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# **Gender barriers and facilitators faced by women chefs in the gastronomy and the ‘Haute Cuisine’ fields**

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## **Resum**

La cuina és una tasca subjecta al gènere. A l'àmbit domèstic és responsabilitat principal de la dona i, professionalment, és predominantment masculina. En aquesta tesi, s'investiguen les raons darrere la segregació de gènere al lloc de treball a la cuina i per què hi ha poques dones Chefs a l'Alta Cuin. Ademés dels factors d'èxit per a les dones Chefs actuals i com han sigut capaços de superar aquests obstacles. El nostre estudi va a combinar la investigació quantitativa i la qualitativa.

Metodologia. Després d'una extensa revisió de la lliteratura acadèmica, es va realitzar un estudi de diversos casos de dones Chefs amb dos i tres estrelles Michelin. També es van organitzar entrevistes i grups enfocats a les dones Chefs en València. Finalment, es va realitzar una enquesta (202 participants) dirigida a Chefs i professionals de la cuina de diferent sexe, edat, país i lloc professional.

Les principals barreres que enfronten les dones són: la cultura masculina establida, les condicions al lloc de treball i la conciliació familiar.

Les tasques domèstiques estan disparment distribuïdes, la qual cosa presenta una desavantatge per a les dones, especialment per a les que treballen en la cuina professional. Com a resultat, els resulta difícil romandre i evolucionar professionalment en la cuina.

Además, és més fàcil per als hòmens Chefs adquirir reconeiximent públic i llançar el seu propi restaurant.

Per a arribar a Chef les dones deuen ser resistents i construir el seu èxit en el sector. Les dones amb estrelles Michelin, per eixemple, desenrotllen les seues habilitats tècniques per a aconseguir excelència gastronòmica, han dedicat temps a construir la seua carrera, i fins i tot llançar els seus propis restaurants. Al fer-ho, van poder millorar la seua evolució i adquirir més flexibilitat gestionant la seua vida familiar i perseguint la seua visió.

El suport familiar i la mentoria van ser clau per a moltes d'elles. Per últim, la posició del chef implica també habilitats empresarials amb la finalitat d'aconseguir notorietat, gestionar i ampliar l'èxit del restaurant. Per a molts Chefs i, especialment, per a les dones, dirigir el seu propi restaurant implica més satisfacció professional.

## **Resumen**

La cocina es una tarea sujeta al género. En el ámbito doméstico es responsabilidad principal de la mujer y, profesionalmente, es predominantemente masculino. En esta tesis, se investigan las razones detrás de la segregación de género en el lugar de trabajo de la cocina y por qué hay pocas mujeres Chefs en la Alta Cocina. También, los factores de éxito para las mujeres Chefs actuales y cómo han sido capaces de superar estos obstáculos. Nuestro estudio combinó la investigación cuantitativa y cualitativa.

Metodología. Tras una extensa revisión de la literatura académica, se realizó un estudio de casos de mujeres Chefs con tres y dos estrellas Michelin. También se organizaron entrevistas y grupos de enfoque con mujeres chefs en Valencia. Finalmente, se realizó una encuesta (202 participantes) dirigida a chefs y profesionales de la cocina de diferentes sexo, edad, países y puestos profesionales.

Entre las principales barreras que enfrentan las mujeres son: la cultura masculina establecida, las condiciones del lugar de trabajo y la conciliación familiar.

Las tareas domésticas están desigualmente distribuidas lo que presenta una desventaja para las mujeres, especialmente a las que trabajan en la cocina profesional. A las mujeres, como resultado, les resulta difícil permanecer y evolucionar profesionalmente en la cocina.

Además, es más fácil para los hombres chefs adquirir reconocimiento público y lanzar su propio restaurante.

Para llegar a Chef las mujeres deben ser resistentes y construir su éxito en el sector. Las mujeres con estrellas Michelin, por ejemplo, desarrollan sus habilidades técnicas para lograr excelencia gastronómica, han dedicado tiempo a construir su carrera, e incluso lanzar sus propios restaurantes. Al hacerlo, pudieron mejorar su evolución y adquirir más flexibilidad gestionando su vida familiar y persiguiendo su visión. El apoyo familiar y la mentoría fueron clave para muchos de ellas. Por último, la posición de chef implica también habilidades empresariales con el fin de lograr notoriedad, gestionar y ampliar el éxito del restaurante. Para muchos chefs y, especialmente para las mujeres, dirigir su propio restaurante implica más satisfacción profesional.

## **Abstract**

Cooking is a gendered task. In the domestic sphere, it is women's main responsibility and professionally it is predominately male. In this thesis, we searched the reasons behind gender segregation in the kitchen workplace and why there are few women chefs in 'Haute Cuisine'. We also looked for success factors for current women chefs and how they were able to assess these obstacles. Our study combined both quantitative and qualitative research methods. We started with an extensive literature review. Then we did a case study of women chefs with three and two Michelin stars. We also organized interviews and focus groups with women chefs in Valencia. Finally, we run a survey (202 participants) that targeted chefs and kitchen professionals from different gender, age, countries and professional positions.

The established masculine culture, workplace conditions, and work-life balance are among the main barriers women face. Domestic tasks are unequally distributed in the household and it disadvantages women especially those who work in the professional kitchen. Women, as a result, find it hard to remain and evolve in the kitchen workplace. In addition, it is easier for men chefs to acquire public recognition and to launch their own restaurant (entrepreneurship).

In order to succeed women should be resilient and build their success in the industry. Women with Michelin stars for example worked on their technical skills to achieve gastronomic excellence, dedicated their time to build their career, and even looked for having their own restaurants. By doing so, they were able to

enhance their evolution and acquire more flexibility managing their life and pursuing their vision. Family support and/or mentoring were key for many of them. Finally, the position of chef implies also entrepreneurial skills in order to achieve notoriety, manage and expand the restaurant success. For many chefs and especially for women, running their own restaurant implied higher professional satisfaction.

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survey among their network of students, cooks, and chefs. Finally, I would like to dedicate this work to my family who believed in my project and who encouraged me to follow it. They accompanied me in a long path and I am glad that they are with me to bear its results.

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## **Introduction**

Gender dynamics in both public and private sphere are changing. More women are joining leadership and management ladders in different contexts. Although many progress have been made, an important gap remains between both genders in these positions, which is attracting the interest of many scholars and policy makers in order to explain and assess it. In this thesis, we chose to study the gap between women and men chefs in 'Haute Cuisine' and culinary field. This was motivated by the dichotomy behind the cooking task so far mainly feminine in the household and masculine in the restaurant kitchen.

The Chefs position implies leadership and management responsibilities in the restaurant. Many Chefs create their own brands and establishment too. Notoriety, talent and innovation are very often the factors that distinguish them. As a result, marketing their names and their styles is a necessity to their success and development. Women, however, are excluded from the highest accolades of 'Haute Cuisine'. There is a difference about how, when and where women and men cook. The traditional gender stereotypes and roles persist until today when it comes to cooking. Women are the ones who cook at home and men are the professional chefs and masters of 'Haute Cuisine'. This PhD research focuses on the different barriers that inhibit women from becoming a 'Chef de Cuisine'. It looks also for factors that could help them succeed in this profession. We combined the results of

the literature review, case study, focus group, and survey to come up with an explanation as well as a model to decrease gender gaps in this domain.

The literature review, which will be detailed in the first chapter of this thesis, confirms that women professionals and aspiring for the chef's position face gender barriers because of hegemonic masculinity ideals prevailing in the restaurant kitchen and in the industry coupled to hard kitchen work environment. Women find it hard to integrate and to remain in the job. In addition, women and men chefs are evaluated differently from a culinary and a leadership perspective. Men are considered more innovative, stronger leader and enjoy better business acumen. Finally, women face more barriers because of work-life balance. Working in the restaurant kitchen requires a high level of dedication and long presence hours, which alters family life and does not keep enough time for social activities.

Despite these difficulties, women who were passionate of cooking and who were determined to become a chef used different strategies to achieve their goals. This does not mean that women who did not remain in the industry were not passionate or determined. However, these characteristics were stated by almost all women interviewed, studied in the different cases and who answered the survey.

The solutions and strategies followed by successful women chefs were most of the time individual solution rather than structural ones. For example, women chefs showed resilience by enduring pain and not showing weakness. They did

so while acquiring the necessary skills to prove their merit. They also looked for mentors and role models to learn and to advance and they found different arrangements to their family needs. Some chose to delay having children, others get advantage of their family and partners support and for some launching their own restaurant was the choice to gain flexibility.

The findings of this literature review was the basement for next research steps and defined the hypothesis and the research model that were studied and verified during the case study, the focus groups, and the survey. The methodology followed and the objective from each one will be detailed in the following section and the findings of each will be exposed by article in the next chapters.

In summary, women used a merit discourse in explaining their success. They always put forward their dedication to their professional career, their passion for food and cooking, their learning, and their skills. They all affirmed that the profession of chef is a hard one and it requires various set of skills built following a long path of training. For them, gender was a barrier in the masculine culture of the kitchen however it does not stop them from advancing and achieving their goals. Knowing that being a good cook and leader is needed, they focused both on the technical and managerial aspects of the kitchen.

When asked about other women and why there are not a lot of them in the industry, they mostly exposed work-life balance, working hours, and initial wages

which does not help having or maintaining a family. They also mentioned are a progress have been made in the industry and more women would be able to enter the field.

Starting form this idea, we tried to build a model of professional success for women to become chefs and we tried to evaluate gender differences using the survey. The thesis concluded in different paths for women/men in the chefs' career. Women need more mentoring. Their required skills are less relevant as there are no gender differences when it comes to these skills needed and how to develop them. However, women require a higher level of learning and the entrepreneurial path is more acute for them to become a chef.

## **Methodology and objectives**

We chose in this thesis to combine qualitative and quantitative research. We first defined the research problem, hypothesis and model based on the literature review. Then we used the case study results to test them. Later, we run interviews and focus groups to collect women's insights and opinions and to enhance our understanding of the research issue. This helped us also to determine the survey question. Finally, we used statistical results to confirm or detect different trends and to build a statistical model of women chef professional success.

### **I. Literature review**

In the state of the art, we included the input of 78 articles and manuscripts related to gender research in entrepreneurship, leadership, management, restaurant chefs, and gender barriers and facilitators. We focused on gender barriers in 'Haute Cuisine' and the dichotomy of the cooking task. We also analyzed success factors of women. Our goal was to provide an in depth analysis of the reasons behind gender gaps and how to face it. Through the process of research, we included also the feedback of reviewers in some specialized journals.

Based on the literature review undergone we defined the following hypothesis and model to verify and compare it to the other research methods.

Hypothesis 1: Women chefs are constrained by the masculine culture of the haute cuisine industry and Michelin-starred restaurants.



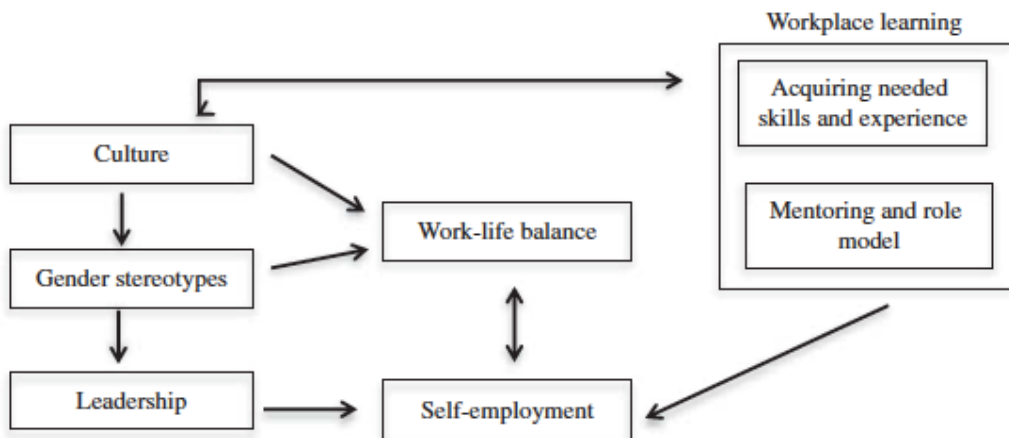
Hypothesis 2: Women's skills and capabilities are undervalued in this environment.

Hypothesis 3: Women are affected more by the work-life balance and cannot achieve high positions in the kitchen without sacrificing personal life or having family support.

Hypothesis 4: Being a successful chef requires a passion for food translated into hard work and dedication.

Hypothesis 5: Successful women chef adapted their leadership and management style to their personalities

Hypothesis 6: To advance as a female chef and to achieve the Michelin stars, it is important to be mentored or to work in Michelin-starred restaurants.



**Figure 1. Research model based on the literature review.**

## **II. Case study**

Seven case studies were selected of female chefs awarded with three and two Michelin stars in 2014 by the Michelin guide in France, Italy, Spain, and the USA.

The main objective at this stage was to identify how selected women chefs overcame cultural and professional barriers and how they were able to achieve the high accolade of three or two Michelin stars. It also served to test the six hypotheses defined in the literature review, which were rated from 1 to 3 in each case. The data used in the analysis was collected from research papers, books, articles, and TV shows.

The selected cases are:

- ✓ Anne Sophie Pic: Three Michelins stars
- ✓ Carme Ruscalleda: Three Michelins stars
- ✓ Elena Arzak: Three Michelins stars
- ✓ Clare Smyth: Three Michelins stars
- ✓ Nadia Santini: Three Michelins stars
- ✓ Annie Féolde: Three Michelins stars
- ✓ Emma Bengtsson: Two Michelins stars

The choice of the case study methodology was motivated by several reasons: first, to analyze the difference between cases, second, to reproduce the findings, and finally to prepare during the exploratory phase of the thesis the next research steps such as the interviews, the focus groups and the survey.

### **III. Focus groups**

Two focus groups sessions were organized with eight women chefs from Valencia (Table 1). First, a list of question was elaborated. Then, we tested them. Finally, we used them during the discussion sessions held in the Polytechnic University of Valencia. The moderator animated and managed the discussions and the research team was present to take notes, records and observe the participants.

Women chefs who participated run their own restaurant except one who is employed as head of the kitchen (Table 1).

**Table 1. Women chefs in the focus groups**

<b>Nº</b>	<b>Chefs</b>	<b>Restaurants</b>	<b>Location</b>	<b>Restaurant Ownership</b>	<b>Age</b>	<b>Children</b>
1	Begoña Rodrigo	La Salita	Valencia	Chef and owner	39	1
2	Elsa Fuillerat	Q de Barella	Valencia	Chef and co-owner	40	2
3	Mirian Andrés	Coloniales Huerta	Valencia	Chef and owner	44	2
4	Carito Lourenço	Fierro	Valencia	Chef and co-owner	35	No
5	Raquel Pérez	Bar and kitchen	Valencia	Chef and co-owner	45	2
6	Silvia Meléndez	La Pitanza en Pedal-ba	Valencia	Chef and owner	52	2
7	Belen Mira	La Pitanza Valencia	Valencia	Chef and owner	43	2
8	Rosana Chaparro	Casa Chaparro	Ribarroja	Chef	40	No

The goal from this methodology is to take record participants who share their opinions and perspectives and to collect different insights and reactions. We wanted to go beyond individual experiences and to analyze group dynamics while reflecting about gender in the workplace and searching for the rationale behind it.

#### **IV. Survey**

We collected 202 answers from students, cooks, Sous-chefs and Chefs (Table 2) and we had answers from both genders and from participants in Europe and USA.

**Table 2. Survey participants**

<b>Category</b>	<b>Population</b>	<b>Percentage</b>
<b>Gender</b>	Women	31%
	Men	69%
<b>Professional stage</b>	Students and cooks	33%
	Kitchen chefs	67%
<b>Demography</b>	Europe	41%
	USA	59%

Mainly, the survey was distributed online in three languages: English, French and Spanish. In addition, we had answers from students and teachers in the Basque culinary center, chefs members of the Association des Maîtres Cuisiniers de France in France and USA, and from International Association of Culinary professionals.

The survey included 150 questions with Likert scale of 1 to 5. It was composed of the following blocks of questions.

- i. General information about the respondent
- ii. Workplace Learning
- iii. Workplace needed skills
- iv. Barriers and facilitators
- v. Mentoring and leadership
- vi. Career evolution and satisfaction
- vii. Entrepreneurial initiative

In order to analyze the results, we used two different tools. The first is factor analysis and the second is Partial Least Square (PLS). The finding of each was developed in a different article.

Factor analysis is a statistical tool to reduce data into components to manage and understand these data better. It helped us to identify similar and different patterns from the ones found previously. Because of the complex set of data collected in the survey, this tool allowed us to detect the main variables in the study related to Workplace learning, needed skills, barriers and facilitators, mentoring and leadership, career evolution and satisfaction, and entrepreneurial initiative.

PLS was performed by software called SmartPLS. We used separate item loadings to assess individual item reliability and to build a research model supported by statistical coefficients to mention the impact. It allowed as having a general model about chefs' professional success and a model specific to women. The statistical model for women chefs was then compared to the first model defined in the literature review.

## **Article 1**

### **Female Cooks versus Male Chefs: A literature review on gender discrimination in Haute Cuisine**

*In review in:*

*Journal of Hospitality and Tourism Management*

**Subject:**  
**State of the art**

## **Female Cooks versus Male Chefs: A literature review on gender discrimination in Haute Cuisine**

This study analyses gender barriers in ‘Haute Cuisine’ and researches success factors for female chefs. It focuses also on the dichotomy of the cooking task considered professionally masculine and domestically feminine. To this aim, we reviewed 78 articles and transcripts related to gender research in entrepreneurship, leadership, management, restaurant chefs and gender barriers and facilitators. Our analysis highlights that masculinity in ‘Haute Cuisine’ presents significant barriers for women who are constrained by gender roles and work-life balance. Those who succeeded had to cope with the encountered obstacles and to prove their merit and excellence. Following the entrepreneurial path was also an option for some of them despite that it presented similar gender barriers. Flexibility in managing one’s time and professional satisfaction is behind this choice.

**Key words:** Haute Cuisine; Women chefs; Barriers; Success factors; Gender stereotypes; Self-employment



## **Introduction**

Haute Cuisine originally initiated in France, many techniques, work organizations and professional values have been imported to other cultures (Reynolds, 2009; Trubeck, 2000). Fine dining started to be democratized when the chefs left the domestic sphere of the kitchen of nobilities to become public figures and to exercise cooking in professional restaurants (Reynolds, 2009, P.30; Trubeck, 2000). Social and economic changes also contributed to open the doors of 'Haute Cuisine' to the public. Finally, the emergence of cooking recipe books and gastronomic journals as well the rise of culinary schools and the 'chambers syndicates' have contributed to the widespread of 'Haute Cuisine' and the chefs' profession (Trubeck, 2000).

Cooking is a gendered task and there is a difference between both genders when they cook in the domestic and in the public sphere (Aarseth and Olsen, 200; Hermelin et al. 2017; Jonsson et al., 2008; Neuman et al., 2016; Sullivan and Gershuny, 2001; Szabo, 2014). This hierarchy is a translation of the social classification and sexual division of labor (Swinbank, 2002). It is considered in almost all cultures found a female task in the household (Swinbank, 2002). With the rise of professional cookery, originally domestic recipes were transformed to sophisticated ones (Cairns et al., 2010, Mennell, 1996; Swinbank, 2002).

In modern economy and with the increase of women participation in the labour market, men become more involved in the domestic tasks including cooking (Aarseth, 2009). In the western world for example, men cook more domestically and women work more outside the household. In a study that he run on Scandinavian men's involvement in domestic cooking, Aarseth (2009) argues that partners are challenging the traditional division of domestic tasks. Men became more involved in a daily basis in family work, by giving it a new meaning and by considering it part of 'a joint lifestyle project' (Aarseth, 2009). In the same extent, Szabo (2014) discusses how men's involvement in domestic tasks is reframing the masculine identity and widening its scope by including what was traditionally considered feminine. She adds that gendered division of labour will not cease if not accompanied by supportive structural conditions such as family accommodation.

In gastronomy, the paradox of gender inequality continues (Aarseth and Olsen, 200; Hermelin et al. 2017; Jonsson et al., 2008; Neuman et al., 2016; Sullivan and Gershuny, 2001; Szabo, 2014). Even in the more gender-equal Nordic countries, this pattern persists (Neuman and Fjellström, 2014). Although it may seem that there is gender equality or even women prevail in the industry, in the highest accolade of the profession it remains majorly male (Neuman and Fjellström, 2014). Chefs de Cuisine, as defined by Neuman and Fjellström (2014), are cooks who have attained the status of an expert. Based on the listing of the 'White

Guide' in Sweden, only three women were among 'the Master Class List' of 36 restaurants (Neuman and Fjellström, 2014).

'Haute Cuisine' is predominately male. In fine dining, a status of exclusivity was targeted by top chefs since its beginning (Mennell, 1996). The exclusivity was accompanied by the effort to raise the profession to be artistic and creative one. Therefore, being more elevated than domestic and daily cooking of women at home was very important (Mennell, 1996). Women were then excluded from the restaurants' kitchens, culinary schools, and professional bodies. They were not given credit for their recipes even when key chefs used them in the nineteenth and twentieth century (Swinbank, 2002).

In a global scale and according to recent figures, among the 50 best worldwide restaurants in 2015, women ran fewer than 4% (Day, 2015). In the Michelin Guide classification, out of 110 restaurant chefs awarded three Michelin stars in 2014, there were only six women chefs (5.5%) (Elite traveller, 2014). In France, where 'Haute Cuisine' was born and instituted, less than 5% of the restaurants have women head chefs according to figures published in 2015 (Télérama, 2015). And in 2007, Anne-Sophie Pic was the first female chef to be awarded three stars in fifty years and 'to be voted The Best Chef of the year by over 1800 of her peers' (Reynolds, 2009, p. 65). Consequently, in addition to the barriers that every

professional faces, women encounter specific constraints. The situation may be more acute in eastern countries with a higher masculinity culture (Tong, 2011)

Additionally, the kitchen restaurants ‘have a reputation for sexism’ and ‘those in the kitchen would, no doubt, remind a female trainee that the French name for a cook, le cuisinier, has a female counterpart’ but there is no feminine name for the chef (Pratten, 2003a; 2003b). Sexual harassment, gay and female discrimination have been reported in hospitality and, in particular, the restaurant industry (Ineson et al., 2013). Unfortunately, abuse is an expected part of the culture of a professional kitchen and seems to be supported by both historical and social structures. The cause is attributed to education, training and the socialization process (Bloisi and Hoel, 2008).

The aim of this article is to study women chefs in the ‘Haute Cuisine’, analyse more in-depth the reasons behind gender segregation, and how to challenge them. It is important to mention here that even though an increased attention from media and researchers is directed toward the low number of women chefs, ‘little sociological research has focused on the stark gender disparities within professional kitchens’ (Harris and Giuffre, 2015, p. 4).

This article is based on an extensive literature review. Therefore, we will start with an explanation of how we selected our data. Then, we will present structure of the kitchen workplace and its culture. Furthermore, we will identify the

barriers women chefs faced and how they succeeded in their career. And finally, we will discuss the main findings and close by a conclusion section.

### **Literature Search**

The actual research is focused in a rather emerging issue, thus the selected literature could be considered somehow limited (Webster and Watson, 2002). The subject also recommends the approach through a method based on grounded theory (Wolfswinkel, Furtmueller, Wilderom, 2013). Following the latter authors, we have followed a step procedure in the search and selection methodology by defining the fields of research and criteria, determining the appropriate sources, the search terms, selecting, and analyzing the articles.

A recent article about a focus group research with female cooks and chefs (Haddaji et al., 2017a) has identified some sensitive areas for a literature search on the subject. These areas guided the data research sample collected to cover: the chef's profession, the 'Haute Cuisine' and gender differences, leadership, management, and Entrepreneurship. The latter was pointed out by the cited article as a challenging alternative. First, we carried out a general review of current literature related to gender, chefs, and Haute Cuisine. Then we defined the paper framework based on our understanding of the research questions and research gaps. And finally, we collected papers, books, and articles based on these themes included in this framework.

Our primary data was the outcomes of empirical researches on gender, workplace culture, Haute Cuisine, kitchen chefs, and women chefs. When an article was directly related to research questions, we looked into the reference list to enrich our database. We also had some recommendation from colleagues and from researchers who worked on anthropology or who have done research in the area of Hospitality, Culinary science, and 'Haute Cuisine.'

The input of this paper came from 78 articles and manuscripts. However, the review may not be exhaustive, and there may be others that could be combined to what we found. While using the findings of the collected papers, we used the same terminology of the researchers knowing that it may carry different theoretical positions.

Finally, through the process of research, we have surveyed fifteen specific gender scientific journals. These specialized journals yielded new acumen into the subject. We should also mention the anonymous International Journal of Hospitality Management reviewers whose insight and comments helped develop further the analysis and the literature selected.

The following findings are presented in two main sections. First, we will detail kitchen workplace conditions, the culture of work and barriers for women chefs. And then, we will present success factor for those who overcome them.

***Haute Cuisine: The career to be a good chef***

The title of 'Chef' is the highest rank in the profession. Chefs combine different roles such as management of the staff and the restaurant, recruitment and administrative tasks, and the creation of the dish (Harris and Giuffre, 2015, p. 2; Pratten, 2003a). This title is recognized as the top Haute Cuisine hierarchy (Trubeck, 2003). But how can an individual achieve such a competitive position?

To achieve this position, the career path starts with an initial training in a culinary school, although not mandatory in all cases, and then the learning process continues on the job (Fine; 1996; Harris and Giuffre, 2015; Pratten, 2003a). The hierarchical ladder starts with a trainee status. This first step is considered essential as new job entrants need to complement their academic skills and learn on how to acquire necessary skills and techniques for cooking (Pratten, 2003a). In this direction, several authors have stressed that rather than complement academic education, learning on the spot is a crucial phase (Nebel et al., 1994). The following career evolution will include the 'Commis chef' who takes in charge the starters and the salad. After it, comes the 'Sous-Chef', a professional who demonstrates high cooking competency and who manages a team to produce a part of the meal (Pratten, 2003a). Finally, the last promotion will be the 'Head Chef.'

Due to the mentioned reasons, various authors have explored the requirements of the job. Working in the kitchen requires a high level of collaboration and

organization (Fine, 1996, p. 21). Cooks can work under many chefs and sous-chefs and have to take into consideration both the restaurant and the customers' orders (Fine, 1996, p. 21-22). Therefore organizing and preparing the work are essential skills to acquire (Fine, 1996, p. 21-22). According to Leschziner (2015, p. 19), to evolve and to become a chef, it requires a long time of hard work, determination, ambition, and resistance to stress and too hard work conditions.

This author suggests also that individual skills and personality traits are necessary to integrate the kitchen workplace as: technical expertise, professional experiences, social skills, and consistency (Leschziner, 2015, p. 19). Finally, it is important for kitchen professionals to be able to work quickly and efficiently under stress and to be able to multitask by mastering accurately manual work and cooking technics (Fine, 1996; Pratten, 2003b).

Chefs, on the other hand, are the ones who manage the kitchen and define the dishes. They should be creative and at the same time maintain their restaurants' competitiveness (Leschziner, 2015, p. 1; Hermelin et al. 2017). As a result, they should sense the flavors intuitively, use the right technics to make a dish, and be aware of customers' preferences (Leschziner, 2015, p. 1).

Finally, initiative and creativity have also been suggested as crucial for the job. Therefore, entrepreneurial skills are essential for chefs (Hermelin et al. 2017). They should be able to forecast future trends based on the information they collect.



For example, they should be alert to market patterns, latest technologies, and price patterns (Hermelin et al. 2017). They should also have the competence to interpret this information to predict future trends and to define the strategy of their restaurant (Hermelin et al. 2017). Additionally, since Haute Cuisine Chef is an international profession, mobility and language skills are essential (Dornenburg and Page, 2003).

***The kitchen environment and works conditions***

Additionally, to analysing the career, we must consider how the kitchen work environment develops since it is a relevant element in the Chefs' career. The work environment inside the kitchen is tough and hard. Professional cooking is very demanding (Fine, 1996, p. 39). Fine (1996, p. 39) compares cooks to athletes or police officers. They should work while resisting hard work conditions: hot, dirty, and tiny place (Fine, 1996, p. 39). Cooks have also to deal with the limited time and the high pressure (Fine, 1996, p. 40). They should perform their work even if they are not personally satisfied (Fine, 1996, p. 40).

Gordon Ramsay, a celebrity chef with three Michelin stars in the UK, stated that 'a kitchen has to be an assertive, boisterous, aggressive environment, or nothing happens' (Pratten, 2003a). His statement confirms the authoritarian management style (Pratten, 2003a). Working hours are also long, irregular and unsocial (Jonsson et al., 2008). Marcus Wareing, a well renowned English chef, mentioned

that he worked between 16 and 18 hours during two years (Pratten, 2003a). He added that such work discipline is essential to advance in the profession (Pratten, 2003a). In contrast with the required high level of work and dedication, wages are low, and chefs are poorly paid (Leschziner, 2015, p.19; Pratten, 2003b).

### ***Barriers for female chefs***

The Chefs' influence and reputation as a profession have increased thanks to the emergence of the tradition of 'Haute Cuisine' and its democratization (Palmer et al., 2010). Since the late 1800s, there has been a distinction between 'la cuisine de ménage' and 'la Grande cuisine.' The first targeted the female bourgeois cooks and the second the chefs of a 'noble household' (Trubek, 2000).

But could we advocate gender discrimination in the profession? Escoffier, one of the French pioneer chefs, considered the chef's job a scientific and an artistic one. He argues that only a few can cook so and he strictly separated professional cooking from domestic cooking. He considered cooking at home a domestic responsibility and hence women's duty (Trubek, 2000). From his point of view, men are more capable in the professional sphere because of their 'thoroughness' and women are less capable because of their 'want for accuracy over the smaller item' (Trubek, 2000). And to reinforce this separation, Escoffier suggests that men cannot be better than women in domestic cooking. This statement shows how, since

the beginning of 'Haute cuisine' as a branch of gastronomy, two different identities have been created for professional cooks and domestic cooks.

By comparing between female and male chefs, Cortés-Fernandez (2012) argues that the female exclusion from the restaurant kitchens manifests the distortion and the sexism shared by society as well as the discrimination regarding contribution and participation in the public sphere. She argues that when women cook, they are not considered professionals and artists and their activity is not valued lucratively. In the opposite, when men cook, they become artists, entrepreneurs, business people, strategists, and visionaries (Cortés-Fernandez; 2012).

#### *Masculine work culture*

Could we justify the exposed arguments by social or anthropological factors? The kitchen workplace has always been predominately male (Cortès Fernandez, 2012); Hermelin et al. 2017; Jonsson et al., 2008; The Food Seen, 2012). This fact influenced the kitchen work culture described by many researchers as masculine. In the following section, we will present the different findings. Some terminologies used in various researches are similar, but they may carry different definition.

Hofstede (2004) considers masculinity versus its contrary, femininity, as the distribution of emotional roles between the sexes. "Masculine" defines the assertive pole while "feminine" defines the caring pole (Hofstede, 2004). Originally referred to national cultures, the terms are also applied to organizational or sectori-

al cultures. Connell (2005) suggest that masculinity is a place in gender relations. Both men and women interact in this place reflecting substantial experience, personality, and culture.

Forth (2009) has exposed how food consumption has been socially related to manhood and masculinity construction. The kitchen workplace and environment requires masculine traits (Murray-Gibbons and Gibbons, 2007). According to Chef Anthony Bourdain, only the strong survive it (Druckman, 2010). Burrow (2015) suggests that the kitchen requires a lot of commitment and practice. It is dominated by ‘hegemonic masculine ideals’ as aggression, bullying, and violence (Burrow, 2015). It is also very hierarchical and competitive with little space for feminine traits or emotion (Burrow, 2015; Druckman, 2010; Fine, 1996). Furthermore, becoming a known Chef has been compared to a military career (Cooper et al., 2017). As a consequence, female team members may not obtain the adequate recognition (Heilman and Haynes, 2005). Discipline is required to manage the kitchen, to get things done and to reinforce the common practice in the chefs’ profession (Palmer et al., 2010). Professionals inside the kitchen were encouraged to adapt and to reproduce these practices. Those who did not were pushed out or went to other niches more gendered such as pastry (Burrow, 2015).

In his research based on media representations, Nilsson (2013) argues that cooks should adhere and exercise hegemonic masculinity in their way to be chefs

by showing certain traits like courage, commitment, endurance to pain, willingness to fight, and violence when necessary (Nilsson, 2013). For women, these traits should be proved if they want to remain and evolve in the kitchen workplace (Nilsson, 2013). As a result, gender in the kitchen is used as a mechanism to create a chart 'that puts the female cooks behind and supports men's superiority' (Nilsson, 2013).

In his analyses of the Hell's Kitchen reality show, Nilsson (2013) suggests that the chef is the one who defines the rules inside the kitchen. Depending on their place in the hierarchy, the Cook's roles and scope of authority are different. However, they are all guided by a strict hierarchy, which strengthens their drive to be the boss. The subordination is voluntary. Resisting this authority could lead to problems with professional superiors or signals bad team players. In an attempt to explain this voluntary subordination, the Swedish writers Maria-Pier Boethius and Maria Lindghren find two motives behind it (Nilsson, 2013). First, it is the reward to climb the hierarchy. Secondly, 'the promise that no matter how low in the hierarchy they may find themselves, there will always be women beneath them' (Nilsson, 2013).

Hermelin et al. (2017) argue that homosocial practices are not related to the exclusion of women but to the convenience of employing other men to sustain

the organisational culture. As a result, homosocial behaviors enhance segregation in workplaces, sectors, and networks (Hermelin et al., 2017).

#### *Gender stereotypes*

Following we should consider whether there are patterns when we analyse the skills, competences or learning required to become a chef.

#### *Skills and competences*

Zopiatis (2010) found that Haute Cuisine Chefs required individuals with multiple skills and abilities, mainly technical, leadership and management. Initially, new comers are often subject to ‘hazing’, especially women who have to face the pre-assumption of being less able and less competitive (Druckman, 2010). This makes part of the training of new comers to become part of the kitchen (Palmer et al., 2010).

In addition, success in ‘Haute cuisine’ is linked to business acumen, public recognition, and marketability. These criteria are considered male (Druckman, 2010; Hermelin et al. 2017). Druckman (2010) argues that the attributes of a great chef are ‘inherently male’. Chef Nigella Lawson in the same extent mentioned that ‘the male province of the professional kitchen’ is the most valued in the culinary field (Scholes, 2011). Women are those who stay at home and bake (Scholes, 2011). Without a sense of distinction from the domestic cook, professional chefs not only lose their claims to legitimacy, but are also threatened by the undervalua-

tion of their cooking (Scholes, 2011). A discourse of meritocracy served to protect this differentiation (Riley, 2002). However, structural and social issues should be taken into account to understand the privilege given to men over history (Riley, 2002).

Scholes (2011) argues that despite the liberation of women, there is a straight difference how, when and where women cook compared to men. Druckman (2010) uses the contrast of evaluation of men and women's cooking during a discussion panel organised in the New York Astor Center to criticize the gendered professional kitchen, as men chefs' cooking was considered 'intense', 'rich' and 'bold'. However, women chefs' cooking was considered 'homey', 'comforting' and 'prepared with love'. This illustrates the shared culture in the restaurants' kitchens: 'Women cook with the heart, men cook with the head' that the author advanced in other studies (Druckman, 2010).

#### *Media and public recognition*

Taking into account the exposition of 'Haute Cuisine' in the media (TV programs and series, the Internet, public journals, etc.), currently, chefs are media stars. Public exposition plays a big role in the success of their restaurant (Jonsson et al., 2008). Women are everywhere in the culinary field, but they lack media coverage and visibility (Rosemary and Fisher, 2014). And when they are there, media portrays them differently (Rosemary and Fisher, 2014). Women very often are pre-

sented as cooks and not chefs who cook to serve and to feed (Rosemary and Fisher, 2014; Hermelin et al. 2017). Male celebrity chefs are pictured as entertainers and are used as a brand to drive sales (Rosemary and Fisher, 2014; Hermelin et al. 2017). They are also introduced as entrepreneurs and strong leaders (Rosemary and Fisher, 2014; Hermelin et al. 2017). On the other hand, women celebrity chefs play the role of teachers, care takers and cooks: Julia Child, Delia Smith, and Nigella Lawson are excellent examples (Hollows, 2016).

Finally, thanks to media coverage, celebrity chefs can reach a broad audience and have a substantial impact on diners (Hermelin et al. 2017; Hyman, 2008; Lane and Fisher, 2015). Hence, their public image reflects and reinforces gender stereotypes in restaurants kitchens.

#### *Leadership style*

Leadership skills were pointed out by women chefs and cooks as critical in kitchen work (Haddaji et al., 2017a; Haddaji et al., 2017b). Leadership is gendered and is associated with traits like masculinity and dominance (Koenig et al., 2011; Kreitner et al., 1999). Regarding leadership effectiveness between both genders, Kreitner et al. (1999) argue that men display more ‘overall leadership’ and ‘task leadership.’ However, women show ‘more social leadership.’ Men leaders are also ‘more autocratic and directive’ and women are more ‘diplomatic and participative’ (Kreitner et al., 1999). Regarding their effectiveness, they suggest that there is not a prefer-



ence of a style over another (Kreitner et al., 1999). However, men were more competent than women when they were in a male-dominated environment (Kreitner et al., 1999). For example, they were considered more useful when there were a significant number of male leaders and male subordinates (Kreitner et al., 1999).

In another research, Liu et al. (2015) focused on media and the difference of representation of a female versus a male Australian CEO in the banking sector. They also examined the authenticity of their leadership (Liu et al., 2015). The male CEO was pictured as 'James Bond,' 'hyper masculine' and a 'change agent' (Liu et al., 2015). The female CEO was on the other side represented as 'nurturing,' 'relational,' 'communal' and an advocate for 'work-life balance' (Liu et al., 2015). This 'discourse of difference' positioned her as an outsider and influenced the perception of her leadership authenticity (Liu et al., 2015; Lewis, 2013). For example, decisiveness when exercised by the male CEO, it was considered authentic. However, when the female CEO did the same, she was considered 'inauthentic' (Liu et al., 2015). Liu et al. (2015) concluded that authenticity is more related to what leaders do rather than what they have, which makes gender influences the judgment of the authenticity.

To conclude, women in leadership positions deal with gender and leadership in a more complicated way: they should combine masculine and feminine traits to be efficient and favored (Kawakami et al., 2000). However, these two posi-

tions are sometimes in contradiction, leading to uncertain leadership style (Kawakami et al., 2000).

Women chefs are disadvantaged by gender stereotypes such as emotionality, sensitivity and physical weakness (Harris and Giuffre, 2010b). Harris and Giuffre (2015) argue that women aspiring to leadership positions face many obstacles related to their gender (Harris and Giuffre, 2015, p. 131). They claim that women chefs had to prove their professional competency by showing assertiveness and agentic behaviors. In the same time, they should meet gender norms like passivity and collective behaviors. The authors classified the different leadership approaches as follows: Masculine and authoritative, feminine and friendly, and supportive and communal (Harris and Giuffre, 2015, p. 131). They also mentioned that in the kitchen workplace, the supportive and communal style was the most successful as it was online with feminine traits (Harris and Giuffre, 2015, p. 151). The authors criticized women chefs' evaluation as leaders and argue that women are allowed to display these traits only when it advantages the established organisation, but it does not include the feminine approach neither strengthen its appreciation (Harris and Giuffre, 2015, p. 152).

A recent study analysed also the case of the Mères Lyonnaises (Black, 2016). The author showed how the economic and the politic situation of the city of Lyon contributed to the promotion of women cooks, chefs and restaurant owners

because of the world war conjuncture and the lack of men in the industry. She also mentioned that the Mères Lyonnaises used two different approaches to leadership and management. The first was masculine and authoritarian and the second was feminine (quite) and communal. Even though they were different, women chefs at that time were able to succeed and to achieve public recognition without being restricted by gender considerations or by a style or another.

*Distribution of professional and domestic tasks*

Is there a disparity between professional and domestic cooking? Women in male-dominated professions face gender discrimination when it comes to work-family balance (Harris and Giuffre, 2010a). The under representation of women in the culinary field is a good example. One of the main barriers women face to achieve the position of chef are the conflicts between their work and their family requirements (Bartholomew and Garey, 1996). Women, for example, find it difficult to work in the kitchen when they have children (Jonsson et al., 2008).

A study by Harris and Giuffre (2010a) suggest that women do not lack skills or dedication, but they face structural barriers related to gender roles and family responsibilities (Harris and Giuffre, 2010a). To cope with it, women chefs involved in the research used different strategies that the author's considered gender biased (Harris and Giuffre, 2010a). Harris and Giuffre (2010a) argue that the structure of work in male-dominated industries is behind the discrimination. They

suggested more research on the ‘organisational structure’ and to the ‘workplace culture’ as well as their impact on workers’ experience to assess the real barriers for women (Harris and Giuffre, 2010a). According to their research, the measures that women chefs took to balance their work and family life are gendered and serve to reproduce the inequality (Harris and Giuffre, 2010a). Women chefs, in general, opted to leave or moved to less prestigious positions (Harris and Giuffre, 2010a). Those who remained had access to supportive supervisors or networks (Harris and Giuffre, 2010a).

In an attempt to understand the maintenance of occupational ‘androcentrism’, Riley (2002) interviewed 46 male professionals. She suggests that there are different factors behind the unequal distribution of professional opportunities (Riley, 2002). First, financial benefit is mainly coupled to the employment of men. Women are associated with free domestic responsibilities (Riley, 2002). Second, sex role stereotypes such as considering women emotional, focusing on physical attractiveness, or scrutinizing applicants for their potential pregnancy leaves women out of areas of power and promotion opportunities (Riley, 2002). Finally, women who combine professional and family work are considered less committed (Riley, 2002). Androcentrism is reinforced in organisations where the culture favors full-time dedication and values employees’ dedication and commitment by working long hours instead of productivity (Riley, 2002).

As a result, women were 'problematical', and men were 'normal' while constructing their relationship to 'occupational identity' (Riley, 2002). Cooking, as a male-dominated occupation, is a good illustration of how female traits became irrelevant professionally even if the task in the domestic sphere is feminine (Riley, 2002). Szabo (2013a) suggests that domestic cooking is influenced by gender differences in social roles, by the distribution of responsibilities in both personal and professional places and by gender's 'interactional positioning and identities.' She also questions the difference between stereotypically 'masculine' and 'feminine' cooking.

Although men cook more in the domestic sphere, Women still do the majority of household work (Hook, 2006; Kan et al., 2011). Male privilege is extended to the domestic cooking as they enjoy more freedom when doing so, they have less stress because they do not combine it with other domestic responsibilities, and they have more positive emotions while doing it such as socializing or having fun (Szabo, 2013b).

### ***Success factors for women chefs***

A study by Bartholomew and Garey (1996) suggests that passion for cooking, initial culinary training, mentoring, professional success, leadership and management skills, marketing skills, work-life balance, and sustaining their success helped women achieving the chef's position. These were also pointed out by women chefs

and cooks in the aforementioned research (Haddaji et al., 2017a; Haddaji et al., 2017b).

*Acquiring needed skills and competence*

To succeed, women chefs reported that they were passionate, dedicated, committed, ambitious, driven, determined and focused (Reynolds, 2009, p. 80). Also, they were assertive, hard workers, paid attention to details, acquired the necessary techniques, sought perfection and looked for excellence (Bartholomew and Garey, 1996; Pratten, 2003b). Finally, they worked on developing their leadership skills (Bartholomew and Garey, 1996; Pratten, 2003b). For example, Gordon Ramsay describes his associate Angela Harnett as assertive enough to achieve perfection. She goes beyond the aesthetic part of the dish to play with flavor (Richardson, 2002).

In general, women used a meritocracy discourse to explain their success (Harris and Giuffre, 2015, p. 120). Gender was rarely mentioned except in some cases when women put forward their feminine traits to resist to male stereotypes related to leadership and cooking skills (Harris and Giuffre, 2010b). Gender neutrality and the meritocracy discourse is criticised because it focuses on individual cases and it does not highlight structural issue (Harris and Giuffre, 2010b). Also, it could serve to 'delegitimize' other women who may witness that gender barrier was a big obstacle in their career (Harris and Giuffre, 2015, 126).

Besides, innovation is necessary for chefs' success in the profession (Otenbacher and Harrington, 2007). The innovation process relies a lot on leadership, innovative culture, and motivation (Albors et al., 2013). It is also influenced by the relationship between chefs and apprentices (Stierand et al., 2008). Therefore, the relationship between women cooks and their restaurants' chefs is necessary to boost their innovation skills.

Finally, continuous learning is mandatory for chefs' success because it increases their efficiency and their professional knowledge and skills (Cormier et al., 2015).

#### *Mentoring and role model*

Mentoring is very recommended to achieve more gender balance in gender-segregated fields. Mentors can facilitate professional contacts for their mentees. They teach them 'the informal ropes' about 'norms', 'roles', 'relationships', and 'subcultures' (Harris and Giuffre, 2015, p. 199). And finally, they could help them access the relatively closed networks (Harris and Giuffre, 2015, p. 199).

Shapiro et al. (1978) suggest that having mentors could help women get promoted (Singh et al., 2006). Many female chefs reported that their mentor helped them believing in their talent and their ability, acquiring the needed work ethic in the kitchen, being more confident, going beyond their limits, and improving their cooking techniques (Austin Eater, 2014). They mentioned how important is to de-

velop professional networks that include women chefs to benefit from different experiences and share knowledge (Valenti, 2015).

Women chefs should also be more present and active to be role models for women cooks (Eater Staff, 2014). Dodd (2012) mentions that women pay more attention to role models in the creative industries. Behaviors, styles, and attributes of role models are important in social learning, and it is more beneficial in general to have both men and women as role models (Dodd, 2012; Singh et al., 2006).

Businesswomen seeking advancement used role models as a strategy for their career enhancement (Singh et al., 2006). In projects where women and men worked together, women were able to be a role model (Jonsson et al., 2008; Singh et al., 2006). They were considered so when they achieved work-life balance and high achievements. Hence, successful women who did not have children, for example, were less likely to be chosen. Women who adopted a male style of leadership - very often the case of women leaders in the male-dominated field - were not selected too (Ely, 1994).

#### *Work-life balance*

To have a sustainable work-environment and assess gender barriers, cultural changes of ideals about workers, families, government policies and the division of household responsibilities should be made (Harris and Giuffre, 2010a; Hook, 2006; Kan et al., 2011).



Cooking in the domestic sphere is one of the examples of the 'gender division of labor' that alters work-life balance for both men and women. Aarseth and Olsen (2008) suggests that the redefinition of lifestyle and food preparation in families could lead to better equity in the division of labour in the household and professionally and to better quality of life by increasing leisure time for women (Aarseth and Olsen, 2008; Neuman et al., 2015; Sullivan and Gershuny, 2001). Furthermore, flexible work-time and management support could increase women's opportunities to access to leadership positions and to achieve a balance between their professional career and their personal life (Dodd, 2012).

#### *Entrepreneurship*

A recently published study on worldwide known female chefs (Haddaji et al., 2017b) revealed that entrepreneurial drive was a clear path for women to become a renowned chef. Thus, many women chefs choose to be self-employed to escape the kitchen's sexism and to have more autonomy in managing their work time (Dodd, 2012). Mary Sue Milliken, an American celebrity chef, said that 'the best way to navigate a male-dominated field was to own our restaurant and work for ourselves, rather than keep working for men' (Day, 2015). Although entrepreneurship does not lead directly to a better work-life balance (Seva and Oun, 2015), it is chosen to evolve professionally and to have more freedom managing their time (Sullivan and

Meek, 2012). It is also recommended for women to be restaurant owners to increase their influence and to be industry builders (Druckman, 2012).

However, cultural and social perceptions of entrepreneurship are, as well, gender sensitive. Entrepreneurship is a challenge for women because they face gendered barriers (Bruni et al., 2004; Hermelin et al. 2017; Lewis, 2006). In the traditional literature, entrepreneurship has been associated to taking initiatives, accomplishment and taking risk (Brush et al., 2009; Lewis, 2006) and it was considered a male activity (Bruni et al., 2004). Entrepreneurship's features remain male (Bruni et al., 2004; Hermelin et al. 2017). When the same features are projected on women, they become uncertain (Bruni et al., 2004). Bruni et al. suggest that activity and productivity have usually been associated with men. On the other hand, passivity, adaptation and flexibility were associated with women (Bruni et al., 2004). Lewis (2006) adds that 'liberal individualism' which assumes equality for chances and success based on merit have contributed to the 'emergence of gender blinded ideology' and to the continuous advantage of men (Lewis, 2006).

Women chefs who want to launch their restaurant have difficulties accessing financial resources (Druckman, 2012). It is easier for men chefs to have access to funding from banks or other financial institutions (Druckman, 2012). However, this situation changed when women chefs worked with successful chefs or when they had media coverage and were publically recognized (Druckman, 2012).

Women also cannot have the same access to information as men because they have less access to social networks. All these factors hinder women from having the ability to initiate and define entrepreneurial projects (Hermelin et al. 2017). We could conclude in Table 1 some articles covering the issues discussed.

**Table 1. Results of the Literature research by subjects**

<b>Subject</b>	<b>Primary aim</b>	<b>Secondary aim</b>
Career to be a good chef	8	4
Kitchen environment and work conditions	4	3
Masculine work culture	11	13
Gender stereotypes	6	2
Leadership style	7	2
Cooking: professional and domestic tasks	10	1
Acquiring needed skills and competence	6	5
Mentoring and role model	4	3
Work-life balance	3	5
Entrepreneurship	8	4

## **Discussion**

Historically, the kitchen work environment and the chef's profession have been constructed to support masculine work culture, to differentiate the professional kitchen from the domestic one, and to redefine cooking as an art featuring men as chefs and masters of techniques and palates. Cooking professionally is more ele-

vated than domestically and requires various sets of skills starting from plates' creation to restaurant management and development.

Gender stereotypes go in hand with this construction and gender segregation. Masculine skills such as risk taking, leadership, and entrepreneurship are required for chef's careers' success. Because women are considered caring, homey and have a nurturing role, they are a misfit restaurant workplace. Not to add that cooking at home is still a female task even if men dedicate more time for it.

Also, women who want to be a cook and a chef should face, adapt and reproduce masculine kitchen practices. However, they should be passive and communal in their leadership style if they want to gain favor. Using violence to gain respect and authority can negatively influence their appreciation by their colleagues and supervisors while it will not be so if men used it. Therefore, further research on women chefs' leadership is needed to challenge current ideas about leadership effectiveness inside the kitchen and to include wider practices such as nurturing or the communal style. Jamie Oliver is a good example of new celebrity chefs who rejects the traditional masculine culture and leadership style in the kitchen. In his shows, he promotes cooking for family and friends, and he is an advocate of free cooking from obligation and seriousness (Hollows, 2003).

Furthermore, women who want to remain on the job and who aspire for chefs' position have no choice but to prove their competence while adhering to the

current kitchen culture, organisation, and management. While being dedicated and committed, many women chose to avoid any sign of weakness or feminine trait. In the same time and to acquire the needed skills, they had to face hostile attitudes from their colleagues particularly in the beginning of their integration in the kitchen, which could be a high entrance barrier for many women. Some even could be exposed to abuse and gender discrimination without any protective and corrective actions. All of these factors have negative impacts on their learning process, their motivation, and their work satisfaction. Also, women have a hard time to gain legitimacy as leaders. They are caught in contradictive roles. To be a good leader, they should be robust and assertive and to be liked they should be communal.

Finally, women have tremendous difficulties to meet the definition of the ideal worker because of their family responsibilities also unequally distributed compared to their male partners. Chefs have to work long hours in the kitchen. Their schedules do not leave time for family responsibilities. Many women chefs, as a result, chose to not have a family, to have further support from their partners and close family or to work in their restaurant. All these solutions are not gender neutral and are individual solutions to a structural problem. Even entrepreneurship is gendered and is considered masculine domain. Women are disadvantaged because they are considered fewer risk takers and have less business acumen. They also have less access to financial funds, to social networks and information in general (Druck-

man, 2012). Finally, work-life balance remains a major issue for women chefs and women entrepreneurs because of the duality of professional and domestic tasks.

### **Conclusions**

This article highlights the different constraints women chefs face related to gender perceptions and hegemonic masculine ideals. Masculinity is justified by the hard nature of the kitchens' work requirements and the lack of women in the 'discourse' of individual merit (Riley, 2002). It also demonstrates how masculinity coupled with gender roles and stereotypes leads to the different evaluation of men and women chefs; while women are presented as cooks, male chefs are pictured as entrepreneurs and influential leaders.

Leadership style and effectiveness are also influenced by the work culture and by gender role and perceptions. Women chefs were negatively evaluated when they engaged in a masculine style, and they were 'delegitimized' when they used a feminine style. Another major constraint women cooks and chefs face related to the conflicting requirements of workplace and family life falling in general under women's responsibilities.

Unable to challenge this work culture and construction in a macro scale and while trying to cope with these different barriers, women chefs have to align themselves with the accepted male norms while remaining on the job to acquire the needed skills and showing resilience very often in a masculine way. As a result,

they proved competence, achieved leadership positions, did not show weakness, benefited from mentors and role models when available, assessed work-life balance by delaying having a family or having more support from their partners to launching their own establishments.

Finally, these papers advance the current state of the art by highlighting and summarizing the different barriers to women in the kitchen workplace. It also analyses the kitchen culture and links it to social culture. Finally, it shows how cultural and professional cooking arrangements influence the valuation of women and men chefs and their leadership and entrepreneurial skills.

### **Limitations**

While running our content analysis, we were limited by the lack of empirical researches on gender and its impact on the organisational structure and workplace culture in the Haute Cuisine field. Further studies are required on women chefs and leadership, mentoring, restaurant ownership and gender difference.

Also, there are little researches on how to challenge the current construction of the kitchen workplace and to redesign 'Haute cuisine' to include women and assess the different barriers they face today. Combining entrepreneurship and women chefs' research is a promising area. Although we made the link in this paper, further work is required.

Finally, there is a paucity of in-depth quantitative analysis of female chefs' success factors. Therefore further researches are required to fill these gaps, and this will be dealt with in later stage of this research project.



**Article 2**

**Women Chefs' Access Barriers to Michelin Stars: A  
Case-Study Based Approach**

*Published in:*

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**Subject:  
Case study**

## **Women Chefs' Access Barriers to Michelin Stars: A Case-Study Based Approach**

The higher the status in the “haute cuisine” field, the fewer women are employed in prestigious positions. Although cooking is considered a feminine competence, it becomes masculine when it is considered a professional job. Therefore, there are recognized gender barriers for women to achieve chef positions in the field. This article discusses the case of six female chefs who were awarded three Michelin stars in 2014 and one with two stars. The goal was to research how these women met the criteria of the Michelin Guide and which were the specific aspects that distinguished them from the rest. Although in their discourse, gender barriers were not highly accentuated, however, passion, the feminine approach to management, and family support were considered mandatory for their success.

**Keywords:** Gender barriers; haute cuisine; Michelin stars; success factors; women chefs

## **Introduction**

The Michelin Guide, also known as the “red book,” has been established since its inception in 1926 as a definitive “selection of the best restaurants in all comfort and price categories” (Harrington, 2007; Murphy, 2015). At the start, only one star was awarded; after 1931, the ranking included two and three stars (Donnet, 2008). One star is equivalent to an “excellent restaurant in its category,” two stars mean “excellent cooking worth a detour,” and three stars is reserved for “exquisite cuisine, worth a special journey” (Michelin, 2006). In these prestigious classifications, women are rarely present, particularly in the category of three stars (Bartholomew & Garey, 1996).

The first woman to be awarded three Michelin stars was Eugénie Brazier in 1933. She was also the first female chef to obtain this reward on two occasions for two different restaurants (Bernstein, 1998). In this highly selective prize, women’s share was insignificant; and in 2014, only 6 women out of 110 chefs earned three stars (Guide Michelin, 2014). Many appeals have been raised, but they were unsuccessful in challenging this situation. According to the James Beard Foundation Regional Best Chef figure, female chefs are slightly present in the “prestigious accolades”: Out of the 211 semi-finalists in 2016, only 30 were women (Fuhrmeister, 2016). Another new study, published by transparency website Glassdoor, highlighted that female chefs suffer gender discrimination and are also disadvantaged regarding pay compared to male chefs making 28.3% less in

base salary. This percentage has been adjusted to take into account explanations such as “potential differences in how men and women negotiate, bias on the part of the employers, and other unexplained differences” (Fuhrmeister, 2016). In general, it has been recognized that haute cuisine kitchens involve a strong masculinity culture (Fine, 2008, p. 45).

In this article, we have decided to focus on female chefs who succeeded in entering into the selective Michelin stars circle and who were able to achieve international recognition. We selected seven cases of female chefs with three or two Michelin stars, and we structured the article in four parts: The first summarizes the literature review, the second introduces the methodology, the third details different case analysis, and the fourth consolidates the overall results into conclusions.

### **State of the art**

The culture of the masculine kitchen Michelin starred restaurants remain predominantly male-dominated and are influenced by the tradition established in the French cuisine described as “brim-ming with machismo” and “perpetually mustached kitchens” (Chrisafis, 2007; Ferguson, 2007). This restaurant’s culture is due to the industry’s masculinity and what implications this has on work practice and what is seen to be the norm.

According to Winn (2004), the main barriers to women's advancement are the "lack of mentoring," the "lack of managerial experience," and the "exclusion from informal networks," as well as the "male stereotypes." The feminine qualities such as "nurturing and facilitating" may be needed for effective management but career enhancement criteria depend on "directness and visibility." Although many blame women for not being assertive, competitive, driven by promotions or negotiating pay correctly, Winn (2004, p. 144) claims that "women's career progress is a function of gender roles and bias, rather than assertiveness or competence." For example, promotions require an alignment with an already "established protocol," including long working hours, demonstrating ambition, and loyalty for the organization. Though women compete at the same level, they suffer the unequal distribution of family responsibilities.

In male-dominated fields, women face additional barriers related to hegemonic masculinity that prevent them from accessing and evolving in these jobs. According to Donaldson (1993), hegemony is "about the winning and the holding of power and the formation of social groups in that process." In other words, it is "about the ways in which the ruling class establishes and maintains its domination." A necessary part of this process is "the ability to impose a definition of the situation, to set the terms in which events are understood and issues discussed, to formulate goals and define morality." Media, organizations, and social institutions play a major role in the process of the expansion and the

normalization of this control of power. Finally, “punishment for non-conformity is crucially involved in the negotiation and enforcement” of hegemony (Donaldson, 1993, p. 644).

Hegemonic masculinity, as an extension of the first concept, implies the “subordination of women,” the “institution of male dominance,” and “the subordination of non-hegemonic masculinities” (Connell & Messerschmidt, 2005; Donaldson, 1993). Donaldson (1993, p. 651) added that “one aspect of ruling class hegemonic masculinity is the belief that women don’t count in significant matters and that they can be dealt with by jocular patronage in little matters.” He adds that from an ideological point of view, hegemonic masculinity is “the common sense of breadwinning and manhood.” It is “a lived experience, an economic and cultural force, and depends on social arrangements.” He gives the example of male executives who, according to him, are in the majority married to homemakers. He argues that this matrimonial and professional arrangement facilitated the exercise of male executive responsibilities and illustrated a case of Hegemonic masculinity.

In the “haute cuisine” field, the industry is built around a hegemonic masculinity ideology. The situation is emphasized in Michelin starred restaurants where the title “starred chef” remains exclusively male. Historically, women were considered to be less able than their male peers. This can be explained by the demanding working conditions and the segregation of professional cooking from

domestic cooking—reserving the first to man and the second to women (Trubek, 2000). From an institutional scale, women were, traditionally, excluded from professional circles and organizations. Chef Simone Lemaire-Caragiale stated that, during the '70s, when with other female chefs wanted to make part of the French chefs' association, Association des Maître Cuisiniers de France, they all received rejection mainly due to their gender (Lemoine, 2012).

Finally, the work environment within a kitchen involves hegemonic masculinity practices such as violence—either verbal or physical, which, under the circumstances can be considered legitimate to ensure the smooth running of the kitchen or the development of newcomers (Lemoine, 2012). Bullying, for example, “is more strongly related to social masculinity traits of power and social dominance” (Francisco-Morales, Yubero, & Larrañaga, 2016).

### ***Work engagement***

Based on a case study of three American female chefs who hold two or three stars, according to the New York Times Guide to Restaurants, kitchen work time and the professional dedication required are the main difficulties faced by these women. Friedman (1996), who did research on 65 women in different types of jobs, outlined the same conclusion. He found that achievement in the arts needed “a single-minded” focus translated by “foregoing all distractions and obligations.”

Women in these areas find themselves often in disadvantage if they additionally have family responsibilities.

From an economic perspective, Fuchs ( 1988) mentioned that the economic inequality between women and men in the workplace is explained by “the conflict between families and careers” rather than gender discrimination and that women willing to have children “made choices that diminished their economic power.” Sidel ( 1990) added that today’s society has made it impossible to achieve work-life balance with the amount of childcare required.

### *Successful female chefs*

Head chefs in the haute cuisine field have an obligation to demonstrate a high level of engagement and expertise. Elite chefs are those with “exceptional culinary craftsmen” and business leadership capacities such as creating a culture of excellence and encouraging an “outstanding performance among their disciples” (Stierand, Dorfler, & Lynch, 2008).

### *Passion for food*

Many male and female chefs reported that an early passion for food was behind their orientation to a culinary career and fueled their success. Women involved in a Bartholomew and Garey ( 1996) case study all witnessed a “passion for food before any career aspirations arose.” To translate this passion into a professional



drive, female chefs identified and secured a “training situation,” a “school,” an “apprenticeship,” or an “employment.” The researchers added that “no one would enter the culinary profession solely for fame or financial reward” because of the long working hours, the low pay, and the stressful responsibilities. Simply a “love of art” and “of the act of offering to the public” could drive this career choice (Bartholomew & Garey, 1996; Jones, 1993).

Successful female chefs, driven by ambition, also had to distance themselves from any relationship and to concentrate “almost exclusively on work.” Once they achieved and maintained their success, “they sought ways to balance work with personal life” (Bartholomew & Garey, 1996).

#### *Acquired skills*

At the beginning of their career, women chefs, involved in Bartholomew and Garey research (1996), focused on acquiring technical competences. Then they shifted their attention toward acquiring management and leadership skills while moving on to supervisory and executive positions. At the beginning, they were influenced by their mentors’ styles, then they adapted it to their individual personalities. For them, managing, training, and delegating are essential for a restaurant’s success and are very important to being an excellent chef.

They also considered marketing themselves, their restaurants, and achieving a large notoriety as mandatory to achieving a public recognition. Some

even used their gender as “a positive factor” to create a “celebrity status for themselves and their restaurants” (Bartholomew & Garey, 1996). Many other approaches were followed, such as social activism, entrepreneurship, working with celebrity chefs, and getting support from experts.

Finally, mentoring is reported as essential in helping to develop the previously mentioned skills. Early access to mentorship in initial career stages enhanced the professional evolution, especially in achieving culinary stars. Mentorship is also more empowering when it “encourages risk taking” and pushes the limits (Bartholomew & Garey, 1996; Morrison, White, & Van Velsor, 1992). Female cooks, however, found it harder to find a mentor. For example, some women had to give up their quest for an apprenticeship in “three- and four-star French kitchens” and took advantage of mentorship by “American male chefs trained by the very French chefs who were unwilling to teach them” (Bartholomew & Garey, 1996).

### **Methodology**

This article is based on the analysis of seven case studies of female chefs awarded with three or two Michelin stars in 2014 by the Michelin guide in France, Italy, Spain, and the United States. The main research questions are how these women have overcome cultural and professional barriers and how they were able to achieve the high standard of the Michelin guide.

In principle, 10 cases were selected for the research. However, we could only collect sufficient information on the final seven cases presented in the article. The information is based on articles, books, numerous written or videotape interviews, and websites which collect the activities, experience, and ideas of these chefs on their professional development. In the final step, we established mail communication with them, and in two cases, Elena Arzak and Carme Ruscalleda, we managed to have short telephone interviews. The appendix enclosed at the end of the article lists the primary sources of information.

Among the advantages of case studies is its usefulness to answer “how and why questions.” “Multiple-case studies” allow the exploration of differences between cases to “replicate findings” and to “predict results” especially when participants’ behavior cannot be influenced (Baxter & Jack, 2008). Also, case studies permit the investigation of “a phenomenon in its context,” and it uses diversified data sources (Rowley, 2002).

Case studies have also been used at the first exploratory stages of research and prepared for the structured phases including surveys and experiments (Rowley, 2002). Patton and Appelbaum (2003) added that it is a valuable tool to generate “hypothesis for qualitative studies” as well as “generating and testing theory.” Finally, they argued that qualitative research, in general, helped to assess the gaps between ideas and real life contexts in business.

From the literature review undertaken, we defined the following hypotheses. We then try to verify all of the hypotheses for each case, and attribute a grade from one to three to evaluate them. A grade of 1 means the hypothesis is not correct, 2 means it may be correct but did not apply, and 3 is attributed when it is correct and applies to the case study. We based our rating on our interpretation and our analysis of the different data collected. We organized the information analyzed by theme or category such as masculinity, women's skills, work-life balance, passion, leadership, and mentoring. Then, based on the results found, we justified the notes attributed (See Tables 1– 7 in the appendices). By using “situation codes,” we were looking to identify how women chefs “see themselves about our topic” (Bogdan & Biklen, 2003, p. 162). In a second step and to be able to generalize and theorize the findings, we summed all the grades of all studied cases by hypothesis ( Table 8). The higher the total grade, the more general it is considered. In other words, it is interpreted as true for almost all the women chefs involved in this research. According to Kohlbacher ( 2006), “quantitative methods are frequently used for testing hypotheses and evaluating theories.” They argue that combining qualitative and quantitative content analysis is paramount to generalize results. In case studies, “many socio-scientific types of research suggest using and combining several methods- so-called triangulation or cross-examination- to obtain more valid results.”? It is also considered useful “to gain deeper insight and a more general view of the object of research” (Kohlbacher, 2006).

Hypothesis 1: Women chefs are constrained by the masculine culture of the haute cuisine industry and Michelin-starred restaurants.

Hypothesis 2: Women's skills and capabilities are undervalued in this environment.

Hypothesis 3: Women are affected more by the work-life balance and cannot achieve high positions in the kitchen without sacrificing personal life or having family support.

Hypothesis 4: Being a successful chef requires a passion for food translated into hard work and dedication.

Hypothesis 5: Successful women chef adapted their leadership and management style to their personalities

Hypothesis 6: To advance as a female chef and to achieve the Michelin stars, it is important to be mentored or to work in Michelin-starred restaurants.

## **Findings**

### ***Chef Anne-Sophie Pic***

Anne-Sophie Pic is a French chef who continued the long history of family Pic chefs. She was awarded three Michelin stars at the age of 37 in 2007, and she was the first woman to receive this title in "more than 50 years" (Chrisafis, 2007). She is married, she has one son, and her husband takes charge of the financial responsibilities of the restaurant (Ferguson, 2007). She started her career in the culinary field at the age of 23, and now she runs five restaurants in Valence, in

Lausanne, in Paris, and two in New York. She has also published cooking books (Chesterman, 2015).

Among the main difficulties she faced during her career is “being a woman in the macho world of French Gastronomy” (Chrisafis, 2007) and reported that when she started her career, the profession was not open toward women (Anderson, 2012).

Anne-Sophie Pic reconverted at the early stages of her professional career from the corporation to the restaurant. She wanted to be creative and considered cooking as the right way for it (Capper, 2014). She started by learning to cook until she knew all the basics and the details (Ferguson, 2007). She also acquired the mental and the physical strength that allowed her to stand in the kitchen and to trust what she was doing (Ferguson, 2007).

Conversely to what it is common in the kitchen workplace, she adopted a different management style and succeeded in gaining respect while having a feminine style—such as having a quiet kitchen environment (Ferguson, 2007). She also considers training and trust essential for the restaurant development (Anderson, 2012). “Her cuisine is incredibly detailed, she is focused and a bit of a control freak. But she is accessible, respectful, and not big headed. With her, it is always friendly, natural and inspiring” (Chesterman, 2015). She credits her success to her self-confidence, her in-depth knowledge of haute cuisine, and to her intense

palate (Chesterman, 2015). She also insists on the importance of continuous learning in the profession (Chesterman, 2015).

When it comes to mentorship, she reported starting her learning with her father, who showed her how to taste food. Then she was accompanied by a couple of chefs (Ferguson, 2007) ( Table 1).

***Chef carme rusalleda***

She is considered one of the most influential female chefs in the world. She has three restaurants in San Pau, Barcelona, and in Tokyo. In 2013, she became the women chef with the most Michelin stars in the world (seven) (Rivas, 2013). She also wrote culinary books and launched some gourmet products under her brand signature (Examiner, 2015). She was raised in a rural environment, and her parents were farmers who gave great importance to the quality of food and ingredients. She reported that she learned to cook from her mother and her grandmother at a young age (Ferguson, 2007). She opened her first restaurant with her husband Toni Balam (Examiner, 2015).

From her point of view, women can succeed as chefs if they want to. She doesn't like to adopt a gender perspective. For her work, the quality of the product is what determines chefs' success or failure. She does not also think that it is harder for women to succeed, and she is not keen on the idea of only female groups. She considers it socially unhealthy and discriminating (Examiner, 2015). She adds that

there are not a lot of women chefs because “few haven taken the risk” (Ferguson, 2007).

Family is crucial to her, and her husband has supported her during all of her professional career. Today she works with her children: one of which is the chef at their restaurant based in Barcelona (Examiner, 2015).

She thinks that passion for food and art helped her in the process of creation and contributed to her success (Examiner, 2015). She also attributes her rigorous work ethics to it. She insists on the importance of organization and hard work in the difficult job of being a chef (Examiner, 2015). In her kitchen, she is the one who generates ideas and monitors the work (RTVE, 2015). Her kitchen workplace is quiet, while tasks are explicitly assigned. She is also creative and takes risks (Examiner, 2015). Finally, she is a self-learned chef: she learned from her family and surroundings, and she added her ideas (Examiner, 2015) ( Table 2).

### ***Chef Elena Arzak***

Elena Arzak was nominated “the top female chef” in the World’s Best 50 Restaurant list in 2012 (Jenkins, 2012). In addition to their restaurant in the Basque region of Spain, Elena Arzak and her father Juan Mari expanded to open another restaurant in London. She spent six years abroad, and she learned from the greatest chefs of her time, such as her father, Alain Ducasse, Ferran Adrià, and Pierre



Gagnaire (Jenkins, 2012). She reported that Ferran Adrià mainly influenced her during her apprentice period at elBulli (Forbes, 2012).

For her, it is usual to have women chefs in the kitchen, since her grandmother was a chef, her mother worked in the restaurant, and in her current workplace, women make 80% of the staff (Bloomberg, 2013). She reported that she had the chance to be raised in a matriarchal culture where women have a lot of power (Ramchandani, 2013). For her, the lack of women in the industry is explained by social factors rather than skills. She adds that it is only a matter of time for females and that soon there will be more women in the industry (Bloomberg, 2013).

She considers family as a source of happiness. She is married and has two children. She managed to have children while remaining in the industry, and she reported that it was also the case for women working in her restaurant (Bloomberg, 2013). Her husband supported her a lot, and he was the one in charge of housework and raising the kids to compensate for her long working hours (Hermoso, 2012).

She discovered her love for food at a young age (Jenkins, 2012). She reported that passion for cooking is paramount to coping with the long and hard working conditions of a chef (Ramchandani, 2013). She is creative and takes a risk in conceiving new dishes. She is also determined, ordered, and “she was always showing others what to do” (Jenkins, 2012). Alongside her father, they successfully

managed their family's restaurant, and she praises their restaurant team (Hermoso, 2012). Finally, she describes her cuisine as evolving, cutting edge, and research based (Forbes, 2012) ( Table 3).

***Chef Claire Smyth***

She worked “under many influential chefs around the world.” In 2002, she joined Gordon Ramsay Restaurant and evolved to the sous-chef position. In 2005, she moved to Le Louis XV restaurant and worked in Alain Ducasse's kitchen. After returning to Gordon Ramsay's restaurant in 2008, she was promoted to the head chef position (Quine, 2014). She has been awarded her third Michelin star in 2007 and became the only British woman with this title in the United Kingdom (Capper, 2014). She studied catering at Highbury College in Portsmouth, and she worked and learned from highly renowned chefs (Chomka, 2014). She recently chose to open her restaurant and to capitalize on her success (Shah, 2015).

According to Claire, the restaurant kitchen is a “testosterone-driven” environment that reacts differently to new female entrants (Elite Traveler, 2014). However, she does not want it to be about gender in the kitchen. She thinks that the sole drivers must be work and talent (Elite Traveler, 2014).

She confirms that when she started at Gordon Ramsay's restaurant, her male colleagues did not expect her to stay (Qureshi, 2012). When she began working there, she put a lot of pressure on herself because “she did not want to be

perceived as weak just because she was a woman” (Capper, 2014; Adams, 2011). She judged herself more than others did (Elite Traveler, 2014). She thinks women are better for restaurant kitchen jobs because of their stamina and endurance to pain. She also believes that women can manage their emotions better than men. Finally, she reported that her talent and passion helped her gaining the trust of her colleagues (Adams, 2011).

From her point of view, one of the main reasons why there are not a lot of women in the field is motherhood and family responsibilities. She adds that “being a mother and sustaining a family is next to impossible” (Capper, 2014). In her case, she is not married, and she does not have children. She chose to be more dedicated to her professional career.

Her passion for gastronomy started at the age of 15, and she wanted to be a top chef since then (Elite Traveler, 2014). She began chasing her dream to become a restaurant chef from the age of 16. She adds that she loves cooking and that she was happy in her kitchen workplace (Adams, 2011).

Based on her experience to succeed, she had to work hard and not to show any sign of weakness (Adams, 2011; Chomka, 2014). She is a perfectionist, meticulous, focused, and always learning, which makes her sometimes demanding as a chef (Adams, 2011). Demonstrating brilliance was necessary for her to attract the attention of famous chefs while working and convincing them of her

capabilities (Adams, 2011). She adds that head chefs should remain under control and that shouting or banging at work is a sign of poor work organization (Quine, 2014).

Chef Gordon Ramsay mentored her (Capper, 2014). He was supportive of her once she proved that she is going to stick around (Elite Traveler, 2014). She also worked and learned from other highly renowned chefs (Adams, 2011) ( Table 4).

***Chef Nadia Santini***

Nadia Santini is the first female chef to be awarded three Michelin stars in Italy and was nominated to be the 2013 Veuve Clicquot World Best Female Chef. She had never cooked before joining her husband's family restaurant (Fine Dining Lovers, 2013). While being the restaurant's chef, Nadia worked in the kitchen with her two sons, and her husband took charge of the management of the restaurant front-of-house team (De Lacey, 2013).

She does not agree with the segregation of kitchens between female and male. She thinks that both men and women could be excellent cooks (Jensen, 2014). However, she considers that there may be different gender approaches in cooking, such as a male "focus on aesthetics," compared to a female "focus on taste." She adds that women are "a little more old-fashioned and a bit more romantic" (Jensen, 2014). She does not like how TV shows kitchen work

environment in cooking programs, and she insists that reality is different (Jensen, 2014).

During 20 years of a successful career, she was learning, developing her skills, and translating her passion for the kitchen while developing her style. She also gives credits to her family support (Gastronomia & Cia, 2013; Jensen, 2014).

Nadia and her family describe her cuisine as full of character and charm, courteous, peaceful, a never-ending journey of exploration and discovery (Jensen, 2014). Among the other success factors, she mentions “persistence, equilibrium, and honesty” in what she does (Four Magazine, 2013). She also likes to put her “full heart” in each dish. She argues that work organization is different based on the number of the people served in the restaurant and that she prefers cooking “at the moment for the people at the table” (Fine Dining Lovers, 2013).

Her passion for food and apprenticeship started with her mother (Jensen, 2014), but professionally, her husband’s grandmother (who used to run the restaurant back then) trained her (De Lacey, 2013). She is also a self-taught cook and mentioned that she learned by doing through trial and error (Jensen, 2014) (Table 5).

### ***Chef Annie Féolde***

Annie Feolde is the first women chef in Italy that was awarded three Michelin stars, the fourth in the world and the first outside France (Great British Chefs,

2016; Schira, 2014). Her parents were hoteliers, and she never wanted to be a chef because of the demanding career and the barriers to balancing work and life (Schira, 2014). She is also an autodidactic chef. She started her career by working with her husband in their restaurant selling wine by the glass, which was a new concept at the time. Then their restaurant evolved to be one of the most celebrated houses in the fine dining world (Schira, 2014; Great British Chefs, 2016).

She thinks that society, in general, is “chauvinist” in how it recognizes renowned women chefs (Schira, 2014). Although there is no reason for that, she reports that the gender division in the haute cuisine field has always favored men. She also thinks that “women need to be more driven than men” because of the barriers they face related to chefs’ lifestyle such as physical requirements, long working hours, lack of social life, and difficulties to raise a family (Great British Chefs, 2016). In her case, she doesn’t have children, and she admires successful women chefs who manage to have them (Schira, 2014).

From her point of view, her love for food and people are behind her success (Kihlberg, 2013). Teamwork is also a significant factor (Schira, 2014). Chef Annie Féolde breaks the perquisites of “bad manners and unkindness” in the kitchen workplace. She is known for her warmth and laughter, and she is “beloved and admired by her staff” (Kihlberg, 2013) ( Table 6).

***Chef Emma Bengtsson***

She is the first female chef in New York to be awarded Two Michelin stars and the second one in the United States (Eber, 2014; Vora, 2015). In 2015, she was named one of the 2015's Best Chefs by New York Magazine (Scandinavian Traveler, 2015). She moved from pastry to the executive chef position in Aquavit, where she earned the restaurant a second Michelin star six months later (Scandinavian Traveler, 2015). She spent three years studying in a culinary school and then started her professional career in a two-starred Michelin restaurant, where she extended her apprenticeship for five years. She traveled to Australia for one year where she worked in a different restaurant. Back in Scandinavia, she helped a friend open a bistro, and she took a pastry chef position in another Michelin-starred restaurant (Shunk, 2014).

When asked about gender barriers, she reported that she had some bad experiences. She adds that the kitchen work environment is interactive where people with different personalities get close together (Vora, 2015). When she first took the executive chef position, she was more worried of being a female chef than when she was in the pastry side because of the hot temper of the kitchen (Shunk, 2014).

She thinks that success and evolution require a certain amount of aggressive-ness that women do not have enough although they have all the other

necessary skills (Vora, 2015). She also thinks that “women could learn few things about entitlements from their male counterparts” (Scandinavian Traveler, 2015).

She argues that women advance less to an executive chef position because, in general, it coincides with the stage of life when women would start a family. She adds that many women chefs “opt for less demanding positions” (Scandinavian Traveler, 2015; Vora, 2015). For women chefs willing to achieve success, it is mandatory having a supportive partner, employer, and team (Scandinavian Traveler, 2015).

Her passion for food started at a young age, thanks to her grandmother, who used to cook with her. She knew that she wanted to follow a cooking career, and she enrolled later on in Stockholm’s Hotel and Restaurant School (Vora, 2015). She insists that passion for cooking is essential to deal with the hard working conditions that characterize the kitchen work environment (Scandinavian Traveler, 2015). She adds that culinary jobs are not very well paid and that it takes time to hold positions that make money. That is why passion and loving the job are essential (Shunk, 2014).

To succeed, she was committed to her work and earned respect from her colleagues (Vora, 2015). For her success, she gives credit to her team of sous-chefs and cooks (Scandinavian Traveler, 2015; Shunk, 2014). She reports that she does not have a raging temperament in the kitchen and that she adopts a quiet one while



dealing with things (Scandinavian Traveler, 2015). For her, it is important to be humble and to continue learning to evolve and to advance as a professional and chef. Sharing knowledge and empowering and helping her staff members are also important for her self-satisfaction (Shunk, 2014) ( Table 7).

### **Conclusions**

In the discourse and experience of the studied female chefs, gender barriers in the kitchen work environment don't have a significant impact, which limited our analysis to barriers related to masculinity and how they overcome them. Although the literature review outlined them, female chefs in this article did not focus on it; a large part of their testimonies are about work, skills, and dedication ( Table 8). In this context, it is important to mention that five out of the seven studied women are restaurant owners, and three did not work in other restaurants except their own. Therefore, gender barriers may not be viewed in the same way. From another perspective, Harris and Giuffre ( 2015) found during their research on women chefs that many of the very well established ones claimed gender neutrality. They argued that gender neutrality discourse could be explained by many reasons. First, it helps women chefs to avoid “negative feeling about discrimination or unfairness in the kitchen workplace since their gender is not something they can control” (Harris & Giuffre, 2015, p. 120). Second, by crediting their success to their personal attributes, skills, hard work, and dedication, they confirm their positions

and their achievement (Harris & Giuffre, 2015). Finally, internalizing the kitchen norms could explain why they are reluctant to discuss gender issues, as it can lead to delegitimize “meritocracy and hard work” (Harris & Giuffre, 2015, p. 126).

Moreover, mentoring and working in other Michelin starred restaurants was not considered to be determinant to success, although all have received extended culinary professional training ( Table 8). This could be explained by the fact of that four out of the seven female chefs who studied were self-taught and worked solely in their own restaurants. However, all those who worked in other restaurants worked in Michelin starred ones with famous chefs.

When it comes to their success, they all agree that passion and family support is mandatory ( Table 8). Passion for food, for gastronomy and the kitchen, fuelled their motivation and their drive to learn, to remain in the profession, and to evolve to the top of their industry. Family support was also necessary for those who had children. The others opted to delay or not to have children to concentrate on their professional career.

Finally, they put forward their leadership and management approach, described as quiet, feminine, organized, and team oriented ( Table 8). These women highlight this approach as a quality that helped them gain acceptance and appreciation. Interestingly, adopting a feminine style in managing their restaurant was not considered a constraint in the kitchen workplace.

This research constitutes a novelty, as it assesses Michelin starred women chefs' experience from a feminine perspective. It also enriches the current literature as it highlights how women can achieve a high recognition in the male-dominated field and exclusive masculine accolades. However, in our analysis, we were limited by women's lack of availability for interviews due to their professional duties. But thanks to their inter-national recognition, media included a lot of information about them and their experiences. Like this, we were able to surpass this limitation. Also, most of the women chefs holding three stars work in their restaurants or started with their family and benefited from their family heritage and reputation. Therefore, masculinity and work culture are not featured as a high barrier. However, those who are employed in other restaurants feature it as one of the main issues they face. As a result, this fact should be studied further by using other research methods or by enlarging the sample of the case study to a larger sample of Michelin-starred women chefs with one or two stars and who are not their own bosses. Restaurant ownership and the entrepreneurial path could also be a new research area to assess to what extent women chefs can be restaurant owners and how this can help them increase their influence in the industry.

### **Tables**

The following tables summarize the hypothesis and the rating attributed to each one based on the cases analyzed: One means that the hypothesis doesn't apply, two means that it could be true but it did not apply in the case for specific reasons and three means that it applies. The appreciation is based on the data collected and our analysis and interpretation of the findings knowing that it has been verified in different sources.

Table 1. Hypothesis evaluation for the case of Anne Sophie Pic

<b>Hypothesis</b>	<b>Note</b>	<b>Argument</b>
H1. Masculinity	3	The masculine work culture of the 'Haute Cuisine' was the main barrier she encountered at the beginning of her career.
H2. Feminine skills	2	She had to believe in her self and to trust what she was doing to succeed.
H3. Family and personal life	3	She has a family and her husband supports her in the business side of the restaurant.
H4. Passion	3	She wanted to be creative and considered cooking the right way to do it.
H5. Adapted leadership style	3	She succeeded to gain trust while adapting a feminine leadership style.
H6. Mentoring	3	She reports that growing in a family that runs a restaurant and especially working with her father developed her palate.

Table 2. Hypothesis evaluation for the case of Carme Ruscalleda

<b>Hypothesis</b>	<b>Note</b>	<b>Argument</b>
H1. Masculinity	1	She does not think that it is more difficult for women to succeed.
H2. Feminine skills	1	She thinks that gender does not influence the cooking
H3. Family and personal life	3	She had the support of her husband to launch and implement the restaurant, and now she works with her two children too.

H4. Passion	3	For her, passion is important to be driven and to work hard.
H5. Adapted leadership style	3	She is very organized and disciplined, and her restaurant's kitchen reflects it.
H6. Mentoring	1	She did not have a mentor and did not work in another restaurant before.

Table 3. Hypothesis evaluation for the case of Elena Arzak

Hypothesis	Note	Argument
H1. Masculinity	1	She was raised and worked in a kitchen with a strong matriarchal culture.
H2. Feminine skills	2	Although she reports that socially there is an under evaluation of women's skills, she had the chance to work with the best chefs in the world, and that built her skills.
H3. Family and personal life	3	She has children, and her husband helps her during her time out.
H4. Passion	3	Cooking and food were her passion from a young age.
H5. Adapted leadership style	3	She runs the kitchen with her father where there are more women than men.
H6. Mentoring	3	Very famous chefs mentored her.

Table 4. Hypothesis evaluation for the case of Clare Smyth

Hypothesis	Note	Argument
H1. Masculinity	3	The professional kitchen is a testosterone driven environment.
H2. Feminine skills	3	The kitchen professionals react differently to new female entrants.
H3. Family and personal life	3	She is not married, and she does not have children. She thinks that motherhood is the main barrier for women to become a chef.
H4. Passion	3	She is passionate about gastronomy and decided at 16 to follow a professional career.
H5. Adapted leadership style	3	She does not agree with managing the workplace using bullying or shouting.
H6. Mentoring	3	Gordon Ramsay mentored her in his three Michelin stars restaurant.

Table 5. Hypothesis evaluation for the case of Nadia Santinu

Hypothesis	Note	Argument
H1. Masculinity	2	She worked in her husband's family restaurant run by her grandmother in law.
H2. Feminine skills	1	She thinks that both men and women could be excellent cook even if they may have different approaches.
H3. Family and personal life	3	She is married and she has two children who work with her in the restaurant.
H4. Passion	3	She considers learning and passion important for her success.
H5. Adapted leadership style	3	She reports that she cannot cook for more than 30 persons in her restaurant and that while working she wants to put her full heart in the dishes.
H6. Mentoring	1	She was trained by her husband's grandmother and did not work in another restaurant before.

Table 6. Hypothesis evaluation for the case of Annie Féolde

Hypothesis	Note	Argument
H1. Masculinity	3	She mentioned that gender division in the kitchen always favours men.
H2. Feminine skills	3	She reported that the society is 'Chauvinist' in how it recognizes women chefs.
H3. Family and personal life	3	For her, it is very difficult to reconcile the chefs' responsibilities and to have a family.
H4. Passion	3	Her love for food is behind her success.
H5. Adapted leadership style	3	She is known for her warmth and laughter in the kitchen workplace.
H6. Mentoring	1	She did not have a mentor and did not work in any restaurant different from hers.

Table 7. Hypothesis evaluation for the case of Emma Bengtsson

Hypothesis	Note	Argument
H1. Masculinity	2	She reported that she had some bad experience, but she does not want to focus on gender issues.
H2. Feminine skills	3	When she first moved to a head chef position, she was afraid to not be taken seriously by her team.
H3. Family and personal life	3	From her point of view, starting a family is the main barrier for female chefs.

H4. Passion	3	She reported that she was very passionate by the kitchen workplace.
H5. Adapted leadership style	3	She is quite in her kitchen workplace, and she does not adapt a hot temper. However, this did not prevent her from gaining her staff respect.
H6. Mentoring	3	She worked in Michelin-starred restaurants

Table 8. Barriers and facilitators for female chefs rated from 1 to 3 and summed from all the cases.

		Barriers			Success factors		
		H1	H2	H3	H4	H5	H6
1	Anne Sophie Pic	3	2	3	3	3	3
2	Carme Ruscalleda	1	1	3	3	3	1
3	Elena Arzak	1	2	3	3	3	3
4	Clare Smyth	3	3	3	3	3	3
5	Nadia Santini	2	1	3	3	3	1
6	Annie Féolde	3	3	3	3	3	1
7	Emma Bengtsson	2	3	3	3	3	3
<b>Total of all cases</b>		15	15	21	21	21	15

### **Article 3**

## **Women chefs' experience: Kitchen barriers and success factors**

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**Subject:**  
**Focus groups**



## **Women chefs' experience: Kitchen barriers and success factors**

Despite the numerous examples and testimonies in the Internet, few researches are made on challenges and success factors for women chefs. This study aims to identify the barriers women face and how they succeeded to achieve the chefs' position. It also evaluates the entrepreneurial path, its motives, and the advantages it offers to them. The authors selected a qualitative approach. They organized a couple of structured interviews and two focus group sessions with eight entrepreneurial women chefs. From their perspective, women's main barriers are: masculinity, gender perceptions to their skills and capabilities, and work-life balance. To face them, they had to be resilient, to keep learning, and to prove their competence. They also worked on acquiring management and leadership skills and were completely dedicated to their careers at the expense of family and social life. Those who aimed for better balance moved to other niches of the profession or followed the entrepreneurial path. The latter, offered them better time management flexibility and opportunities for professional evolution. Studying women in management position in this Haute Cuisine field is particularly interesting because of the dichotomy of the cooking task, considered female in the domestic sphere and male in the professional one.

**Keywords:** Gender Chefs; Haute Cuisine; Barriers; Success factors

## **Introduction**

In today's context, researchers are increasingly stressing on the importance of gender variables and the feminine approach in social sciences. Hurley (1999) emphasizes that considering gender relations and building new organizational theories that are not male dominated could 'produce changes at societal level' (1999). She argues that early studies of entrepreneurship during the nineteenth century were mainly about men and that it is necessary to include case studies of women. Orser and Leck (2010) add that 'both personal- and organizational- level factors influence success outcomes' and insist on the need to examine 'gender as a moderating variable' of these outcomes.

Due to the gender unequal distribution of jobs in certain occupations and in decision-making positions, many authors claim that promotion criteria are gender sensitive. Starting from the fact that men benefit of 'higher wages and faster promotions', Eagly and Carli (2007) found that women have less record of experiences in higher hierarchical levels, that there is a 'resistance to women leadership', and that there is an issue of leadership style for them. In addition, women face more difficulties managing work-life balance and they under invest in social capital.

In this research, we selected 'Haute Cuisine', a domestically female field (Meah and Jackson, 2012; Supski, 2011) but historically a male professional domain, and we have searched the rationales behind the low number of women chefs as well as how they were able to achieve the chef position. We found that the academic record on this situation is rather scarce though there are numerous examples and testimonies in the Internet. We adopted a feminine approach and we assessed the gender variables that could stand behind it. The paper will be structured in three parts. First we will proceed with a short literature review, second we will expose the findings of the interview and the focus group studies and, finally, we will discuss the different findings and present our main conclusions.

### **State of the art**

As it has been mentioned there are certain scarcity of literature concerning women discrimination in 'Haute cuisine'. However, we will discuss in this section what academic literature offers in this respect.

### ***Workplace experience and needed skills***

In 'Haute Cuisine' like in any men dominated field, women face the challenge of being an outsider who has to 'fit in homogenous work environments' (Harris and Giuffre, 2015). According to Harris and Giuffre (2015), women chefs are 'encouraged to lean in at work and to find ways to fit within current occupational

arrangements'. They are also required to demonstrate their physical and mental strength by adhering to workplace work rules and culture such as 'working long hours', 'refusing help', 'learning to avoid any forms of feminine emotional displays', and proving that 'they will not be disruptive to the masculine culture'.

While these integration strategies may be valid for 'a percentage of women at work', they remain a restricting factor to others and they reproduce the established masculinity and gender inequality, very powerful in male-typed environments in general (Harris and Giuffre, 2015; Heilman and Haynes, 2005).

Elite women chefs reported that in order to achieve success in the culinary field it is important to be dedicated and committed, to sacrifice, to have a passion for food, to have a mentor, to be ambitious, and to be focused (Bartholomew and Garey, 1996). Interestingly, these criteria have been characterized as none 'sufficient' without 'willingness to take risks' and the ability to 'size opportunities' (Bartholomew and Garey, 1996).

### ***Barriers and facilitators***

In the 'Haute Cuisine' field, women chefs face various barriers to evolve to the position of a chef and they have a lot of difficulty balancing work and family, which becomes even harder in Michelin starred restaurants (Bartholomew and Garey, 1996; O'Brien, 2010). By overcoming challenges, being successful, and reaching public recognition and achievement, women in men dominated occupation are

assured about their skills, stay motivated and remain in their jobs facing the different obstacles (Martin and Bernard, 2013).

Women chefs are bended by household responsibilities and had to accommodate their personal and professional choices by 'delaying childbearing', 'leaving the kitchen work' or 'adapting either work or family to make the two roles compatible' (Harris and Giuffre, 2010; Bartholomew and Garey, 1996). In order to encourage more women into the profession, additional social policies should be adapted in both kitchen workplace and governmental levels to help both men and women cope with the demands of the profession and their families (Guerrina, 2002; Harris and Giuffre, 2015). Based on the findings of Glauber (2011) who pointed out that flexibility in gender-mixed work environments is better achieved than in 'male- or female-dominated field', an increased women presence in the restaurant's kitchen would impulse more rational work time schedules. Finally, 'traditional beliefs about the different family roles' should be challenged in order to achieve improved allocation of household tasks, enhanced work-life balance and as a consequence 'happier union' (Harris and Giuffre, 2015).

Promotion is also an important factor female chefs can get advantage of in order to increase their visibility and to 'promote their work' (Harris and Giuffre, 2015). At the macro level, media could boost women chefs' notoriety and recognition, which can come also from other 'agents on the culinary field such as

James Beard Foundation' or the Michelin Guide (Bartholomew and Garey, 1996; Harris and Giuffre, 2015). This is typical of more advanced gender culture such as in the USA with the best chef female awards (Childers and Kryza, 2015).

At the individual level, according to Eagly and Carli (2007), self-promotion could impact negatively women to leadership positions. Starting from an earlier conclusion that women are in general linked to 'communal qualities' and that men are linked to 'agentic qualities', they argue that self-promotion is not 'communal' and that women are expected to show modesty. As a result men and women cannot promote themselves the same way. 'While men can use bluster to get themselves noticed', women cannot although 'it can convey status and competence'. This may join the masculinity culture shared in the kitchen. Women as a result should make their work more visible and take credit for it (Heilman and Haynes, 2005).

### ***Leadership and mentoring***

Many studies showed that women and men are associated to different traits and that male traits are more linked to leadership requirements. Different perceptions and stereotypes about gender roles and expectations were much behind it. Men for example perceived themselves as better political leaders and business executives (Kiser, 2015).

According to Heilman and Haynes (2005), gender stereotypes consider women as 'caring', 'relationship oriented', 'not forceful', and 'not achievement oriented'. As a result they are perceived as 'deficient' in male typed tasks, which impacted their performance expectation and evaluation. Women skills are also considered more suitable for 'lower level jobs' (Burgess, 2003).

In another study run by Eagly and Carli (2007), they found that 'female leaders were somewhat more transformational than male leaders especially when it comes to giving support and encouragement to subordinates. They also engaged more in the rewarding behaviours'. On the other hand, men were more transactional as leaders who took 'corrective and disciplinary actions that are either active or passive' (Eagly and Carli, 2007). However, they argued that the transformational style is more effective challenging leadership effectiveness stereotype (Eagly and Carli, 2007; Tims et al., 2011).

In the 'Haute Cuisine' field, women chefs have to 'acknowledge their differences and to find ways to capitalize on their strength as chefs and potential leaders'. Acting like a man, can bring them criticism and query of authenticity (Harris and Giuffre, 2015). Even though they occupy a leadership role and they match the ideals of the best worker, women chefs still can face 'scrutiny to their performance' and could be discriminated because of their 'gender skill' (Harris and Giuffre, 2015).

That's why some female chefs chose to 'cultivate their female traits' and to challenge the shared stereotypes about women not being 'strong' or 'tough' as leaders. Their response was to 'focus on consensus building' and 'nurturing of staff' instead of reproducing the 'confrontational and bullying behaviours' (Williams Christine and Dellinger, 2010). As a result, they were more successful creating and utilizing 'their own management style' (Bartholomew and Garey, 1996). Drawing on other success strategies for women in management positions, we found that in hospitality industry, women had to be 'very diplomatic and tough to succeed'. They also had to create consensus between 'personal' and 'occupational identity' and to manage their 'sex', 'gender', and 'author- ity roles' (Purcell, 1996). Leadership as a result has different complexities and subtleties for women, much of them are informal. How can aspiring female leaders learn about them?

Mentoring could be in this context very important for women to advance in the hierarchy in the restaurant workplace (Harris and Giuffre, 2015). It is considered as 'vital' and 'constructive' to help women cope and adapt in male dominated occupation (Martin and Bernard, 2013). Women chefs could contribute to challenging the 'gender dynamic of the gastronomic field' by mentoring other female chefs or cooks (Harris and Giuffre, 2015). In the same extent, mentors could play an important role in facing gender inequality by introducing mentees to new



contacts from the work place and outside of it. They can share with them the 'informal ropes about norms, roles, relationships and subcultures' as well as facilitating their access to 'relatively closed networks' (Harris and Giuffre, 2015). Ibarra et al. (2010) attempted for example to identify why men are more promoted to higher senior position than women and they focused on mentoring programs that were implemented to close the gap. They found that although women were more involved in mentoring activities, they received less promotion. Going deeper in the analysis, they found that women had mentors with lower organizational influence or who sponsored them less than their male peers. They also highlighted that with similar 'lateral moves' such as 'same-level job assignments in different functions', men advanced more than women because the latest were given these moves as a compensation for the lack of advancement.

#### ***Entrepreneurship initiative***

Among the main constraints that women chefs face when they want to open their own restaurants is to obtain the financial resources needed. Successful chefs, who were able to do so, were 'affiliated with other successful chefs' or had 'record of awards and positive media attention' (Harris and Giuffre, 2015). As a result, aspiring women chefs should get benefit from mentoring and sponsoring as well media coverage and awards in order to advance in their career and be strong players in the culinary empire.

The entrepreneurial path through restaurant ownership and management has many benefits for women chefs (Anderson, 2008). It provides more freedom in managing their work time and their family responsibilities (Bartholomew and Garey, 1996). It can also help increase their influence in the culinary industry by challenging the established culture and business models, so far successful and widely spread by famous men chefs (Harrington and Herzog, 2007).

### **Methodology**

This research is based on a qualitative study approach including the results of couple of interviews and two focus groups sessions with eight women chefs from Valencia (Table 1). Because of the lack of qualitative studies in ‘male dominated occupations’ (Martin and Bernard, 2013), we carried out interviews and focus group meetings in order to observe more ‘in detail’ and to assess ‘the nuances of women chefs’ experiences’ (Heilman and Haynes, 2005). While interviews allow the collection and the analysis of ‘individualistic’ data, focus groups surpass this ‘isolation’ and include different perspectives through group reactions and responses to each other’s contributions (Wilkinson, 1998).

The method of the focus group has been applied due to its advantages in the research of diversity and gender situations as well as its potential for facilitating interaction between participants, used as a ‘part of the research data’ (Kitzinger, 1994; Morgan, 1996; Wilkinson, 1998). It also allows the proliferation of the

discussion between participants and provides insights about how knowledge and ideas develop. According to Kitzinger (1994), focus groups help to identify participants' 'attitudes', 'priorities', 'norms' and 'framework of understanding'.

On the other hand, since we had in mind a second research phase working with an ample base of individuals and survey methods, the focus group approach is a useful refining tool in that case (Guest, 2013). Barbour and Kitzinger (1999) have commented that it 'can be employed to help construct questionnaire' by providing a better 'understanding of key issues'.

In order to organize the focus groups, we first elaborated the questions, tested them in a couple of interviews and then utilised them during the discussions to animate the debate about women participants' experiences: how they started their career, how they overcame the different barriers, and how they evolved over the hierarchical ladders. Following the definition of Harris and Giuffre (2010), we selected women who 'have worked as a chef in professional kitchens and whose positions included both creative, control and management duties in their workplace'.

The two focus groups sessions were held in the Polytechnic University of Valencia. A moderator took in charge the animation and the management of the discussions, with the presence of the research team, and had as a support the prepared questions. The sessions were also taped and the records were used later on

as materials for reviewing, analysing and writing the research. In the selected sample, women chefs were following ‘an entrepreneurial career path’, except one who is now following ‘an occupational career path’ (Brown, 1982). The current research aims to examine, as well, why these women chefs have chosen an entrepreneurial career instead of an organizational or an occupational one.

Finally and in order to be able to publish the results, our participants agreed on identifying and quoting them in our article.

## **Findings**

### ***Workplace experience and needed skills***

All the women chefs stated that they chose cooking careers because they liked it vocationally and that they did not have specific professional expectations. Even, one of them had studied industrial engineering. They didn’t target to be a chef or to obtain Michelin stars. However, the kitchen work environment has been described as hard physically and emotionally. It was considered as ‘macho’, masculine and a difficult one for women. It is also highly stressful with long working hours.

In order to integrate and succeed in the kitchen workplace, women chefs believe that various skills and attitudes are mandatory. Among the relevant skills, they cited: culinary education, practical kitchen training, work organization, management, practice, quickness, acquiring diverse knowledge (physics, chemistry, gastronomy), expertise, work under pressure, communication, negotiation, and human resource management. They also insisted on the

importance of certain attitudes such as passion for the profession, competitiveness, patience, dedication, perseverance, sacrifice, willingness to learn, hard work, discipline, confidence, sensitivity, affection, physical and mental resistance to hard work conditions and force of character. From their perspective, there are no gender differences in this area. However, they think that competitiveness is more verbalized by men and that women lack leadership capacities. In general, in order to acquire the different attitudes and skills, practicing has been advanced as the main tool, which requires curiosity and continuous search of acquiring new knowledge. Leadership skills are also considered important for chefs' positions and can be shaped in workplace through practice.

Table 1. Women chefs in the focus groups

Nº	Chefs	Restaurants	Location	Restaurant Ownership	Age	Children
1	Begoña Rodrigo	La Salita	Valencia	Chef and owner	39	1
2	Elsa Fuillerat	Q de Barella	Valencia	Chef and co-owner	40	2
3	Mirian Andrés	Coloniales Huerta	Valencia	Chef and owner	44	2
4	Carito Lourenço	Fierro	Valencia	Chef and co-owner	35	No
5	Raquel Pérez	Bar and kitchen	Valencia	Chef and co-owner	45	2
6	Silvia Meléndez	La Pitanza en Pedal-ba	Valencia	Chef and owner	52	2
7	Belen Mira	La Pitanza Valencia	Valencia	Chef and owner	43	2
8	Rosana Chaparro	Casa Chaparro	Ribarroja	Chef	40	No

Table 2. Learning strategies rated from 1 to 5 according to their importance and gender differences

Learning strategies	Interview		FG	
	Rate	VS	Rate	VS
Learning with and from others	5	Yes	5	No
Learning by taking courses	3	No	5	No
Participating in competitions	3	Yes	1	Yes
Learning from everyday issues problems and experience	5	Yes	5	Yes
Trial and error	4	Yes	5	No
Using last technologies and equipment	4	Yes	5	Yes
Dinning in other restaurants	5	Yes	5	No

*Workplace learning*

Women chefs did not have specific persons who influenced their apprenticeship except one whose mother was a chef and who was influenced by her. They all mentioned that they received more apprenticeship from men chefs because of the lack of women in the profession.

In general women chefs in the focus group think that there are no gender differences in learning strategies (Table 2) such as learning from and with others, trainings and courses, trial and error, and dinning in other restaurants. They agreed that there are gender differences when it comes to participating in competitions, to learning from trials and errors and to using last technologies and equipment. They

explained that women in general perceive negatively their mistakes and that there are less tolerance for that compared to men in the restaurant kitchen. In addition, they think that women are less driven by public recognition. Finally, they witnessed that women are less interested by latest equipment and technological trends for professional purpose because they often use the resources available in hand to achieve the same result. They are “more craft than technology focused”. However, they conferred little significance to learning from competitions: only two have participated in cuisine competitions and reported different satisfaction levels from their experiences. One was very satisfied because of the media coverage she received although she didn't win and the other one was unsatisfied although she won because of the high rivalry among participants.

Furthermore, one of the interviewed women chefs thinks that there are gender differences when it comes to learning with and from others, from trial and errors and by dinning in other restaurant. From her perspective, women in the Restaurants' kitchens tend to be more individualists and to analyse less when they make mistakes. She also mentioned that ‘men tend to use dinning in other restaurants to network while women use it to learn new dishes and techniques’.

When it comes to work environment, women chefs think that it is imperative for learning and advancing inside the kitchen when it is innovative, creative and challenging. They mentioned, as well, that it is essential to be flexible

and to adjust at the same time while keeping learning, doing a good job and striving to advance. Women chefs added that their satisfaction from different work environments depended on the kitchen chefs and on their colleagues. Among the reasons for dissatisfaction they mentioned masculinity dominance in the kitchen. This implied in certain cases macho behaviour or likewise a male companionship that facilitated their access to professional advices and knowledge. According to one of the women chefs, “men are more inclined to be close to the chef and to accompany him”. Surprisingly, they did not agree on whether it is better to work with men or women as chefs and colleagues. For example, one of the chefs mentioned that her actual team includes only women and she is satisfied with the work atmosphere. Another said that she prefers working with men because they are more work focused. However, they all considered that the ideal work environment should be mixed and that women should be more present in the profession. Finally, they all agreed that working with competent chefs was a key factor to be satisfied at work and that working with incompetent chefs in general is arduous to handle. They also mentioned some cases of women chefs with whom it was hard to work because of female competition.



*Barriers*

According to female chefs, women face two major difficulties in the restaurants' kitchen. The first related to gender, the second related to family conciliation and motherhood.

Being a woman in the kitchen, a men dominated workplace, conditioned women chefs a great extend during their career. One of the chefs mentioned that women are given fewer opportunities to take decisions. Another thinks that women have fewer opportunities to network and build professional contacts. Social expectations go in hand with this and restrain women's professional evolution. In 'Haute Cuisine', women chefs are expected to be less competent. Consequently, they had always to work more and to prove their ability. One of the chefs mentioned that while participating in a culinary conference, she had to prepare in advance an interview with journal- ists. She added that other male chefs were not required to do the preparation and just improvised. Another barrier is that the majority of gastronomy reviewers are men and this does not contribute to encourage women chefs. Women chefs alleged that even female food commentators could be tough with them. As a result, they consider that success in the chef's profession is easier for men then for women. One of the female chefs mentioned that these trends might be changing, especially with the proliferation of open kitchen workplaces where masculinity is less observed.

When it comes to family conciliation and its related responsibilities such as pregnancy, maternity and childcare, they all toughen women apprenticeship and evolution. In addition, women chefs said that gender roles in the domestic sphere are reproduced in the professional kitchen, which impacts negatively in women advancement. For example, women are supposed to make more sacrifices at workplace than men. As a consequence, women should invest more efforts in order to achieve the same results. All the chefs also agreed that there are gender differences when it comes to household responsibilities and that women have to dedicate more time and are more preoccupied by their family issues.

When asked how they overcame these barriers, one of the chefs said that she always chose to work and to deal with people who respected her. Two chefs chose other niches in the profession because it presented less barriers and allowed them better advancement or time flexibility. And some others tried to motivate themselves by other activities out of the kitchen. Finally, It has been reported that many women cooks left their jobs because of their family responsibilities. They think that women are more inclined to do so than men because they are more emotional, they make more professional sacrifices and they aspire less for their family sake.

***Facilitators***

Among the factors and the attributes that facilitated women chefs success, they mentioned: passion, tenacity, consistency, quick and continuous learning, attention to details, managing emotions, managing others, making sacrifices and receiving support from their families and husbands. In order to succeed women must work in a comprehensive work environment. They also ought to believe in themselves, be self-confident, gain others' confidence, take more risks and show their capabilities with better media coverage. Having mentors is also important to facilitate their career evolution. Finally, women need to develop their leadership skills and their charisma reported as required in a chef's positions.

One of the chefs, who participated and won the first title of Top Chef Spain, mentioned that this award boosted her career as a chef and her restaurant performance. She added that women chefs tend to pay lower consideration to marketing and publicity and this is one of the factors that hinder them to overshadow. In addition, from her point of view, to be a restaurant owner is essential for women chefs who want to have a family and children because this gives them more freedom to manage their time although it increases their professional responsibilities.

When asked about the factors that could support aspiring women chefs, the focus group participants suggested an equal allocation of household tasks. They also required more support to women in order to manage professional and domestic

tasks and pointed education as an important tool to change cultural perceptions. Finally, they think that women should work and learn more to prove their capabilities and to gain their place in the profession.

And to conclude, they all agreed that it is not possible to achieve work and life balance in the cook and chef professions. This was explained by the work time requirements: long and at night. They also insisted on how the chef profession impacts tremendously the social life and gave the credit to their family and husbands for their support to achieve a better work-life balance. And some featured entrepreneurship as convenient choice.

### ***Mentorship and leadership styles***

#### ***Mentoring***

According to women chefs, having a mentor is a factor that boosts the chef's career. They added that a mentor is someone who gets to know well his mentee, who helps him believing in him-self and in his capabilities, and who pushes his career forward. Two chefs mentioned that they had the opportunity to be mentored by other good chefs. One got advantage of his mentor network to work in a renowned restaurant and the other (the engineer) pointed out that thanks to her mentor, she chose the cook career and she believed in her talent. She added that although she didn't have any culinary diploma, she was able to work and learn from him (the mentioned mentor) during six years.

In terms of gender differences, women chefs find that there are no differences in mentoring approaches. However, women in the kitchen have less access to them. This was explained by the strong competition existing among cooking professionals.

*Leadership*

Women chefs said that the kitchen workplace is a very authoritative environment with little concern and support to subordinates and that chefs in general do not provide clear instructions, based on their previous experiences. They affirmed that they apply these leadership norms with some improvements by providing more support to their subordinates and by giving clearer instructions (Table 3).

Table 3. Leadership style in the kitchen according to women chefs

Norms in the Kitchen	Few		A lot		
	1	2	3	4	5
Authoritative vs. participative					X
Concerned by the subordinate	X				
Support the subordinate	X				
Give clear instructions		X			
<b>Your leadership style</b>					
Authoritative vs. participative		X			
Concerned by the subordinate		X			
Support the subordinate					X
Give clear instructions			X		

Most of the women chefs had a culinary diploma, started as cooks and evolved after several professional training stages and work experiences in different restaurants. Three of them had work experiences abroad in countries such as France, Argentine, Netherlands, and the United Kingdom. Only one chef did not have a diploma but instead was involved in long professional trainings during eight years with renowned professional chefs.

Despite the reported barriers, women chefs expressed their satisfaction with their professional career and evolution, mostly since they were able to make a living out of a profession they enjoyed and they were fulfilled in their restaurants. When queried about their expectations and if they had accomplished them, the majority alleged they did not have any when they started and that their evolution occurred due to their need to do permanently something new and keep moving. One said that she wanted to open her own restaurant. Surprisingly, none of the chefs expressed the desire to obtain Michelin stars or have a wide notoriety or recognition. They critically mentioned that ‘men chefs are more attracted by achieving notoriety and obtaining professional awards’.

### ***Entrepreneurship***

Among the main reasons why women chefs chose to start their own restaurants, they cited the reconciliation between professional and personal life. Additionally, there is also the compulsion to be more independent and be their own-boss chef.

Finally, some were looking for the freedom and the creativity that they could not attain as employee in other restaurants.

In their business model, women chefs confirmed that they were influenced by their previous experiences. One chef mentioned that she was interested in the management styles she had experienced in restaurants where she worked before and she was applying now in hers. Another chef, in the opposite, said that she tried with her husband to find a new concept in order to avoid resemblance. When it comes to attracting more clients, women chefs think that is imperative to remain consistent on what they do and to pay more attention to clients' needs and expectations.

Finally, when it comes to selecting their teams, they mentioned that they paid considerable significance to professional and personal attitudes, to candidate's feelings as well as previous work experiences.

### **Discussion**

Women attending the focus group reiterate the findings of Harris and Giuffre (2015). Although they highlighted how strong is masculinity in the kitchen work environment, they focused more on their success and strength, highlighting how imperative is dedication, sacrifice, being passionate, learning and adapting to the established norms while keeping motivation, innovation, passion and seeking self-satisfaction. According to Harris and Giuffre (2010) women chefs participants in

their study found it more empowering to focus on ‘their strengths’ and their success factors. The authors added that these women denied the gender influence in the kitchen workplace and that this denial is an approach for them to reclaim power and to cope ‘with inequality over which they may have little control’. Women chefs also considered very important workplace learning, crucial to be a good chef. They highly rated the different learning strategies we suggested such as learning from others, learning from every day experience and from trial and error. In the opposite, they gave very little importance to learning from competitions and they mentioned that women are less tolerated to make mistakes during their learning process. An interesting finding that may explain why women have little culinary awards or take little risks.

Among the most stated barriers by women chefs the following could be mentioned: Masculinity, underestimation of their capabilities, less opportunities for decision taking or networking, and work-life balance. As a result, women chefs find it essential to believe in themselves, to be consistent, to be passionate, and to keep advancing while coping with the established work culture or practices even if they expressed disagreement with many aspects. They think that change will occur with an increased number of women working in restaurant kitchens as well as with the appearance of new trends such as open-kitchen. This confirms the findings of



Martin and Bernard (2013) about 'elements of resistance for women in male dominated occupations'.

Lastly, women chefs recognize that women need developing certain skills in order to maximize their chances to be a kitchen chefs or to successfully run their own restaurant such as leadership, management, networking, marketing and promotion. They pointed out that they should likewise cultivate their networks. During the focus group discussions, women chefs expressed their support of management and leadership styles in the kitchen with some improvements such as providing more support to their subordinates and clearer instructions. In the same vein, Williams Christine and Dellinger (2010) questioned how women perceived their 'place in the culinary industry', that they are redefining the standards of a kitchen chef and featuring the female attributes as 'an asset that can improve some aspects of masculine work settings' or even as more suitable for chefs position (Williams Christine and Dellinger, 2010). Mentoring was also considered as an important factor to help women develop these different skills. They believed that mentors could support women by helping them believing in their skills, sponsoring them and exposing them to better professional opportunities, which was also confirmed by the literature review. As the chefs' profession does not allow work-life balance, most of the women chefs were inclined to elect the entrepreneurial path by working in their own-restaurants and some chose other niches of the

profession (i.e., sommelier, maître, etc.). And for that, they needed good leadership and management skills as well as passion and risk taking.

The remaining question would be whether women in female type environments benefit of the same advantages as men in male type occupations? Based on a study run by Purcell (1996) in the hospitality industry, women in 'feminized contexts' who aspire to build a successful career face also various obstacles such as 'resistance' and 'stereotyped responses'. She puts forward that these obstacles are stronger than 'in less feminized contexts'. Women as a result do not only face gender barriers in jobs considered so far masculine, but also constraints to leadership access and decision making positions typed as masculine too.

**Article 4**

**Women professional progress to Chef's position: Results of an international survey**

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**Subject:**

**Survey – Factor analysis**

## **Women Professional Progress to Chef's Position: Results of an International Survey**

Many researchers argue that gender is a cultural construction rather a natural one. Haute Cuisine and the culinary field is a good illustration to how gender influenced the evaluation and the recognition of the cooking task in two different spaces, the professional and domestic. To analyze the reasons behind the low number of women chefs, we run a survey that targeted professionals in the cooking field. It included both gender and participants from Europe and USA. The survey results confirm the main argument that women are under-represented due to the masculine culture of kitchen work and culinary industry. Women therefore need to deal with it and to keep developing themselves professionally in order to achieve their place. A change in the industry dynamics will assess the barriers encountered in general by all professionals. The same change should impact household arrangements to facilitate women's evolution in the professional sphere.

**Keywords:** Entrepreneurship; leadership; learning process; women chefs

## **Introduction**

In Haute Cuisine, achieving a chef's position is attracting more and more professionals and is considered highly fulfilling (Brunat, 2017). Cooking in a restaurant context is not only a craft but also an artistic and entrepreneurial profession that requires a lot of dedication and skills (Balazs, 2001).

From a human perspective, the kitchen workplace has always been predominately male, and at the top of the industry, women are even "more marginal" (Allen and Mac Con Iomaire, 2016). In the opposite, women have a disproportionate contribution in food labor in the household (Cairns et al., 2010). Many researchers have demonstrated how food has served to reproduce gender roles and expectations (Cairns et al., 2010). Cooking in the domestic sphere is a form of doing gender (Cairns et al., 2010). It is naturally attributed to women as part of their "caring work" in "heteronormative family" (Cairns et al., 2010; DeVault, 1991, p. 239).

However, in the professional kitchen, cooking is associated with "hard masculinity," and chefs are "talented and competent craftsmen" (Alan Fine, 1995; Cairns et al., 2010).

Conrad and Von Scheve (2016) define gender as "social roles and generalized expectations related to being male or female and to corresponding behaviors that represent common conceptions of gender identity and gender roles." They argue that gender stereotypes are a description of gender roles and expectations

from an individual point of view “to a group of people” (Conrad and Von Scheve, 2016). In the context of Haute Cuisine, the construction of the kitchen workplace was based on the differentiation between “public and private,” “amateur and professional,” and “feminine and masculine” cooking (Hendley, 2016). It is hence a gendered industry.

To distance themselves from the amateur and unvalued domestic cooking, chefs historically set boundaries between their profession and the rest (Hendley, 2016). As a result, culinary and Haute Cuisine have celebrated since their inception qualities and values linked to “men and masculinity” (Hendley, 2016). Although now many women are entering this field, they still have a hard time meeting both their gender roles and expectations and their workplace requirements (Harris & Giuffre, 2015). Cairns et al. (2010) argued that currently women are not able to have it all yet and that they are still struggling between “traditionally feminine qualities” and “traditional masculine subject positionalities.”

To advance the current state of art and to examine how gender is constructed in the Haute Cuisine field, we ran a survey that targeted 202 kitchen professionals in Europe and the United States. We researched gender differences when it comes to learning, evolution, leadership, and entrepreneurship in the culinary field. Therefore, the article starts with a literature review. Then the model

and the hypothesis are advanced. Later on, the results are analyzed and discussed. And finally we present the conclusions.

### **Literature review**

The current literature review will cover the following areas: workplace cul-ture, workplace needed skills, mentoring and leadership, work-life balance, and self-employment.

### ***Workplace culture***

Haute Cuisine is a particular domain because of the dichotomy around the task of cooking: Women are cooks in the domestic sphere and men are professional cooks and chefs in the public one (Farrell, 2016). The restau-rant's kitchen is very hard and stressful, especially in Michelin-starred restau-rants (Brunat, 2017). It is also quite competitive and demanding (Brunat, 2017). To remain in the job requires a high amount of resilience and determination (Tongchaiprasit and Ariyabuddhiphongs, 2016). This fact was advanced on many occasions as an argument to why women are not a good fit because of the physical endurance required. Although many women chose the Haute Cuisine field and had the skills

and the patience required, their virtues were not translated into evolution or recognition on the ground for many of them.

Ortner (1974) used this case to illustrate how masculinity is not linked to natural attributes but rather to cultural ones. She defined culture as “the transcendence,” using “systems” that associate women to nature and men to culture which foster and maintain the under-evaluation of women. She argued that women were distanced from culture because of their nurturing role and their dedication to the domestic sphere,(Ortner, 1974). Men, in the opposite, were the vehicles of culture because of their social roles, which allowed them to advance in many cultural areas such as politics, art, religion, and science (Ortner, 1974). Women, on the other hand, were restricted by their domestic and nurturing role and were excluded from the socialization sphere (Bourdieu, 1998; Ortner, 1974). This situation has contributed to their consideration as a second class behind men (Ortner, 1974).

According to Ortner (1974), cooking in the domestic sphere was not considered an act of culture even if it involved a transformation process of raw materials (the natural). And therefore, women stuck to the nurturing connotation of the act of cooking. However, when men performed the same thing, they were raised to the status of chefs and creators (Ortner, 1974). She concludes, in this context, that “in the area of socialization, women perform lower-level conversion



from nature to culture.” And because men are the vehicles of culture, when they perform the same task, they are given “the higher level.”

The same outcome was achieved by Druckman (2010), who argued that gender bias, mainly due to the culture of the workplace and the industry, is behind the low number of women cooks and chefs. The kitchen workplace is built on a masculine culture. The under-representation of women in the industry is explained by the maintenance of the same dynamics (Druckman, 2010). The definition of “greatness” and success in the industry is also defined by “attributes considered inherently male” and is culturally accepted (Druckman, 2010).

***Workplace learning: Needed skills, barriers and facilitators***

Workplace learning is significant to chefs who combine different learning strategies: formal and informal (Cormier-MacBurnie et al, 2015). According to Cormier-MacBurnie et al. (2015), formal learning is obtained from courses and academic training.

Informal learning, however, is achieved by different means such as acquiring experience, learning from others, getting feedback from managers and super-visors, participating in competitions, and making mistakes through “trial and error.” Chefs also in their study relied more on informal learning.

To succeed, chefs and kitchen professional need different sets of skills and attitudes. For example, technical skills are essential (Leschziner, 2015); chefs

should have a high and natural sense of flavors (Leschziner, 2015). Determination, ambition, and consistency are also essential to achieve high ladders of the profession (Leschziner, 2015). Last but not least, professional experience and social attributes and skills are also keys to chefs' evolution (Leschziner, 2015, p. 25) who play a "leadership role" in their learning and the learning of others (Cormier-MacBurnie et al., 2015).

When they examined barriers and facilitators to workplace learning, Cormier-MacBurnie et al. (2015) identified "limited or thematic food offerings of their restaurant." When it comes to facilitators, they reported that "internal and external networks" become particularly a key factor for chefs (Cormier-MacBurnie et al., 2015). Women, in particular, when they start their career in the kitchen, need to integrate into the workplace and to demonstrate their strength and ability to equal their male colleagues who may not lose the opportunity to test them and to verify that they can bear the job like they do (Black, 2015; Harris and Giuffre, 2015, p. 85).

When they enter the profession, women have lower positions and lower pay (Reid and Wilson, 2011). Also, they face difficulties exhibiting certain attitudes or practices such as self-promotion and aggressiveness because of the expected roles of their gender (Reid and Wilson, 2011). This may explain why they have harder time selling themselves and negotiating their salaries (Reid and

Wilson, 2011). It also influences their leadership and the evaluation of its effectiveness.

***Mentoring and leadership***

Cooks are expected to follow the chef's directive and to bear the hot temper of the kitchen. Chefs, on the other hand, should demonstrate their ability to lead through strong personalities, loudmouths, and the ability to own respect (Allen and MacCon Iomaire, 2016). According to Black (2015), women chefs who adhered to the masculine style of leadership in the kitchen were very authoritarian, with a strong personality and aggressiveness, which allowed them to impose respect and order in the kitchen. However, there were also women chefs who succeeded while adapting a feminine style by being calm and firm (Black, 2015).

Women chefs have less freedom using and exerting their leadership style because of their gender roles and expectation and because of the masculine

culture of the kitchen. They should earn respect in a masculine way and be careful not to be disliked because they are not in line with their gender—nurturing and supportive rather than being competitive and bold (Harris and Giuffre, 2015; Kawakami, et al., 2000).

Finally, mentoring is an important tool of learning (Mac Con Iomaire, 2008). It should be provided during the academic training of cooks and in the workplace (Mac Con, 2008). Bullying and violence could undermine this process. For example, Bourdain mentions that during his learning in Scott Brayan's kitchen, there was "no bullying" (Mac Con, 2008). Mac Con Iomaire (2008) recommends that mentoring should be common in the kitchen workplace to have a nurturing environment, to improve working conditions, to improve chefs retainment, and to have better professionals (Crafts and Thompson, 1997; Mac Con, 2008). Also, to increase the number of women chefs, mentoring could be an effective measure (Bartholomew and Garey, 1996; Crafts and Thompson, 1997). They should have more support, encouragement, and motivation to assume risk and take initiatives (Bartholomew and Garey, 1996).

### ***Work-life balance***

Due to their association to "nature," women were compelled by domestic tasks and hence excluded or with limited access to the public sphere and "the cultural domain" (Ortner, 1974). For women chefs, work-life balance is a major barrier and a discrimination factor (Ainsworth et al., 2010; Reid and Wilson, 2011). The kitchen workplace requires a high level of personal investment, and it is not possible to have a social life if one chooses this field (Reid and Wilson, 2011).

The separation between the “public domain” (workplace) and the “private domain” (family) did not benefit women. Traditionally, the domestic sphere was a women’s place. And their work in this sphere was neither visible nor valued economically. Later, when women joined the workforce, they were constrained by their gender in a space considered traditionally masculine (Bourne and Calàs, 2013; Ortner, 1974). Additionally, they had to handle two responsibilities: work and family (Bourne and Calàs, 2013; Ortner, 1974). Therefore, having a career in the Haute Cuisine field is very difficult for women.

### ***Self employment***

To achieve a work–life balance and to escape workplace gender discrimination, many women chose self-employment (Bourne and Calàs, 2013; Dodd, 2012; Green and Cohen, 2010). According to Parasurman and Simmers (2001), women entrepreneurs achieve a higher work–life balance than men but they also have “higher levels of life stress” (Parasurman and Simmers, 2001). This is due to their double responsibilities (work/family). However, self-employment implied higher job satisfaction for women (Parasurman and Simmers, 2001).

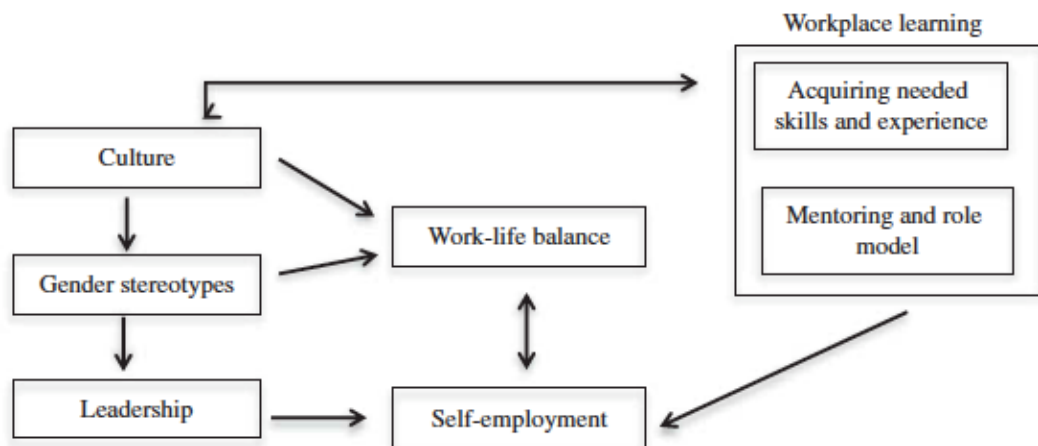
Self-employment was a solution to assess workplace constraints for women by having the flexibility of managing their time. However, this will not prevent gender barriers from persisting (Perrons, 2003). To succeed as chefs, leaders, and entrepreneurs, women need a change in the “wider systems of social support for

caring” and in the distribution of household responsibilities (Perrons, 2003). It is also very important to challenge “exist-ing social structures” (Perrons, 2003).

### **Hypothesis model**

#### ***Research hypotheses***

Based on the previous academic literature (Fig. 1) we propose the following hypotheses:



**Figure 1. Research model based on the literature review.**

1. Women are negatively impacted by the male culture of the restaurant and by the shared gender stereotypes. Consequently, they face many barriers to remain or evolve in the job (Alan Fine, 1995; Cairns et al., 2010; Druckman, 2010; Farrell, 2016; Harris and Giuffre; 2015; Hendley, 2016; Ortner, 1974).
2. Leadership skills are essential for running a kitchen and a restaurant well. The Haute Cuisine field is highly influenced by masculinity and gender roles

and expectations (Allen and Mac Con Iomaire, 2016; Black, 2015; Harris and Giuffre, 2015; Kawakami et al., 2000; Reid and Wilson, 2011).

3. Work–life balance is one of the main constraints all kitchen professionals face. However, women are more heavily affected because they are expected to dedicate more time to their household (Bourne and Calàs, 2013; Ortner, 1974; Reid and Wilson, 2011).

4. To succeed, women should cope with these barriers by showing resilience while acquiring the necessary skills and experience. They should also have access to mentors and the whole cultural construction of the job should be questioned (Crafts and Thompson, 1997; Druckman, 2010; Harris and Giuffre, 2015; Mac Con, 2008; Ortner, 1974; Perrons, 2003).

5. Self-employment could be a good option for women to increase their evolution perspectives and to have more flexibility while managing their responsibilities (Bourne and Calàs, 2013; Dodd, 2012; Green and Cohen, 2010; Parasurman and Simmers, 2001).

### **Methodology**

To run this qualitative research, we collected 202 answers from students and kitchen professionals in Europe and the United States. The survey targeted both genders and professionals from different ages and career stages. An online survey was conceived in three languages: English, French, and Spanish.

The survey consisted of 150 questions with Likert responses on a scale of 1 to 5. It was composed of the following blocks of questions.

- General information on the respondent: such as information about gender, age, profession, and nationality.
- Workplace Learning: such as expectations, knowledge, skills, and attitudes that facilitated the integration inside the kitchen and the professional kitchen work environment.
- Workplace needed skills: skills needed to succeed and to evolve as a chef.
- Barriers and facilitators: different factors that harden learning process and evolution inside the kitchens as well as factors that can help surpass them or simply build a successful career.
- Mentoring and leadership: the common leadership style in the kitchen, the one used by survey participants and who mentored them.
- Career evolution and satisfaction: to evaluate whether survey participants are happy from their learning process, their evolution, and their career.
- Entrepreneurial initiative: for those who chose the kitchen workplace and had entrepreneurial objective, what were their objectives and how they saw building their career accordingly?



The survey was distributed online in different websites such groups of kitchen chefs and professionals in LinkedIn and Facebook, forums in Cheftalk.com, etc.

Also, we had answers from students and teachers in the Basque culinary center as well as from chefs' members of the Association des Maîtres Cuisiniers de France in France and the United States and from International Association of Culinary professionals. Table 1 summarizes the profile of the sample.

**Table 1. Survey participants.**

<b>Category</b>	<b>Population</b>	<b>Percentage</b>
Gender	Women	31%
	Men	69%
Professional stage	Students and cooks	33%
	Kitchen chefs	67%
Demography	Europe	41%
	USA	59%

To interpret and to analyze the results, we used factor analysis. It is a statistical tool to manage data and reduce it to a smaller set of more manageable and more understandable data (components). It is a way to find hidden patterns, to show how those patterns overlap, and to show what characteristics are seen in multiple patterns. It is also used to create a set of variables for similar items in the set (these sets of variables are called components). It can be a very useful tool for

complex sets of data involving psychological studies, socioeconomic status, and other involved concepts. A “factor” is a set of observed variables that have similar response patterns because they are associated with a variable that is not directly measured. Factors are listed according to factor loadings, or how much variation in the data they can explain: the higher their number (close to 1), the better.

Moreover, to reduce the amount of replies managed, we proceeded to a factor analysis in all the questionnaire groups. Additionally, we have done it solely in the women segments. These are the results. We indicate the final questions selected, the KMO factor and the percentage of explained variance. In general the results are acceptable and meaningful (KMO > 0.6 and percentage > 60).

## **Results**

### ***Statistical analysis***

#### *Survey section II. Workplace learning*

Among the main motives behind choosing the professional kitchen, survey participants highlighted being a restaurant chef and launching one’s own restaurant. Moreover, to succeed and to integrate the kitchen workplace, five components were selected: willingness to start their restaurant, passion and discipline, aggressiveness and need of self-promotion, time and conflict management, and team work (KMO = 0.656; explained variance 75.8%; Table 2). We explored the replies, and when we added survey section II.4 “How do you

describe the professional kitchen work environment?," we obtained the following results (see Table 3).

**Table 2. Factor analysis results for sample. Section II.**

	Rotated Matrix Components				
	Components				
	1	2	3	4	5
What were your expectations when you chose to dedicate yourself to professional kitchen?					
II.1.3 I wanted to be a restaurant chef			0.841		
II.1.4 I wanted to launch my own restaurant			0.873		
What are the knowledge, skills and attitudes that facilitated your integration in the kitchen?					
II.2.10 Passion					0.876
II.2.13 Discipline and rigor					0.756
II.2.16 Aggressiveness				0.878	
II.2.17 Self promotion				0.847	
		0.88			
II.2.19 Conflict management		9			
II.2.20 Time management		0.84			
Do you think that the previously mentioned skills could be learned inside the kitchen workplace?					
II.3.12 Team work	0.817				
II.3.13 Management skills (decision taking)	0.823				
II.3.18 Time management	0.796				
Extraction method: main components analysis. Rotation method: Standardization Varimax with Kaiser. 5 iterations.					

In general, kitchen professionals consider the work environment very competitive. However, it is harder, more difficult, very hierarchical and more challenging for women. The answers of women related to the question of needed

skills and attitudes “to integrate into the kitchen workplace” were no different from the skills and attitudes required in the kitchen workplace: willingness to start their restaurant, passion, and discipline, aggressiveness and need for self-promotion, time and conflict management, and teamwork. The results are shown in Table 3.

*Survey section III. Workplace needed skills*

When asked about mentors and person who influenced their apprentice, survey participants mentioned their family and professors. During their process of learning, they benefited from others' expertise, they developed their experience and the sphere of their knowledge, and they participated in competitions. They also considered important mastering financial management, competitiveness, management, and public recognition. Moreover, to be a good manager, they put forward being communicative and giving clear instruction as well as being authoritarian. The results are shown in Table 4.

**Table 3. Factor analysis results for sample and women subsample. Section II including kitchen work environment.**

Rotated Matrix Components	Components									
	General sample					Women				
	1	2	3	4	5	1	2	3	4	5
What were your expectations when you chose to dedicate yourself to professional kitchen?										
II.1.3 I wanted to be a restaurant chef					0.843					0.862
II.1.4 I wanted to launch my own restaurant					0.862					0.863
What are the knowledge, skills, and attitudes that facilitated your integration in the kitchen?										
II.2.10 Passion							0.676			
II.2.13 Discipline and rigor						0.504	0.719			
II.2.16 Aggressiveness			0.876							0.782
II.2.17 Self promotion			0.823							0.747
II.2.19 Conflict management				0.886			0.559			0.465
II.2.20 Time management				0.842			0.777			
Do you think that the previously mentioned skills could be learned inside the kitchen workplace?										
II.3.12 Team work	0.811	0.811						0.836		
II.3.13 Management skills	0.817	0.817						0.837		
II.3.18 Time management	0.792	0.792						0.684		
How do you describe the professional kitchen work environment?										
II.4.1 Hard or difficult							0.766			
II.4.6 Highly hierarchical							0.696			
II.4.7 Challenging							0.775			
II.4.4 Competitive			0.472				0.768			
Extraction method: main components analysis.										
			5 iterations.							9 iterations.
Rotation method: Standardization										
					KMO 0.683					Only those cases for which = 1,
Varimax with Kaiser										will be used in the analysis phase.
					Explained variance 71.8%					KMO 0.660
					Sigf < 0.000					69.7% Explained variance

**Table 4. Factor Analysis results for Sample and Women subsample. Section III including women subsample**

	Components												
	General Sample						Women sub Sample						
	1	2	3	4	5	6	7	1	2	3	4	5	6
<b><i>How much did the following person influence your apprentice?</i></b>													
III.1.2 Family						.705						.712	
III.1.3 Professors						.825						.684	
<b><i>Based on your experience classify the learning strategies in the kitchen workplace:</i></b>													
III.2.1 Learn from and with others					.749								.752
III.2.3 Participation in competitions							.631					.829	
III.2.5 Trial and error					.722								.697
III.2.7 Eating in different restaurants							.775						
<b><i>What are the knowledge, skills and attitudes needed to advance as a professional chef?</i></b>													
III.3.3 Financial management		.634											
III.3.6 Competitiveness			.691					.733					
III.3.7 To give clear instructions		.854									.838		
III.3.8 To be authoritarian			.828					.780					
III.3.9 To be communicative		.704									.692		
III.3.10 To look for public recognition			.719					.739					
<b><i>How your work environment contributed to your personal and professional development?</i></b>													
III.4.1 To take diverse responsibilities	.842							.794					
III.4.2 To take more initiative	.853							.872					
III.4.3 To have more confidence	.654							.686					
<b><i>Are you satisfied by your working environment and by the quality of the apprentice you received?</i></b>													
III.5.1 Satisfaction from work environment in general			.828							.838			
III.5.2 Workplace learning process			.870							.909			
Extraction method: main components analysis. Rotation method: Standardization Varimax with Kaiser.	6 iterations, KMO=0,698						7 iterations. KMO=0.63; Explained variance 70,7%, Only those cases for which = 1, will be used in the analysis phase						

From their perspective, being able to evolve in their environment allowed them to assume various responsibilities, to assume more initiative, to challenge

themselves, and to have more confidence. Moreover, they were satisfied with their work environment and their learning progress. When analyzing women's answers separately, we identified the same patterns.

*Survey section IV. Barriers and facilitators*

Survey participants agreed that their evolution was negatively impacted by their effort to conciliate their family life. The work environment and machismo were also among the barriers they faced. Finally, they mentioned the lack of evolution and communication.

To overcome them, they choose to change their professional orientation. Moreover, to evolve, survey participants scarified their social life (family, entertaining activities, traveling, friends).

When asked how can we encourage more inclusive work environment for women, they agreed that they need their family and partner support, to improve their leadership skills, and flexible work time. They also reported that they need more professional development opportunities and an inclusive and fair work culture. Women participants in the opposite did not mention these two. The results are resumed in Table 5.



**Table 5. Factor analysis results for sample and women subsample. Section IV.**

Rotated Matrix Components	Components									
	General sample					Women				
	1	2	3	4	5	1	2	3	4	
From the following options, would you please select the barriers that you faced and that impacted your evolution?										
IV.1.1 Family conciliation				0.833				0.635		
IV.1.4 Work environment			0.623			0.84				
IV.1.5 Machismo			0.683			3				
IV.1.6 Lack of evolution			0.804			0.79				
IV.1.7 Lack of communication			0.795			0.71				
How did you overcome them?						2				
IV.2.4 Changed my professional orientattion					0.848			0.739		
What did you scarify for your professional career?										
IV.3.2 Family oriented life		0.773				0.886				
IV.3.3 Entertaining activities		0.827				0.902				
IV.3.4 Traveling		0.769				0.83				
IV.3.5 Friends		0.814				0.895				
Do you think women need specific facilitators?										
IV.5.1 Family and husband support	0.703								0.659	
IV.5.2 More professional development opportunities	0.814									
IV.5.3 To improve leadership skills	0.661							0.661		
IV.5.4 Inclusive and fair work culture	0.687									
IV.5.5 Flexible work time	0.723							0.727		
Extraction method: main components analysis.	KMO = 0.741					KMO = 0.695				
Rotation method : Standardization Kaiser.	Varimax with 5 iterations					Explained variance 68.1%				
	Explained variance 65.4%					6 iterations; Only those cases for which = 1, will be used in the analysis phase				

*Survey section V. Mentoring and leadership*

The common leadership style in the restaurants kitchens was described as supporting the subordinates and giving clear instructions. Also, survey partici-pants

highlighted that they particularly showed concern for their subordinates. Table 6 below shows the results concerning predominant leadership styles.

**Table 6. Factor analysis results for sample and women subsample. Section III mentoring and leadership, including women subsample.**

Rotated Matrix Components	Components			
	General Sample		Women subsample	
	1	2	1	2
What is the common leadership style in the different restaurants you worked in?				
V.2.3 Support the subordinates		0.794		0.818
V.2.4 Give clear instructions		0.879		0.835
What is your leadership style?				
V.3.2 Concerned by the subordinates	0.884		0.876	
V.3.3 Support subordinates	0.841		0.843	
Extraction method: main components analysis.	5 iterations,		3 iterations.	
Rotation method: Standardization Varimax with Kaiser	KMO = 0.569; Explained variance 75.8%			
	Only those cases for which = 1, will be used in the analysis phase.			
	KMO = 0.525; Explained variance 72.3%			

*Survey section VI. Career, evolution and satisfaction*

Survey participants showed their satisfaction from their career and development.

They also mentioned that their future plans included: moving to another restaurant, being able to obtain Michelin stars, having a more presence in media communication, and launching their own restaurant. Women's answers followed the same patterns. Table 7 shows the results of responses to cooks and chef's aspirations.

**Table 7. Factor analysis results for sample and women subsample. Section VI, Career satisfaction and aspirations, including women subsample.**

Rotated Matrix Components	Components			
	General sample		Women subsample	
	1	2	1	2
Satisfaction with professional career and development				
VI.1.1 I am satisfied with my personal career and development		0.968		0.912
What are your future aspirations?				
VI.2.1 To move to another restaurant	0.651		0.725	
VI.2.2 To obtain Michelin stars	0.819		0.856	
VI.2.3 To be more present in communication media	0.762		0.616	
VI.2.4 To have my own restaurant	0.672		0.624	
Extraction method: main components analysis.	3 iterations, KMO = 0.684		3 iterations.	
Rotation method: Standardization Varimax with Kaiser.	Explained variance 63.5%		Only those cases for which = 1, will be used in the analysis phase KMO = 0.584; Explained variance 65.1%	

*Survey section VII. Entrepreneurial initiative*

To analyze the entrepreneurial motives of the kitchen professionals, we added this section to the survey. Participants mentioned several motives behind their choice to open their restaurants. The following are the main motivations:

- To be part of the family business
- To be their own chef
- To advance in their career
- To make more money
- To have a better work-life balance

- And because of their experience and contacts portfolio

To succeed in their venture, they reported that they required different factors such as:

- Financial support
- Michelin stars
- Strategic location
- Visibility in Media
- Public recognition
- Professional contacts
- A good team

Moreover, to select their team members, they think that they should focus on academic and professional knowledge, experience and professional attitudes. When it comes to women's answers, there are no specific differences. Table 8 shows the results of factor analysis in relation to the replies related with entrepreneurial attitudes.

**Table 8. Factor analysis results for sample and women subsample. Section VII, entrepreneurial attitudes, including women subsample.**

	Components							
	General sample				Women Subsample			
	1	2	3	4	1	2	3	4
Why do you have/plan to have your own restaurant?								
VII.1.1 To be part of the family business			0.638				0.777	
VII.1.2 To be my own chef		0.694				0.675		
VII.1.3 To advance my career		0.766				0.728		
VII.1.4 To make more money		0.759				0.812		
VII.1.5 To have a better work-life balance		0.726				0.762		
VII.1.6 I have a lot of experience and contacts		0.617				0.731		
VII.1.7 To develop my own restaurant		0.746				0.839		
How important are the following elements for restaurants' competitiveness and promotion?								
VII.2.1 Financial support	0.749				0.805			
VII.2.2 To have Michelin stars			0.689				0.756	
VII.2.3 To have a strategic location	0.718				0.799			
VII.2.4 To be visible in Media	0.719				0.707			
VII.2.5 To have public recognition	0.824				0.753			
VII.2.6 To have different professional contacts	0.743				0.786			
VII.2.7 To have a good team working in the Restaurant	0.836				0.891			
What are the main things that you focus on when you recruit your teams?								
VII.3.1 Academic knowledge				0.866				0.822
VII.3.2 Professional skills and competences	0.766				0.774			
VII.3.3 Professional experience	0.655							0.63
VII.3.4 Professional attitudes	0.833				0.888			
Extraction method: main components analysis.	5 iterations				5 iterations.			
Rotation method: Standardization Varimax with Kaiser	KMO = 0.874							
	Only those cases for Explained variance 67.6% which = 1, will be used in the analysis phase							
	KMO = 0.778							
	Explained variance 75.5%							

### **Discussion**

Women as well as men chose a cooking career because they wanted to achieve the chefs' position and to launch their restaurant. To be a chef is considered very rewarding because it allows taking initiatives and to be creative. To achieve it and to succeed, many skills are required. Workplace learning is therefore significant in the process of becoming a chef. However, the work environment is harder and more challenging for women, which influences their learning. These facts confirm the literature review findings. The kitchen workplace is gendered and women face more barriers related to gender consideration such as masculinity and gender roles and expectations.

Also, the survey participants mentioned that they are satisfied with their career evolution because they had diverse responsibilities, they took initiative, and developed their confidence. These actions are linked to their satisfaction from their learning process too.

When it comes to barriers, both women and men professionals agreed that work–life balance and the masculine culture are the most significant. To overcome them, survey participants opted for sacrificing their aspirations or changing their career orientation. Work–life balance was one of the motives behind choosing to launch one's own restaurant. For women, in particular, they mentioned that they need more family support, to acquire leadership skills, and more flexible work time.

Surprisingly, survey participants said that the common leadership style in the kitchen is supporting subordinates, which is different from the authoritarian leadership style mentioned in the review of the state of the art. They even affirmed that their leadership style is concerned with subordinates and call for a more nurturing style.

Finally, business acumen is very important in the chefs' career. Participants who are willing to open their restaurant counted on their skills, their recognition and on having the sufficient business and financial resources.

### **Conclusions**

The survey results confirm in general the literature review. However, survey participants advocate for a nurturing leadership style. The work culture of the kitchen is a barrier to all kitchen professionals and is heavier for women because of their expected gender roles and stereotypes. This has negatively impacted their learning, their evaluation, and their recognition as professionals and leaders. The same masculine culture translated in the domestic sphere serves to distance women from the professional kitchen.

To assess these barriers, women cooks and chefs need fewer domestic charges, better inclusion and work conditions, and more professional opportunities to evolve and to be recognized as leaders. Mentoring and role modeling could be one of the factors that women should have and seek.

Further research, however, should be undergone to complement this survey results. Due to perception problems, gender differences between masculine and feminine respondents are not quite apparent. Women chefs and professionals seem to follow the same trends as men in their answers. It was also difficult to have as many women as men answering the survey question. Finally, there should be more analysis to how the masculine culture in the kitchen affects women's learning and leadership. However, a partial least square (PLS) analysis to be published later shows that there are differences and a different professional satisfaction model for women and men cooks.

#### **Acknowledgments**

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## **Article 5**

### **Haute Cuisine Chefs career's path. Gender differences**

*In review in:*

*Journal of Foodservice Business Research*

**Subject:**  
**Survey – Statistical model**

## **Haute Cuisine Chefs career's path. Gender differences**

Due to the lack of academic research on gender and the career path of chefs, we run this study to compare barriers, success factors and the entrepreneurial choice between women and men. Therefore, we run a survey among an international population of culinary students, cooks, and chefs who were expected to respond to a structured questionnaire, based on pre-selected topics. Survey results show that chefs' career requires various sets of skills, and it is a long path of learning and evolving. Chefs should be leaders, mentors, and entrepreneurs. They work in a hard and competitive environment where building their brand and achieving public recognition is a must. Their professional satisfaction depends on learning, evolving, and launching their restaurant. Women show the same trends except two main differences: they need more mentoring and they have higher job satisfaction when they worked in their restaurant.

**Keywords:** Gender; Chefs, Haute Cuisine; Barrier and success factors; Entrepreneurship

## **Introduction**

In today's context, researchers are increasingly stressing the importance of gender variables and the feminine approach in social sciences. Hurley (1999) emphasizes that considering gender relations and building new organizational theories that are not male dominated could 'produce changes at societal level'. She argues that early studies of entrepreneurship during the nineteenth century were mainly about men and that it is necessary to include case studies of women. Orser and Leck (2010) add that both individual and organizational level components impact effective results and insist on the need to observe gender as a moderating element of these results.

Due to the unequal gender distribution of jobs in certain occupations and decision-making positions, many authors claim that promotion criteria are gender sensitive. Starting from the fact that men benefit from 'higher wages and faster promotions,' Eagly and Carli (2007) found that women have less record of experiences in higher hierarchical levels, that there is a certain 'resistance to women leadership, and that there is an issue of leadership style for them. Also, women face more difficulties managing work-life balance and then under invest in social capital.

In this research, we selected the culinary branch of 'Haute cuisine' since cooking domestically is a female task (Meah and Jackson 2012; Supski 2011) but historically a male professional domain. We have searched the rationales behind

the low number of women chefs as well as how they were able to achieve the chef position. We found that the academic record of this situation is rather scarce though there are numerous examples and testimonies on the Internet. We adopted a feminine approach, and we assessed the gender variables that could stand behind it. The paper will be structured in three parts. First, we will proceed with a short literature review. Second, we will expose the findings of the survey. And finally, we will discuss the different results and present our key findings.

### **State of the art**

As it has been mentioned, there is a particular scarcity of literature concerning women discrimination in 'Haute cuisine.' However, we will discuss in this section what academic research offers in this respect.

### ***Career paths for chefs***

Various authors, especially from the practical or professional point of view, have analyzed the different paths and competencies required to attain a chef's position in the 'Haute cuisine.' The position of "Chef," has its origin from chef de cuisine, or chief of the kitchen and signifies the highest-ranking worker in a grand hierarchy within the haute cuisine field (Trubeck, 2003).

The questions related to career paths of chefs were raised in the past in the case of food managers at high-quality restaurant hotels. It was outlined the relevance of on the job experience versus formal education, the crucial need for a

sound food knowledge and the high level of aptitude and motivation (Nebel et al., 1994).

Zopiatis (2010) investigated the skills that facilitated reaching a top chef position. The findings pointed out that 'Haute cuisine' required individuals with multiple arrays of skills and abilities. The chef must be both a culinary craftsman and an effective business manager (Guyette, 1981, p.5). Technical culinary-specific competencies were considered critical, followed by team leadership and management skills. In contrast with other studies linking cuisine innovation with job commitment and satisfaction, relevant skills were ranked low by the respondents (Ko, 2012; Sherlock and Williamson, 2014). Finally, significant differences were found based on demographics and cultural factors.

From a behavioral point of view, work attitude has been outlined as an important construct for professional competence. Professional expertise significantly affects job satisfaction predicting professional career development (Ko, 2012; Leschziner, 2007). It has been outlined how Chefs profession shows a strong professional identity and culture. strict regulations and discipline are often followed in kitchen teams. Becoming a renowned Chef is a long and painful process that has been compared to the military profession (Cooper et al., 2017). Dornenburg and Page (2003), based on interviews with 70 professional chefs, published an interest-

ing study on chef's career development. These authors outline the following factors as essential:

- (a) Chefs are driven by attitudes and constancy and are sure about the best way to fulfill their objectives;
- (b) Chefs pay attention to everything not only the broad aspects of their activity but also to the details. They have an intuitive, experiential, and complete view of the kitchen;
- (c) They are focused on execution. On the off chance that their plans can't be done, even the most splendid thoughts and business recommendations will crumple like a frosty soufflé;
- (d) A chef's success is a subtle goal trying to reach as well as a 'never-ending learning process';
- (e) It is essential to understand the skills and aptitudes necessary for the position, either technical cooking skills or the ability to manage a business, lead people, build a concept, etc. Therefore, there is a need to have their roadmap;
- (f) Mentoring is a need. Chefs must identify the chef, manager, or other professionals in the business that can push them and help to adjust to the needs of their career;

- (g) Chefs must be team players. The team they will build in the future may be the same as the team supporting them today as a cook;
- (h) Chefs must not worry about making mistakes but learn from them;
- (i) Outstanding Chefs build their brand. It is how others view them and define why they wish to employ, support, or work in their kitchen.

At last, O'Brien (2010), carried a study among internationally known Michelin chefs. He found five essential factors for becoming a successful chef:

- (a) A high quality of initial apprenticeship and subsequent training;
- (b) To have an international focus;
- (c) To be multilingual and willing to move around the world;
- (d) A strong passion for food and cooking
- (e) Professional career advancement at the expense of family life.

### ***Women chefs' experience***

It has been already pointed out how gender constitutes a "glass ceiling" (Boone et al. 2013) for women progress in the hospitality industry and how women have relevant barriers hampering their success in this sector (Lloyd-Fore, 1988; Woods and Viehland, 2000). Furthermore, in 'Haute cuisine' like in any male-dominated field, women face the challenge of being an outsider who has to 'fit in homogeneous work environments' (Harris and Giuffre 2015). According to Harris and Giuffre

(2015), women chefs are ‘encouraged to lean in at work and to find ways to fit within current occupational arrangements.’ They are also required to demonstrate their physical and mental strength by adhering to workplace work rules and culture such as ‘working long hours’, ‘refusing help’, ‘learning to avoid any forms of feminine emotional displays, and proving that ‘they will not be disruptive to the masculine culture’.

While these integration strategies may be valid for some women, they remain a restricting factor to many others, and they reproduce the traditional masculinity and gender inequality, very dominant in male-typed environments in general (Harris and Giuffre 2015; Heilman and Haynes 2005).

It is important to be dedicated and committed, to sacrifice, to have a passion for food, to have a mentor, to be ambitious, and to be focused on achieving success in the culinary field (Bartholomew and Garey 1996). Interestingly, these criteria have been characterized as none ‘sufficient’ without taking risks and seizing opportunities (Bartholomew and Garey 1996).

It has been stressed how women who are academically prepared for hospitality careers and possess a sound experience still appear to confront significant obstacles to their professional development and must carefully plan their career development (Brownell, 1993). But, how can the likely women chef acquire skills, competencies, and knowledge required to be a great Chef? Most authors point out



the need for practical learning in known restaurants with great chefs (Warzynski et al., 2009; Dornenburg and Page, 2003; Sherlock and Williamson, 2014).

By overcoming challenges, being successful, and reaching public recognition and achievement, women in male-dominated occupations are confident about their skills, stay motivated and remain in their jobs facing the different obstacles (Martin and Bernard, 2013).

### ***Work-life balance***

In the 'Haute Cuisine' field, women chefs have difficulties in balancing work and family, which is even harder in Michelin starred restaurants (Bartholomew and Garey, 1996; O'Brien, 2010).

Women chefs are bent by household responsibilities and had to accommodate their personal and professional choices by 'delaying childbearing,' 'leaving the kitchen work' or 'adapting either work or family to make the two roles compatible' (Harris and Giuffre, 2010; Bartholomew and Garey 1996). Additional social policies should be tailored to encourage more women in the profession, in both kitchen workplace and governmental levels to help both men and women cope with the demands of their personal and professional life (Guerrina, 2002; Harris and Giuffre, 2015). Based on the findings of Glauber (2011) who argues that flexibility in gender-mixed work environments is better achieved than in 'male- or female-dominated field'. An increased presence of women in the restaurant's kitchen

would impulse more rational work time schedules. Finally, ‘traditional beliefs about the different family roles’ should be challenged to achieve improved allocation of household tasks, enhanced work-life balance and consequently ‘happier union’ (Harris and Giuffre, 2015).

***Public recognition***

Promotion is an important factor that female chefs should use to increase their visibility and to ‘promote their work’ (Harris and Giuffre, 2015).

At the macro level, media could boost women chefs’ notoriety and recognition, which can also come from other ‘agents on the culinary field such as James Beard Foundation’ or the Michelin Guide (Bartholomew and Garey, 1996; Harris and Giuffre2015). This situation is typical in most advanced gender culture such as in the USA with the best female chef awards (Childers and Kryza, 2015).

At the individual level, according to Eagly and Carli (2007), self-promotion could impact women negatively to leadership positions. Starting from an earlier conclusion that women are in general linked to ‘communal qualities’ and that men are related to ‘agentic qualities,’ they argue that self-promotion is not ‘communal’ and that women are expected to show modesty. As a result, men and females cannot promote themselves the same way. ‘While males can use bluster to get themselves noticed,’ women cannot although ‘it can convey status and competence.’ This fact may join the male culture shared in the kitchen. Women, as a re-

sult, should make their work more visible and take credit for it (Heilman and Haynes, 2005).

***Leadership and mentoring***

In general leadership and leader-member communication has been proposed as a critical element in chef's success (Lee, 2011; Balazs, 2001). Moreover, many studies showed that female and male are connected with different traits, and that male trait are more linked to leadership requirements. Different perceptions and stereotypes about gender roles and expectations were much behind it. Men, for example, perceived themselves as better political leaders and business executives (Kiser, 2015).

According to Heilman and Haynes (2005), gender stereotypes consider women as 'caring,' 'relationship oriented,' 'not forceful,' and 'not achievement oriented.' As a result, they are perceived as 'deficient' in male typed tasks, which impacted their performance expectation and evaluation. Women skills are also considered more suitable for 'lower level jobs' (Burgess, 2003).

In another study run by Eagly and Carli (2007), they found that 'female leaders were somewhat more transformational than male leaders especially when it comes to giving support and encouragement to subordinates. They also engaged more in the rewarding behaviors'. On the other hand, men were more transactional as leaders who took 'corrective and disciplinary actions that are either active or

passive' (Eagly and Carli, 2007). However, they argued that the transformational style is a more active challenging leadership effectiveness stereotype (Eagly and Carli, 2007; Tims and Xanthopoulou, 2011).

In the 'Haute Cuisine' field, women chefs must 'acknowledge their differences and find ways to capitalize on their strength as chefs and potential leaders'. Acting like a man can bring them criticism and query of authenticity (Harris and Giuffre, 2015). Even though they occupy a leadership role and they match the ideals of the best worker, women chefs still can face 'scrutiny to their performance' and could be discriminated because of their 'gender skill' (Harris and Giuffre, 2015). That's why some female chefs chose to 'cultivate their female traits' and to challenge the shared stereotypes about women not being 'strong' or 'tough' as leaders. Their response was to 'focus on consensus building' and 'nurturing of staff' instead of reproducing the 'confrontational and bullying behaviors' (Williams and Dellinger, 2010). As a result, they were more successful creating and utilizing 'their management style' (Bartholomew and Garey, 1996). Drawing on other success strategies for women in management positions, we found that in the hospitality industry, women had to be 'very diplomatic and desperate to succeed.' They also had to create consensus between 'personal' and 'occupational identity' and to manage their 'sex', 'gender,' and 'authority roles' (Purcell, 1996). Leadership as a result has different complexities and subtleties for women, much of them are informal. How can aspiring female leaders learn about them?

Mentoring could be in this context crucial for women to advance in the hierarchy in the restaurant workplace (Harris and Giuffre 2015). It is considered as 'vital' and 'constructive' to help women cope and adapt in male-dominated occupation (Martin and Bernard, 2013). Mentoring has been signaled as a critical factor in job satisfaction (Abdullah, et al, 2009). Women chefs could contribute to challenging the 'gender dynamic of the gastronomic field' by mentoring other female chefs or cooks (Harris and Giuffre, 2015). In the same extent, mentors could play a major role in facing gender inequality by introducing mentees to new contacts from the work place and outside of it. They can share with them the 'informal ropes about norms, roles, relationships and subcultures' as well as facilitating their access to 'relatively closed networks' (Harris and Giuffre, 2015). Ibarra, carter and Silvia (2010) attempted, for example, to identify why men are more promoted to higher senior position than women and they focused on mentoring programs that were implemented to close the gap. They found that although women were more involved in mentoring activities, they received less promotion. Going deeper into the analysis, they found that women had mentors with lower organizational influence or who sponsored them less than their male peers. They also highlighted that with similar 'lateral moves' such as 'same-level job assignments in different functions,' men advanced more than women because the latest were given these moves as compensation for the lack of advancement.

***Entrepreneurship initiative***

The entrepreneurial course forms part of a chef's career (Balazs, 2002). One of the primary constraints women chefs face when they want to open their restaurants is obtaining the financial resources needed. Successful chefs, who were able to do so, were 'affiliated with other successful chefs' or had 'record of awards and positive media attention' (Harris and Giuffre, 2015). As a result, aspiring women chefs should benefit from mentoring and sponsoring as well as from media coverage and awards to advance in their career and be active players in the culinary empire.

The entrepreneurial path through restaurant ownership and management has many benefits for women chefs (Anderson, 2008). It provides more freedom in managing their work time and their family responsibilities (Bartholomew and Garvey, 1996) than the paid alternatives. It can also increase their influence in the culinary industry by challenging the traditional culture and business models, so far successful and widely spread by famous men chefs (Harrington and Herzog, 2007).

**Proposed model**

Based on the previous literature analysis, we have shown in figure 1 a construct we propose to analyze the chef's career progression and relationships (Zopiatis, 2010; Ko, 2012; Robert et al., 2014; Leschziner, 2007; Dornenburg and Page, 2003; Warzynski et al., 2009).

In this model, the output is the career evolution of an Haute Cuisine chef. Leading steps are the workplace learning and its environment as well as the workplace needed skills. Two moderating factors are mentoring and leadership, a recognized element as well as the barriers and facilitators that may be hindering factors in the female career when we consider the gender effect.

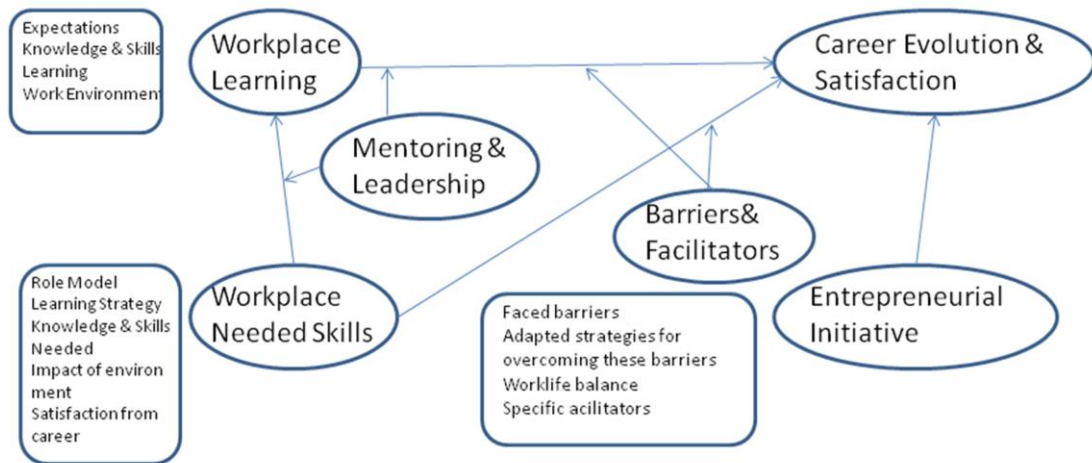


Figure 1. A Chefs career. Proposed model. Own elaboration based in various authors.

### Methodology

For this research, we run a survey in Europe and USA, and we collected 202 answers from students and kitchen professionals. Among the respondents, we had both genders, professionals with different career position, and from all ages. The survey was distributed online in English, French, and Spanish.

The study included 150 questions. And for each one of them, we used the Likert scale from 1 to 5. The main blocks of the questionnaire are:

1. General information on the respondent: such as information about gender, age, profession, and nationality.
2. Workplace Learning: such as expectations, knowledge, skills, and attitudes that facilitated the integration inside the kitchen, and the professional kitchen work environment.
3. Workplace needed skills: skills needed to succeed and to evolve as a chef.
4. Barriers and facilitators: Different factors that harden learning process and evolution inside the kitchens as well as factors that can help surpass them or only build a successful career.
5. Mentoring and leadership: the common leadership style in the kitchen, the used one by survey participants and who mentored them.
6. Career evolution and satisfaction: To evaluate whether study participants are happy to form their learning process, their growth, and their job.
7. Entrepreneurial initiative: For those who chose the kitchen workplace and had entrepreneurial objective behind, what were their aims and how they saw building their career accordingly.

In order to collect the answers, we used different websites such professional groups of kitchen chefs in LinkedIn and Facebook, forums in Cheftalk.com, etc.

Also, we benefited from the help of the Basque culinary center to have answers from students and teachers. We also had the support of the Association des Maîtres



Cuisiniers de France in France and USA and of the International Association of Culinary professionals who helped us getting answers from their members.

The following table (Table 1) presents the profile of the survey participants.

**Table1. Survey sample**

Category	Population	Percentage
Gender	Women	31%
	Men	69%
Professional stage	Students and cooks	33%
	Kitchen chefs	67%
Demography	Europe	41%
	USA	59%

To interpret and to analyze the results, we used Factor Analysis in a first step (see Haddaji et al, 2017c, for the first results.).

### **Data analysis**

#### ***Measurement and appraisal of model***

For the analysis, we used a Partial Least Squares (PLS). We use the software SmartPLS (Ringle et al., 2015) to study the data. PLS can appraise both the consistency and soundness of the instrument. As suggested by Chin (1998) we utilized separate item loadings to assess individual item reliability. Different values with loadings higher than 0.7 are considered acceptable, entailing the subject explained about 50% of the variance in a particular element. This precaution ensures that the items in the measurement construct to measure the same model. We used Composite Reliability to evaluate the internal consistency for each construct. The mini-

mum acceptable composite reliability level is 0.7 for each item loading (Nunnally and Bernstein, 1994). Finally, we checked for discriminant validity using the average variance extracted (AVE) and the squared intercorrelations. AVE values should be higher than 0.5, and the crossed correlations among the latent variables should not exceed the square root of the AVE values (Chin, 1998; Fornell and Larcker, 1981) to justify the discriminant validity. Results in Table 2 demonstrate that the measurement models were assessed with confidence.

We have run two models: the first with the complete sample and the second with the women replies subsample (Table 2).

**Table 2. Reliability measurements**

	AVE		Composite Reliability		R Square		Cronbach Alfa	
	General	Women	General	Women	General	Women	General	Women
BARRIERS & FACILITATORS	0.643	.783	0.8778	0.9353			0.8151	0.9083
CAREER SATISFACTION	0.780	.701	0.8769	0.8245	0.1496	0.2187	0.7204	0.5872
ENTREPRENEURSHIP	0.519	.5465	0.8961	0.8056			0.8683	0.8815
MENTORING & LEADERSHIP	0.501	.507	0.6834	0.6923			0.601	0.663
WORKPLACE SKILLS	0.555	.5463	0.8310	0.8256	0.1963	0.4563	0.7251	0.7123
WORKPLACE LEARNING & ENVIRONMENT	0.517	.5825	0.8422	0.8745	0.3232	0.4973	0.7667	0.8201

Figure 2 shows the results of the structural model proposed for the whole sample. Figure 3 shows the construct obtained in the women subsample. Observable questionnaire items are represented in rectangles and unobservable latent factors with circles. Corresponding partial regression coefficients are indicated next to the arrows and, inside the circles corresponding to endogenous variables, the coefficient of determination (R<sup>2</sup>) for the corresponding regression.

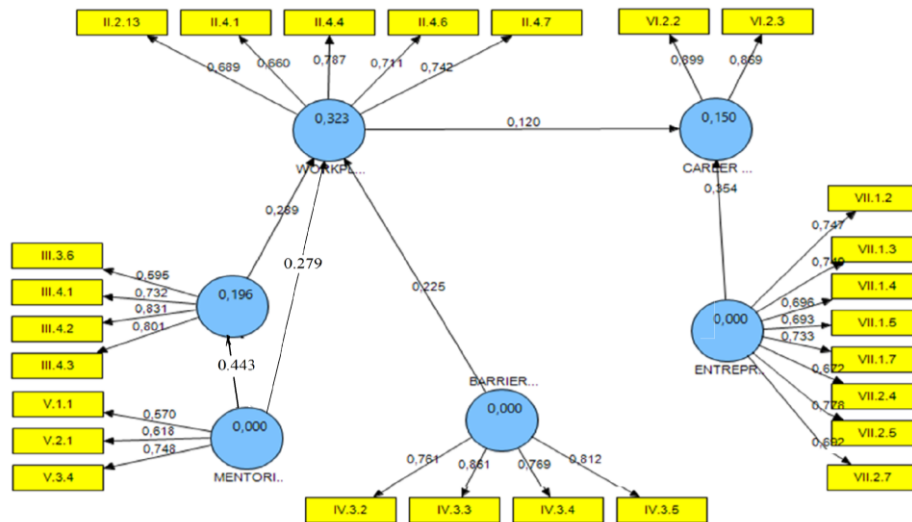


Figure 2. Estimated structural equations models. General subsample.

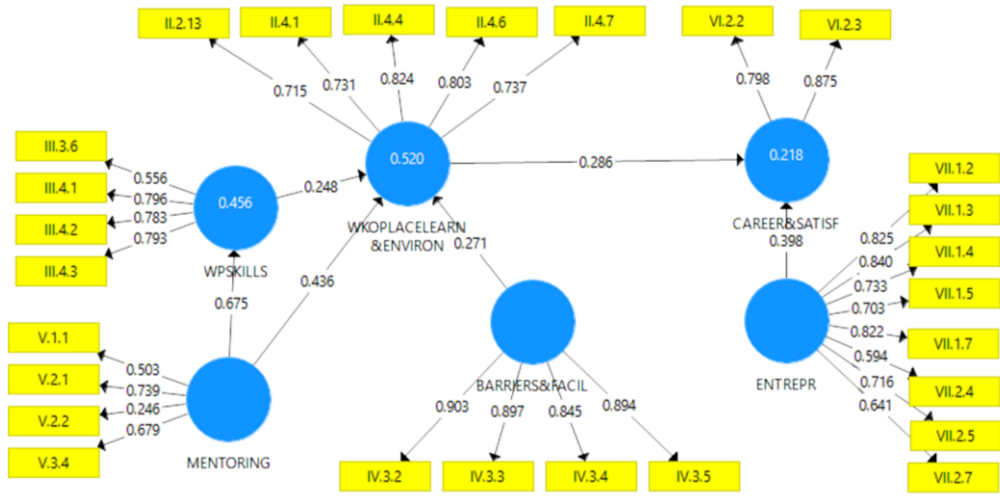


Figure 2. Estimated structural equations models. Women subsample.

The standardized betas or path coefficients indicate the strength of the causal associations between two latent variables. To test the significance of these relationships, we estimated regression coefficients between latent factors, their t-statistics and p-values, using bootstrapping and blindfolding procedures with 5,000 samples (see Table 3). The Stone Geiser coefficients (Q2) are more significant than zero indicating the model has positive predictive relevance. Women model seems to be stronger according to R2 and Q2 parameters (see table 4).

**Table 3. Matrix of correlation between latent variables (General/Women)**

	BARRIERS	CAREER	ENTREPRENEURSHIP	MENTORING	WORKPLACE SKILLS	WORKPLACE LEARNING
BARRIERS	<b>0.802/0.885</b>					
CAREER	0.1342/0.0461	<b>0.883/0.837</b>				
ENTREPRENEURSHIP	-0.027/-0.139	0.367/.369	<b>0.720/0.7393</b>			
MENTORING	0.1505/0.187	0.074/.197	0.185/0.140	<b>0.7078/0.712</b>		
WORKPLACE SKILLS	0.1574/0.079	0.153/.246	0.163/-0.101	0.443/0.675	<b>0.745/0.7632</b>	
WORKPLACE LEARNING	0.312/0.360	0.161/.264	0.115/0.102	0.441/.627	0.448/0.567	<b>0.7192/0.7391</b>

Note: Square root of AVE on diagonals in bold.

**Table 4. Direct effects, explained variances and Stone Geiser Q<sup>2</sup> test for the endogenous variables.**

Effects on endogenous variables	Direct effect (t-value)		Variance explained	
	General	Women	General	Women
EFFECTS ON CAREER	R <sup>2</sup> =0.1498	R <sup>2</sup> =0.2188	Q <sup>2</sup> =0.1021	Q <sup>2</sup> =0.110
ENTREPRENEURSHIP -> CAREER	0.354*** (4.495)	0.398*** (4.322)	0.083	0.127
WORKPLACE LEARNING -> CAREER	0.286** (1.398)	0.287** (2.395)	0.067	0.092
EFFECTS ON WORKPLACE LEARNING	R <sup>2</sup> =0.3232	R <sup>2</sup> =0.4977	Q <sup>2</sup> =0.1485	Q <sup>2</sup> =0.261
BARRIERS -> WORKPLACE LEARNING	0.225*** (2.850)	0.265** (2.819)	0.080	0.141
WORKPLACE SKILLS -> WORKPLACE LEARNING	0.248*** (2.805)	0.280** (2.391)	0.088	0.149
MENTORING -> WORKPLACE LEARNING	0.436** (4.108)	0.388 *** (3.312)	0.155	0.207
EFFECTS ON WORKPLACE SKILLS		R <sup>2</sup> =0.1963	R <sup>2</sup> =0.4565	Q <sup>2</sup> =0.0870 Q <sup>2</sup> =0.230
MENTORING -> WPLACE SKILLS		0.443*** (4.554)	0.675** (7.389)	0.1963 0.4565

\*\*\* Significant at p<0.001, \*\* Significant at p<0.01, \*Significant at p<0.1

Results show a significant positive effect on the proposed relations. We confirmed a positive impact on both entrepreneurship and workplace learning on career satisfaction ( $\beta = 0.398$ ,  $p < 0.0001$ ,  $\beta = 0.287$ ,  $p < 0.01$ ). In the women subsample the impact is higher ( $\beta = 0.354$ ,  $p < 0.001$ ,  $\beta = 0.286$ ,  $p < 0.01$ ) and the entrepreneurship factor plays a more relevant role. entrepreneurship explains most of the variance in the career in both samples (8.3 and 12.7%) being higher in the women sample.

Also, the effects on workplace learning are fully verified. The relationships considered in between barriers and workplace learning ( $\beta = 0.225$ ,  $p < 0.001$ ), the links between workplace skills and workplace learning ( $\beta = 0.248$ ,  $p < 0.001$ ) as well as those between mentoring and workplace learning ( $\beta = 0.436$ ,  $p < 0.01$ ). These results suggest that mentoring has a determinant and more significant impact on workplace learning (15.5% explained variance) than the perception of barriers and workplace skills (8.0 and 8.8%).

The women subsample follows a similar pattern: relationships between barriers and workplace learning ( $\beta = 0.265$ ,  $p < 0.01$ ), between workplace skills and workplace learning ( $\beta = 0.280$ ,  $p < 0.01$ ), and between mentoring and workplace learning ( $\beta = 0.388$ ,  $p < 0.001$ ). Though the explained variance is higher than in the case of the general sample, especially in the variable mentoring (14.1, 14.9 and 20,7 %).

Finally, mentoring and leadership impact positively and significantly workplace skills ( $\beta= 0.443$ ,  $p<0.001$ ) with a variance explanation of 19.6%. Again, in the women subsample, mentoring is more relevant ( $\beta= 0.675$ ,  $p<0.01$ ) with an excellent variance explanation (45,65%). But what are the questions that have a stronger weight in the latent variables? Workplace skills reflect that respondents consider that a competitive attitude, being able to assume various responsibilities, having initiative and challenging oneself are the skills needed in the workplace.

Workplace learning reflects that discipline and rigor are key factors for 'Haute cuisine' learning, which is characterized by a hard, competitive, hierarchical, and challenging environment. Barriers are represented by the need to renounce to a family life, entertaining or leisure activities, traveling, and friends. It implies that traveling must be related to work activities. Mentoring and leadership include the critical factor of having a mentor, being an authoritarian rather than a participative leader, though concerned by subordinates and the capacity to give clear instructions to his/her subordinates. Entrepreneurship is a complete outcome as a latent variable. It includes the wish to be their chef, advance professionally, earn more money, have a better work life balance, start his/her restaurant, be visible to the media, have public recognition, and have a good team working for them. About career satisfaction, respondents view their success as having their restaurant, being awarded Michelin stars and recognized by the media.

### Resulting model

From the previous results, we can conclude that the proposed model should be modified following figure 4 below. We have reflected the beta coefficients of the PLS model to compare the career path differences of Chefs and female Chefs.

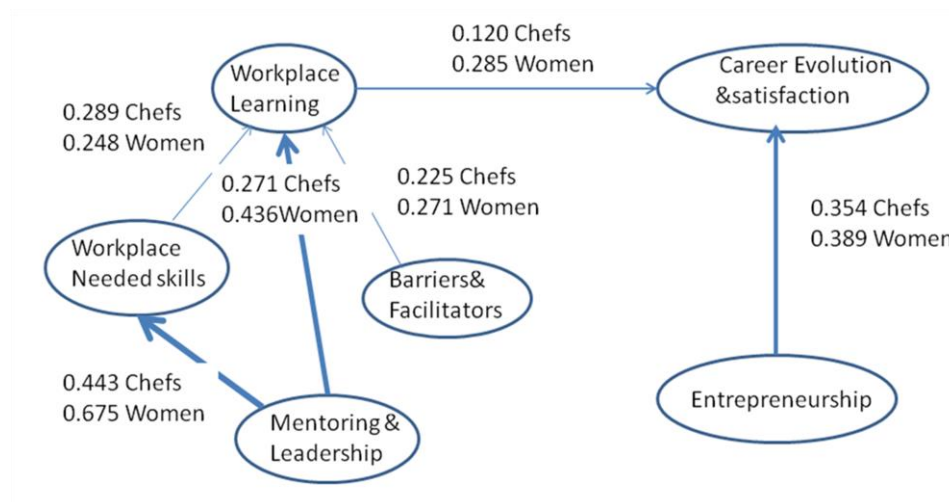


Figure 4. A Chef s career: Research resulting model.

We can observe how workplace learning and environment have an impact on career evolution but lower than entrepreneurship drive. Mentoring and leadership style have a strong influence on skills needed and on workplace learning and environment. Barriers and facilitators have less impact on workplace learning and environment. When considering gender, we can observe that women require further efforts on workplace learning and environment and are better empowered by men-



toring while barriers have a slightly higher impact on them. Entrepreneurship is also a greater facilitator for women chefs.

### **Conclusions**

Many skills are required to achieve a Chefs position; it is a long learning process. Women have always been a minority in the professional kitchen. In this study, we wanted to identify how chefs build their career in general and if women have certain barriers or have the particular need to develop individual skills. We had previous research based on qualitative analysis, and we wanted to run a survey to develop a model that explains how to advance and succeed in 'Haute cuisine' as well as to look if there are any gender differences.

The results highlight interesting findings that complete literature review. According to the survey participants, Haute Cuisine work environment is hard, competitive, hierarchical and challenging. It requires a high level of discipline and rigor, and it affects the social life, almost sacrificed to learn and evolve.

Kitchen professionals have to be competitive, assume various responsibilities and to challenge themselves continuously. Mentoring and leadership have a high impact on workplace skills. Having a mentor is a must especially for women who did not show different trends via their answers except for mentoring and for entrepreneurship. Results show that mentoring is very needed by women to facilitate their learning and enhance their leadership.

The common leadership style in the kitchen is considered authoritarian. However, chefs should also show concern by subordinates and give clear instructions, which proves that a chef should be a leader and a mentor.

The survey adds an important result as we discovered a significant relationship between entrepreneurship, workplace learning, and career satisfaction. Women's answers showed even a higher impact. Chefs' satisfaction from their job implied owning their restaurant, obtaining Michelin stars and achieving public recognition.

Finally, to succeed in their entrepreneurial project, chefs need to have the desire to be their chefs and to open their restaurant, to be ambitious, have a better work-life balance, to achieve public recognition and visibility, and to have a good team working with them.

### **Limitations**

The survey included professionals from different career stages, age, gender, and countries. Although one of the most important variables for our analysis is gender, we were not able to achieve the parity in term of participants.

The survey results do not also show the significant gender difference in answers. This fact should be therefore further researched. Through a previous factor analysis exercise (Haddaji et al., 2017c) we found that replies from women and men were perhaps too similar due to the political correctness of questions and responses.

Those questions, which could lead to a “correct” answer, had responses (i.e., “sacrificing family oriented life”) that were statistically significantly different between men/women.

Finally, due to the available resources, the length of the questionnaire, and the busy agendas of chefs in general, we were able to collect only 202 answers. The sample could be bigger and other variables can be included such as sexual orientation, local culture, etc.

## **Discussion**

Among the main barriers women chefs face in the culinary and 'Haute Cuisine' field there are masculinity, workplace culture and condition, gender perception and stereotypes, and leadership acceptance and influence. Women in the focus groups added that there is less tolerance toward women's mistakes and therefore women have less freedom to experiment and to take decision.

In addition, Women participate less in competitions and have their skills and capacities underestimated because of expected gender roles and stereotypes. This had a negative impact on their learning, evolution, and their recognition in the profession.

Work-life balance is also a major issue for women chefs. The masculine culture in both the professional and the domestic space serve to distance women from professional kitchen. Women are in general more involved in the domestic tasks and negatively impacted by the long and unsocial working hours of the restaurant.

To overcome these barriers, women had to remain in the job while coping with cultural norms and work conditions. They had to acquire the needed skills and to prove their excellence. This implied a high level of dedication, seeking mentors and working with famous chefs especially if they aspired for joining the accolade of Michelin starred chefs. The discourse of merit was repeated in various occasions by women chefs in the case study and women chefs in the focus groups. Even

though they acknowledged that the masculine culture is one of the main barriers they face, they focused more on their hard work and their commitment to succeed and to become a chef. This was driven by a passion for cooking and for their profession. However, gender barriers in 'Haute Cuisine' need structural solution in order to assess the current gap. This could be for example by having more flexible work environment with a culture that includes both gender and that favours both in terms of skills, recognition and leadership effectiveness. This point has been recalled several times in our research also. The kitchen workplace is considered very hierarchical and very often authoritarian. Women chefs however are more advocate for a quite, feminine, organized and team oriented style. Even those in the focus groups and in the survey who said that they follow a masculine and assertive style, they considered very important team working, being concerned with subordinates, and giving clear instructions.

Furthermore, to succeed, innovation, networking, self-promotion, and marketing are very important to promote the restaurant and to be successful. Mentoring is particularly important for women as it enhanced their learning process and their evolution perspectives according to the survey results. They also need more support in the domestic sphere to have fewer responsibilities. The survey highlighted other success factor such competitiveness, challenging oneself, assuming various responsibility, discipline, and rigor. It also shows that there is a relationship between entrepreneurship, workplace learning, and career satisfaction. For women

this impact was even higher as being chef in their own restaurant enhanced their workplace learning and evolution and hence their professional satisfaction.

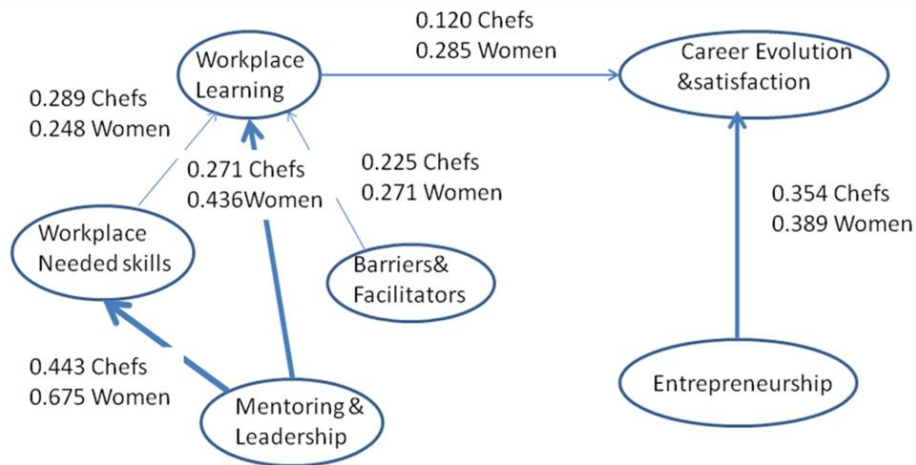
And to succeed in their entrepreneurial project, chefs in general need to have the desire to be their own chef, to open their restaurant, to be ambitious, to achieve public recognition, and to have a good team working with them. Although in the literature review and in the focus groups working in their own restaurants was a solution for women looking for more flexibility to manage their time, the survey results shows no specific trends for women except higher professional satisfaction compared to their male peers.

## **Conclusion**

The professional kitchen have many barriers related to hegemonic masculinity and work conditions. Women find it harder to confirm their position as managers, leaders and entrepreneurs. Traditional gender dynamics in the public and the private sphere are reproduced in both professional and private kitchen.

To evolve in this profession, women chefs should resist and adhere to this work culture which harden their learning and slower their evolution. The chef's position requires also a various sets of skills and competences that are not specifically different between both genders. However, women have more need to be accompanied by mentors. Results show that mentoring is very needed by women to facilitate their learning and enhance their leadership. There is also significant relationship between entrepreneurship, workplace learning, and career satisfaction for women.

Finally, the thesis showed different paths for women and men as chefs. In addition to mentoring and to the higher level of learning required, the entrepreneurial path is more acute for them to become 'Chef de Cuisine'.



**Figure 2. A Chef s career: Research resulting model.**

To conclude, this research advances the current state of the art by combining different research methodologies. It is the first to analyze from feminine perspective kitchen barriers and success factors within women chefs including Michelin starred women chefs and to use a survey that targets kitchen professionals. Finally, it is the first to build a model based on statistical results.

In the meanwhile, we have been restricted by the lack of women chefs' availability in the case study, the low number of women chefs in gastronomic restaurants, and we were not able to achieve the parity in answers for the survey. We had also many similar answers and trends between women and men, which could be explained by the internalized norms of the kitchen and hence the political correctness of the respondents.



As a result, further studies should be done on women chefs. Entrepreneurship should also be more researched in order to evaluate its potential on women chefs' success in the industry. Finally, the survey sample could be enlarged, include different set of questions, and target more women. Other variables may be added such as sexual orientation and local culture.

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