

**MASTER'S DEGREE IN CULINARY MANAGEMENT
AND INNOVATION**

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**The Rebirth of Women leadership in the culinary
industry – Trend or reality?**

WLODYKA Sebastien

I. ACKNOWLEDGEMENTS

My journey in the culinary world started a long time ago when I was watching my mother cooking as a kid and in her restaurant. At that time I saw a woman filled with love for her passion, which was cooking. She loved to serve her client, leading her team, choosing the right ingredients and cook homemade dishes for her customer. Unfortunately the workload and the financial pressure were too heavy for her. In 2007, the economic crisis was stronger than her and she had to endure what lots of restaurateurs had to endure, which was to go out of business after only 5 years. That day, she told me that I should never open my own restaurant because of the work pressure. Although, I wanted to listen to my mother, deeply inside my heart I was sure that I would work in the culinary industry one day. Five years later, I challenged myself and took part in a non-professional culinary contest on French TV called Masterchef. This experience made me realize that I was ready to change the course of my life. I've decided to go back to school to do a Master degree in Management and Culinary Innovation in order to learn from the finest leaders the culinary techniques at the Institut Paul Bocuse and Haaga-Helia. As part of this Master, I had the opportunity to do an internship in the restaurant PAVILLON LEDOYEN in Paris, owned by the Group Yannick Alléno, which is one of the most prestigious 3 Michelin star French Chef. During that internship, I discovered the role of being leader in the culinary world. What struck me was the leadership style that was making him a role model for his team, but also the role of her associate Florence Cane in developing the group. Her role in the group is even more than important since she is the CEO of the Group Yannick Alléno and not the chef himself. This made me realize that even if males mostly dominate the culinary world. We see more and more women entering this industry. Therefore, this research is for me an opportunity to understand through an overview of this industry the role of women and their leadership in the culinary world today.

II. DEDICATION

I would like to thank Mrs. VELLA and Mr. BROWN for all of their support in writing this thesis. They have provided me with valuable insight and knowledge during all the different commissions.

A special thank you to my parents, my fiancée, and family members whose support was essential when I had to quit my job and return to graduate school. I could have not done it without such a supporting people as them.

III. EXECUTIVE SUMMARY

This thesis centers on the leadership and management style of women in the culinary industry in today's society, with a focus on France and the United States..

Because the hospitality management is essential for many reasons this study covers the different leadership approaches used by women in this field.

The main focus of this study will be to understand the impact on the future of management of the increasing numbers of women leaders in this industry. The question that arises from this study is this women leadership a culinary field is trend or rebirth? Because gender discrimination is unfortunately common, we need to realize that these prejudiced views are involuntarily used. When these views are uncovered and recognized, great improvements in companies and society can occur. By understanding how the women's leadership can help an organization to recognize their workforce, we will be able to develop a new approach in terms of communication and mentoring. Moreover, these findings will notify the women management of how to innovate in terms of leader skills in the culinary industry.

For this research I used a sample of leaders and managers from the restaurant industry, from well-known chef to alumni from the Institut Paul Bocuse.

In order to find some interesting results I have measured the leadership of this sample, through two types of analysis. The first one was a simple interview about the leadership of women in the culinary industry from professionals of the industry. The second analysis was made through the Multifactor Leadership Questionnaire sent to alumni of the Institut Paul Bocuse.

The result of this study showed that women ranked high on idealized influence which is representing charisma in the transformational leadership, management-by exception in transactional leadership, and also high on the laissez-faire in the non-leadership style

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VI. INTRODUCTION

The culinary world has always been a challenging industry but still one of the most rewarding industry in terms of recognition of the peers, no matter if you are a men or women. However this industry, mostly dominated by males, is particularly a challenging world for women who want to enter the profession. According to the US Bureau of Labor Statistics, women represent approximately 55% of food service workers in the United States; they occupy only roughly 20% of upper managerial jobs in the professional kitchen (Konkol, 2013). Although, the perception of the society sees women as home cook rather than professional chefs. Nevertheless, over the past two decades the mentality about the culinary world and gender has changed. The hospitality industry is now becoming a real value to all the young men and women. Working in the culinary industry is a not underestimated anymore. Now the chefs are viewed like rock stars and even more like role models. Even though, those leaders are mostly men, though we begin to see more and more women becoming at their turn real leaders. But the reality is that the culinary field still has very few women running kitchens as executive chefs and fewer leading as restaurateurs.

Therefore, I will go over an analysis of today's leadership style in the culinary and hospitality industry, focusing on the role of women chef and restaurateurs in their respective work environment. I will conduct interviews of female leaders in the industry and see how they have experienced the professional culinary kitchen with particular attention to the gendered nature of that experience. I will also collect their feelings about their leadership style in the culinary context and how they have managed to implement it in their restaurant. I will also discuss the emancipation of the women through the media with a focus on television show and other social media.

I. LITERATURE REVIEW

I.A. WOMEN & THE CULINARY WORLD

I.A.1. Women's Contribution to the Culinary History

In order to understand the leadership of women in the culinary industry, we need to see first what are the aspects that have forged the role of women in our societies. Each one of us has memories with food, and most of them are including the effort made by their grandmothers, mothers, aunts, and sisters. Those memories are centered on charismatic women in the kitchen. Even though women are seen as the main actors in home kitchens, they are not equally represented in the professional culinary kitchen. According to the Michelin Guide only 16 women chef have been awarded over 609 restaurants (Michelin, 2015). This represents not even 1% (0,50%) of the total awarded chefs. But when we look closely at the history of women throughout the centuries we see that they were more present back in the days than today. Of course, we see more often women in the role of home cook also referred as domestic cooking, where tradition and family are closely related. On the other hand we have the professional cooking where women are less present probably due to the dominance of the industry by male. Indeed, the contribution of men such as Marie Antoine Carême in the XIX century, or Auguste Escoffier who has modernized the concept of the kitchen with its military organization called the brigade. Then later in the XXth century with the famous Paul Bocuse who revolutionized the French gastronomy and took the Chef out of the kitchen to the front of the house, which made the culinary world evolve. Although, it seems that many men led the gastronomy to its quintessence. The contribution of women has been important too. When we look back in the Middle Age, Catherina de Medicis, wife of King Henry II brought her knowledge from Florence to inspire and innovate the French gastronomy (Restaurant T. a., 2014). Interesting enough is the fact that one of the disciples of Caterina de Medicis was humbly Marie Antoine Carême. Still close to the French gastronomy, the influence of the "Mères Lyonnaises" had it importance too in the early XXth. The "Mères Lyonnaises" meaning the Mother from Lyon where initially household cooks that have decided under the pressure of

the economic crisis to open their own restaurant (LBL, 2015). Most of those businesses were established to serve traditional and homemade dish. Their reputation was so important that some of those Mothers became famous such as the “Mère Brazier” who was the only women until today to have been awarded the distinction of 3 stars by the Michelin guide for her 2 restaurants at the same time, meaning a total of 6 stars (Brazier, 2015). Celebrities such as Edith Piaf were coming to the restaurant, which became a symbol of the French gastronomy. This restaurant was not only a symbol but also ground of practice for a certain apprentices such as Paul Bocuse. As we all know, Paul Bocuse is known to be the Pope of the French Gastronomy, representing the highest achievement a man could ever have and thanks to the contribution of a woman.

Women influenced many other great chefs, for instance Elisa Blanc who was known as the Mère Blanc and described as “The best cook in the world” by the well-known food critic Curnonsky influenced her grandson George Blanc. Today’s women contribution to the culinary world has become more and more important for the past decades but still lacking in terms of chefs and managers. According to the Michelin Guide in 2012, there was only one female that was on the list of the best restaurant chefs that have been awarded three stars; her name is Anne Sophie Pic (Michelin, 2015). Amongst the 2500 awarded restaurant, only 10 of them had female chefs. A great example of women leadership in the culinary industry would be the case of Alice Waters. Alice Waters is a chef, food activist and owner of the Restaurant Pansse, who has struggled to share the best knowledge about food to its guest and teach the younger generation to eat well (Biography, 2015). In 1992, she was the first woman in the USA to be awarded the leadership award by the prestigious James Beard Foundation. Which, lead me to think about the contribution that Women have in the media today.

I.A.2. Women’s Contribution to the Culinary Media

Women are maybe not as present in the professional kitchen as they should be but we see them quite often in the world of the media, such as the cookbook or even television shows. The post world war brought a wind of change in terms of culinary cookbooks. They were mostly targeted to young women who

wanted to learn modern and easy recipes for their household. At that time most of the women were staying at home taking care of the house. This cookbook trend was enhanced by the arrival of the television, where women such as Julia Child in the USA presented for more than a decade one of the most famous cooking TV show “The French Chef” from 1963 to 1973 (PBS, 2015). A long series of women have been presenting cooking shows for instance Marta Stewart, Nigella Lawson a many others. Still today we can see that most of the paper, magazine, cookbook and TV shows are targeted to women, but the tendency is changing and becoming more and more professionalized, thus creating a broader view to the world of cuisine. In France, this trend arrived a little bit later, In the 1970s. According to Lenartowicz the use cookbooks became more common, since women were working more and more outside the home. (Lenartowicz, 2011) Cookbooks have taken over the family oral transmission in the kitchen learning. Recently, the cookbooks have evolved and became a trendy element to have in your own library. It is now enriched with fancy pictures and follows the culinary trends. The recipes are suitable for all cooking levels and may stray from the great classic recipes to meet the requirements of simplicity and originality. The number of cookbooks has increased significantly in the years 1990 and 2000, while the average print books fell (Lenartowicz, 2011). Today anyone can publish his recipe book through Internet, share it via blogs or social media. The success of short runs has not prevented the success of culinary highlights. It is interesting to see the contribution that the media has in terms of women leadership. The media have created an emancipation of the women over the past 30 years. Cooking has become a trend. We see more often Food blogger on Internet, Foodista taking pictures of their dish, events around the food industry (Dubanchet, 2015). Actually the food blogging industry is in majority feminine, according to a recent study made for the French website 750gr.com. Culinary bloggers are for 94% women, mostly between the age of 30 and 44 years. Among those culinary bloggers 52% have a higher education - Bachelor degree.

But, what struck me was the analysis of the culinary competition shows on television such as TOP CHEF® and MASTERCHEF®. The past decade saw an increasing numbers of those culinary competitions show on television. For instance TOP CHEF® is a culinary competition for professionals present in more than 15 countries, whereas MASTERCHEF® is a cooking competition targeted for non-professionals and aired in

50 different countries (Wikipedia, 2015). Both shows are different among countries, thus in order to have better analysis of this media, I will cover only the French and North American versions. Throughout the 6 seasons of TOP CHEF® in France only 2 women were the winners and only 3 women in the North American for the past 12 years, which represents a rate of 66% for the non professional competition and a rate of 25% for the professional version TOP CHEF. On average each season had at least a certain proportion of women, unfortunately when we look at the shows on average we see that there is only " three out of twenty-four American "Masters" were women" (Druckman, 2014). Even if we see some gender equality in this shows. Sadly, this media promoting the professional kitchen are implementing non-visible type discrimination.

On the other hand the MASTERCHEF show, in which I have participated, had an equal proportion of men and women. This element shows that from the non-professional show the perspective women are equal to men in terms of cooking skills and still from the winners 2 were women over the past 4 years in the French edition of the show and 4 women out of 5 seasons in the North American version, which represents a proportion of 50% and 80% success rate for women. Therefore, we can see that women win non-professional cooking competitions whereas the professional realm is still dominated by the male.

Which leads us to the next aspect of this thesis, which is the contribution of Women in the culinary education. As I mentioned earlier the cookbooks were the purpose for women to teach and learn the basic cuisine for their household. Although, the emancipation of women in our society led to a decrease in cooking time, the trends is actually shifting toward an increasing numbers of women coming back to cooking school thanks to an increase in popularity of the emancipation of the art de la table.

I.A.3. Recognition of Women in the Culinary Education

Among the large number of culinary school in the world some have had a big impact on the emancipation of women. The Culinary Institute of America, founded in 1948 by two women Frances Roth and Katharine Angell wanted to help and train veteran from the World War II. It was the first cooking school in the United State and still is the best today. Half of the students are women (CIA, 2015) and they have even been

celebrating women chefs and restaurateurs for every year since 2006 during the Augie Award leadership dinner. The Augie Award was named after Auguste Escoffier. Women leadership is also celebrated every year at the James Beard Foundation which is a non profit organization that serves to promote the culinary arts by honoring chefs, wine professionals, journalists, and cookbook authors at their annual award ceremonies and offering scholarships and educational opportunities to cooking (JBF, 2015). This award is also known as the Culinary Oscar. In 2012, The James Beard foundation has developed a program called Women in Culinary Leadership. This program is an educational program focused on mentoring and training women aspiring to develop their careers in the culinary industry (JBF, 2015). But before that since 1993, the Women Chefs and Restaurateurs, founded by eight nationally known women chefs and restaurateurs, has for mission “to promote and enhance the education, advancement and connection of women in the culinary industry” (WCR, 2015) The network, professional support provided to women in the restaurant industry by this organization is just an example. In 2002, the group started a mentorship program that helps both face-to-face meetings and emailing mentorship opportunities (WCR, 2015). The WCR also hold networking events that women can attend to connect with other women in the restaurant industry. In the same logic, Les Dames d'Escoffier International has devoted their heart to create this organization for women leaders in food, beverage and hospitality. Their mission is to educate, advocate and spread philanthropy among women within the industry (LDEI, 2015). In 1976, the Dames welcomed 50 professional members. The next year they have created an award la Grande Dame and Julia Child was the first laureate. Today, LDEI has more than 1,200 members in 25 chapters across the U.S. and Canada. (LDEI, 2015). So as we can see Women leadership is quite important on the North American culinary scene. On the other hand, when looking at the French culinary education, I found out that they were no real organization that prevail and help French women to become leaders in the culinary industry. Recently the French Culinary Academy, the oldest culinary academy, has awarded *Fanny Malhie* with the price of best cook of the year. This price hasn't been awarded to a woman since 1946, which represent almost 70 years (Gil, 2015). This year was also important for the French culinary contest of Meilleur Ouvrier de France, which awards every year the best craftsman in their specialty, and this year for the second time in its

history a women, *Virginie Basselot*, has been awarded has Meilleur Ouvrière de France in the culinary field (Monsat, 2015). This examples shows that there is switch in leaders. Concerning the education, France is of course well known for its gastronomy and also for its hospitality schools such as the Institut Paul Bocuse in Lyon, Ferrandi in Paris and many others such as The Vatel School and the Cordon Bleu from which Julia Child graduated.

As a student of the Institut Paul Bocuse I have decided to question the administration of the school to find out what was the ratio of female student that enrolled in the Bachelor degree. The results were quite interesting, because women represented 40% of the culinary art student, whereas in the hospitality hotel degree they represent above 60% of the overall students. Another aspect that I wanted to focus on was the fact that more and more adult are reconverting from their former professional life into the culinary industry. (I was actually one of them before I joined the Master degree). The Institut Paul Bocuse has introduced different programs for adults, from 10 days to 11 weeks.

When I analyzed the data from the administration, I found out that women were predominant in this type of professional work reconversion. They were representing 63% of the population, which shows that there is a real passion for the cooking.

In other school such the Ferrandi cooking school, « of the 189 students enrolled in the Bachelor degree, 108 are women » (Kraland, 2013) which represents 57% of the overall student population. They also dominate the pastry course, 20 women for 4 men and it for International Training with 21 women to 20 men in the kitchen, 41 against 12 in pastry. (Kraland, 2013)

Which in a sense is quite interesting because there is a sense of gender equality, which will see later in this study in an important factor on the leadership of women.

I.B. **LEADERSHIP**

I.B.1. **Women leadership**

Before going further into the analysis women leadership we need to first to understand what is the leadership. Therefore this part of the study will cover the theoretical framework of leadership that I will be using in order to make an accurate analysis of the women leadership style in restaurant management.

In order to understand the leadership styles used in our societies, I will present you what is the leadership in its different forms, followed by how the leadership style affects the management in the culinary industry. This part of the research will conclude with a discussion on how the leadership approach can manage the difficulties in gender diversity through mentoring. Leadership and management are processes that are closely related in many ways. Both of them need workforce but in different aspects. The definition of leadership was developed over the centuries throughout many societies and it can be different from one to another. Leadership can be seen in many aspects of our society, from the social aspect with businesses, sports and politics to the more private aspect such a family. However, according to the main theories Leadership is a process of influencing others and creating visions for change (Northouse, 2013). As we see Leadership appears in many different forms in organizations, sports, politics and even in our personal lives. The type of style used may depend on the leader and the follower in which environment they are. Therefore, environment is important but there are some other aspects such as age, gender, and the personality that can also affect the type of leadership. However, for this study, my major focus was to study two types of leadership style that are the transformational and transactional. My first approach of leadership was through the transformational approach that has been the focus of much research, and has grown in popularity over the past few years (Northouse, 2013). "As the name implies, transformational leadership is a process that changes and transforms individuals" (Northouse, 2013). The major aspect of this type of leadership include: "emotions, values, ethics, standards, and long term goals, and includes assessing the followers' motives, satisfying their needs, and treating them as full human beings" (Northouse, 2013). The main goal of a transformational leader is to nurture and empower their employees. This type of leadership is apparently closely linked to the women leadership

Burns (Burns, 1978) has identified transformational leadership as a process where, "one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of

motivation and morality". Therefore, from the transformational leadership style characteristic, the follower admiration, loyalty and respect towards the leader, and is motivated to do more than what was originally expected to do (Bass, Transformational Leadership , 2005). The transformational leader knows how to motivate the followers by making them aware of the importance of their work to the point where the followers go beyond their own self-interest for the team. This type of leader encourages its followers to think differently and find new ways to approach their jobs, resulting in intellectual stimulation in order to increase their performance in the company. In his study of transformational leadership Bass (Bass, From Transactional to Transformational Leadership, 1990), has proposed four characteristics of transformational leadership that include charisma, inspirational motivation, intellectual stimulation, and individual consideration. Charismatic leader is the one who provides a vision for his followers. The followers in this relationship identify themselves with the leader and deeply respect him and see him as a role model. A second important dimension of transformational leadership is the inspirational motivation, which is usually a companion of charisma. In this case the leader communicates high expectations to followers through inspiration and motivation in order to build a team. Bass (Bass, Leadership: Good, Better, Best, 1985), points out that in this case the followers look up to their inspirational leader as one is providing emotional appeal to increase awareness and understanding of mutually desirable goals. The motivation occurs by providing meaning and challenge to the followers, the individual and team spirit are aroused and enthusiasm and optimism are visible. The leader inspires followers to imagine the future situations, of the company and themselves. The third dimension is the intellectual stimulation. This type of leadership encourages the followers to be creative. The followers have to think outside the box by challenging their own belief systems and encourage themselves to break away from the old ways of thinking (Bass, Leadership: Good, Better, Best, 1985). The leader is characterized as one promoting intelligence, rationality, logical thinking, and careful problem solving. The attributes include seeking differing perspectives when solving problems, suggesting new ways of examining how to complete assignments and encouraging re-thinking of ideas that have not been questioned in the past (Bernard Bass, 1994)

Finally, the fourth dimension of transformational leadership is “individual consideration” which is concerned with developing followers by coaching and mentoring (Bass, Leadership: Good, Better, Best, 1985). In this case the leader treats each of their followers in a unique and special way. This leader creates a supportive climate for followers through coaching and listening and act as mentor. These leaders help each follower achieve their highest potential possible. Followers are treated individually in order to raise their levels of maturity and to enhance effective ways of addressing their goals and challenges (Bass, Leadership: Good, Better, Best, 1985). Consequently, the contrary of this type of leadership would be transactional leadership. This type of leadership is similar in nature, but here the exchange between leader and follower is different. “Transactional leaders exchange things of value with followers to advance their own as well as their follower’s agenda» (Northouse, 2013). The objective of the transactional leader is to ensure that the road to the goal of fulfillment is clearly understood by the internal actors, to remove potential barrier within the system, and to motivate the actors to achieve the predetermined goals (Robert J. House, 1997). Transactional leaders display both constructive and corrective behaviors. Constructive behavior entails contingent reward. In this relationship, the leader and the follower exchange items of value for effort by the followers. Whereas in the corrective dimension, the so-called management by exception, the leader uses a negative reinforcement compare to a positive one. This leader uses corrective criticism, negative feedback, and negative reinforcement as tools (Northouse, 2013). This type of leadership can lead to two different forms of management, one active the other one inactive. An active leader sets the standards that have to be followed and watches the followers closely for mistakes or violations and then takes corrective action in order to avoid a problem. This style of leadership implies close monitoring for mistakes, and errors. Whereas, a passive leader intervenes after the problem has occurred. A passive leader will not act on a problem until a complaint from a customer occurs (Bass, From Transactional to Transformational Leadership, 1990). A final dimension leadership is actually a non leadership approach, but interesting enough to be discussed, it the laissez-faire leadership. This word comes from the French term “laissez-faire” means letting do what they want to do (Northouse, 2013). In this situation the leader doesn’t want to make decisions, gives no feedback to employees/followers and

makes little to no effort to help followers to develop (Paul Hersey, 1977). Thus, the followers feel lost and not concerned at all by the goals of the company. Thus, we can see from those theories that leader can have different style, which can lead different path to the success of a company. But what would make the difference between the leadership of a women rather than the leadership of a men.

A study made on middle to executive leaders showed that women performed better than men in areas such as conflict resolution, adaptation to change, productivity, idea generation, motivation and higher social skills. (Northouse, 2013). Some other studies have demonstrated that the effectiveness of women was increasing as soon as they would move to higher position rather than just controlling. (Northouse, 2013). This type of analysis shows that women tend to be more cooperative in terms of leadership in higher social position. Unfortunately, this trend is still minimalist. Although, I have mentioned previously that women had a great role in history, but still the majority struggle to break through the glass ceiling. This term glass ceiling is used to describe "the unseen, yet unbreakable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements. » (Paul A. Grout, 2007). According to Jaquette, the persecution of women by the cultural stressors and tokenism of the society was meant to divide on achieving leaders status (Jaquette, 1997). Cultural stressors are defined for women, as the act of balancing family needs obligations with their career. Numerous times we have seen women executives living their careers behind so that they can spend more time with their children and being close to her husbands (Paul A. Grout, 2007). Even if for the past decades corporate cultures have been welcoming of the dual roles that women play. Women are still left with the feeling that they must choose between the two. Usually women pick the need or desire for family over their career. The hospitality and culinary industry could gain from being more supportive and understanding of their female leaders. The discrimination is made also through Tokenism. This term refers to "the excess visibility and other problems minorities experience when there is a numeric imbalance between them and the majority" (Jaquette, 1997). Here the minority person is expected to perform better than anyone else, and is expected to fulfill the stereotypical roles that are associated with that status. The unrealistic expectations and visibility of this token create conditions for failure (Cleveland, Stockdale, &

Murphy, 2000) this affects not only the token, but also those with in the organization that admire the token. For instance, if a woman in a lower ranking position sees her female leader fail she may feel that there is little hope for her success.

Although, women represent a minority in this industry, it is interesting to see the way they manage their staff, both men and women, at a upper management level and help women to break through the "glass-ceiling."

I.B.2. Gender and Leadership

As we saw the leadership style can differ between leaders but what are the barriers that make this industry so proof to women? Well an important aspect is to think of the gender side of it. Our societies have made us stereotype different views on how should a male or a female leader act. These opinions are ways to control the leader's action. Does our societies consider women to be less competent than men? Does the leading quality differs between and men and women? . Men classically are assumed to be independent and strong, whereas women are seen as easy-going, caring, gentle, and affectionate. Which in sense shows that these different factors between women and men leaders incline to acquire different leadership styles. But history has proved the other, and we see in our societies many women becoming great leaders in their industries such as Marie Curie, Julia Child or even Michelle Obama. Many other women have led our societies. Magazines such as Forbes are presenting each year the most influencing female leaders in the world. Over the last century several studies have compared gender in terms of transactional, transformational leadership, which led to an explanation of the difference between the genders and their leadership role in the society. From the social point of view, we have seen that women have different leadership roles in the society, from being a mother at first and educating their child to the more complex one of being recognized as part of the workforce. It is interesting to see to that women are taught domestic roles such as cooking and cleaning whereas men are taught skills that are marketable and strong such as being a worker. This gives an explanation of the role of women as caregivers of their children. On the other hand Men are seen as the one bringing the financial support to the household. This

situation obviously leads to the fact that men are typically more involved in an organization that brings bigger responsibility. This societal aspect helps us to understand the challenges that women are facing when they want to be part of an organization. Therefore it can explain the relationship between transformational leadership and gender. As mentioned earlier, transformational leaders nurture and empower their employees/followers. So there is some evidence that women make better transformational leaders (Cleveland, Stockdale, & Murphy, 2000). However, several studies have associated transactional and transformational leadership with male and female leaders. Those studies have showed that, "male leaders are more likely to be perceived by their followers as transformational (Cleveland, Stockdale, & Murphy, 2000). On the other hand some studies have exposed that transformational leadership is a constant aspect in female leadership style. But when we look over all the studies, "men and women tended to be rated as equally effective on both subjective and objective matters. (Cleveland, Stockdale, & Murphy, 2000), But still women get a higher satisfaction score. However, even if the satisfaction of the follower is high, occasionally these leading styles can be different. Once it happens the women leader often encounters a certain type confrontation from his/her followers. For instance studies have shown that, when a woman leader leans toward an autocratic style, which is typically a male style, the result is a conflict with the followers, in particularly when the followers are women. According to Langford, Welch & Welch (Langford, 1998) research have shown that 80 % of female executives use a participative (transformational) style when the middle manager was also a women and only 50% when the middle manager was a male. However, it does look that women leaders have more challenge in becoming a leader than men do. So how about mentoring has a resource to help women to advance in the corporate hierarchy. This method has been developed to be a resource for many leaders in our societies and unfortunately is not always equal between men and women. As stated before association such as the James Beard Foundation has developed a leadership program by women for women in the culinary industry and the Culinary Institute of America to mentor and award each year women leaders of the culinary industry.

I.B.3. Mentoring & sharing the knowledge

Therefore mentoring could be a solution to develop a real leadership for women. But what is mentor? It is defined, as person that shares is experience and knowledge to others with less experience (Feist-Price, 1994). According to Blackwell (Blackwell, 1989), mentors perform a multitude of functions in order to foster professional development of protégés, from training to emotional support. Gaskill (Gaskill, 1991) mentions that a mentor has to provide assistance to its protégés through two functions: the first function is to bring support for the career by coaching the persons to become better at their position throughout the company. The second function is the psychosocial support, which means “the mentor has to develop a close relationship through positive feedback in order to gain support” (Gaskill, 1991). Of course these two functions are different between the relationships that a mentor has with its mentee and this can evolve over time. The styles of mentoring are very different between men and women and these differences can influence their career advancement (Feist-Price, 1994). Moreover, there are two important aspect of mentoring; the formal and informal mentoring. According to Palgi and Moore (Palgi & Moore 2009) formal mentoring programs are set within an organization, while informal mentorship is set up outside the formal organizational structure. From the perspective of mentor, the formal mentoring is neutral coaching driven by the understanding and success of the protégé within the company, whereas the informal mentoring is based on a long-term relationship where both the mentor and the mentee share the same vision. In the informal mentoring, the mentor’s role goes beyond the organizational structure. Women have a particular difficulty finding informal mentors (Konkol, 2013), which leads to lack of mentoring. By using the help of mentors, women can avoid difficulties within a company, thus sharing their thoughts for a better communication. This kind of relationship is essential for the enhancement of women in the work place. Also, research has shown that women who have a mentor benefit from having higher self-esteem, less stress, and greater job satisfaction compared to those who do not have a mentor (Cleveland, Stockdale, & Murphy, 2000). Thus, why women cannot find the right mentors? These reasons are simply linked to the lack of women mentors that we discussed previously.

Of course for the past years we saw an increasing numbers of women leaders, but there is still a lack in executive positions, thus resulting in fewer female mentors. Therefore, if a woman finds a mentor,

most of the time she will turn herself for the help of a man, resulting in a more masculine mentoring. This situation can lead to a gender problematic of understanding each other. But this analysis is quite interesting when we see that most of the great leaders and chefs had their role model from the opposite sex. For instance the Mère Brazier, a great female chef of her kind, who was described to have a higher temper than a man, mentored Paul Bocuse.

Communication and Management Style – Gordon Ramsay versus Julia Child

Of course having a cross gender mentoring has to be linked with a good understanding of what both mentee and mentor wants. Which means a good communication between each other. Therefore communication has to have an important role to impact the leadership of both women and men. The communication influences the way women and men are perceived. Indeed, women are generally stereotyped as affectionate, attractive, flirtatious, warm, and emotional. (Cleveland, Stockdale, & Murphy, 2000) on the contrary men seems to be more dominant, tough, and aggressive.

In the work force, men's conversations tend to be "dominant, quick to challenge, ignore comments from others, controlling and directing the conversations" (Cleveland, Stockdale, & Murphy, 2000). For instance; when we look at the way a majority of male chefs are represented in the media, we usually see them as strong and tough. In the case of the chef Gordon Ramsey, he is represented as a Tyrant in his show Hell's Kitchen or Kitchen Nightmare. Even the name of the show seems fearful and we see the chef in a position of staff domination. In contrast, women tend "to be better for affective communication due to their concern for the listener, attentiveness, and good grammar" (Cleveland, Stockdale, & Murphy, 2000)As I mentioned earlier the contribution of the women in the culinary media is important and seen as house cook presenting their recipes, such as Julia Child and her contemporary colleagues, Rachel Ray, Nigella Lawson and Martha Stewart. According to panelist Gwen Hyman, who writes about gender politics and food "Women cook with the heart, men cook with the head—because women have hearts and men have brains." (Druckman, 2014). Thus, the different type of communication between genders can greatly affect the management style. Leaders are managers, but how to manage this is the right question to ask.

Management is defined as “the organization and coordination of the activities of a business in order to achieve defined objectives ” (Businessdictionary, 2015) in which there is a range in between “hard” and “soft.” According to Dr Barak, on one hand hard management is the way of making plans, setting up structures, and monitoring performance. Whereas the soft management is the people-friendly management based on emotions (Barrak, 2013). As we viewed earlier, women tend to be defined as emotional but in recent years we have seen a trend coming from the Nordic countries where Male Chefs manage their kitchen staff using a more gentle and emotional communication, in order to avoid conflict and violence. Chef René Redzepi, leading chef of the Nordic cuisine, explains that his management style has changed towards transmission of savoir-faire rather than dominating the world with its cuisine. (Gan, 2013). In his kitchen 8 out of the 24 chefs, are women and Chef Redzepi explains “the sensibility in flavour—women are a bit sharper in finding these small, delicate tones here and there, when tasting stuff” (Gan, 2013). Thus, implementing a softer management and communication style would maybe improve the company’s leadership of certain brigade. But how what is the real impact on the leadership of women?

II. METHODOLOGY

The following part of this study will cover the different data that were collected and its analysis. In order to get a better understanding of the data collected, I have decided to use as a sample the Alumni of the Institut Paul Bocuse. This sample will be representative of the industry since most of them are part of it today. Since the main purpose of this study covers women, I have decided to choose as a sample women from the industry as well as alumni of the Institut Paul Bocuse.

Concerning the data collection, I have focused my analysis on using a questionnaire called the Multifactor Leadership Questionnaire. This questionnaire was developed by Bass and Avolio (put the Bio of those researcher) and measures the respondent's leadership level through seven factors related to the transformational leadership. The analysis of the different factors is made through the addition three specific items from the 21 questions that are in the questionnaire.

I also added 4 more questions about the demographics of the sample chosen including the age, education level, title and years in position and type of restaurant. Thus these elements will provide a clearer view of the population sampled.

The questionnaire was send by email to the sampled population at the beginning of June 2015. The email explained clearly the purpose of the study (appendix 1). I chose to use a website called Survey Monkey that allowed me to save time on gathering the answers from the questionnaire. Moreover the questionnaire could be filled online through a hyperlink (appendix 2). Which allowed the respondent to be completely anonymous and the result could be automatically collected on the Survey Monkey website.

The total of email sent were 73. The returned responses on the 13th of August 2015 were 30, but only 28 questionnaires were completed, which represents a response rate of **38%**.

This rate was lower than anticipated and the limitation of this study is that I have collected only data from Alumni of the Institute Paul Bocuse. I could have gathered more data through an analysis of other professionals from the culinary industry.

However, I have (appendix 3) interviewed some professionals of the industry in order to gather their point of view on the leadership of women in the culinary industry.

III. DATA ANALYSIS

The following section will cover the data analysis of the questionnaires sent to the Alumni of Institut Paul Bocuse.

The first step of this analysis will cover the question analyzing the demographics of my sample, followed by an in depth analysis of each of the 21 statements from the Multifactor Leadership Questionnaire - also known as the MLQ. The last step will be to analyze the results of the MLQ through the seven factors described in Leadership by Northouse. Finally, I will translate the interviews on Women leadership that I had with the professionals from the industry.

III.A.1. The demographics

From the 73 emails sent to the sample of the Alumni, 30 were returned which represents a return rate of 41%. Unfortunately, only 28 of them were completed, thus this lowers the return rate to 38 %

Analysis of demographics:

The answers concerning the age of the participants were the following. The most of common age of the sample was 25 to 34 years old which represented 57 % (n=16) followed by the 35 to 44 years old with a 25 % (n=7) , The other age categories were the 19 to 24 with 14% (n=4) and the 45 to 54 years old with only 4 % (n=1).

This question also had a last age category, the 55 to 64 years old. Unfortunately, I did not get any answers.

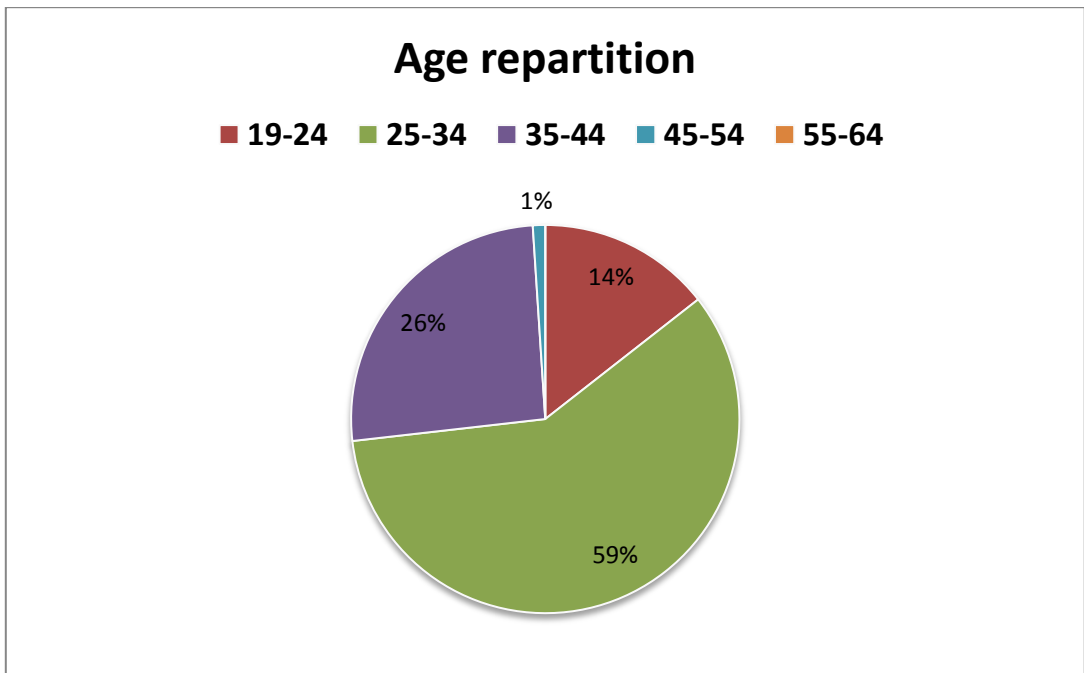


Figure 1 - Age repartition

The results concerning the educational level were the following:

The respondents answered at the majority Bachelor degree with 61% (n=17) and a Master degree with 39% (n=11). Of course both Bachelor and Master degree were focusing on the culinary art and hospitality management major provided by the Institute Paul Bocuse.

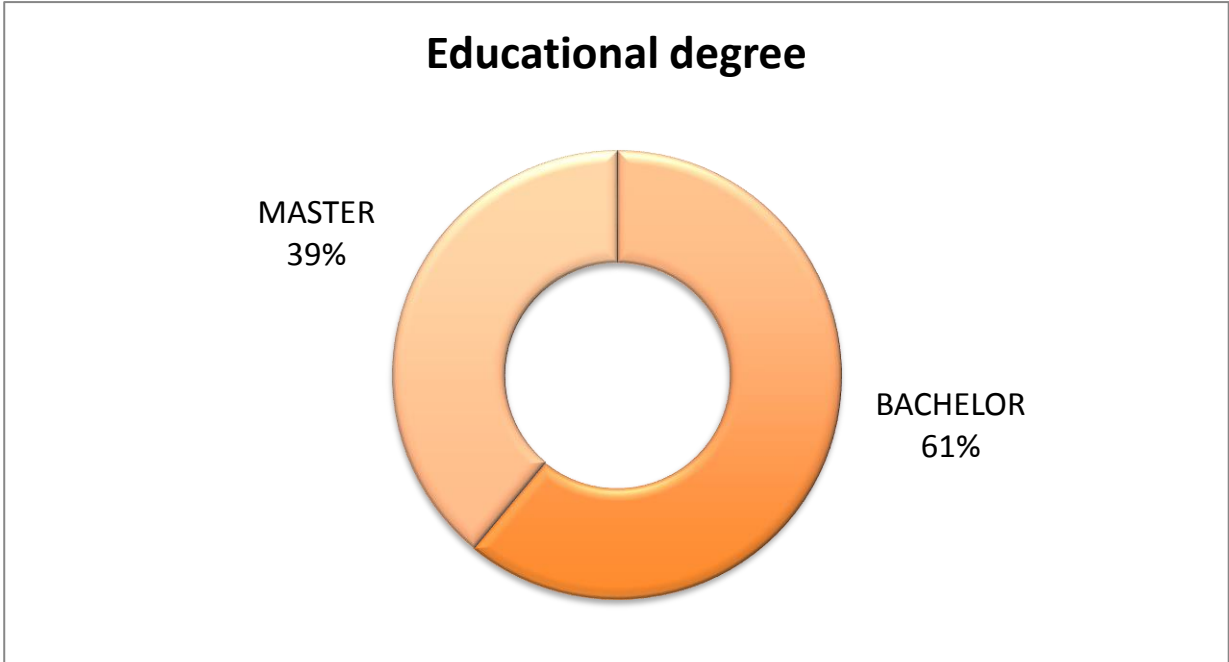


Figure 2 -Educational levels

The next question was about the marital status. Therefore, the results were the following, the majority were single with 52 % (n=14), followed by the married one with 37 % (n=10) and finally the divorced represented only 11 % (n=3).

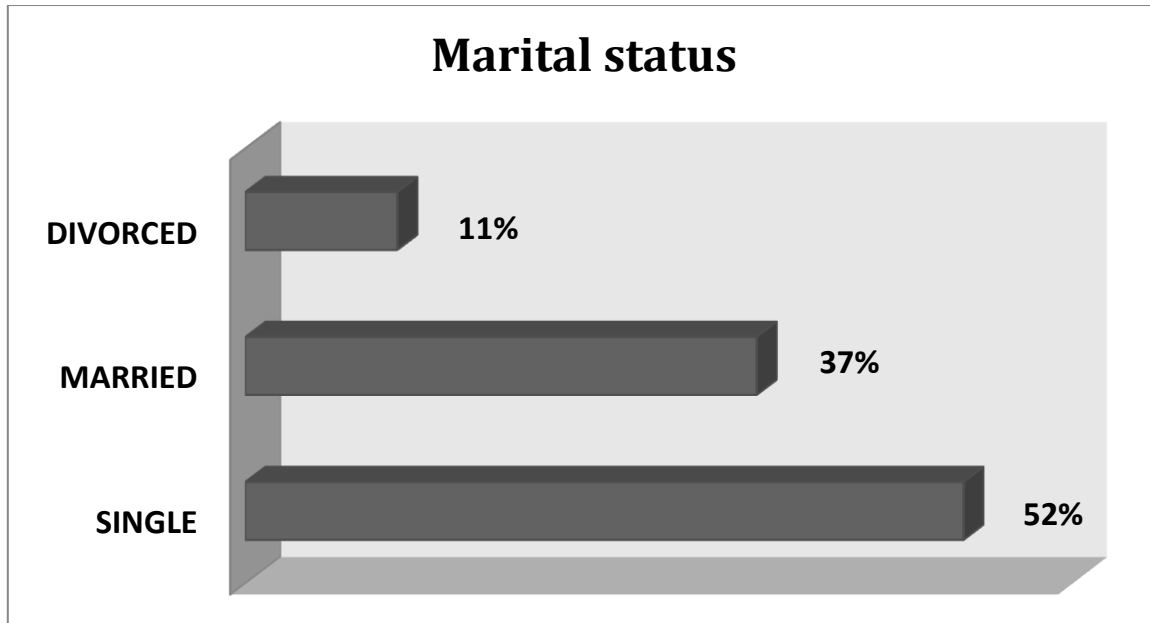


Figure 3 -Marital statuses

To the question: How many years are you in position?

The answers were: less than a year 4 % (n=1), one to three years 14 % (n=4), Four to seven years 39 % (n=11) which represented the majority, eight to eleven years 29 % (n=5), twelve to fifteen years 11 % (n=3), and sixteen to nineteen years 4 % (n=1). There is also a category more than twenty years but nobody answered this part.

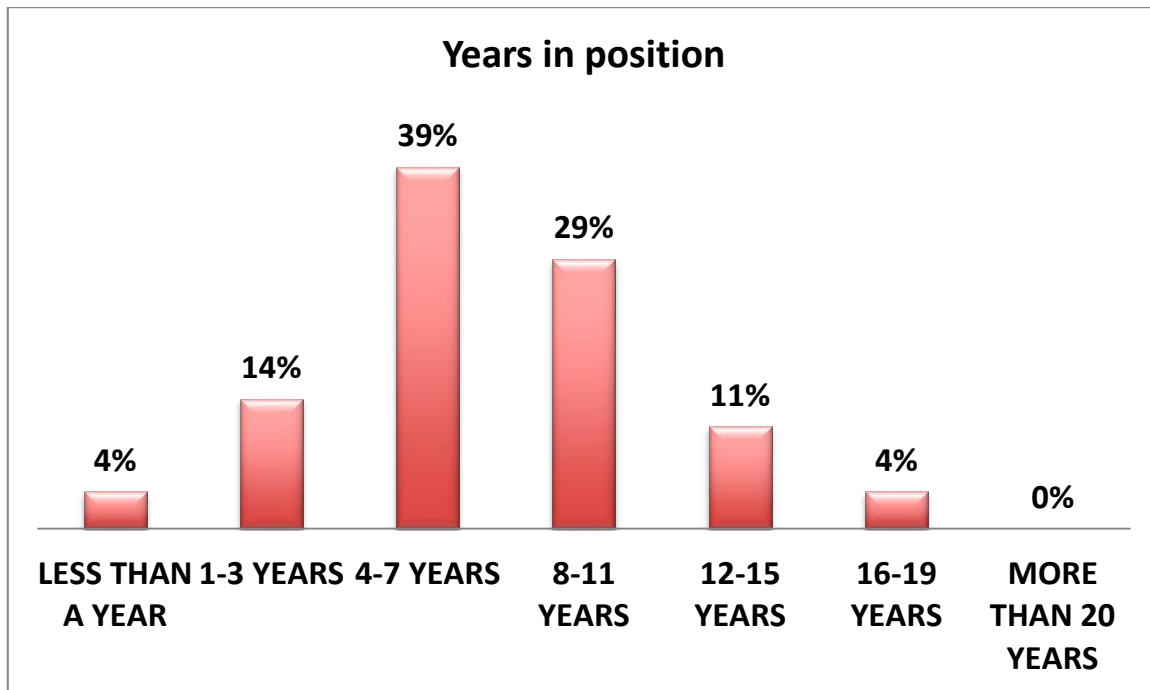


Figure 4 - Years in position

It was interesting to see also what kind of position the respondents had and the answer were as follow: The main position was held by the *Manager* category with 41 % (n=11), followed by the *General Manager* with 22 % (n=6), then the *Assistant Manager* represented only 15 % (n=4). From the culinary perspective the category *Chef* corresponded to 11 % (n=3), followed by *Chef de Partie* with 7 % and finally the *Sous Chef* with 4 % (n=1). The category *Others* represented 11 % (n=3) with the following specificity, Project Manager, CEO and Commis.

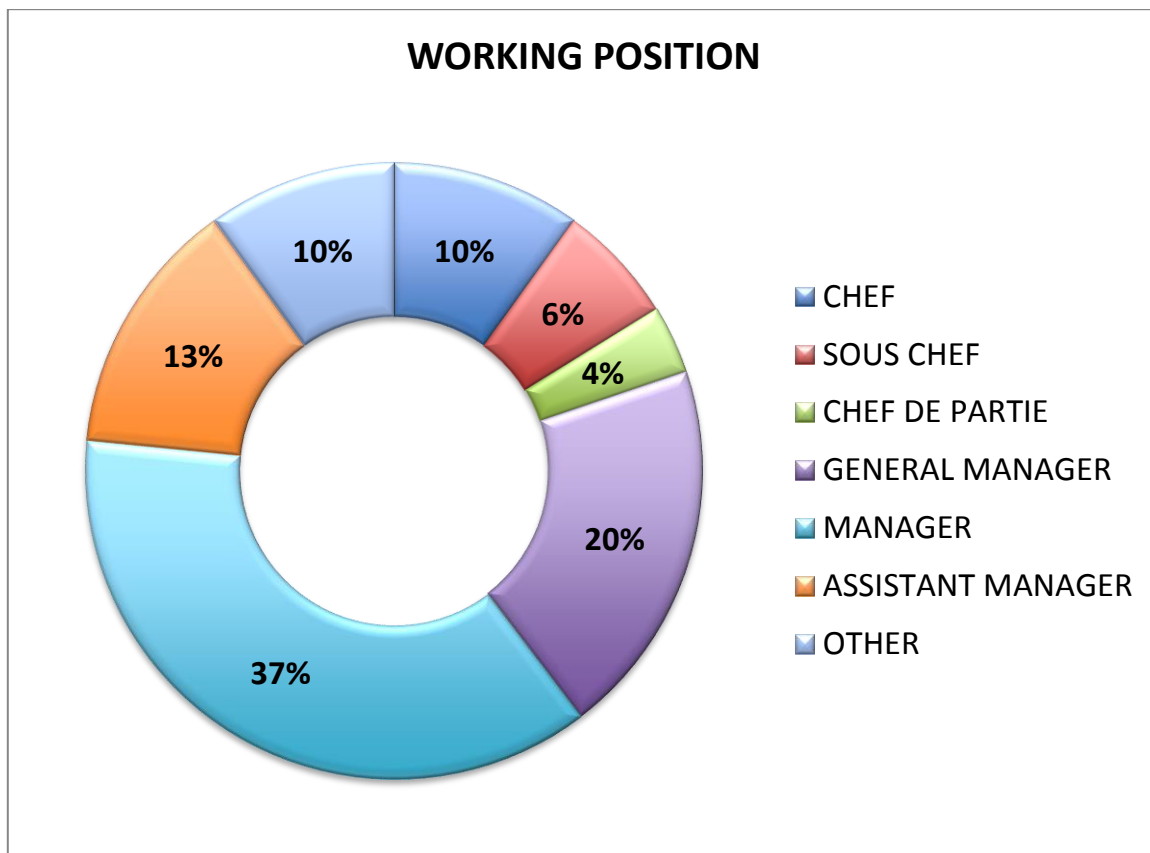


Figure 5 - Working position

So as we can see from the demographics, the majority of the respondents were represented by women in the age between 25 to 34 years old with a Bachelor degree, most of them had a position of Manager for a period averaging four to seven years. Later in this study, I will compare and analyze those data with the following analysis of the MLQ.

III.A.2. the Multiple Leadership Questionnaire.

As explained earlier in this study the purpose of the MLQ is to help leaders to improve a whole series of their leadership attributes for their followers.

The analysis will cover all the answers that were chosen among the 21 statements.

Each statement could only have one answer from the following ones: not at all, once in a while, sometimes, fairly often, and frequently if not always. For this study, the questionnaire was answered by 30 women among the 73 questionnaire sent. Here are the graph and table that were used for the analysis.

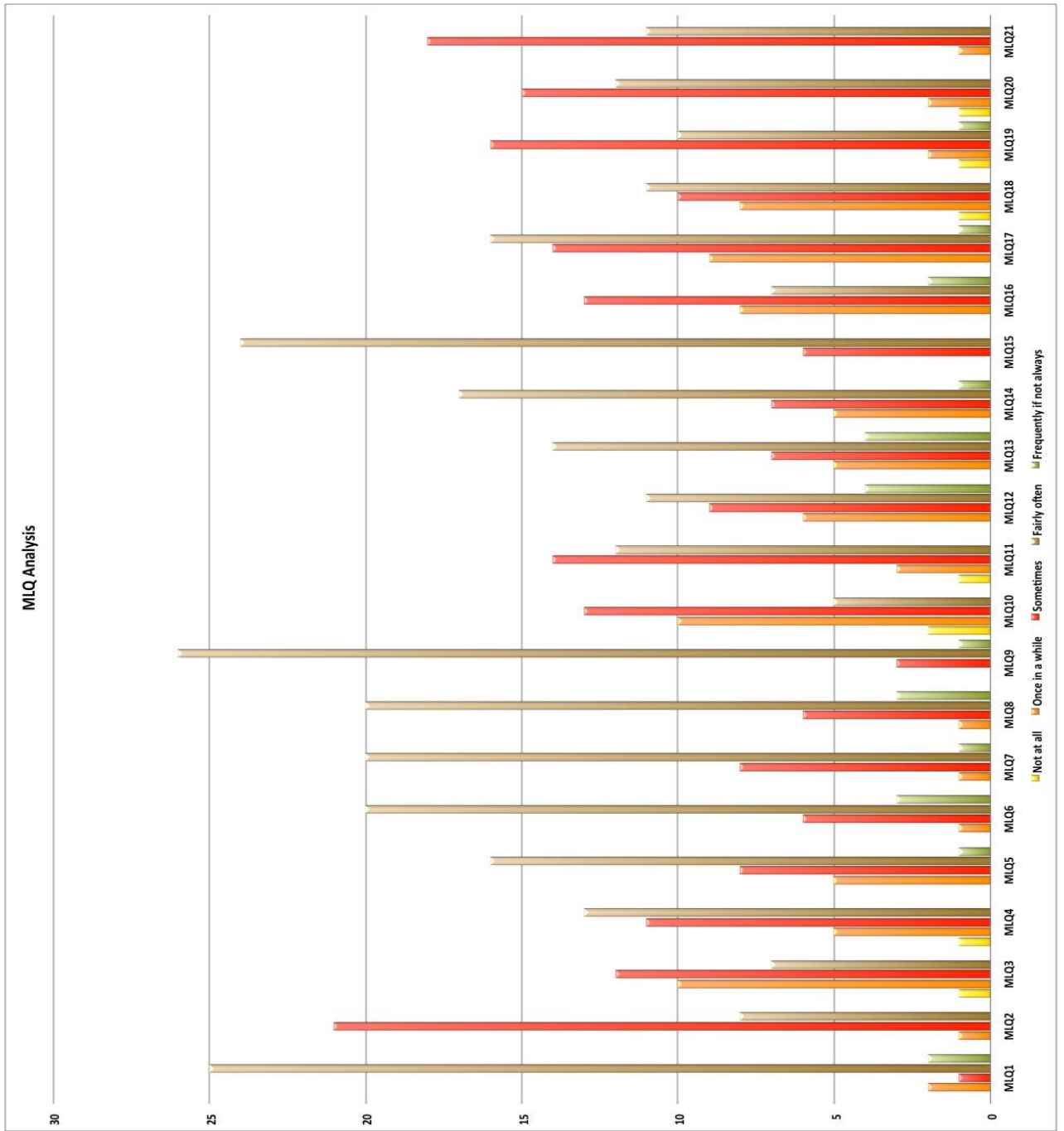


Figure 6 -MLQ Analysis

Each of the following statement will be analyzed to bring out the more relevant data from the further analysis of the seven factors.

Statement n°1 - ***I make others feel good to be around me.*** The most common answer was fairly often, which represented **83 %** (n=25). *Frequently if not always* and *once in a while* were equally second with 7 % for each (n=2). *Sometimes* only constituted 3 % (n=1) and *Not at all* had no answers

Statement n°2 - ***I express with a few simple words what we could and should do.*** The most common answer was *Sometimes*, which represented **70 %** (n=21). *Fairly often* was second with 27 % (n=8). *Once in a while* had only one answer constituting 3 % (n=1) and *Not at all* and *Frequently if not always* had no responses.

Statement n°3 - ***I enable others to think about old problems in new ways.*** The most common response was *Sometimes*, which constituted **40 %** (n=12), followed by *Once in a while* with 33 % (n=10) and *Fairly often* with 23 % (n=7). One participant (3%) answered *Not at all* and nobody answered *Frequently if not always*.

Statement n°4 - ***I help others develop themselves.*** The most common answer was *Fairly often*, which constituted **43 %** (n=13). The answer *Sometimes* was second with 37 % (n=11). *Once in a while* represented 17 % (n=5) and only one person (3%) answered *Not at all* and no answers were collected to *Frequently if not always*.

Statement n°5 - ***I tell others what to do if they want to be rewarded for their work.*** The answer *Fairly often* was the most common response, representing 53 % (n=16). *Sometimes* was the second response, constituting 22 % (n=9), then followed by *Once in a while* with 17 % (n=5). Only one person (3%) answered *Frequently if not always* and nobody answered *Not at all*.

Statement n°6 - ***I am satisfied when others meet agreed-upon standards.*** The most common response of the respondent was *Fairly often*, which represented **67 %** (n=20). *Sometimes* was second with 20 % (n=6) and third was *Frequently if not always* with 10 % (n=3). *Once in a while* was only answered once (3%) and *Not at all* had no answers.

Statement n°7 - ***I am content to let others continue to working in the same ways always.*** The most common answer was *Fairly often*, which constituted 67 % (n=20). *Sometimes* was the second choice with 27 %

(n=8). *Once in a while* and *Frequently if not always* were equal with one answer for each, representing only 3 %. The choice *Not at all* had no responses.

Statement n°8 - ***Others have complete faith in me.*** The most common answer was *Fairly often*, which constituted **67 %** (n=20). *Sometimes* was second with 27 % (n=8) followed by *Frequently if not always* with 10 % (n=3). *Once in a while* had only one answer (3%) and *Not at all* was not chosen.

Statement n°9 - ***I provide appealing images of what we can do.*** The majority of answers were *Fairly often*, representing **87 %** (n=26). *Sometimes* arrived at the second place with 10 % (n=3) and *Frequently if not always* with 3 % (n=1). *Once in a while* and *Not at all* had no interest to the participants.

Statement n°10 - ***I provide others with new ways of looking at puzzling things.*** In this statement *Sometimes* represented the most common answer with **43 %** (n=13). The second answer was *Once in a while* with 33 % (n=10) followed by *Fairly often* with 17 % (n=5). The answer *Not at all* represented 7 % (n=2).

Statement n°11 - ***I let others know how I think they are doing.*** The responses were almost equal for *Sometimes*, represented by **47 %** (n=14) and *Fairly often* with 40 % (n=12). *Once in a while* was third with 10 % (n=3). The answer *Not at all* had one answer and *Frequently if not always* had none.

Statement n°12 - ***I provide recognition or rewards when others reach their goals.*** The most common answer was *Fairly often*, which represented **37 %** (n=11), followed closely by the answer *Sometimes* with 30 % (n=9). The answer *Once in a while* represented 20 % (n=6) and 4 persons (13%) answered *Frequently if not always*. Nobody answered *Not at all*.

Statement n°13 - ***As long as things are working, I do not try to change anything.*** The responses were the following; the most common was *Fairly often* with **47 %** (n=14) followed by *Sometimes* with 23 % (n=7). The answers *Once in a while* constituted 17 % (n=5) and the last four answers (13%) were *Frequently if not always*.

Statement n°14 - ***Whatever others want to do is ok with me.*** The answer *Fairly often* constituted the most common response representing **57 %** (n=17). The answer *Sometimes* was the second choice of the

participants with 23 % (n=7). The third answer was *Once in a while* representing 17 % (n=5). One person (3%) answered *Frequently if not always*, and none for the answer *Not at all*.

Statement n°15 - ***Others are proud to be associated with me.*** The majority of the respondent answered *Fairly often*, with a rate of 80 % (n=24). The rest of the participant chose the answer *Sometimes*, representing 20 % (n=6).

Statement n°16 - ***I help others find meaning in their work.*** The most common response was *Sometimes* often, constituting a rate of 43 % (n=13). *Once in a while* was second with 27 % (n=8) closely followed by the answer *Fairly often* with 23 % (n=7). Two participants answered (7%) *Frequently if not always* and no one answered *Not at all*.

Statement n°17 - ***I get others to rethink ideas that they had never questioned before.*** The answer *Sometimes* was the most common and constituted 40 % (n=18). The second answer chosen by the participant was *Once in a while* and represented 30 % (n=9). Twenty percent of the participants (n=6) answered *Fairly often*. Finally, only one person (3%) answered *Frequently if not always*.

Statement n°18 - ***I give personal attention to others who seem rejected.*** The most answered choice was *Fairly often*, representing **37 %** (n=11). The second choice was *Sometimes* with 33 % (n=10), followed by the third choice, which was *Once in a while* with 27 % (n=8). Only one person answered *Not at all*.

Statement n°19 - ***I call attention to what others can get for what they accomplish.*** The most common choice was *Sometimes*, representing **53 %** (n=16). The answer *Fairly often* was ranked second with 33 % (n=10), followed by *Once in a while* with 7% (n=2). The responses *Not at all* and *Frequently if not always* were both at 3 % (n=1).

Statement n°20 - ***I tell others the standards they have to know to carry out their work.*** The first choice was *Sometimes* with 50 % (n=15). The second choice was *Fairly often* with 40 % (n=12). The response *Once in a while* was ranked third with 7 % (n=2) and 3 % (n=1) for the response *Not at all*.

No one answered *Frequently if not always* for this statement.

Statement n°21 - *I ask no more of others than what is absolutely essential*. The main choice for this statement was *Sometimes*, with 60 % (n=18). The second response was *Fairly often* with 37 % (n=11). Only one person (3%) answered *Once in a while* and no respondents answered *Frequently if not always* and *Not at all*.

Using the analysis of the MLQ I was able to analyze the seven factors using the data collected on each of the 21 statement of the questionnaire. In order to determine the level of different leadership criteria I have added results from the 21 statements to each factor. The table below will show the different combinations needed to analyze the MLQ results to the seven factors.

7 LEADERSHIP FACTORS	STATEMENT Number used
1/ Idealized influence	1 - 8 - 15
2/ Inspirational motivation	2 - 9 - 16
3/ Intellectual stimulation	3 - 10 - 17
4/ Individual consideration	4 - 11 - 18
5/ Contingent reward	5 - 12 - 19
6/ Management by exception	6 - 13 - 20
7/ Laissez-faire	7 - 14 - 21

Figure 7 - Statement combination / 7 factors

Regarding the analysis of the seven, I have decided to first redefine each of the factors to get a complete understanding of their approach to the leadership style. Indeed, each factors is closely link to either a Transformational or a Transactional leadership. There is also the Laissez-faire approach that is viewed as an outside aspect of the leadership.

III.A.3. The seven factor analysis

All factors are closely linked to a specific leadership style; the first four factors are representing the Transformational leadership, followed by the transactional leadership characterized by the contingent reward

and management by exception. The final leadership style is defined by the laissez-faire style. The following analysis will cover the seven factors through the results found in the MLQ questionnaire.

The first factor is the idealized influence. This factor defines the leader as a role model According to Bass “Leaders who apply idealized influence on their followers gain the trust and confidence of the followers” (Bass, Transformational Leadership , 2005). By adding the results from the statement number 1, 8 and 15, I was able to find the level of this factor for the sample of women I questioned. The answers were divided into three respective levels, low, moderate and high. The results showed that the highest score was the high level with a cumulative answer of 74, representing **82,2%** of the respondents. The second score was the moderate level with 13 answers representing 14,4% of the respondents. At the low level only 3 answers were collected which only represented 3,3% of the participants. Hence, the findings of this factor shows that women are more incline to become leaders as role model for their followers.

The second factor, inspirational motivation, is defined as the ability to inspire and motivate followers to new ideas or goals (Bass, Transformational Leadership , 2005). For the analysis of this factor, I added the results of statement 2, 9, and 16 from the questionnaire. The following results were found; the best score was the high level with 44 responses constituting **48,9%** of the respondents. The moderate level closely followed this score with 37 answers representing 41,9 %. The low level only represented 10% of the respondents with 9 answers. This sample shows that high and moderate level of inspirational motivation among the women who responded to the questionnaire.

The third factor, intellectual stimulation, as Northouse defines it is a way a leader challenges followers to be innovative and creative (Northouse, 2013). Those leaders raise their followers’ awareness regarding problems and develop their capability to solve such problems in many ways (Hay, 2006). For this factor analysis, I have added results from statements 3, 10, and 17 from the questionnaire. The results showed that the moderate level was the highest with 36 responses, representing **43,3%** of the respondents. The second level was the low level with 32 answers (35,6%) and close to this level the high level with 29 answers (32,2%).

This element shows that in terms of intellectual stimulation we have here certain parity between each level, even though the moderate level seems to be the highest score in this section.

The fourth factor, individual consideration, is defined as the main characteristics of transformational leadership. In this case the leader treats the whole individual rather than as an employee, and considers the individual's talents and levels of knowledge to decide what suits him or her to reach higher levels of attainment (Bass, From Transactional to Transformational Leadership, 1990). In order to get the right analysis of this factor, I have added the results from the statements 4, 11, and 18 from the questionnaire. The results showed almost equality between high and moderate level with respectively 36 (**40%**) answers and 35 (**38,9%**) answers. The low level had only 19 (21,1%) answers. Thus, respondents for this factor are more likely to consider each follower as independent with their own talent.

The fifth factor, contingent reward, is defined as a transactional leadership and according to Northouse this leadership "shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments" (Northouse, 2013). In order to find the level of this factor, I have added results from the statements 5, 12, and 19 from the questionnaire. The results were the following. For this factor women ranked in priority at the high level with 43 responses, representing **47,8%**. The second level ranked was the moderate one with 33 answers, representing 36,7%. The low level scored 14 answers, representing 15,6%. Therefore, women are ranking high on this contingent reward, but still not at the majority.

The sixth factor, management by exception, can be defined as active or passive, but it is basically defined as a leadership that involves corrective criticism, negative feedback, and negative reinforcement (Northouse 2013). In this case I have added together the results from statements 6, 13, and 20 from the questionnaire, in order to find the level of this factor on women management. These results showed that 53 (**58,9 %**) of the respondents scored at a high level, 28 (31,1%) at a moderate level and only 9 (10%) at a low level. This shows that in this sample women are more involved in corrective action and negative reinforcement than usually thought.

The final and seventh factor, laissez-faire, is defined as a leader who “abdicates responsibility, delays decisions, gives no feedback, and makes little effort to help followers satisfy their needs” (Northouse, 2013). Therefore, this factor is analyzed through the combination of the results from statements 7, 14, and 21 from the questionnaire. These results showed that 50 (55,6 %) of the respondents scored at a high level, then 33 (36,7%) at a moderate level and finally only 7 (7,8%) at a low level. The findings reflect the fact that in our case women leadership is running toward avoiding responsibility.

The following charts illustrate how women scored on the seven factors

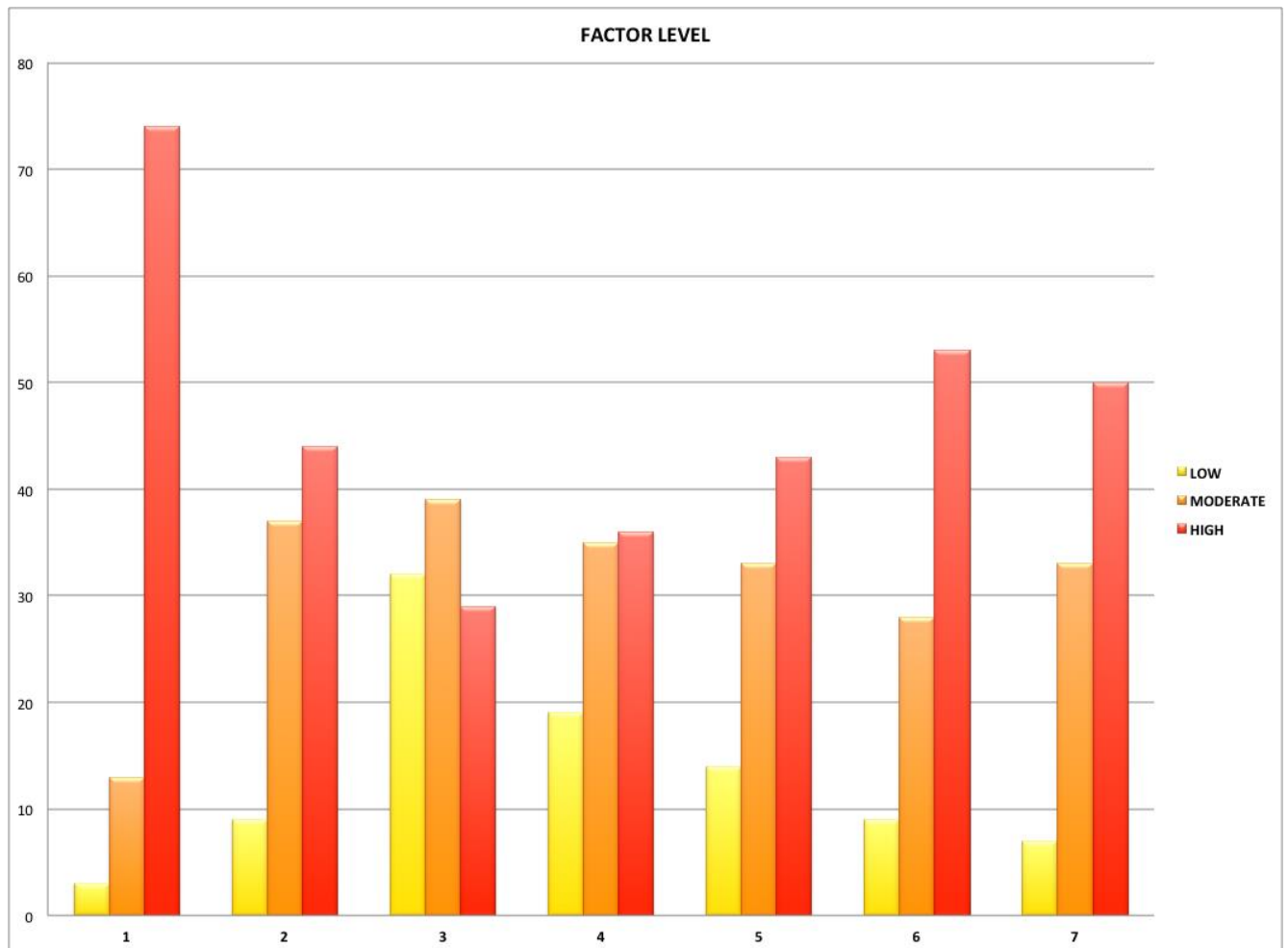


Figure 8 - Women 7 factors level

To conclude this MLQ and factor analysis, we view that the main demographics for the participants are between the ages of 25-34, married with bachelor's degree as the highest education attained. The current positions for most of them are managerial position with an average experience between four to seven years.

Concerning the leadership factors, as stated earlier they were measured by analyzing the responses of each of the particular statement, which were then added together. On one hand the transformational leadership is measured through the analysis of factors one to four. On the other hand the transactional leadership is measured through factors five to six. Finally, the laissez faire approach, the lack of leadership, is measured through the factor 7.

Even though the number of collected data were not as expected, the findings from the result showed that women had a highest level on factor 1 as part of a transformational leadership with 82,2%, which shows a major concern in terms of idealized influence. The lowest level factor of the transformational leadership was the intellectual stimulation, which only represented 43,3%. Concerning the transactional leadership the factors five and six, women scored a higher level on management by exception (6th factor) with 58,9% than on contingent reward (5th factor) with 47,8%. Finally on the last factor, Laissez-faire, women scored a significant high score with 55,6% of the respondents.

Therefore, from this analysis, we can determine a major tendency for transformational leadership, followed by a management by exception from the transactional leadership perspective. The results showed us also that this sample was also related to the laissez-faire approach. Although the sample chosen did not get the expected answers, I realized interviews of professionals of the culinary world to get their point of view on Women leadership.

III.A.4. Women leadership interview

In order to get a broader view of the leadership of women in the culinary industry, I chose to present in this part the data that I have collected during the interviews of professionals from the hospitality industry that I have made over the past months Those interviews were made to get an in depth look at the reality of

women leadership in the industry and to get an overall approach on how leadership is experienced in their field.

Like the questionnaire that I have sent to the Alumni, I have sent an email to 10 professionals (appendixes 4) of the culinary field. Unfortunately, I only got two major responses to my research. The first was from the director of the Institut Paul Bocuse, Hervé Fleury, and the second one was the interview of the only female French chef Anne-Sophie PIC during the 25th anniversary of the Institut Paul Bocuse. Through those interviews, I questioned the respondents about their point of view of the leadership of women in the culinary industry.

Here are the following questions that were asked to both Mr. FLEURY and Mrs. Anne-Sophie PIC.

- 1. What do you think of the new generation of young women chefs?**
- 2. Do you think that this generation of women chef is a trend or a real rebirth?**
- 3. Is the leadership of men differs from the one of women?**

Before, analyzing the data that were collected during those interviews, I will present you the profile of each of the respondents.

First, Mr. Hervé FLEURY, for the past 17 years he has been the director of the Institut Paul Bocuse, helping the younger generation to become the leader of the culinary and hospitality industry of tomorrow. During our interview on the 23rd of March 2015 he clearly mentioned his passion towards women leadership. Moreover, he announced me during the interview that the god mother (usually it's a god father) of the 2015 promotion is a woman for the first time in 25 years; her name is Dominique LOISEAU wife of the great chef Bernard LOISEAU. This shows that women are more present than ever.

The following transcript of the interview will present answers to the 3 questions asked above.

Each of the answers is translated into English to comply with dissertation instructions.

Answer N°1

I think that the new generation is showing the path to a new era of cooks and chefs. Women were always present in the kitchen, such as the Mères Lyonnaises, those women have inspired the new generation

of women but the media are also helping them to emancipate themselves in the society and in this case the culinary industry.

Answer N°2

The past decades showed us a revival of the gastronomy through the media, this I call it a trend but I think that women and men who are joining the cooking school, such as the Institut Paul Bocuse, are looking to become members of this industry and not element of this society.

Answers 3

Of course, men and women are physically different, which in a sense as a great impact on the way they lead. Women seem to be more patient and gentle than men. Even if we see that some women can act as authoritarian this does not mean that they can be brutal.

The way I see women leadership is a leadership with passion, because of the pressure that women have to endure you really needs to be passionate to get into this industry.

The second person that answered my questions was, Anne-Sophie PIC. She is a French chef best known for gaining three Michelin stars for the family restaurant, Maison Pic, Valence, France. Her father and grandfather were also granted with this prestigious award over the XXth century.

I had the chance to meet Chef Pic during the celebration of the 25th anniversary of the Institut Paul Bocuse, where the greatest chefs were present. I kindly presented her the purpose of my study and she told me that she would kindly answer to my questions through an email (appendix). Here are the following answers to the questions.

Answer N°1

I'm very pleased to meet young people that want to change their life through the cuisine. I think that women were always present in the professional or home kitchen. The only thing is that they were only represented in the traditional cuisine and less in the luxury gastronomy. Through, the help of the media, women have emancipated themselves to become leaders of the their life. The young generation of women is

really astonishing, when I see women chef such as Dominique Crenn; I'm delighted to see a great future for women in the culinary industry.

Answer N°2

I don't think that it is a trend; you don't become a cook or chef in few months. You need training, and good mentoring to become someone in this industry. Therefore, being a chef is maybe trendy because the society and the media made it fashionable, but I really think it is vocation. Like I said earlier, women were always present and I think they will bring some fresh air in the kitchen.

Answer N°3

I don't think the leadership of men and women differs. What it make them different is the feeling they have with their cuisine, their staff etc. There is a certain type of femininity and masculinity in each one of us. So, leadership is just a matter of becoming charismatic and being concerned by the work and the people you are working with. Working in this environment is only a matter of intuition.

IV. CONCLUSION

This final part will conclude on the study that was made and a discussion on the result found during this research. The first section will cover the relationship and divergence of the findings and the literature covered in the previous section. Then the following part will be concluding on the results of the research. Finally, I will present the recommendations for future studies on gender and leadership within the culinary industry.

IV.A.1. Discussion

The results of this study correspond with most of the previous research and literature discussed in the previous section. The findings of this study are clearly showing that women in the culinary industry scored high in three of the four factors that are represented in the transformational leadership approach (factors 1-4). Moreover the first factor, Idealized influence, showed to have a statistically significant difference compare to the other factors. As I mentioned in the previous section Cleveland, Stockdale, and Murphy stated, “transformational leaders nurture and empower their followers” (source Cleveland). Transformational leaders tend to become strong role models through the mentoring process. Their role is to create a common shared vision between leaders and followers. Women tend to be transformational leaders. Northouse (Northouse, 2013) stated that women tend to be good leaders because of their skills of motivation and higher social skills. Therefore, no wonder that women in the culinary industry scored high on factors one, two, and four. These three factors require the leader to create high motivation for their followers and also require them to build trust and caring through talking and listening. Furthermore, according to Northouse (Northouse, 2013) females tend to be better at problem solving and idea generation. But when we analyze the results on factor three, intellectual stimulation, which requires the leader to create new ways of thinking and nurture followers to challenge and question their own beliefs and values.

We see that the findings of this study show that females scored moderately on this factor (43,3%). As stated earlier factor 1, idealized influence, was statistically the most significant factor that the sample of women chose, which supports the study on transformational leadership and women. In order to understand the real meaning of factor 1, I summed the scores on statements 1, 8, and 15 on the MLQ questionnaire. The data on figure 8 showed that women scored constantly high on those statements. All of these statements refer to personality characteristics of a good transformational leader. Transformational leaders attract their followers by having a positive caring attitude, which makes their followers feel good about themselves as well. Therefore, these research findings are consistent with the literature discussed earlier. The next results of this study showed that women scored a high level on factors five and six that is represented by the transactional leadership. This is interesting because this study showed that the findings were representing women to be transformational leaders. As mentioned in the previous section of the literature review, transactional leadership is quite different from transformational leadership. Nevertheless, Factor 5 - contingent reward - was supported to have statistical significance. It was determined by summing the scores of statements 5, 12, and 19. So when referring back to figure 6, women responded in high numbers for both *Fairly often* for statements 5 and 12 and *Sometimes* for 19. Even though these items scored transactional leadership, they aim to have a common goal or mission. A transformational leader, as mentioned earlier, sets clear goals or missions or their followers. The difference here is that the leader is exchanging items of value, such as the reward, for accomplishments or meeting the goals or missions. For the factor 6, management by exception, it was established to have statistical significance. This factor was determined by adding statements 6, 13, and 20 from the MLQ questionnaire. Referring back to figure 6, on statement number 6 women scored the highest in the category *fairly often* (women n=20), which is closely linked to statement 5. Once again, women are providing a common vision for their followers and rewarding the followers with recognition upon completion of the mission. The answers to statement number 13 are interesting responses because this has a lot to do with how women communicate and contribute in their organizations. Women scored the highest with the answer, *fairly often* (n=14). This finding supports the previously discussed literature on

how women and men communicate in a working environment. These gender stereotypes have great influences on how men and women behave in the work place, because women's gender role is to be passive, whereas men's role is seen to be dominant. But in this case we see that women are prevailing in this type of communication. Therefore, the female are becoming active in their role. Even though, certain theories are presenting men as main leaders because they are more prominent in their behavior. Our case shows that women are more willing to get challenged in terms of leadership. Thus, the results from this study can have a great impact for organizations. This would help organizations use their human resources to its fullest potential.

IV.A.2. Conclusions / Summary

As a conclusion, the findings of this study show that generally there are few statistically significant differences between the leadership styles of women in the culinary industry. However, women scored high on three of the four different factors of transformational leadership; one of those factors having statistically significant data. They also scored high on the 2 factors of transactional leadership. And finally, women scored almost equally with the 6th factor on the laissez-faire approach to non-leadership.

IV.A.3. Recommendations for the culinary and hospitality industry

The results of this study show that it is essential that the professionals of the culinary and hospitality industry learn more about their personal leadership style through the three following recommendations:

- First, this type of information could help professionals better understand what strengths or weaknesses they possess as a leader or follower.
- Second, this knowledge would improve the understanding on how to interact with their followers and employees.
- Third, this personal improvement could advise the professionals on the skills they should need to develop upon as a leader.

Consequently, this study assumes that leadership and the different styles should be incorporated into more hospitality training material within restaurant and even more in hospitality schools. Women and men should get the opportunity to take a personality test during their free time; the information gained from this would help the industry to better understand how to select the appropriate leaders for the appropriate industry. This would help chefs, general manager, manager to better lead their staff, avoid conflict and miscommunication.

IV.A.4. Recommendations for Future study research.

In order to improve the quality of this study, here are the recommendations for future study research:

- The limitation of this study was the return rate of the questionnaire. Therefore, a larger sample would have been useful for this type of research. By working outside the Alumni of the Institut Paul Bocuse, I would have gathered some more accurate data.
- In order to increase the return rate, the future research should expand its data collection to restaurant, other hospitality schools and throughout the culinary industry.
- The questionnaire used for this study was written in English and sent to Alumni who are probably not checking their student email anymore, since there are professionals today. For future research, the questionnaire should directly end over the participants via smartphone application such as the one used for this study (Survey Monkey) to increase the response rate
- It would be useful for the research to measure how elements such as mentoring and stereotypes mold a leader. Also, it would be interesting to see how their followers evaluated these leaders.
- For more advanced studies on leadership and restaurant managers, it may be interesting to study how different types of leadership affect operational elements of a restaurant such as turnover, productivity, or revenue.

Conclusion

We have to learn a lot from women and its effect on leadership. Our society, through the culture, the media and of the emancipation of women has helped changed the vision of leadership of women.

One common aspect was visible in the three factors that had statistically significant data is that today women leaders tend to set high goals and mission for their followers but also exchange a lot.

Also, this research recommends that factors such as gender roles contributed to how leaders communicate and contribute their ideas or feelings to an organization. The results of this study are very important for the hospitality industry because it helps the professionals to better understand their human resources, and their leadership style as a mean to transmission. Ultimately, the major goal for a leader is to share his knowledge through the right mentorship, and in the end behind every successful men and women there is a great woman.

Sébastien WLODYKA

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VI. APPENDICES

VI.A.1. Appendix 1 – Multifactor Leadership Questionnaire



WHAT IS YOUR LEADERSHIP STYLE?

MULTIFACTOR LEADERSHIP QUESTIONNAIRE

The purpose of this questionnaire is to raise the question of Women Leadership in the culinary industry. This questionnaire is anonymous and will only take you less than 10 minutes to answer. Thank you for your collaboration.

The purpose of this questionnaire is to raise the question of Women Leadership in the culinary industry. This questionnaire is anonymous and will only take you less than 10 minutes to answer. Thank you for your collaboration.

1. Dear alumni of the Institut Paul Bocuse - here are the instructions for the questionnaire: This questionnaire provides a description of your leadership style. Twenty one descriptive statements are listed below. Judge how frequently each statement fits you. The word "others" may mean your followers, clients, or group members.

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
I make others feel good to be around me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I express with a few simple words what we could or should do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enable others to think about old problems in new ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I help others develop themselves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I tell others what to do if they want to be rewarded for their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'am satisfied when others meet agreed upon standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'am content to let others continue working in the same way as always	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others have complete faith in me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I provide appealing images about what we can do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I provide others with new ways of looking at puzzling things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I let others know how I think they are doing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I provide recognition/rewards when others reach their goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As long as things are working, I do not try to change anything	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whatever others want to do is O.K with me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Others are proud to be associated with me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I help others find meaning in their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get others to rethink ideas that they had never questioned before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I give personal attention to others who seem rejected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I call attention to what others can get for what they accomplish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I tell others the standards they have to know to carry out their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I ask no more of others than what is absolutely essential.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

MULTIFACTOR LEADERSHIP QUESTIONNAIRE

2. What is your age ?

3. What is your marital status ?

- Single
 Married
 Divorced

4. What is your degree in culinary arts

- Bachelor
 Master

5. How many years are you in this field ?

- Less than a year
 1-3 years
 4-7 years
 8-11 years
 12-15 years
 16-19 years
 More than 20 years

6. What is your position ?

- Chef
 Sous Chef
 Chef de partie
 General Manager
 Manager
 Assistant Manager
 Other : Please specify

Other (please specify)



**VI.A.2. Appendix 2 – Email sent to the Alumni
of the Insitut Paul Bocuse**



Dear Alumni,

As a Master student in culinary innovation and management, I 'm doing a research for my thesis on
the **Leadership of Women in the Culinary Industry**

I would really appreciate if you could take few minutes to answer the following questionnaire
online.

The purpose of this questionnaire is to raise the question of Women Leadership in the culinary
industry.

It is anonymous and will only take you less than 10 minutes to answer.

Click on the following link or flash the QR code at the bottom of this e-mail, to get to the
questionnaire.

www.surveymonkey.com/r/5BYSM9V

Thank you for your collaboration.

Sébastien WLODYKA

Sébastien WLODYKA

Master student in culinary innovation and management

Institut Paul Bocuse

15 rue des Archers

69002 LYON

Email: swlodyka@institutpaulbocuse.com



Website: www.sebmasterchef.wix.com/masterchef

VI.A.3. Appendix 3 – Sample letter sent to culinary professionals

A l'attention du Chef _____

Bonjour _____;



Étudiant en dernière année de master spécialisé en management culinaire et innovation. Je me permets de prendre contact avec vous dans le cadre de mon mémoire portant sur «Le leadership des femmes dans le milieu de la gastronomie».

Je désirerais ainsi avoir des informations qui me seront utiles pour la partie « terrain » de mon mémoire afin d'analyser le point de vue des professionnels du monde culinaire sur ce sujet. Je sais combien votre temps est précieux, ainsi, je souhaiterais seulement avoir votre point de vue sur les trois questions suivantes

- **Que pensez-vous de la nouvelle génération de jeunes femmes chef ?**
- **Pensez-vous que la génération de femmes chefs est une tendance ou une renaissance ?**
- **Pour vous la vision du leadership féminin en cuisine est-elle différente du leadership masculin ?**

Je vous remercie vivement par avance de l'attention que vous prêterez à ma demande et des réponses que vous pourriez m'apporter.

Restant à votre disposition.

Bien cordialement,

Sébastien WLODYKA

