



PORFOLIO of LDMICE (7004)

Lan Zhang

(2005977)

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Introduction of my portfolio

In this portfolio, i start with an interview with William Ho, a leader and founder of a takeaway food chain restaurants. He responded my question about his opinion on the characteristics of the takeaway food industry and identified the leadership dilemma in his management with emphasizing the labour shortage issue. Finally, he predict the trend of gig economy and the effect on his business, particularly the future of jobs.

After that i analyzed my social network with both ANT and network theory. The reflection of the debate with my fellow DBA candidate promote me to consider how to think more critically in my research by tool like sensemaking.

Finally, i came up with a way to address the identified leadership dilemma by sensemaking and a new leadership model emerged in the process of sensemaking.

Task 1 Interview



William HO <williamhomba@gmail.com>

2021/7/4 15:51



收件人: Lan Zhang (2005977)

RHYBUDD: Deilliodd yr e-bost hwn o du allan i system E-bost Prifysgol Cymru Y Drindod Dewi Sant. Peidiwch ag ateb, na chlicio ar ddolenni nac agor atodiadau oni bai eich bod yn adnabod cyfeiriad e-bost yr anfonwr ac yn gwybod bod y cynnwys yn ddiogel.
WARNING: This email originated from outside University of Wales Trinity Saint David's Email System. Do not reply, click links or open attachments unless you recognise the sender's email address and know the content is safe.

Hi Maggie

I am pleased to accept your invitation.

My time is available on 4 July, 4:00 PM.

Thanks & regards,
William

On Sun, Jul 4, 2021 at 8:17 AM Lan Zhang (2005977) <2005977@student.uwtsd.ac.uk> wrote:

Hi William

I would like to invite you for an informal interview which is a part of my module assignment in my DBA program.

The topic is about the leadership dilemma and all the questions are trying to acquire the real problems you have to face in your organizational management,

Please let me know if the 4 pm of 4 July is convenient for you.

激活 Windows
转到“设置”以激活 Windows。

Profile of the interviewee:

William Ho, the founder and director of GD Cooperation.Ltd, which charges three chain the takeaway food restaurants in London, Cardiff and Swansea.

Time: 50 minutes telephone interview in English

Questions:

1 Could you briefly introduce your cooperation and the current situation, characteristics of the industry which belongs to please?

2 What is your position and what are the tasks you in charge of?

3 In terms of the new trend in the external context like The Socio-economic Environment, Aging population, The rise of populism, Digital disruption etc, what is the leading factor to affect your business? How did you respond and resolve it as a leader?

4 Based on the latest job report, Covid brought a temporarily reduced workforce. Did it impact your business and how to? what is your prediction of the modification of the takeaway food industry brought by Covid?

5 What changes or influences of the prevalence of the the gig economy (relating to contingent work, sharing economy, agile talent, non-traditional work relationships, or alternate forms of employment)will bring to your business?

6 What's your observation of the trend of the future of jobs in takeaway food industry?

7 As a business owner, do you agree with the trend of prevalence of zero-contract jobs in the context of the the gig economy? why or why not? (How does it affect your business both positively or negatively) What is your initiative to adapt to this trend?

8 What are the organizational barriers in your company to the the gig economy?

9 Please conclude and predict the leadership dilemma you have met and will meet due to changes in the future of jobs.

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Blog2 The leadership dilemma of employment in the takeaway food industry



"We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction."

--- Bill Gates

1 Characteristic of the takeaway food business

1.1 The great prospect of the takeaway food business, accelerated by Covid 19



Figure 1 the proportion of the takeaway food, out-of-home purchase in 2019 (Kantar, 2020)

Data from Kantar (2020) shown in figure 1 above shows that the takeaway food expanded in the Covid lockdown.

Understandably, It is understandable that Covid 19 will subtly promote the prospects of the takeaway food business because consumers would rather order and consume food at home rather than eating out to decrease the risks of contracting viruses.

In the long run, due to the decreased spending power, the takeaway food as a more cost-effective way is expected to develop prosperously (Rebecca Gladman, 2020)?

1.2 prominent labour shortage

Based on the interview with Will, posts like attendants, deliverers are

difficult to recruit. The prosperous development of the business combined with the low job retention lead to the labour shortage in the takeaway food industry, which was deteriorated by the pandemic. As is shown in Figure 2&3 below, 50% of organizations in the food and beverage industry met the reduced workforce problem.

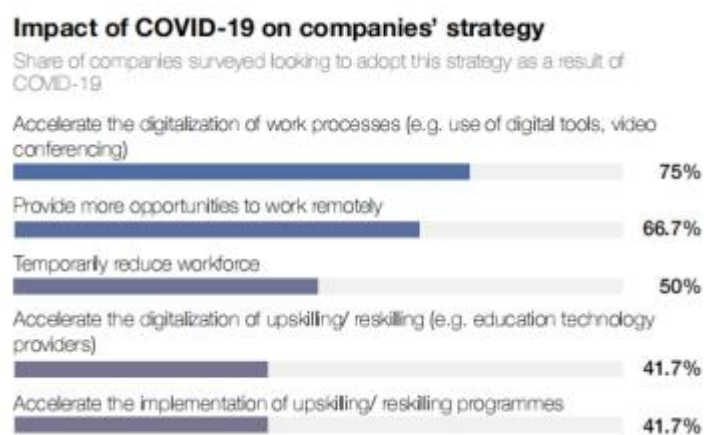


Figure 2 impact of Covid -19 on company's strategy in the UK companies (Intuit 2020 Report)

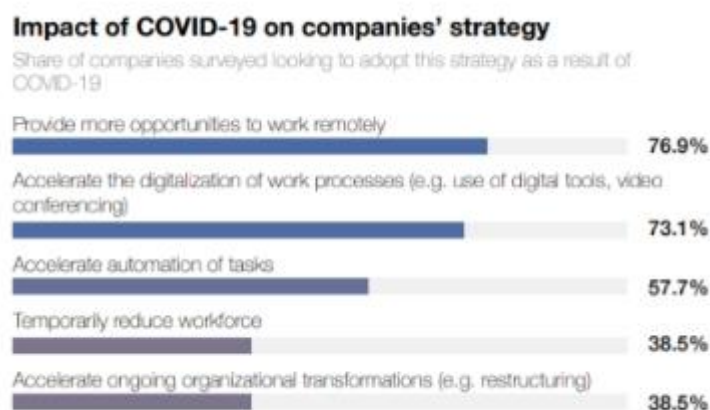


Figure3 impact of Covid-19 on companies' strategy in the food and beverage industry (Intuit 2020 Report)

1.3 majority of employers are contingent workers

Will told us a fact that over 80 per cent of workers in his organization are zero-hour contractors or contingent workers, which is very common in the takeaway food business.

The labour shortage, high-rated turnover push the leaders to employ contingent workers. Moreover, the takeaway food business involves many posts with low or even no skill requirements like deliverers, cleaners and attendants. The applicants take the post as a short-term plan to make money rather than a long-term career.

From the perspective of the leader, contingent workers are cost-effective and also can solve the reduced workforce and low job retention problems.

The Intuit 2020 Report

Intuit 2020 Report (Emergent Research, 2020) note that “The long-term trend of hiring contingent workers will continue to accelerate with more than 80% of large corporations planning to substantially increase their use of a flexible workforce.”

2 leadership dilemma

2.1 leadership dilemmas in the takeaway food industry

The identified leadership dilemma of the takeaway food industry is the sudden labour shortage evoked by Covid, especially the low-expertise posts like delivery and attendants. In response to the temporarily reduced workforce, many takeaway restaurants recruit contingent workers and the management of a mixed workforce lead to new problems.

Will predicted that with the coming of the gig economy era characterized as short, temporary, precarious and unpredictable (Woodcock, J., & Graham, M., 2019), gig workers will be predominant in the takeaway food industry in next 10 years. He emphasized the posts demanding high creativity and skills like chef and PR still need more stable and consistent workers who will be provided with long-term jobs.

Contingent workers are less committed, loyal and have high-rated turnover while some core post like chef and PR in the takeaway restaurant need more stable and committed long-term workers. The the previous research also proved using both contingent and long-term workers will lead to some negative effects on long-term workers' working

attitude and efficiency (Way, S. A. et al, 2010; Donovan, et al, 2016)

2.2 The gig contingent jobs increase the bars of leadership

Despite Employing contingent workers allow firms with flexibility of human capital, long-term employees employment stability and reduced labour costs (Connelly & Gallagher, 2004), 58 per cent of employers believe that full-time employees are better for the company than contingent workers who are less committed and loyal despite paying more on tax and benefits (Berson Mustella, 2016).

2.2.1 Defining the scope of contingent workers in the takeaway food industry

Contingent workers include knowledgeable workers and uneducated or unskilled workers. Research shows that knowledgeable workers are likely to pursue boundaryless careers and report positively on contingent jobs (Guest, D. 2004). The contingent workers in the takeaway restaurant are mostly the ones without expertise like deliverers and attendants. So our analysis is carried on the low-expertise contingent workers.

2.2.2 Contingent workers showed less commitment

Contingent workers show less responsibilities to the teams and organisations and showed less favourable work-related behaviours than core long-term workers (De Gilder, D. 2003).

2.2.3 contingent workers have low job retention

According to the Bureau of Labor Statistics (U.S Bureau of Labour, 2020) posts in the restaurant industry have the highest turnover rates. firstly Most applicants are university students or youngsters choose these position as an alternative in transition period rather than a life-long career. Secondly, the requirements of expertise and education are low for the contingent jobs in takeaway restaurants while demands are high like long working hours.

2.2.4 New forms of resistance in the delivery workers emerged

Besides the traditional resistance like resignation, theft, refusal to cooperate and strikes (Tucker, 1993, Hyman, 1989), new resistance form appears because deliverers meet in some algorithmically determined place (Waters and Woodcock, 2017) which will lead to the forming of a network, named as ‘mass self-communication networks” by Alex Wood (2015) to aggregate, complain and even start a strike.

3 How a mixed workforce negatively impact the organizations?

The the previous study proved using contingent and long-term workers simultaneously possibly lead to decreased trust among long-term employees (Pearce, 1993) and hurt the loyalty of long-term workers, even increase their intentions to leave (Davis-Blake et al, 2003).

Justice perception(De Gilder, 2003) and psychological contract(Guest, 2004)of flexible employment are comparatively weak which lead to the low trust in worker-organization and worker-worker relationships.

Less favourable work-related behaviour of contingent workers are displayed in the previous study(De Gilder, 2003) and In the cooperation with core employees, these behaviours will affect core employees negatively on their efficiency.

4 The gig economy will popularize the mixed workforce

With the advancement of the gig economy, more and more businesses will face the challenge of a mixed workforce, simultaneously using contingent gig workers and long-term employees.

How to integrate the contingent and long-term workers into a system to cooperate efficiently avoiding the bad impacts on each other is the most challenging task in leadership.

4 Call to action

Leaders need to take a more broadly all-encompassing approach to adapt to the external complexity like the trend of the gig economy coming with increasing in short-term contracts rather than permanent or stable jobs (Woodcock, J., & Graham, 2019).

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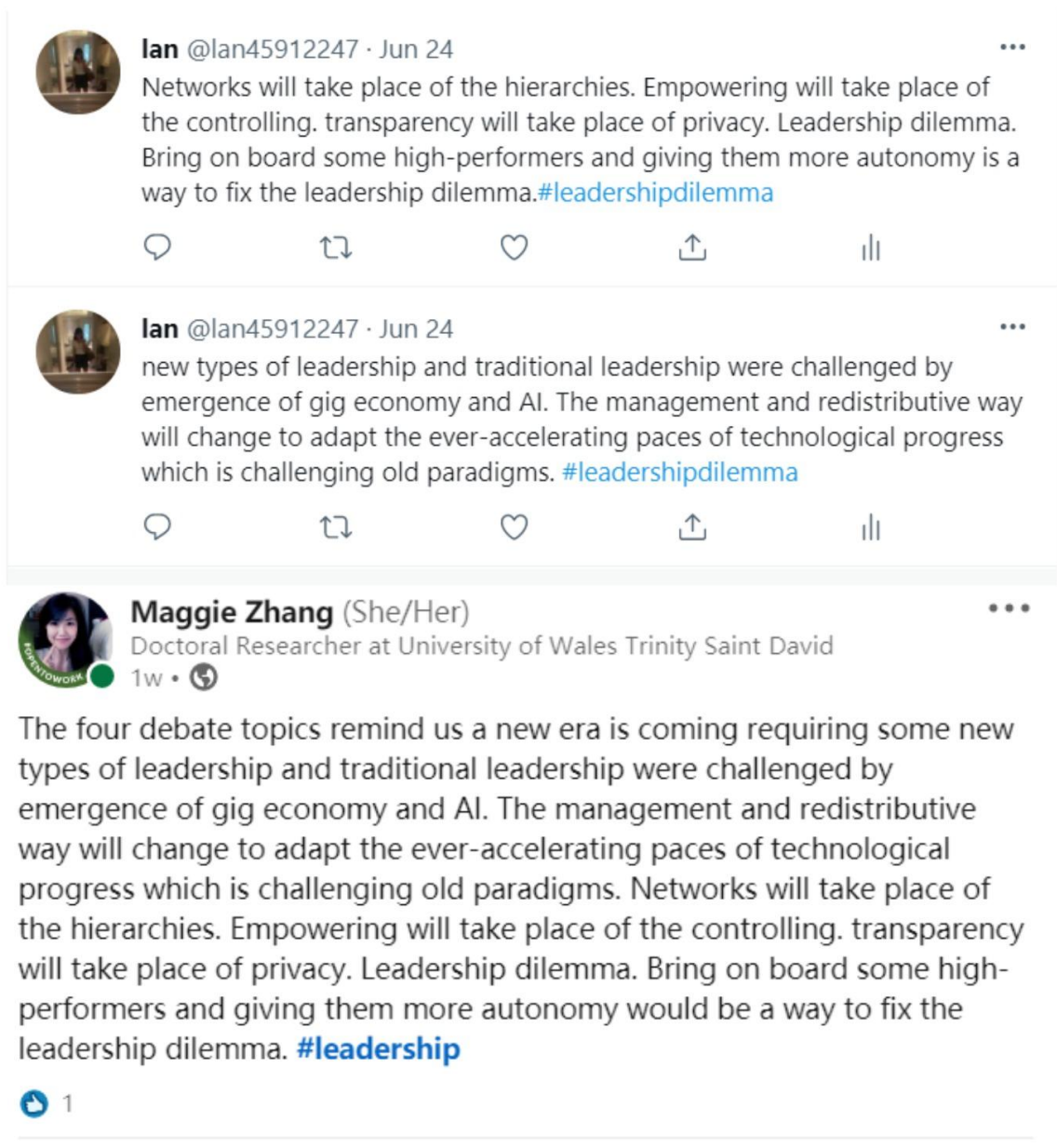
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Blog 3 “our material things can possess us as much as we possess them” -- how the non-human actors affect my research



Postings on Twitter and Linked-in



Lan Zhang (2005977) 6/2 11:01

As to my research the cognitive bias that we discard specifics to form generalities will impact my research most. I am always seeking to imitate the previous classic research and apply it into the new context. For the cognitive bias abovementioned, my research possibly ignore the different details in different context and end up with a lack of originality.#cognitivebiasinmyresearch#

3

全部折叠



Hilda Ojonugwa Obaje (2009418) 6/17 22:04 已编辑

We tend to discard specifics and form generalities especially when we are faced with too much information. Good leaders are encouraged to pay attention to specifics and be meticulous in order not to leave any stone unturned.



Ling Lin (2006204) 6/18 16:43

The research journey would be circuitous, filled with stress, confusion and joys. Keep going, you are making progress, and will arrive at your destination successfully after two years 😊

1

回复



Lan Zhang (2005977) 6/2 8:16

To avoid complicatedness, the accumulative by-product of organizations, leadership behaviors, structures, process and systems should all foster simplicity. Leadership should seek to escape from command and control toward sensemaking. A delayed structure facilitating collaboration and employees empowered to use their judgement could all promote simplicity.
#bmdleadershipdilemmas#simplify#

6

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全部折叠



Hilda Ojonugwa Obaje (2009418) 6/17 21:41

Surely, modern organisation should deviate from the traditional leadership characterised by hierarchy and control and embrace networking and empowering of employees.



Junqian Dai (2005928) 6/18 11:40

yes. if just want to simplicity maybe leader will be tired. but if use "A delayed structure facilitating collaboration and employees empowered to use their judgement." i think it will better.



Ling Lin (2006204) 6/18 16:37

yes, intent-based leadership totally overturn the traditional and authentic leadership, it pushes authority to information rather than command and control.

1

回复

Postings on Teams

21

my will lead to the leadership dilemma
outcome for the workers in the gig
and risky working environment, zero-
extant leadership approach should be
ture of work. #leadershipdilemma

1小时前 删除

波师

★陌焱★：零合同用工制度最难控制的就是员工的流动率

麦琪 回复 ★陌焱★：I totally agree with you. The employees retention will be comparatively low in zero- hour contract job. 😊

麦琪：I totally agree with you. The employees retention will be comparatively low in zero- hour contract job. 😊

王雪生：喂

波师：留言！

波师：看不懂

麦琪 回复 波师：😞😞😞

★陌焱★ 回复 麦琪：相对于员工来说相对于自由，类似于弹性工作制，而对于公司来说有点累，需要不间断的调整营销策略和绩效提成，来刺激员工工作积极性

麦琪 回复 波师：😊😊😊

★陌焱★ 回复 麦琪：相对于员工来说相对于自由，类似于弹性工作制，而对于公司来说有点累，需要不间断的调整营销策略和绩效提成，来刺激员工工作积极性

麦琪 回复 ★陌焱★：👍👍👍

王雪生 回复 麦琪：Wow this is a wonderful perspective of the social life. That' ll make our lifestyle change and lead a new tide! The most significant of the worker rights!!! I cannot agree more!

刘振坤：境界有点达不到😞

★陌焱★ 回复 麦琪：😞😞😞

威sir：I have a friend who is Uber driver. His working hours are relatively free, but the fixed rate is not high. Sometimes he goes to work and sometimes he doesn't go to work

贾贾5：我好好想想，有想法了给你微信回复啊。

麦琪 回复 威sir：The freedom brought by contingent jobs make them seemingly attractive to some people. 😊

麦琪：The freedom brought by contingent jobs make them seemingly attractive to some people. 😊

大白·喵Joe：公司为实现组织目标而选择进入某个细分行业与选择某种业务开展的模式，如果这种业务模式不能持续对企业的发展带来积极的作用，它是不会长期实行下去的。目前滴滴司机不比市场初创期，受到公司方越来越大的经营“限制和压迫”，这说明至少在中国的现有环境下（劳方散沙状无组织无工会），所谓利用互联网与劳务提供者形成某种半松散的合作，公司方相对容易在劳务条件、收益分配等各方面形成一种强势地位，劳方“最大”的权利是用脚投票。

麦琪 回复 大白·喵Joe：totally agree !

★陌焱★ 回复 麦琪：这类公司运营成本都不会很高，也就是平台搭建，数据库上面花点钱，大数据时代公司的策略估计也就是尽可能的资源整合，垄断市场，但这都是理想化的，也是暂时的。公司核心竞争力就是服务和实惠，这两点做不到，任何策略都是空谈

麦琪 回复 ★陌焱★：the cost is comparatively low while the

A bilingual posting about leadership dilemma on WeChat, a Chinese version Twitter

Figure 4 all my postings about leadership dilemma on social media

1. Description

To communicate with my peers on the leadership dilemma more efficiently, I tried 3 different social media to get access to more diverse

responses. At first, I put my viewpoints on the teams and I get remarks from my classmates. Due to the small number of classmates and the perceived bias, I put my viewpoints on my newly-started account of Linked-in and twitters which are prohibited in China and my network hasn't been built there. I didn't get any remarks on both of the social media. Finally, I decided to put my thought bilingually on Wechat posting, a Chinese version twitter, and I got dozens of remarks leading to the most effective and unbiased communication.

2. Evaluation

The feature of ANT is all the actors including human or non-human actors are treated according to “symmetry”, meaning little distinction is drawn between them(Latour, 1991). Fenwick and Edwards (2010) see ANT as an assemblage describing entities of human and -non-human actors and their diverse connections.

the role of the non-humans is as important as human actors in ANT. In the whole process to build my network to get access to more ideas on my research topic, I try to make full use of the non-human actors: teams and social media of the the UK and China.

3.The weakness of my network

Teams

The communication on the teams is not so effective because the comments tend to be biased. Interpersonal ties are categorized as strong weak and absent and my classmates have strong ties with me. The strong ties mostly between homogeneous groups of people are easily lead to bias(Nelson, R. E., 1989).

Social media

Weak tie theory posit that acquaintances potentially exert more impact than close friends, especially in social networks (Nick Granovetter's 1973). in my WeChat account, the network with both strong ties and weak ties has been established so the most original and effective communication was achieved. While in my Linked-in and Twitter account, nothing effective was gotten for no ties has been established.

Absent ties

One limitation of my network is that the absent ties haven't been identified and used which can be easily turned into weak ties and possibly strong ties by interaction. For example, the researchers working on the same topic as me could be identified on the internet and connected by social media, by which I could get a more professional and

unbiased piece of advice.

4. Conclusion

“things” in our life are emphasized by Miller (2005) which is pertinent to social media. Granovetter (1973) believed social media are “things” to give us a place and media to connect and build identities. “our material things can possess us as much as we possess them.” it is true that social media have possessed us unprecedentedly and play an indispensable role as non-human actors in our network.

According to weak tie theory, a bigger social network with many weak ties and absent ties is likely to promote originality and support critical thinking. Encouraging communication and cooperation can increase the flowing of ideas.

The actor network is better treated as a verb than as a noun (Law, J., 1992). the human and non-human actors co-evolve leading to the ever-changing network. As a researcher, integrating more actors into my network, particularly the non-human actors and evolving my network is pertinent to my research.

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Blog 4 “even the loneliest island could be embraced by surging tide.”

(quoted from a lyric written by the author)



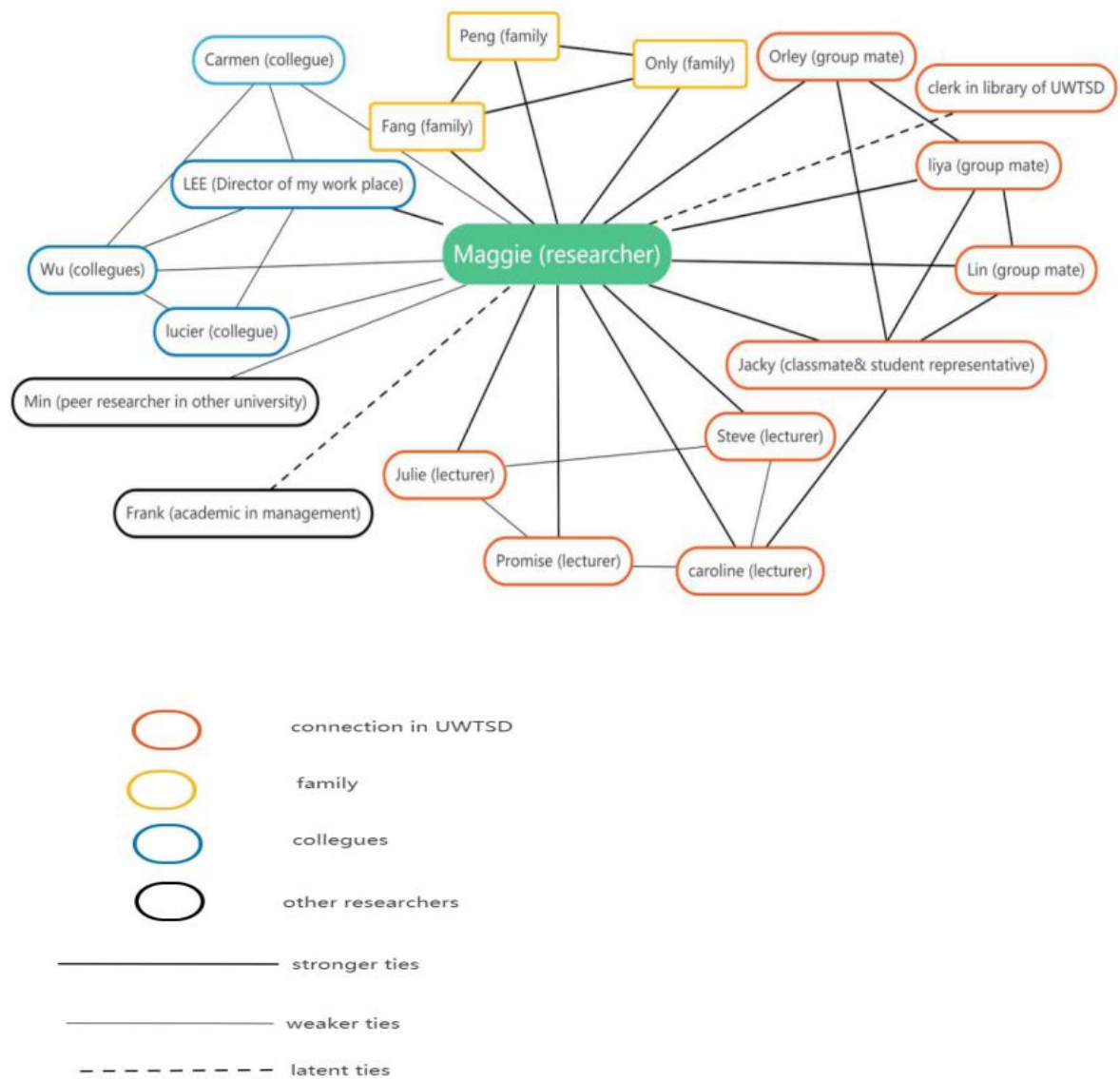


Figure 5 my network for my research

1 The qualities of a good network

More and more researchers realized quality is more important than the number of people in a network. The previous researchers characterized 3 qualities of a good network: open network allowing leaders to hear new information before others because people in the network are not all connected (Cross, Thomas & Light, 2008); diversity with which the connections go across vertical, horizontal, stakeholders and demographic boundaries (Yip, Ernst & Campbell, 2009); deep network where leaders build a deep and high-quality relationship with people to exchange information, resources and skills (Cross et Parker, 2004).

2 Weakness of my network

Based on the qualities of a good network, I identified 2 weaknesses of my network:

2.1 Strong homophily

The inclination to connect with similar people is named homophily. People in the network cluster by demographic characteristics like gender, race and traits of people like personality and values. (Cullen, K. L., Palus,

C. J., & Appaneal, C. (2014).)

The strong relationship in my network inclines me to engage with Chinese rather than westerners, which will limit the perspective I think.

cross-group connections lead to a diverse network and improve network connectivity(Cullen, K. L., Palus, C. J., & Appaneal, C. (2014). most people in my network work as a teacher which lead to more simplified thinking and behavioural patterns.

The connections in my network show a trend of homophily demographically, vertically and horizontally.

2.2 No access to “hub”

Barabasi (2009) evolved random network theory (Bollobás, B. (1984) and proposed that all the nodes are not equal and “hubs” are heavily connected. Fitness is the hubs ability to attract new links and is required in a competitive environment. As “the richer get richer”, the hubs are easily getting more nodes and increase their reach.

In my network, I didn’t build a strong relationship with “hubs” like the

renowned researcher in my field, IT experts who can provide me more information and resources than other connections.

3 Develop plan

Cross et al (2008) identified 3 important characteristics of high performers' network. Combining both Cross and CCL 's qualities on a good network, i make my developing plan of network

3.1 try to make my network structural.

Make me in the key position in the network and motivate the network around me to better support me. Social media like Linked-in, Twitter and blogs websites should be better used to get me access to “hubs” like libraries of universities, renowned academics of management, IT experts allowing me to communicate with them on my research.

3.2 Try to make my network relational

I will invest my time and energy in relationships beneficial for my expertise and helping me escape from bias. When I extend my network, more attention should be paid to the peer researcher in my field by attending academic conferences and forums.

3.3 Try to make my network behavioural

I will engage in actions leading to high-quality connections rather than big networks. try to build a strong relationship with connections to exchange resources is better than increasing the number of connections of weaker relationships.

3.4 Try to make my network diverse

Crossing the vertical, horizontal, demographic boundaries is very challenging for my network. I decide to really settle down in the UK and actively involve myself in the life of the UK and enlarge my network connection with diversity.

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Blog 5 My Reflection on the Debate



1 Description:

The subject of the debate is *“UBI is the only way to redistribute wealth in the future of work”* and my stance is on the positive side. The argumentation is a little bit biased for it is difficult to have an “only way” in a complex and dynamic context. I checked lots of essays discussing UBI as a good way in the future to redistribute wealth because it adapts more to the world of AI, automation, and the gig economy by providing a sense of security and dignity to people (De Wispelaere, J., & Stirton, 2004; Hoynes, H., & Rothstein, 2019). Moreover, I spent a lot of time

considering the counterargument and research the application of the other important ways to redistribute wealth in the future like stakeholder capitalism (Sunley, 1999; Collins et al, 2005; Lee, K, 2020) and universal credit(Dwyer, P., & Wright, 2014; Millar, J., & Bennett, 2017; Brewer, 2011). simultaneously, I refer to a lot of websites like CCL, Bloomberg, CIPD to search the information about the relating essays.

In the process of debate, the perspective of the opposing side is all in my expectation therefore, I have thought about how to respond. Finally, my partner and I won the debate.

2 Feelings

I can feel my passion for debate because it can evoke much productive consideration and push your thinking broader and more profound. In the process to persuade the opposing side interactively, the habit of critical thinking and avoiding bias will be built.

In the preparation of the debate, rather than listing the reasons to support my point, I have to think about counterarguments, disconfirming evidence and advantages of the opposing side.

After the debate, the conflicts of the negative and positive stance of the argument can provide me with new angles to view redistribution of wealth in future: firstly, in some developing countries like China which has a total different benefits system from western countries, it is possible to develop some new way different from the western system. Secondly, even in the context of western countries sharing similar benefits systems, it is still possible to develop diverse redistribution ways based on their different levels of acceptance of the gig economy.

3 Evaluation

I tried my best to critical think which requires me to make reasoned and robust arguments and question the evidence behind my stance. Critical thinking is indispensable for a researcher by which researchers can question knowledge, reject argument without evidence, value the dependability of an argument and be cautious to some plausible conclusion.

Previously, I think critical thinking is to think on both the negative and positive sides of an argument and keep asking questions. After learning the course, I know there is a methodology to help you critical think and

avoid bias.

Sense-making, as an approach of information science, is described as a way to trim the noises from the diverse and complex context without homogenizing it. Knowledge is reconceptualized from being still to dynamic (Dervin, B, 1998). by sensemaking, an individual can recognize the inadequacy of his understanding of events (Klein et al. 2006b). in the practice of sensemaking, people develop and use models, analyze and interpret data and finally construct their explanation. As the diagram below showing us, sensemaking can help us get actionable knowledge by contextualization and analysis and effectively avoid bias and infeasibility.

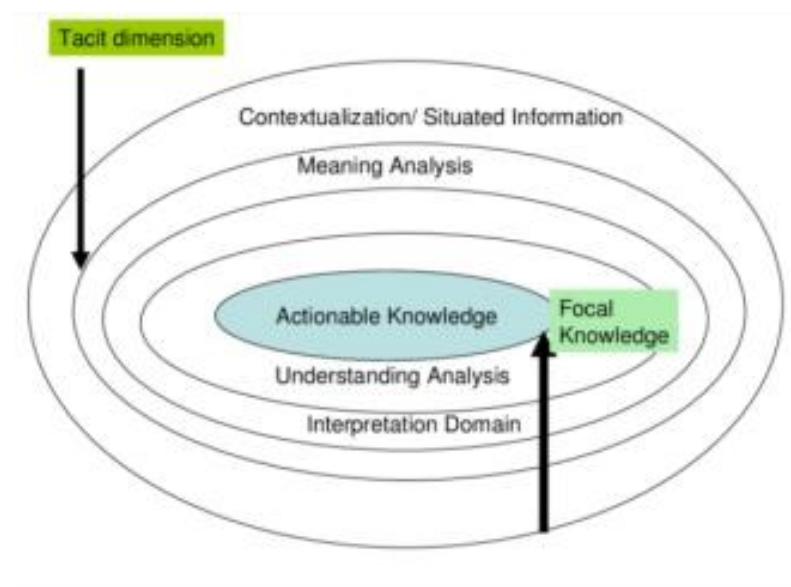


Figure 6 Model from Ntuen, C. A., et al (2006)

Brenda Dervin (1983, 1992, 1996) developed sensemaking by proposing a “cognitive gap” reminding the differences between people on their

current and potential cognitive capacity. When elaborating an argumentation, taking the “cognitive gap” into consideration can make your viewpoint more robust and unbiased.

4 Conclusion

To device good research, I have to keep debating in my mind. When elaborate an argument in my mind, critical thinking is very important which demand you to ask questions, be cautious about everything you learned and be retrospective which can be better achieved by sense-making.

5 Action

All the researchers could try to think more critically by trying different toolkits like sensemaking or SPADE. Let’s apply them to our thinking and writing in research.

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Blog 6 How to address the labour shortage issue in takeaway food restaurants by sensemaking

Slide 1

sensemaking



make sense of the complex and dynamic world

Slide2

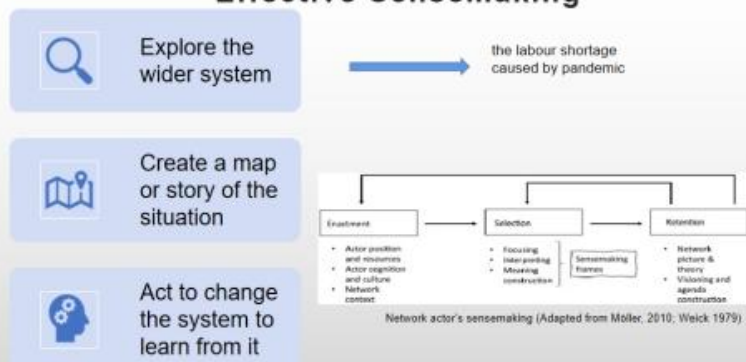
interview with William Ho

- William Ho: Founder&Direcotr of GD GROUP ING.LTD
- GD GROUP ING.LTD: Chainstore takeaway food restaurants in Swansea, Cardiff and London
- Time of interview: 40 min
- Leadership dilimma: labour shortage in takeaway food business

i interviewed the founder and director of GD takeaway restaurants in London, Cardiff and Swansea, William Ho. During the interview, we duscussed his observation of the complex context of business and identified the leadership dilemma in takeaway food industery. the most challenging leadership dilemma identified by him is the labor shortage in takeaway food business and how to manage the human resource in the context of reduced workforce.

Slide 3

Effective Sensemaking



Based on Weick, K. E. (1995), effective sensemaking covers 3 phases: explore the wider system, create a plausible map and act to change the system to learn from it. Starbuck and Milliken (1988), describe sensemaking as a framework for enabling comprehension and understanding. Weick, Sutcliffe, & Obstfeld (2005) describe it as "the ongoing retrospective development of plausible images that rationalize what people are doing." we will use sensemaking to retrospectively implement our design to solve the the identified leadership dilimma. based on the framework proposed by Moller (2010), sensemaking integrate the steps of: 1 create a plausible understanding (map) of the dynamic environment; 2 test it through data collection , implementation and communication;3 make a decision to refine the map or give it up.

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Slide 4

labor shortage

Explore the wider system

Impact of COVID-19 on companies' strategy

Strategy	Percentage
Reduce workforce	80%
Expand workforce	20%

Expected impact on workforce

Impact	Percentage
Reduce workforce	80%
Expand workforce	20%

the reduce workforce in food industry (Intuit 2020 report)

Category	Value
Food & Beverage	17.2b USD
Food & Beverage (excl. restaurants)	15.6b USD

the expected impact on workforce (Intuit 2020 report)

Category	Value
Food & Beverage	16.3b USD
Food & Beverage (excl. restaurants)	15.6b USD

Data from Kantar shows that takeaway food expanded in the Covid lockdown
(<https://kantar.tuttl.co/story/covid-19-impact-in-out-of-home-food-and-drinks-p/page/5/1>)

Analysis of the labor shortage by data collection:

1. Covid lead to tempory reduced workforce
2. explosive need for takeaway food in pandemic require more workforce for delivery.
3. the characteristics of workforce in short (deliverers&attendants) in takeaway food industry:
low-expertise post
low job retention
high-rated turnover
4. from the perspective of employees: a temporary job rather than a life career.

from Will' s pespective, the whole story start from the sudden attack of Covid 19 which make him believe the current business enviroment is more dynamic and complex than before. the issue of labor shortage was the most challenging dilemma he had to adress. by exploring the wider system, we can find the reduced workforce is prevalent in food industry (Intuit 2020 report). the pandemic had provide a growing opportunity to takeaway food reataurants because eat-out is too risky in pandemic and the data support our judegement (Kantar). Will told us the workers in short in takeaway food restaurants are deliverers and attendetns. i analyzed the charaterastics of these post: low-expertise, low job retention and high-rated turnover. after the further study, it is found that unlike the other low retention issue led by management , the low retention in takeaway food industry mainly led by the fact that deliverers and atterndants see jobs more like temporary job rather than life career.

Slide5

Step 1-4

Explore the wider system

1. Seek out many types and sources of data.
2. Involve others as you try to make sense of any situation.
3. Move beyond stereotypes. Rather than oversimplifying try to understand the nuances of each particular situation.
4. Be very sensitive to operations. Learn from those closest to the front line, to customers, and to new technologies. What trends do current shifts portend for the future?

Retrospective sensemaking begins when professionals meet sudden and unclear events (Weick, 1993). Covid brought the sudden difficult in recruiting and a lot of previous workers left their jobs. After exploring a wider system by seeking many types of data, consulting to the frontline director in this industry for over 30 years, i ended this phase by asking the question : What trends do current shifts relate to the future?

Slide6

What trends do current shifts portend for the future?

- gig economy: gig workers - Gig workers are independent contractors or freelancers who typically do short-term work for multiple clients. (Jamie Woodcock, 2015)




*The long-term trend of hiring contingent workers will continue to accelerate with more than 80% of large corporations planning to substantially increase their use of a flexible workforce." (Intuit 2020 report)

Gig workers are independent contractors or freelancers who typically do short-term work for multiple clients (Jamie Woodcock, 2015). The coming of the gig economy indicates the gig workers will be the predominant employment in the future. Intuit 2020 Report predicted that 80 percent of big companies will increase their use of contingent workers.

Slide7

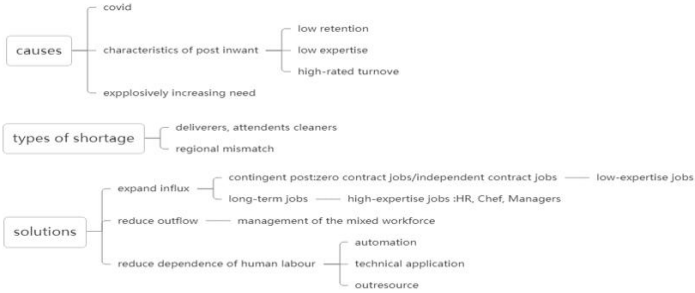


Create a map or story of the situation

5. Do not simply overlay your existing framework on a new situation. The new situation may be very different. Instead, let the appropriate map or framework emerge from your understanding of the situation.

6. Put the emerging situation into a new framework to provide organizational members with order. Use images, metaphors, and stories to capture the key elements of the new situation.

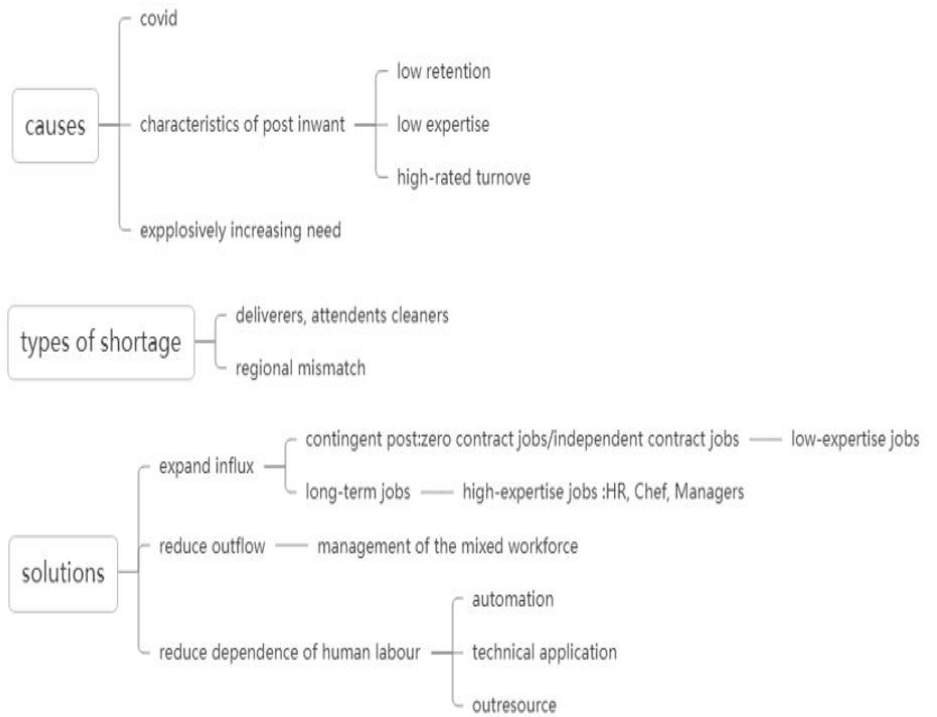
plausible map



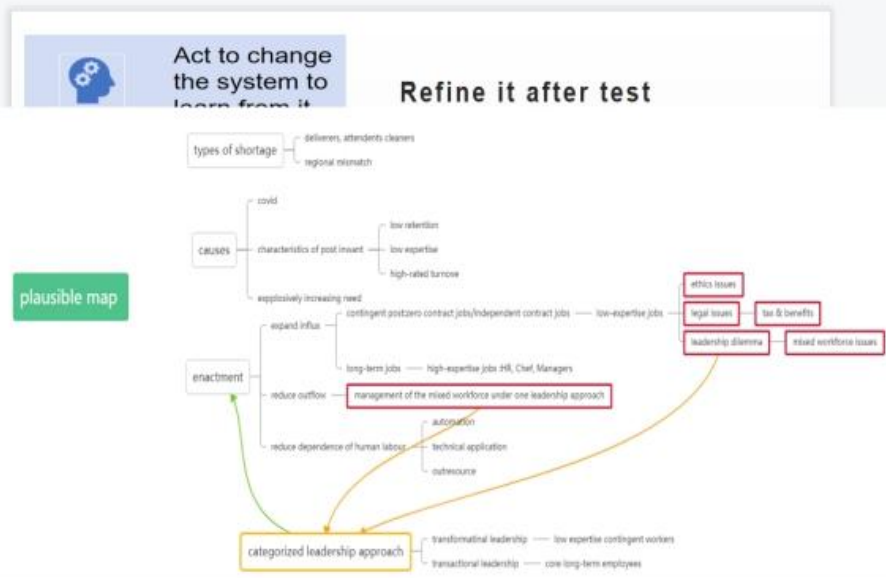
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there is no "right" map. rather than finding the correct answer, sensemaking is to device a comprehensive picture by data collection, implementation and communication. sensemaking is a way to prompt action when we know the context keep changing (Weick, Sutcliffe, & Obstfeld, 2005). i create a map to adress the labor shortage issue: 1 expand influx by providing more contingent jobs for the low-expertise post (deliverers and attendants) and long-term contract for the high-expertise post like chef and HR. 2 reduce out flow by manage the contingent workers appropriately. 3 reduce the dependence of human labor by using high tech application and automation.

plausible map



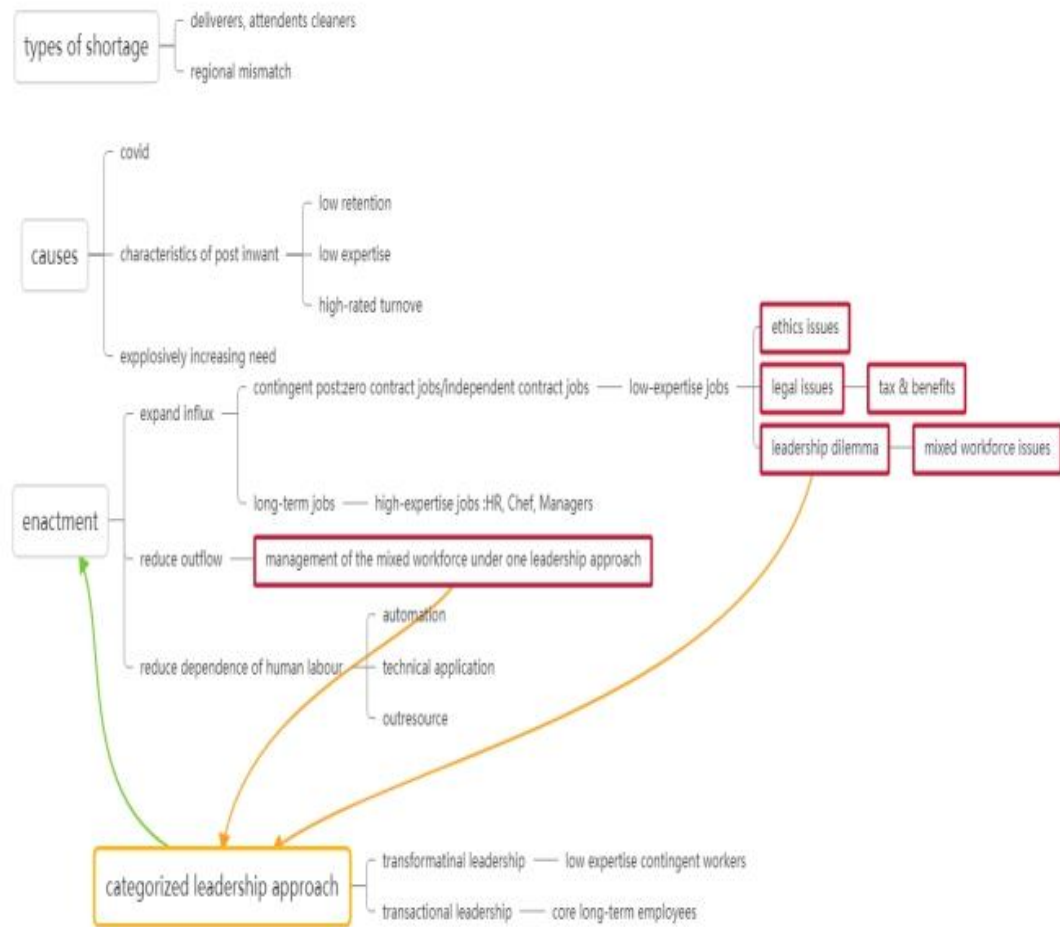
Slide 8



After action to change the system, leaders will make a decision to refine it or abandon it. the most prominent problem in the implementation of the "map" is that hiring too many contingent workers who showed lower commitment and responsibilities to the team and organisation, and displayed less favourable work-related behaviours than core employees (De Gilder, D, 2003) have a negative effect on core employees. Previous study proved using contingent and long-term workers simultaneously possibly lead to decreased trust among long-term employees (Pearce, 1993) and have a negative impact on the loyalty of long-term workers, even increase their intentions to leave (Davis-Blake et al, 2003). i will refine the way to reduce out flow, using another leadership approach - categorized leadership approach, which target different workers with different leadership approach.

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plausible map



Slide9

how to understand the dynamic&complex environment more accurately and adapt to it by sensemaking

in the implementation of enactment, the more data and information could be gotten:

- 1 legal issues of the contingent workers in takeaway food industry:
the fact that both contingent employees due to benefits issues and their employers due to cost-saving don't want to pay tax leads to over half of takeaway food restaurants owners don't pay tax for the temporary workers. (data basing on VWI's observation)
- 2 regional differences:
in big commercial cities like London where gig economy is more prevalent and gig jobs are more acceptable, labor shortage can be relieved by employing contingent workers while in comparatively conservative cities like Swansea and Cardiff, employers prefer long-term jobs and labor shortage is still a problem for takeaway restaurant owners.
- 3 mixed workforce issues: categorized leadership approach

the purpose of sensemaking is to get the whole picture by data collection, action and communication. After the retrospective sensemaking process, we will get more information and know the current situation of the takeaway food industry more.

1 legal issues of the contingent workers in takeaway food industry: the fact that both contingent employees due to benefits issues and their employers due to cost-saving don't want to pay tax leads to over half of takeaway food restaurants owners don't pay tax for the temporary workers. (data is from Will's observation)

2 regional differences: in big commercial cities like London where gig economy is more prevalent and gig jobs are more acceptable, labor shortage can be relieved by employing contingent workers while in comparatively conservative cities like Swansea and Cardiff, employers prefer long-term jobs and labor shortage is still a problem for takeaway restaurant owners.

3 mixed workforce issues: the management of mixed workforce will be an issue lasting for years in the future.

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Blog7

A model specifying the mixed-workforce management issue in the takeaway food industry - Categorized Leadership: 2 Trans model

1 Transactional and transformational leadership

1.1 the choice of transactional or transformational leadership can depend on the category of the workforce rather than the leaders' personality.

The previous study has shown transactional and transformational leadership are chosen based on the personality of leaders (Kuhnert, K. W., & Lewis, 1987). In the case of the takeaway restaurant, according to the employment characteristics analyzed in blog 2, it is found using both leadership aimed at different categories of contingent and long-term workers can address some negative impacts led by a mixed workforce.

Bill told us in most takeaway food restaurants, workers are categorized into briefly two groups: core posts demanding intellectual stimulation like chefs, managers provided with long-term contracts; posts with low expertise demands like deliverers, attendants provided with zero-hour contracts.

1.2 Transactional leadership and contingent work

The side-effect of flexibility of contingent post can be addressed in the transactional leadership which prompt exchange tangible reward with loyalty and commitment of followers (Hay, 2012).

The management to maintain status quo can better adapt to the low job retention of contingent posts. Transactional leadership works “when one

person takes the initiative in making contact with others for an exchange of valued things" (Burns, 1978). Transactional leadership is task-oriented and emphasize short-term reward which is consistent with the nature of contingent jobs: task-oriented and high-rated flux. the zero intellectual stimulation of transactional leadership is adaptive to the low originality of contingent jobs like delivery.

1.3 Transformational leadership and long-term workers

Transformational leadership focus on the engagement of followers, "help followers grow and develop into leaders by responding to individual's needs by empowering them and by aligning the objectives and goals of individual followers" (Bass, B. M., & Riggio, 2006). the process of developing followers requires a comparatively long time to achieve while only long-term jobs can meet it.

Four characteristics of transformational leadership were identified (also known as the "four I's"): idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Bernard M. Bass, 2007). All four factors are difficult to operate on the low-expertise contingent workers for the limited job retention time and task-oriented

nature of these posts.

The previous research has found the positive side to use both of the leaderships (Odumeru, J. A., & Ogbonna, 2013) and lead to a new leadership incorporating all the components of transactional and transformational leadership targeting all the workers in organizations: the full range of leadership (Antonakis, J., & House, 2013).

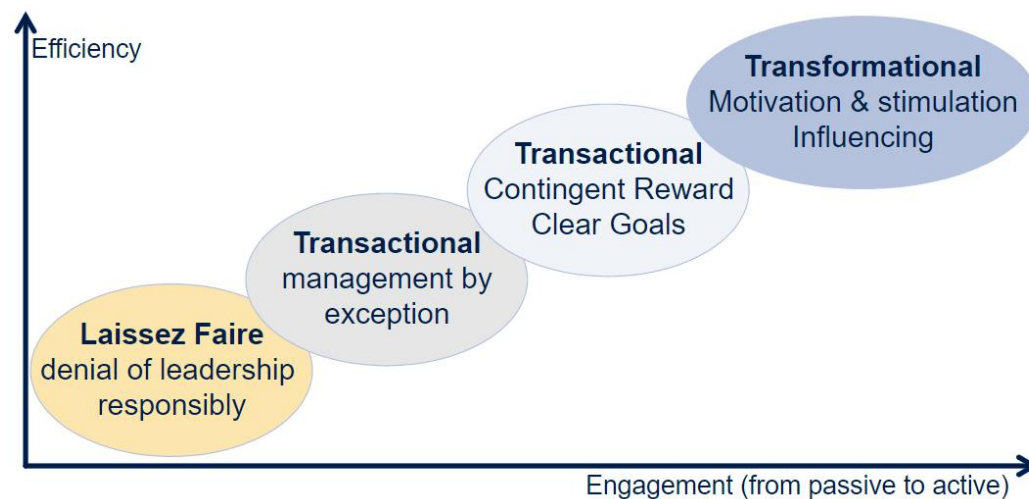


Figure 7 Bruce Avolio & Bernard Bass (1991)

2 A new model specifying the takeaway food restaurants: Categorized leadership --- 2 Trans Model

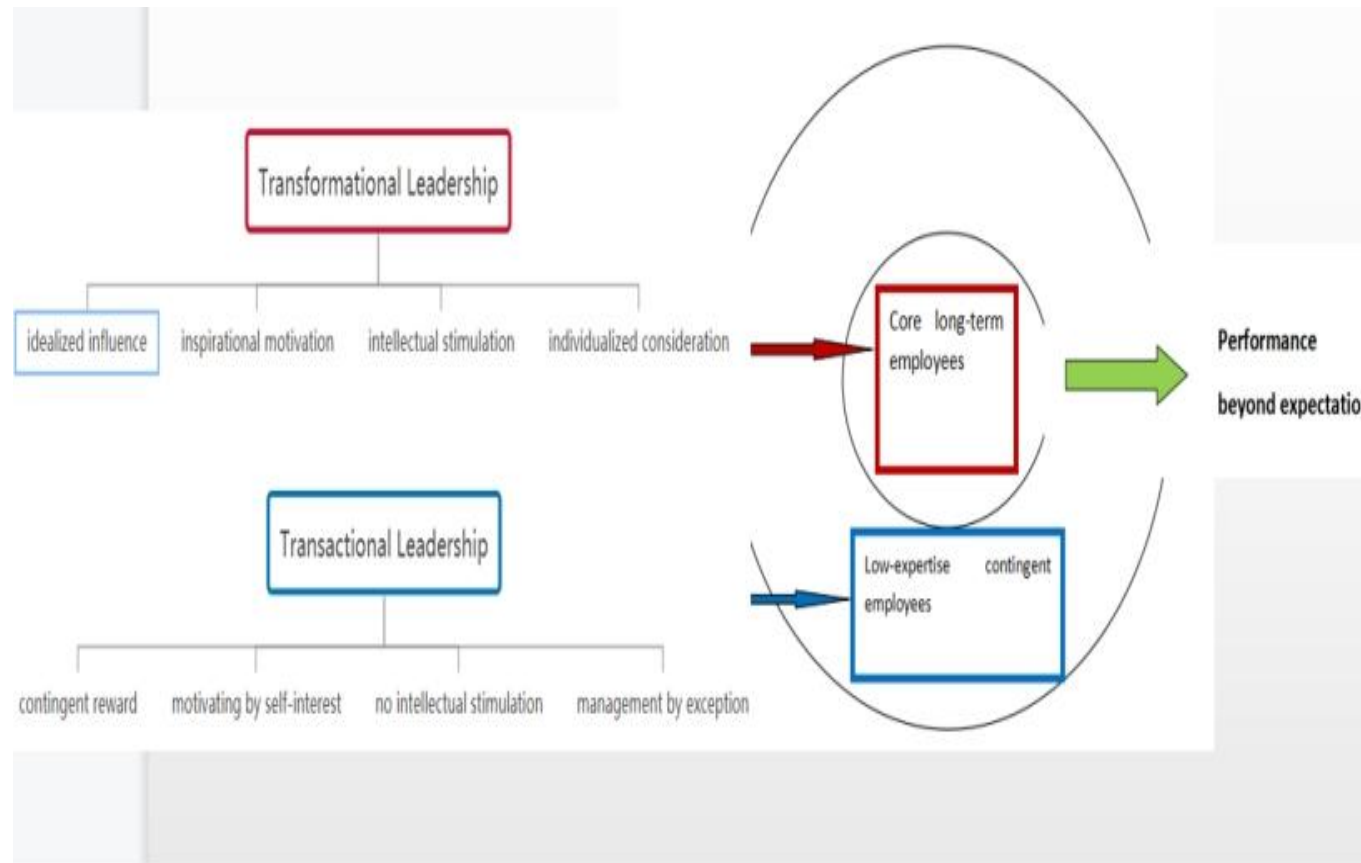


Figure 8 “2 Trans model”

Leadership is contextual and the situation will push the emergence of new leadership to get things done. In an organization whose majority of workers are low-expertise contingent workers like takeaway restaurants, based on our analysis of the interview with Will above, it is believed that transactional leadership is more appropriate to contingent workers while transformational leadership is more adaptive to long-term core employees. For those organizations with two groups of workers:

low-expertise contingent workers and long-term core employees like takeaway restaurants, a new framework to use both leaderships targeting different categories.

3 Limitations

The categorized leadership is only suitable for simple-organized organizations like the takeaway food restaurants composed of low-expertise contingent workers and core long-term employees. The more complex employment have to consider more categories.

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