

# 美和科技大學

## 104 年度教師專題研究計畫 結案報告

計畫名稱：都跟佛祖有關嗎？團隊領導者心中「領導意念 Leadership Sensemaking」如何形成與作為之研究：一個休閒農村蔬  
（素）食餐廳的個案研究

計畫編號：MH-104-DOT-001 [由研發處填寫]

計畫期間：**104.01.01 ~ 104.11.30**

計畫主持人：**羅偉碩**

共同主持人：

協同研究人員：

經費總額：**五萬元**

經費來源：**104 年度教育部獎補助款**

# 都跟佛祖有關嗎？團隊領導者心中「領導意念 Leadership Sensemaking」如何形成與作為之研究：一個休閒農村蔬（素）食餐廳的個案研究

羅偉碩

美和科技大學觀光系

## 摘要

這個不為人知的經營團隊，卻是從經理到店長、廚師、採購與服務人員都是清一色年輕的小女生。她們住在一起、工作在一起、人生成長的學習也在一起，只因為她們的爸爸媽媽都幾乎同時出家，而由當時只有 18 歲的年輕經理帶大。經理認為她經營的「意念」，主要是來自於兩個人。一個是她出家而 2011 年仙逝的媽媽（海印法師）。她媽媽說：「如果你自己不敢吃的東西，你會拿給你的家人吃嗎？」，把顧客當成家人，就不會把不健康不好吃的食物給客人吃。而另外一個人則是她口中的老闆。她問她的老闆說為何要開這樣一個餐廳，她的老闆回答說：「就為了賺一個人吃素不殺生的福報」，並且支持她以她自己的「意念」，經營一個與集團完全不一樣，但卻要有經營成本觀念的餐廳。難道這一切都跟佛祖有關嗎？是不是因為有著某種「意念」，牽引著她（專業經理人）接手不被看好且偏僻的休閒農村蔬（素）食餐廳。

關鍵詞：領導意念、蔬（素）食餐廳、個案研究、團隊

# **Is all about Buddha? The Story of Vegetarian & Vegan Restaurant -- Leadership Sensemaking: how Shaping and Acting in Leader's Mind**

Wei-Shuo Lo<sup>1\*</sup>

Tourism Department, Meiho University

\*Corresponding Author: x2134@meiho.edu.tw

## **Abstract**

What is hospitability? The answer would be satisfying for a guest's needs. In the hospitability Industry, people are one of important factors at the input of the service system. People who are employee play a key role to deliver one or more services to satisfy customers' needs in the service-profit chain. However, how to deliver a satisfying service is one of the critical competences and skills in hospitability industry. Therefore training employee becoming a leader prepares skill of leadership is to assure the service can be more quality to deliver. In this paper not focused what is leadership, due to the most of researches have been discussed in recent years, and some of studies also have investigated the leadership how to apply in different industries. Therefore, the study aims to explore the mind of leader how to shape and why they act with leadership. Through the qualitative research methods for a vegetarian & vegan restaurant, data collected by several interviews and observations with the key manager, who is Buddhism but not a Buddhist, and then we find the story of restaurant the mind of leader shaping by mindful and acting by sensemaking leadership

## **Keywords:**

Buddha, Hospitability Industry, Leader, Leadership, Mindful, Sensemaking

## Introduction

What is hospitability? The answer would be satisfying for a guest's (customer) needs (Chon and Marier, 2010). The hospitability industry includes lodging, event planning, theme parks, transportation, cruise line, and restaurant. Most of them are belonging to one kind of labor-intensive industry, and their tasks are almost controlled by employee for providing variety services to customers. And the customer's needs are difficult to forecast in hospitability industry especially that is a challenge for managers they do not know customers where they come and which religion they are belief, and then preparing foods or beverages to them.

Slattery (2002) finding the hospitality industry is represented in every country in the world and is diverse and complex. If we look the hospitality is a demand-supply system at industrial and economic level, we can understand why hospitality industry with characterizations of diverse and complex. At the industrial supply side, the services have to consider diverse organizations such as lodging, event planning, theme parks, transportation, cruise line, restaurant and so on. Each of them belong to different business units, and difficult to group by together, especially their professional skills of employee for services are sometime different.

On the other hand, the industrial demand side is the reason of complexity for hospitality, because demand side that mains of is guest's (customer) needs. Customer's needs are difficult to control and sometime are cannot be caught before the customers come. Moreover, the needs also meaning a service has to provide by someone or firms from an organizations of hospitality industry. However, the services are almost intangible and also cannot be storage; especially the service is an important bridge which connects the customers and organizations of hospitality industry.

If the service is an important bridge connects with customers and organizations, and who to deliver and how to maintain the quality of the service? Chi and Gursoy (2009) pointed out the employee satisfaction, customer satisfaction, and financial performance have interconnected relationship been linked together. When service was building as bridge by organization, the employee plays a role of delivery between the customers and organization, and the financial performance will be thus reflected at customer satisfaction. Good service thus shown the customer satisfaction higher, and contrary to customer satisfaction lower that means service quality not well or fail, then customer's complaints come.

So the customer satisfaction impacts the financial performance directly, and the customer satisfaction therefore affected by employee how to maintain the quality of the service. That means employee plays another role between the customers and organization. Employee is not only to deliver different service, but also walking on the bridge to maintain and test the quality of service, through both two sides between customers and organization becoming the whole service-profit chain (Heskett et al., 1994).

Heskett et al. (1994) pointed out the service-profit chain establishes relationships between profitability,

customer loyalty, and employee satisfaction, loyalty, and productively. The employee links a good relationship between customers and organization, and also makes the managerial tasks can “*action*” then work together. For long-term management can work smoothly, a leader has to play a role of maintain and test the quality of service, then keep act of the managerial tasks efficiently, but also keep financial performances effectively and customer satisfaction successfully.

Becoming a leader in the hospitality industry has five steps (Hinkin, 2011) can consideration. Those are including understand yourself, understand your organization, establish objectives and provide the direction, acknowledge good performance and correct poor performance, and be flexible and willing to adapt. This five-step concept explains leaders have to beginning a true heart from them (or called self-knowledge), and to lead others (employees) by organizational goal, then approach organizational profitability (financial and non-financial performances) and customer satisfaction.

A leader is not only “push” others, but also “pull” others. In fact, although leader is belonging to one kind of managerial tasks, but also has a bit different in some parts. As a manager has to control and make sure everything is going on, he or she can do it (task) best by individual, or sometime working with few others.

For example, the manager who is in charge of housekeeping, she has to keep some rooms cleanly within limited time with her one or two members. Sometime, the manager also has to put herself into the cleaning work when high season in hotel, and these tasks will be done and control well, she said that only two people and few rooms she can do it well, if more of them she will give it up. Indeed, we know a fact that is the manager will focuses at technological tasks but not leading work. More member are meaning more problems will be appearances, and need manager more time to solve and communication with others, so therefore, leadership sometime as capability in possibility industry.

Walsh et al., (2011) thought leadership is a human capital capability that has to be learned and practiced, and managing is different from leading. If managers would like be a successful leader in hospitality industry must do three crucial things in their jobs: sense making (or sensemaking), visioning, and being inventive. For example, tour manager is another kind of types in the hospitability and tourism industry, the manager no any product has to sale but only one thing she or he has to be done well it provide services well during the travel beginning and then to end. Especially, the manager has to bring tour members from their country fry (travel) to another country (or countries). It is a challenged task for manage if manager does not complete any learning and practical experience, he or she how can be doing well to manage and lead all stranger customers.

Another situation is happen at the kitchen. The executive chef has to lead a lot of members working together, and his / her work is making seamless by all of different culinary workers they cook each different orders from customers. These works cover two-level task that is one belongs to technical skills in the

cooking, and second one belongs to commanded skills in the management and including leadership. In the managerial for each culinary worker is to command they can do everything well by following all of orders, and then satisfying customer's favor correct. This part has a managed term is call SOP (standard of process).

That means culinary workers can do it no problem if following cooking steps by SOP, but the foods cannot be said culinary delights. Because the workers are only follow the SOP, those foods are safety on the table for hungry customers, they do not putting the true heart for cooking a culinary delights. So that is the reason why we would like to study this topic, to manage and to lead others is quite different skills, or called different terms, especially, sensemaking that has been considered as a specific skill in hospitality industry (Walsh et al., 2011). However, the leader how to work (shaped and act) in mind within sensemaking is still rarely discussed

Therefore, in this paper aims to explore that sensemaking within leader's mind, that includes why and how to shape and act with a leadership capability. And this study through a qualitatively methodology which is case studied by a story of vegetarian & vegan restaurant. The brief of managers and members are all Buddhism, but they are not Buddhist (Nun). So before the study we do not know why they open a vegetarian & vegan restaurant. Are they or manager shaped by Buddha? And other another question is how they can make the foods of vegetarian & vegan -- culinary delights. Because, most of vegetarian & vegan are not good impression in general customers whose brief are not Buddhism.

## **Literature Review - Sensemaking in Leadership**

### *Becoming a leader*

In the hospitality industry, the manager needs to a skill of creative thinking, knowing how to learning and seeing the mind's eye (Chon and Marier, 2010). This point has fitted above mentions and perspectives by Walsh et al., (2011), the role of leader and manager has a few different characteristics such as leadership has been looked as a human capital capability. The capability that expressed on the nature of how to pull followers (or called subordinates) but not shown as a push.

Therefore, aimed to consider at this point "why and how to shape and act" with a leadership capability within sensemaking, to define what is leadership at this research is not argued, because that has researchers have been investigations (Northouse, 2012; Pye, 2005). However, we have to know what the natures within leadership first. According to some interesting points by Northouse (2012) mentioned about the natures of leadership include leadership is a trait, is an ability, is a skill, is a behavior, is a relationship, is an influence process.

In Northouse's (2012) studied, five of natures are quoted here such as ability, skill, behavior, relationship, and influence process. That all are necessary features and related to a leader whose personality. Especially,

behaviors of leader do or to be that's seen as a meaning what a leader will "action." And the influence process is also as an important skill when employee been assigned can work with others. Especially, we see this ability is represent what the thinking is leader wants to do before leader working with others through communication. That means leader think of "how I can lead you do by following my words."

Those of words, becoming a leader, are explained the management learning by situated curriculum within a manager's legitimate participation influencing the development of situated leadership practice (Kempster and Stewart, 2010). That means becoming a leader has to through a process of practical learning, and then can influence others at the workplace where is situated participation. And especially, this situated learning is "shaping" by the leadership practice. That thus makes leader's behaviors more meaningful to influence others. To discuss the reason why and how to shape and act within a leadership capability to be more important. Therefore, the following session will discuss this part of shaping and acting in a leader's mind as Sensemaking.

### *Sensemaking in Leadership*

A leader's behaviors most of seen as an extrinsic action. Results of action can be looked as managerial performances. Action is tangible at which situation they are for follower or employee, the reason is they can feel or see what's happen now. Moreover, when leadership seen as a capability from leader's behaviors. And leader's behaviors will be directly affected to the capability of leadership, and then is to be shown as a sensemaking to enable insight into thinking process (Bartunek et al., 1999).

According to above literatures' mentions that we though, the sensemaking may be considered within two-phase process in the leader's mind which are shaping and acting. Weick et al., (2005) provided they perspective thought sensemaking is about the interplay of action and interpretation rather than the influence of evaluation on choice. Which pointed out that direction of this study is correct, that is within two-phase process in the leader's mind which are shaping and acting.

However, the most of investigations in recent years have focused on second phase that is how acting then to influence the others. For example, Huemer (2012) thought that sensemaking plays an important role in what may become another's successful influence. That means sensemaking has shaped then becoming a form of thinking or idea, through a continuous process to influence the others. So, this is reason why leadership can be explained as a capability by some studies discussed (Chon and Marier, 2010; Walsh et al., 2011, Northouse, 2012).

When most of researches argue what is leadership and how to be shaping by a leader, Parry and Kempster (2014) thought charismatic leadership is reflexed from followers more, but less from gift of God. This study

explains the leadership is making sense of shaping by followers not by leaders themselves, even we know some characteristics of leader are argued by a gift of God. This perspective is quite different above literatures reviewed. Why we argue this point and compare with the shaping and acting what different in a leader's mind. We thought within two-phase process in the leader's mind which are shaping and acting, however, there are existed different features between shaping and acting in leader's mind.

Two-phase process in the leader's mind is shaping and acting. The acting is the first phase, why? Because of acting from leader is an external behavior, for example, the executive chef expresses his / her action (a command) at the moment when kitchen is chaotic, and customer complaints are such like a flood said to restaurant manager without any culinary delights. And therefore, these chaotic experiences which including some actions or any commanded results, even the experience has involved a fail results. And then the results of fail or success will thus becoming leader's a real experience.

As the real experience more and more, many experiences are increasing and becoming a lived or useful information, which information thus transformation as an insightful knowledge map (Ancona, 2012) into leader's mind and shaping (reflex) the leader's mind directly. Therefore, the shaping is the second phase, which is reflexed experience as a feedback cycle. When insightful knowledge map within leader's mind, the shaping and acting thus make sense of what happen of leader knowing, doing, and being (Snook et al., 2012).

In sum, according to above literatures reviewed, leader's mind is existed in insightful knowledge map that but it is also within as a whole operational mechanism. Weber and Glynn (2006) supported this perspective, and explained institutional context affects sensemaking – priming, editing, triggering, which is underling the mechanisms relating institutional context (Macro) to sensemaking (Micro) as Figure 1. This is also made this study finds the correcting direction to explore the answer of studied question, which is “why and how to shape and act” as a sensemaking in leadership in leader's mind.

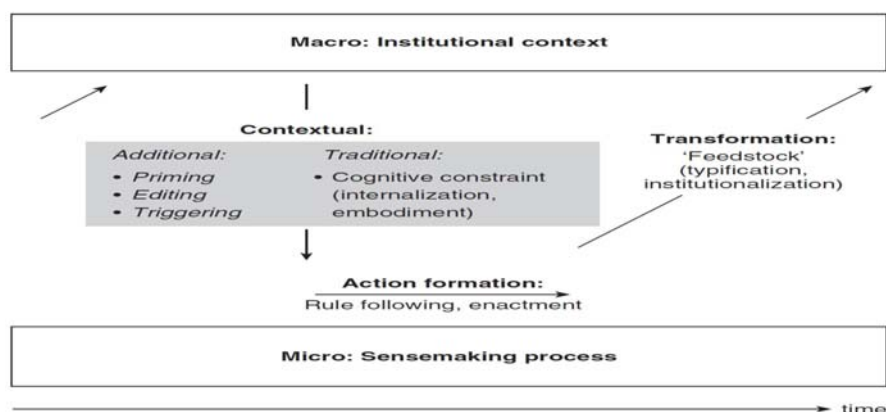


Figure 1. Mechanisms relating institutional context to sensemaking

By Weber K. and Glynn M. A., (2006)



## **A Story of Vegetarian & Vegan Restaurant**

### *Methodology – Qualitative Research Methods*

For exploring the studied question, this paper considers qualitative research methods. The reason is qualitative research methods including observations, focus group, and interview.

According to Arendt et al. (2012) their perspectives the qualitative research can be used for foodservice organization. And their study also pointed out qualitative research methods in hospitality industry can be:

- Investigating complex phenomena that are difficult to measure quantitatively;
- Generating data necessary for a comprehensive understanding of a problem; and
- Studying outcome variables as well as process variables

Therefore, this paper aims to explore a comprehensive understanding of a problem, two parts of qualitative research methods -- observations and interview, thus be used to investigate an unknown story in hospitality industry of space and time background.

### *Data Collection - Observations & Interview*

Benedicte and Meyer (2001) thought observation produces rigor when it is combined with other methods, and used of no fully complete observational mode is limited time than extensive participant observation. Why we use observation as first step to gather data, the reason is we do not know each other before this research. The researchers do not any personal relationship with the restaurant manager.

We are through several times and then get the permission then can beginning our study, that is also a limitation and challenge for doing field study. And another reason is limited by the business operational time. When high season or hot time, we are difficult to progress our research, thus only observation can do when we are purely as customers. This phase is from Dec. 2013 to March of 2014.

Arendt et al. (2012) thought individual interviews are used when one-on-one questioning is desired. Sensitive topics or certain interviewee characteristics lend themselves to individual interviews rather than focus group interviews. Why interview is the second step? The reason is our question is related to personally, belong to sensitive question, for example, when we ask leader's mind that means manager mindful questions. This phase is also through several times and not continuously from March of 2014 to March of 2015.

### *The Story of Vegetarian & Vegan Restaurant*

This is an unexploded story which takes place space and time background in hospitality industry. The restaurant locates a famous place where is Wanluan Township in Ping Tung County. Wangluan trotter is always attraction tourists come and then taste. Most of tourists are thought Wangluan trotter is delicious, even the tourists they come from foreign country.

There are 14 villages distribute in whole Wanluan Township, one of village called Lu Liao, that means the place with clean water from the mountain all the time, most of deer will come and drink. But it is a long time story for this Hakka's village. And here other places are not like Wangluan village so famous can attract tourists come. They are no more people come and quiet, and some of temples were built for Buddhism or Taoism. This is very interesting place for living and for slow travel here.

The vegan restaurant in Taiwan is universally, because most of Taiwanese belong to Buddhism or Taoism at the same time, and some of older Taiwanese are also vegan. Vegan does not touched meat purely, but the vegetarian can eat egg.

A vegetarian & vegan restaurant locate at Lu Liao village, it is closely Wangluan Trotter Street where people or tourists come and taste Wangluan Trotter, it is strange, and make us interesting to want to know the reason why. When we visited the vegetarian & vegan restaurant, then we unfold the story of why this restaurant locates closely Wangluan Trotter Street and manager's story.

The vegetarian & vegan restaurant does not sale any food for others originally, only cook the food for Buddhist. However, the host of Buddhist temple wants to people can get the karmic reward (Buddhism), that means do not to be a killer, she said that we open for others not only sale for ourselves.

Therefore, the vegetarian & vegan restaurant built and open for all of people come, they do not care customers who belong Buddhism or not, they just make foods delicious, and not making the foods like traditional vegan.

The manager and here followers are following the vision proposed by host of Buddhist temple. Their gender all belongs to female. They are not nuts but they are all Buddhism. They live together in the area of restaurant, they learn and doing the job also in the restaurant, and definitely they are commanded by the manager.

The manager does not marry now. She was working and learning cooking skills very early when she was a teenager student. She got some of useful concepts from her mother, these concepts such like do not do the wrong ways – most of mother said the same words. But she thought her mother trained her in the kitchen, most of works was done by her mother herself, she saw and also learn by her mother what to do at the moment. And these lived experiences are a fruitful learning process when she was a teenager student to she became grown-up, until her mother was becoming a nun then she gone.

Her boss is the host of Buddhist temple, she also a nun. The manager said to us, if no any strong support from her boss, she cannot still working until now. Why? Her boss she said that: I have two vegetarian & vegan restaurants, but I hope that you do another type of vegetarian & vegan restaurant, do not make the foods taste same, and look like same.

It is a challenge goal for her. Only to design a menu which she thought is an easy task also becoming a heavy work. Why? Her boss she said that: we have to make the foods not only a simple way, but also make them difference when you taste as you like it.

Two ways affect her from her mother and boss. She learned how to lead others as a leader. But it is not easy to said to others know what happen. Only she knows what happen in her mind. Because of her leadership makes the performance well when her restaurant wins a good reputation from her boss.

The story is constructed by many detailed things that were broken and without the same space and time background in hospitality industry. One is the manager herself grow-up experiences and another one is her boss of the host of Buddhist temple (nun). As an interviewee, she does not say how to lead her followers, and why? She just mentions few things to explain what was happened at the moment when she was. Therefore, we did a very special interview and observation from her and the restaurant. In sum, is all about Buddha? Thus we raise this question in our mind when we leave restaurant.

## **Conclusion**

In the end of this study we have something finds conclude about our question according to literature review, which is “why and how to shape and act” as a sensemaking in leadership in leader’s mind. Weber and Glynn, (2006) mentioned their point at the mechanisms relating institutional context to sensemaking (Figure 1.), we thus figure out some answers based on their mechanism follow as below:

### **1. Shaping by Contextual**

Internalized cognitive constraint (internalization, embodiment) is existed in leader’s mind. For example, we knew the internalized cognitive constraint for the leader of restaurant – the manager, her mind exists much remember and behavior by her mother’s training, which is a past lived experiences. From she was a teenager to grown-up. And then she therefore was constrained by a form of original family.

After she working at vegetarian & vegan restaurant Lu Liau village of Wanluan Township, she shaping by her boss of the host of Buddhist temple (nun). She constrained by a form of original organizational context. This contextual behavior expresses are according to the past experiences as an insightful knowledge map (Ancona, 2012) into her mind to support her can sustain play an important role of leader.

## 2. Acting by Sensemaking Process

Priming, editing, triggering is the Sensemaking Process (Weber and Glynn, 2006). Based on the past lived experiences as an insightful knowledge map (Ancona, 2012) in leader's mind, the manager shown her managerial skills. She commands all of followers to approach the goal of vegetarian & vegan restaurant.

Priming, the vegetarian & vegan restaurant want to restart. The manager prepares everything such as to assemble a special team for hospitality services in cooking, desk, and table when customers come.

Editing, the vegetarian & vegan restaurant want to redesign heir menu. The manager searches her insightful knowledge map, and according to her boss's ordering, she has to complete an inventive menu more than before. And then asked her members whose tasks are culinary workers to try and finish the different foods.

Triggering, he vegetarian & vegan restaurant want to receive performances well. This is a related to her self-reliance and mental toughness. Her boss only supports her by few words not full time at the restaurant, and working self-reliance by herself. That means everything she has to trigger her actions by herself. If she is only a manager that means she only can do one thing, she cannot lead others.

After the acting by sensemaking process, the manager thus fits the level of service-profit chain (Heskett et al., 1994) establishes relationships between profitability, customer loyalty, and employee satisfaction, loyalty, and productively.

Finally, in this paper that we through a qualitative research method explore the answer of why and how to shape and act as a sensemaking in leadership in leader's mind. Which examined the sensemaking leadership in leader's mind is shaping by organizational context, and acting by sensemaking process.

### **Acknowledgment**

This work was partially supported by Meiho University, under grant number **MH-104-DOT-001**.

## References

- Ancona D., (2012), *Sensemaking: Framing and Acting in the Unknown*, In Snook S.A., Khurana R., and Nohria N.(Eds.), *The Handbook for Teaching Leadership: Knowing, Doing, and Being*, SAGE Publications.
- Arendt S. W., Roberts K. R., Strohbehn C., Ellis J., Paez P., Meyer J., (2012), *Use of qualitative research in foodservice organizations*, *International Journal of Contemporary Hospitality Management*, 24(6), 820-837.
- Bartunek J. M., Krim R. M., Necochea R., and Humphries M., (1999) *Sensemaking, Sensegiving, and Leadership in Strategic Organizational Development*, *Advances in Qualitative Organizational Research*, 2, 37-71.
- Benedicte C. and Meyer, 2001, a Case in Case Study Methodology, *Field Methods*, 13(4), 329-352.
- Chi C.G. and Gursoy D., (2009), *Employee satisfaction, customer satisfaction, and financial performance : An empirical examination*, *International journal of Hospitality Management*, 28(2), 245-253.
- Chon, K.S. and Marier T., (2010), *Welcome to hospitality: An Introduction*, Albany, Delmar, Canada.
- Haksever, C., Render, B., Russell, R. S., & Murdick, R. G., (2000), *Service management and Operations*, 2nd Edition, Prentice Hall, UK.
- Heskett J. L., Jones T.O., Loveman G.W., Sasser W.E. and Schlesinger L.A., (1994), *Putting the Service-Profit Chain to Work*, *Harvard Business Review*, March-April, 164-174.
- Hinkin, T. (2011), *Becoming a leader in the hospitality industry*, In M. C.Sturman, J. B. Corgel, & R. Verma (Eds.), *The Cornell School of Hotel Administration on hospitality: Cutting edge thinking and practice* (pp. 65-79). New York, NY: Wiley.
- Huemer, L. (2012), *Organizational Identities in Networks: Sense-Giving and Sense-Making in the Salmon Farming Industry*. *The IMP Journal*, 6(3), 240-253.
- Kempster S. and Stewart, J., (2010), *Becoming a Leader: A co-Produced Autoethnographic Exploration of Situated Learning of Leadership Practice*, *Management Learning*, 41(2), 205-219.
- Northouse P. G. (2012), *Introduction to Leadership: Concepts and Practice*, 2nd Edition, SAGE Publications.
- Parry K. and Kempster S., (2014), *Love and leadership: Constructing follower narrative identities of charismatic leadership*, *Management Learning*, 45(1) 21-38.
- Pye A., (2005), *Leadership and Organizing: Sensemaking in Action*, *Management Learning*, 1(1), 31-50.
- Slattery P., (2002), *Finding the Hospitality Industry*, *Journal of Hospitality, Leisure, Sport and Tourism Education*, 1(1), 19-28.
- Snook S.A., Khurana R., and Nohria N., (2012), *The Handbook for Teaching Leadership: Knowing, Doing,*

*and Being*, SAGE Publications.

- Walsh, K., Sturman, M. C., & Carroll, B., (2011), *Preparing for a successful career in the hospitality industry*. In M. C. Sturman, J. B. Corgel, & R. Verma (Eds.), *The Cornell School of Hotel Administration on hospitality: Cutting edge thinking and practice* (pp. 21-36). Hoboken, NJ: Wiley.
- Weber K. and Glynn M. A., (2006), *Making Sense with Institutions: Context, Thought and Action in Karl Weick's Theory*, *Organization Studies*, 27(11), 1639-1660.
- Weick K. E., Sutcliffe K. M., and Obstfeld D., (2005), *Organization and the Process of Sensemaking*, *Organization Science*, 16(4), 409-421.