” (‘Functional Structure’ 2014 Para. 1). With such structure design, the organizations have lower power distance from the lower level employees to the top management. The specialists are led by professionals in their fields so their reasonable comments will be considered appropriately. With enough empowerment in different department, the suggestions only improve the process in the certain professions will be implemented immediately. The other suggestions related to the collaboration between different departments will be discussed in the multi-unit meeting inside the organization which will help to collect opinions from other professionals to ensure the rationalization.
When the qualified employees leave when they feel disable to fully use their skills, the unskilled people will take the place of them. Because lack of professional knowledge, they will try to avoid different better ideas and control the kitchen in their own way because they have to protect their position from being replaced by qualified employees. The environment in the work place becomes strict and nobody feel safe, so all the staffs prefer to keep silence instead of showing their opinions.

The situation is totally different under the lead of qualified and skilful leaders; even they are not professional in cuisine industry. They will stimulate the intellect of their employees by all kinds of methods such as to encourage the debate, group discussion, brainstorming etc. The different ideas are welcome to share in the restaurants to improve the dishes, services or work process. Although taste is the most important factor for a restaurant, there are also many other factors shall be paid attention to be successful. So the suggestion from different field shall be encouraged and considered equally. If we look into the process of menu design in the upscale restaurant, we can see the chefs will consider the collocation of foods while the saucier (sauce, stock preparation), potager (soup preparation), poissoner (fish preparation), entremetier (vegetable preparation), rotisseur (roasted meats), grillardin (broiled meats), garde manager (cold foods), patissier (desserts), baker (breads) and tournant (swing cook) (Jack & Joe 2008) will think about how to collaborate with the chefs as well as the waiters, waitress and sommelier shall be prepare for the knowledge of new dishes and wines. The “menu rationalization” will only be reached when all the departments share their views from their specialist experiences completely. The more communication in the preparation period, the fewer problems will occur in the execution process. In Ed Catmull’s article (2008) we can also see such “collective creativity” is fostered in Pixar to stimulate intellect from entire group. Leaders in Pixar realize that the creativity is not a “mysterious solo act”. Any final product is composed by thousands of ideas which requests every single member at every level of every specialist in the group make suggestions. All suggestion will be considered to find if they can fit into the main ideas so that their movies are excellent with plenty of
information resources.

In the personal level, with proven ability in certain field, the followers will consider the chefs as the object of identification (Downton cited in Bass, 1998, p. 42) which can help them cope with their frustration on difference between self-perceived images and reality.

In the cuisine industry, the chef is a “professional who has completed extensive formal study and experience requirements, including an apprenticeship for several or more years” (Jack & Joe 2008, p.220).

The chefs act an important role in the restaurants not only because of their professional knowledge, but also they are considered as idealized objects in the Cuisine industry. Their behaviour of dedication and self-sacrifices give example to the followers. The success of chefs gives the followers the motivation to improve their skills to obtain such achievements as well. With the high quality standard in every detail, anyone in the Haute Cuisine industry is required for long training periods to achieve necessary competency (Tom 1988, p. 47). The long term practice and study are accepted by the followers because it is proven to be the essential process to be chefs. Career path is not only a mechanism for promotion but also for controlling their expectations on their promotion speed (William, 2002, p. 87). Normally such plentiful knowledge and experience of leaders will help them to make better decisions in the critical period or solve problems when others all failed. This results or behaviours will help to establish the foundation of trust and respect to the leaders. Look back to the long history of human civilization; almost all the successful leaders have such ability distinct them from ordinary people even at the beginning of their career. Kazuo Inamori (2010) recalls the hard time when his first listed company Kyocera was just established. At that time, it was hard for the company to survive and even cannot afford the salary of the employees. So a lot of employees left, but he still kept his energy and optimism to work harder which make the followers believed they will be successful in the future and chose to continue working for him. Kazuo
hates negative emotions among the group and tried to replace them by introducing his concept of happy working. Through his example, he imbued to the employees that they can find happiness from work itself if they really love them. Even at his 80 years old, he still helps the staff in Japan Airlines to re-understand the meaning of work to pull them from the crisis of bankrupt. In most organizations, the leaders are more like a flag in the organization and motivate or coach their followers to work as well as them.

With compared to the concept of transformational leadership, we find that all these characteristics of leaders which used in leading creative people in the Cuisine industry and other fields are the component of transformational leadership. Actually, the transformational leaders can be considered as ideal leaders in Cuisine industry who are elitists can be emulated, open to followers for their innovation ideas, directive to be effective, participative to give enough coach. Finally, the charisma of chefs has positive effect on the followers and encourages them to devote their energy to Cuisine industry.

In the Cuisine industry, the examples of chef help to make sense on the entire business progress approach in which the apprenticeship plays an essential role. Apprenticeship: “a structured process used to train persons in the skills necessary to be proficient in a trade or profession” (Jack & Joe 2008, p.215).

By the apprenticeship system, the leaders in the cuisine industry execute inspirational motivation (i.e. optimistic visioning) to all the followers in its long history. Normally the apprentices of famous chefs will be adapted by the market easier than other competitors because the customers believe the choice of famous chefs. Only when the employees’ effort and talent are proven by the chefs, they can be chosen as apprentices of chefs which are the huge award to the people who want to get higher achievement in the Cuisine industry. The individualized consideration (i.e. coaching) is practiced by the chefs to the apprentices so they can learn more special knowledge and collect necessary experiences through empowerment. The apprentices have more
opportunities to complete their tasks themselves than other ordinary employees, but similarly the pressure increase rapidly as well because the chefs will have higher standard on them. After enough skill training, the chefs will let the apprentices cook totally by themselves and only control the quality or give comment after they complete. Normally, the responsibilities delegated to apprentices are larger than the duty of their current position to help them get higher level experiences. For example, in the TV show “Master Chef” of FOX (2013), we can see if the apprentices make any mistakes or fail to meet the standard of chefs. The chefs will treat them in very rough way to show their dissatisfied, such as yell to them with dirty word, throw their food directly etc. But we also notice that the chefs also explain the mistakes to the apprentices during those abuses, such as some foods are over cooked or should be cooked for longer time, some foods shall not mix together etc. The coaching style is executed through such impolite way which is not understandable by outsiders but it is the heritage for thousands years with other receipts or skills. Only after the apprentices can meet the requirement of chefs and keep stable of the quality, they are allowed to work individually as chefs. Finally, although some mistakes which the apprentices made have affected the customers’ satisfaction, the chefs still let them complete their job despite a lot of foods are abandoned just because they are unable to match the requirement of chefs. The master chefs will explain to the dining room manager and ask them to talk with customers to take time for the apprentices. We think this behaviour shows the trust of the chefs and they are willing to take risk of the apprentices’ failure. Actually, the apprenticeship is a person to person coaching program which can obtain the trust and loyalty from certain talent followers.

The closer relationship between master and apprentice helps them to communicate better and ensure all the skills can be taught appropriately. Usually, such arrangement can be seen in the power transfer among the top management level. Before the CEOs retired, they will recommend some qualified successors to the board of director and appoint them to the critical departments to evaluate their ability. They will be instructed by the CEOs to improve their leadership skills. Even when the
successors make mistakes, they still can get the support from the top management and the organizations will take such risk as the experiences of learning. If the problems are too huge for the apprentices to solve, the retired CEO sometimes will come back again to help them. Liu Chuanzhi (‘Liu Chuanzhi’, 2013), previous CEO and chairman of Lenovo Group which is the second largest PC producer in the world, transferred his position step by step to Yang Yuanqing (‘Yang Yuanqing’, 2013) from 2001 to 2004. However, during the mergers and acquisitions of IBM PC department in 2005, Yang faced huge problems on combining IBM’s culture with Lenovo’s which result the rapid drop of revenue those years. At that time, Mr. Liu come back again and works with Yang together to pull the Lenovo back to the right track. Finally at 2011, when the market share of Lenovo has become stable, Liu left the company to Yang again. With the experiences of solving those difficulties, Yang grows up quickly to be a mature leader which is qualified to handle the following mergers and acquisitions well himself.

5.3 Review

Our research question is based on three core elements:

1. **The strict management style can result higher efficiency of employees in the Cuisine industry.**

2. **The team dynamic motivation helps to keep the employees’ stability and willingness of work in the Cuisine industry.**

3. **Creativity and innovation constitute important aspects in the Cuisine industry**

Comparing all above analysis, we can find that several preconditions which we believe are necessary for the success of chefs who have to use autocratic style because of the certain work environment.

First, there must be some reasonable explanations on the execution of autocratic leadership style so that the sense can be made among employees. In the Cuisine
industry, the certain work environment in which time is limited to reach customers’ satisfaction has become a common understanding. Every employee who chooses this field has a psychological preparation for the high pressure work environment. And this understanding is reinforced through their training, internship or management in their entire career. After, they are prompted to higher level position; they will instil same philosophy to the new comers. Only if the employees admit that the strict management is unavoidable to ensure the service quality, such less humane method can be accepted in the work.

Second, the certain personal development and promotion approach help the industry by establishing stable heritage system and solid attraction. When the chefs obtain excellent social status, their careers become models to the new comers and encourage them to improve their ability and practice their skill although the work environment is tough and unfriendly. With the belief to be successful chefs in the future, the young apprentices execute their internship under the instruction of the masters from the lowest level of hierarchy. It occurs clearer to the creative young people who have special skill in the certain field. With a necessary coaching and the experience preparation, their talent will be used to a maximum, which help them make sense to devote themselves in this industry.

Third, the dynamic of the entire team shall be fully motivated before they are involved into the work. No matter with visionary motivation or meet certain requirement, the team members shall be satisfied so they can accept the rough leadership style in order to fulfil their meaning of the work. Since the expectations of team members are different, so it will be the tasks of leaders to find out and use them to motivate the team members. With enough motivation, the leaders are able to execute directive leadership style.

Forth, the leaders shall be qualified and respectable than all the other followers with their excellent knowledge, ability, experience, creativity and charisma. Meanwhile, the leaders shall be ready to act as the representative of the entire team and take all
the final responsibility. At some extent, the leaders have to be the idealize objects in their field so their followers can trust their decision and follow their instruction without any hesitation.

We find all the aforesaid preconditions have been achieved in the Cuisine industry which ensure the directive leadership style can be executed smoothly among entire business and the leaders can obtain huge success. It is interesting that most literature mentioned about autocratic leaders held negative view on their leadership style. However, with the observation of the Cuisine industry, we find that they can be successful with certain background characteristics. Sometimes it also ensures the necessary quality control and efficiency which make it unavoidable in the Cuisine industry.
6. Conclusion

6.1 Conclusion

The conclusions of our thesis are developed on our work and we hope they can supply some starting point for further research. Because of the limitation of time, resource, relationship and knowledge, our research could only answer to the questions briefly. Therefore, we look forward if our thesis can attract others to continue to investigate the leadership in the Cuisine industry from various angles.

With our Master thesis “The Art of Cuisine: How leaders can be inspired by the chefs” we try to find out the leadership style used in the Cuisine industry. Our research question aimed at understanding what kind of leadership style could be successful in the Cuisine industry and could be learned by other industries to improve their efficiency in leadership.

In order to reach our target, we choose both empirical and secondary data as our research resources. We learn the leadership style from the stories and experiences of chefs; sometimes the industry itself is different from the view of outside. The most interesting experience in our research process is our understanding on the leadership style in the Cuisine industry and keeps changing with the progress of our research.

Actually the methodology of grounded theory we use to analyse our primary and secondary data suggested by Strauss and Corbin (1998), helps us to get clearer view on the data we collected. By opening our coding, we obtain more information than we expect and help us to reconsider our research direction. Our findings suggest some special leadership style in the Cuisine industry which has achieved huge success in the reality. Through the experiences of these staff in the Cuisine industry, we start to understand how these typical management and leading methods are established and accepted in this environment. Further, by analyzing these work conditions, we find that there are similar in many other businesses. We believe they can learn from the success of leadership in the Cuisine industry. We identified three key categories from
all the data we collected from interviewees and the secondary resources.

1. **The strict management style can result higher efficiency of employees in the Cuisine industry.**
2. **The team dynamic motivation helps to keep the employees’ stability and willingness of work in the Cuisine industry.**
3. **Creativity and innovation constitute important aspects in the Cuisine industry**

These three arguments have one aspect in common. The management and leadership styles aroused as a consequence of the work environment and the requirements of this industry, which are chosen by the long term execution. The requirements which look contradictory led to the strict leadership style works smoothly in the Cuisine industry. This leads to our final research question: “why and how the strict leadership style can be successful in the Cuisine industry”.

Although limited to the amount of data resources that might lead our theory is not solid enough, we just try to open a door for learning directive leadership from different angle when most arguments on the autocratic leadership style are negative and try to help leaders away from such style. However, in the real world, the autocratic leaders can be found in many positions and many of them achieve huge success in their fields in which Cuisine is a very typical industry. So we find out the evidences from the Cuisine industry to support our research by comparing different theories of leadership and reality of management in the Cuisine industry. The data we collected show that there are many preconditions to lead to the existing of directive leaders. Therefore we could answer our research question and provide a creative, valuable path to the leadership research. We hope it can inspire others to do further researches on this field.

**6.2 Our feeling**

Leadership is an art of human behaviour and thought; all kinds of leadership style need the ground of human group which have their own culture. By this way, we can see that the leadership is actually built on the culture of different group, such as
eastern culture, western culture or kitchen culture. Also, we can say that the groups are built on the common understanding or shared values. Actually, the most impressive issue we learn from our research is that the certain leadership style must have some reasons to survive which can be culture, work environment etc. So the research on the leadership shall not only base on the phenomenon but also have to analyze the reality behind the phenomenon which is exactly our process to explore in the Cuisine industry.

6.3 Discussion

In our thesis, we try to explain why and how the strict leadership style is used and successful in the Cuisine industry which is mainly based on the reality. However, we have to see that the autocratic leaders are not very popular with the employees nowadays because of their tough management methods which are the main reason for the diminishers being criticised by mainstream today. Actually, there may be some other kinds of leadership styles which are more moderate and acceptable than strict management style can be used and reach even higher achievements.

So we suggest that the future research can focus on not only the traditional management style but also comparing with other new restaurants in which the new leadership styles are grown. It will make the conclusion on the diminishers in the highly competitive and pressure industries more solid, no matter the conclusion is negative or positive. Or even some new leadership styles which combine several existed leadership styles can be introduced to the Cuisine and other industries with similar characteristics.
References


Goleman Daniel, 2013, “Don’t Write Off the Coaching Leadership Style”, Linkedin


Lao Tzu, 6th century BC, “Tao Te Ching”, Chapter 60


Hoepfl Marie C., 1997, “Choosing Qualitative Research: A Primer for Technology Education Researchers”, Journal of Technology Education, Volume 9, Number 1


Harwood Nigel, 2005, “’Nowhere has anyone attempted . . . In this article aim to do just that’ A corpus-based study of self-promotional I and we in academic writing across four disciplines”, Journal of Pragmatics, Volume 37, Issue 8, August 2005, pp.1207-1231


Amabile Teresa M., 1997, “Motivating Creativity in Organizations: ON DOING WHAT YOU LOVE AND LOVING WHAT You Do”, CALIFORNIA MANAGEMENT REVIEW

Liang & Pauline


Yuanqing Yang, 2014, Wikipedia, viewed 13 April 2014


Internet Links:


Scott Kearnan, 2013, “Survey Results: Boston’s Best Restaurants”,
The MICHELIN Guide, 2014, “What are the criteria for receiving Michelin stars?”
http://www.michelintravel.com/michelin-selections/selecting-our-stars/

Winterman Denise, 2005, “Complients to the chef”,
http://news.bbc.co.uk/2/hi/uk_news/magazine/4114484.stm

Appendix

Appendix 1: Questionnaire – English

I. **Background Information**

1. How many years work in the cuisine industry?
2. How many restaurants have served?
3. What is the position in the kitchen?
4. What is the main duty?
5. How many people in the team?
6. How many chefs have worked with totally?
7. Where do you learn skill?
8. Why do you choose cuisine industry as career?

II. **Management Information**

1. Do you feel stress during the work?
2. Where such stress from?
3. How does the chef manage the team?
4. What kind of management style of the chef do you like?
5. What kind of management style makes you comfortable?
6. What kind of management style makes you more efficiency?
7. What does chef do when you try some new methods or ideas? Does he like it or not?
8. Does chef let you do with your own method or should follow his idea?
9. Do you have good relationship with chef (during work and after work)? Is this relationship positive to your work?
10. Do you have some time want to give up or change job? Why?
11. How do you persuade to continue? What is your motivation?
III. **Business Environment**

1. Where does your restaurant locate?
2. What is your restaurant level? Haute, normal or fast food?
3. Does dish change frequently in your restaurant?
4. Who decide the change?
5. How to make the change? Chefs try themselves? Team discussion? Learn from other restaurant?
6. Is it possible that team members share their ideas with chef to make the change?

IV. **Personal Improvement**

1. Can you learn from chefs?
2. Do you learn yourself or chef will teach you?
3. What kind of skill the chef will teach you?
4. Will chef give you opportunity to practice your new skill?
5. What chef will do when you make mistake?
6. How does chef teach you skill?
7. How many years it will take to be a chef?
8. Have you heard about apprenticeship? Do you want to be an apprentice of chef? Is there anyone you know or yourself used to be apprentice of other chef?
9. Is there big difference in what you can learn from the chef between normal staff and apprentice?
10. Is the relationship between chef and apprentice different from other staff?