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you really can taste the difference!

# THE LIFE-ALTERING WORK OF WRITING YOUR ORGANIZATIONAL VISION OF GREATNESS

## ROLLING OUT OUR NEW VISION, AND WHY YOU MIGHT ALSO WANT TO WRITE YOURS

**Thursday, January 28, is a morning** that I will remember, in the best possible way, for years to come. Probably, for the rest of my life. Unlike so many other days in the last year or so, nothing particularly noteworthy that I know of happened on a national scale that morning. And yet, here at Zingerman's, it was a day that marked a dignified conclusion to 13 years of hard, mindful, wonderful work. It was also, at the same time, a lovely beginning to 12 more years of meaningful work to come. In that sense, Thursday, January 28, was a threshold for our organization. And as John O'Donohue once said, "To acknowledge and cross a new threshold is always a challenge. It demands courage and also a sense of trust in whatever is emerging."

The threshold we crossed that mid-winter Thursday morning was one that marked the "end" of our 2020 Vision (written all the way back in the now distant, pre-economic collapse days of 2007), and also the formal rollout of our new 2032 Vision. I say "formal" because the thresholds we pass through here at Zingerman's when an "old" vision ends, and a "new" one begins, are far less jarring than when we change which political party is in power in Washington. In our case, Guiding Principles are unaltered, our Mission Statement stays the same. There's a much smoother transition, more like one river flowing into another—if you aren't paying attention you might not even know in the moment, though in the long run

And, also, in awe. Vivek Murthy, in his terrific book *Together*, writes about the work of Dr. Dacher Keltner, who "defines awe as an emotion we feel in response to vast things that are mysterious, that challenge our current way of understanding the world." Keltner says that when we experience awe, we "shift our focus from narrow self-interest to the interests of the group." This was certainly true that Thursday morning. It was, to my sense of it all, about shared achievement and collective commitment. As with all meaningful visions of greatness, it was about making our "whole" greater, by far, than the sum of any of our individual parts could ever be on their own.

Looking back now at the challenges of the last year, I'm happy we're still here, still intact, still engaged, and still smiling to do this work as we have for nearly 39 years now. I attended the meeting, watching and listening, in awe of the people in the organization who, while working through hard times, have continued to stay focused, deliver stellar service, and make great food every single day since all this started back in March of 2020 (less Thanksgiving and Christmas Day when we're kind of closed). I feel incredibly honored to work with so many amazing folks, all of whom have continued to cook, bake, train, pack boxes, run teeny tiny weddings, smoke chicken, make sandwiches, and teach classes.

Taking two steps back before the Town Hall got started, I felt very fortunate, and even a bit relieved, to be rolling out a new vision, right now, in the middle of a maelstrom. That the meeting even happened, is in many ways remarkable. While there's a lot to be said for innovation and creativity (I'm a big believer) during times of crisis, my priorities shift some. When things fall apart, it's essential for us to provide calm, continuity, care, and kindness. When most everything around us appears to be in a state of upheaval, just showing up with smiles and the spirit of generosity can be a remarkable, and meaningful, achievement. Rolling out the 2032 Vision in one wonderful morning session accomplished both of those—appropriately, it's kept us steadily on course towards a positive collective future we'd been planning for the last few years. And within that new vision are the very significant seeds of new approaches, new ideas, and new strategies, all of which honor and build on all that we've done together—with you—for the last 39 years.

Thinking back to the beginning of the pandemic, around the time I was writing the "Things Fall Apart" essay that's now the Introduction to the new "Working Through Hard Times: Life and Leadership Learnings from 2020" pamphlet, an interesting thing happened. As I was making the sort of randomish phone calls I wrote about in the pamphlet to connect with colleagues around the country to try to figure out how the heck we were all gonna get through this, many of them who know our work at Zingerman's—and our reliance on visioning—started to say things like, "Well, I guess you're gonna have to rewrite your vision now!" Admittedly, in the

first few weeks of the pandemic I hadn't really thought about it. But their comments did make me wonder: Did we need to rewrite it? We'd already been working on our 2032 Vision for a couple of years. Maybe we'd have to chuck the whole thing, and start over?

When the pandemic started showing up in news feeds back in mid-March of 2020 (the same week as our 38th anniversary), the 2032 Vision was pretty nearly finished. We'd actually planned to do this Town Hall meeting in late March—in person, not on Zoom—but, like a thousand other things, that got postponed. Still, they'd gotten me questioning if what we'd written would still be workable. So, quietly, with a fair bit of anxiety and uncertainty, I got out the Google Doc and reread the draft. I was relieved. I really didn't see anything that would need to change. Doubting myself, I went back and repeated the reread a couple more times. Each time I came away with the same conclusion: While the world had turned upside down in two weeks, the 2032 Vision was still just as inspiring and strategically sound as it had seemed a month earlier. Yes, in the short term our lives had been drastically altered by COVID-19. But 12 years down the road, when we arrive much as we imagine in the year 2032, the uplifting future picture of the Zingerman's Community celebrating its 50th year in business still stands just the way we'd written it.

The Town Hall itself was a lovely little piece of organizational "art." Arianna Tellez, one of the trainers at ZingTrain, designed and ran the session. Pretty much all the 18 or so partners presented a small piece. There were questions, small group conversations, and lists of action steps to start us on the road to implementation. I did the opening and closing remarks, and answered one or two questions of clarification. The rest of the two hours was everyone else. It ended the way all our meetings do, with what we call "appreciations." Now, we have the hard work—12 years of turning what we wrote in the 2032 Vision into a reality.

If you haven't been keeping score for the last 30 years, this is our third formally written organizational vision for the Zingerman's Community of Businesses. Looking back to our small quiet beginnings, in the winter of 1982, we had one more vision, but as is the case for most people who start a small business, it would have been found only in our heads. Number 1 on the list of Natural Laws of Business says that everyone who's getting to greatness of their own choosing has a vision that's inspiring and strategically sound. Back in 1982 we definitely didn't call it a "vision," but then neither do most folks at the stage. Like everyone else in similar situations, that (unwritten) vision helped us hold course, gave us purpose, hope, and a set of positive beliefs to build on. Even though it was only in our heads, it helped us communicate where we were headed to new staff, curious customers, caring colleagues, anxious bankers (who generally aren't all

*The highest level of human creativity is the constant developing and advancing of your vision.*

— GRACE LEE BOGGS

you'll be heading to a different destination. The morning's work felt fluid, natural, ritual—an homage to what we've done well, and a meaningful commitment to making real the new long-term vision we shared. It's a moment to remember. As John O'Donohue said, "The earth is full of thresholds where beauty awaits the wonder of our gaze."

That morning, something like 80 ZCoBbers got together online for the Town Hall—at which we formally introduced our "new" 2032 Vision. I left the two-hour session inspired.

continued on next page

that high on small start-ups) and whoever else was interested enough to ask us what the heck we were up to in our tiny, 1,300-square-foot space, with no parking, in a “bad” neighborhood, and in a town that had seen a dozen other delis go under in the previous decade.

That undocumented—“written” only on our hearts, our heads, and in our actions—vision was not the only reason we achieved what we did over the next ten years or so, but it was certainly a critical element. If I had it to do again, I would absolutely have put it down on paper the way we do now. We got lucky—it turned out that what Paul and I were each imagining in our separate, independent, and strong-willed heads, was pretty much parallel. Many partners—both business partners and life partners (visioning works at home too)—find out a few years after they enthusiastically embark on their “voyage” that they have very different visions, and/or different values.

Most businesses that make it to that stage of “success” run into the next problem. Everyone has a “deal” to offer them as they think about “what’s next?” Scarcity as a startup turns, almost overnight, into an overabundance of opportunity. I wrote a bunch about this challenge in Secret #47 in *Part 4*. (The story includes my metaphor of the Winchester Mystery House near San Jose which I don’t have room for here. It’s on page 419 if you have the book.) Thanks to Paul’s intuition and willingness to ask odd questions, long story super short (the full story is in *Part 1*): Back in the summer of 1993, he challenged me to tell him where I wanted to be in ten years. In essence, he was asking what my long term vision was. I didn’t have one. I don’t think he did either—only the sense that we’d “finished” our original, unwritten one. From that well-asked question, a year later we wrote our first formal vision—Zingerman’s 2009—in 1994. Its six prose pages described what we were committing to creating 15 years into the future: A Community of Zingerman’s Businesses, all located here in the Ann Arbor area, each with its own specialty and passionate managing partner(s), all operating synergistically as a single organization, though with healthy, creative, semi-autonomous parts. It wasn’t the way others were doing it back then (or in most cases, even now), but as is true of all great visions, it came from our heads and our hearts. Thelonious Monk once said, “A genius is a man most like himself.” The 2009 Vision was, in its own odd, and wonderful way, us; a powerful, if imperfect, product of a lot of long walks, long talks (liberally laced with swear words and enlivened by extreme eye rolls), and hard conversations. In the 2009 Vision we wrote our own future in a way that no one we knew was doing it. And, as Seth Godin says, “That’s the work of creation. To invent something, not to discover it.”

In 2007 we wrote the next vision—Zingerman’s 2020 (both visions are in full form in the back of *Part 1*). It’s about nine pages long. More than 200 folks in the organization contributed to the writing and confirmed it at our Partners Group (which itself had grown out of the 2009 vision) using the consensus process we still swear by. Building on what we’d already done—and liked doing—it added more to our mix about diversity, employee ownership,

mindfully making our work fun on a professional level, and more. Again, I’d say we did a solid 70 to 80 percent of what we’d written. We have much that we could have done better. But with the benefit of distance, I can see that we really did do a great deal of what we wrote about in the vision.

In 2018, the calendar was clear—it was time to get moving on the next vision. As you can tell already by what I’ve said, we date the visions to particular times. We started talking about doing our next one for the year 2030. It felt far enough out that we would have worked an effective organizational transition from me and Paul as founders to other partners, leaders, and staff ownership, but not so far out that people would have to wait 30 years for that to happen. Back in February of 2020—when none of us had any idea about what a pandemic could really mean in our lives—Maggie Bayless, founder of ZingTrain, suggested we shift to 2032. It would, she pointed out, put us at our organizational half century mark, nigh-on miraculous in an industry where something like 85 percent go under in the first year. And all the more so, I realize, when you take into account that somewhere between 50 and 75 percent of independent restaurants like ours are likely to have closed or will close during the course of the pandemic.

Two years from the time we started the conversations on this next vision—well, it turned out to be closer to three—we

put it out, formally, into the world. I’ve lost track of how many drafts there were and how many people gave input. It was a lot. Drafts, redrafts, difficult discussions, incongruities that were slowly but surely shifted into alignments. If you want a copy of the new vision I’m happy to send it your way. This vision is particularly important because it will carry us past the day-to-day presence of the two co-founding partners and position the organization as a positive, kind, and generous anchor of our community for many decades to come.

If you want to give a gift to your organization, or to your family, or even to yourself, it’d be hard to give a better one than writing a vision of greatness. Rather than getting caught in reactivity, it allows us to write out the art we have in our hearts, to imagine and share a future that’s filled with hope, dignity, financial and physical health, positive beliefs, community giving, resilient relationships, meaningful diversity, active inclusion, full-on humanization, beauty, or whatever you want that future to be.

If you want to learn more about this approach to visioning, you can find a bunch in the *Zingerman’s Guide to Good Leading* books or online at ZingTrain in training sessions. I understand if you’re not familiar with the process, it might feel intimidating or overwhelming or anxiety provoking. But as Jack Kornfield, one of the world’s most revered teachers of mindfulness, says about meditation, “It’s easier than you think. It’s like coming home.” After 30 years of practicing, teaching, and implementing visions, I believe very strongly that we all already know in our hearts and our heads what we want. The visioning work is to simply listen to what our hearts and heads have to say, and then write down what we hear. As I wrote in *Part 4*:

*I’ve watched the visioning process work with thousands of people over the years. Many have a hard time writing at first. Worry and overthinking start to get in the way. But the discipline of the “hot pen” always takes them to the next level. As Pablo Picasso points out, “One doesn’t paste one’s ideas on a painting... One simply paints.” Time after time I’ve seen the change in their faces—eyes come alive, smiles soften, energy is increased. All from 40 or 50 or 60 minutes of free writing. The process is the point. The pen becomes the paint. You are the painter.*

I strongly believe that if this visioning process were widely used, it would meaningfully change the world for the better. It would mean that each organization and each person would be pursuing a future and a life of their own choosing. Doing meaningful work would be the norm. We would be inspired by, and clear on, where we were heading—before we started to disagree over tactics and strategy. We would be working to make our worlds better. And if all our worlds become more inclusive, more equitable, and our work more meaningful, then the beauty that John O’Donohue advised is awaiting us—even in a pandemic—would be abundant.

Ari



# WHY IS A GOOD VISION SO CRITICAL?

## Excerpted from *Zingerman’s Guide to Good Leading, Part 1*

Although there are always a hundred reasons why we don’t have time to develop a vision of greatness on any given day, the reality is that there are few more effective uses of our time and creative energy.

Why? Let me count the ways:

1. it has a positive impact on others
2. it attracts good people
3. it allows us to create reality instead of just reacting to problems
4. it’s a statement of optimism in the future
5. it forces us to act on and model the reality that there is no safe path
6. it forces us to hold ourselves accountable
7. it tells us what we aren’t going to do
8. it tells everyone what’s in it for them
9. it creates positive movement within the organization
10. it helps us keep good people



# the magic of BAKE!

the positive power of vision and learning during a difficult year



**The pandemic could have forced** our hands-on teaching kitchen BAKE! to shut down. Instead, we transformed how we taught in order to survive.

Our idea to start BAKE! in 2006 came in response to challenging circumstances. There had been a downturn in the economy that alarmed us. In hindsight, with our experience of the 2008 financial crisis and the current pandemic, we can see that 2006 was a minor setback, but at the time, we were concerned. Among the challenges we faced, we lost a potential tenant for a space we were leasing in the building next to the Bakehouse. We had 3,200 square feet, and the rent that went with it, and no plan for how to use it. So what to do?

Several factors came into play—we knew how to bake, we loved to teach, we had empty space, and in the early 2000s there was lots of news about the obesity epidemic in our country. We believed and still believe that the act of making one's own food, even dessert, leads to more nourishing eating and living. One way we could help with the obesity challenge was to teach people to bake in the empty space. We formed BAKE! with a vision of teaching students to bake through in-person, hands-on, straightforward instruction. The classroom kitchens would be humble and approachable and so would the teachers. It would be a welcoming, safe, and engaging learning environment. The information shared would be nothing less than everything we knew along with our Bakehouse recipes, refined through thousands of repetitions.

In the Zingerman's Community of Businesses 2020 Vision that was forming around the same time, we envisioned that Zingerman's would be a destination for learning and education. Our plan for BAKE! was completely aligned, a perfect fit. Sharing information about food and business has been a distinctive quality of the Zingerman's experience. Being in a vibrant university town full of thoughtful and curious people makes it entirely fitting for us to share information about all that we have learned, and all that we create. It's for this reason that as the marketing world moves to photos and tweets, we'll still be providing longer written pieces and unapologetically lengthy classes on baking. Learning, like sourdough baking, often takes time.

For 15 years BAKE! evolved and grew. We started with one classroom and two instructors. Our first weeklong class had all of two intrepid students. We persevered. In February 2020, BAKE! was a thriving, popular spot for home bakers. We taught as many as 200 students a week in 12–16 classes. On the weekends it was a bustling place, so much so that we were considering reconfiguring the space to build a third classroom. Then the pandemic arrived.

BAKE! was the first area of the Bakehouse to feel the pandemic. Making food for people is essential. Teaching people to bake is not. Spending hours in a room with many strangers was starting to look like a very bad idea. On Friday, March 6th we were considering pausing our classes at some point in the future and by the next Wednesday, March 11th we met as a team, cried a little, and decided to cancel classes for at least the next month. Clearly we had little understanding of what was about to happen. What would come next? The details of the moment had to be dealt with—unemployment insurance, health insurance benefits, work availability in the other parts of the Bakehouse... cleaning out the fridges, and of course speaking with all of the customers who had scheduled classes. As individuals, we each had our own personal lives to contend with—children and no in-person school, family members on the front lines in hospitals, families far away, elderly parents, and a couple of us were not feeling

well. Did we have COVID? We didn't know and at that time we couldn't even get tested.

As the first weeks passed we began to get at least a sense of what our lives might be like for a long time. A transformation of BAKE! had begun. That third classroom we were imagining? Well it arrived, but in an entirely different form than we had pictured. After we got our bearings and the world became a little less terrifying and uncertain, Sara Molinaro, BAKE!'s Principal, decided to engage customers online with some charming videos about how to make a sourdough starter—held in her apartment and co-hosted by her cat and eventually her boyfriend. Then just like much of the rest of America, we went entirely virtual. We decided that we would stop thinking that this was temporary and rather decided that we would be in the virtual world for a long time, maybe always. We needed to figure out how to teach well in this new format and to continue to fulfill our mission and vision. We had emphasized in-person, hands-on teaching. How could this possibly be effective? We settled into our new classroom which included a camera, airpods, a screen, and many home kitchens—of our students.



What we soon discovered was entirely unexpected and honestly felt magical. Teaching virtually was not going to be a massive compromise. It was going to be different. Maybe had some downsides, but also was going to bring a variety of improvements. Teaching students when they are in their home kitchens has advantages in terms of learning. We believe, and many many students agree, that by having students navigate the recipes with their own equipment and ingredients in their own kitchen leads to greater understanding and better chance of future success. They get to work out all of the kinks of their environment with us right there to help them make the necessary tweaks and adjustments to be successful. It's like having a guest chef right in your home, almost custom teaching. Some students need help from family members because of physical limitations, and now the virtual classes make this easy. For those who have special accommodations built into their personal kitchens, they can now participate fully in the classes, which wasn't always easy before.

One element of our BAKE! mission has been to increase home baking. We believe that virtual classes are actually helping this. When students come to our kitchens it takes some real momentum to then try the recipes in their home environment. It's not different from many classes in other

crafts or even in business. Taking the learning from the classroom to our personal lives doesn't always happen. So much can get in the way. By taking BAKE! classes in their own homes, this formidable step has already been made. It no longer takes a lot of imagination to see that it's possible and requires much less energy to make it happen again.

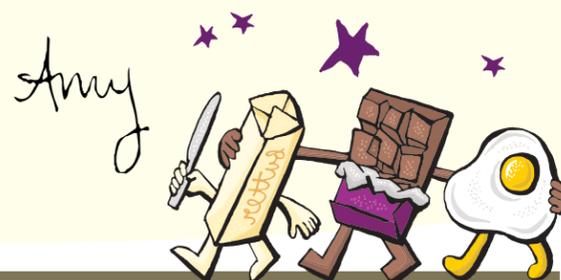
Another critical part of our mission has been to create a community of bakers. This is happening now on a global level. BAKE!'s community of bakers is growing its geographic boundaries in a way that we never expected was possible. As of the time I'm writing, we have now hosted students from all 50 states and 14 countries, including India, Israel, Germany, and South Africa. We have many new students who previously couldn't join us because they lived too far away to make the trip. Now they may contend with timezone issues, but that doesn't seem to deter them. Happily, we've been reunited with former students who have since left our local community. They tell us how thrilled they are to attend class again whether they're in New York or northern California.

Somehow, perhaps through the strength of the human spirit to survive, friendships are even forming in these virtual settings. One of the most touching stories the instructors shared was when two women hit it off in a class. One of them was living in the same city as the other woman's son. After class she delivered some of her cookies to this man as a treat from his mom. Along with friendships, we've helped families find ways to be together. We have hosted many family baking events, gathering siblings, parents, and grandchildren from all over the country to enjoy a safe activity often around a family event that normally would have been enjoyed together in person.

By being in their homes, people are also connecting in more personal ways not possible in our kitchens. Recently, an instructor suggested to a student that he was stretching his dough like an accordion. He said, "Well, that's because I'm a professional accordion player." He then went and got his accordion and played a piece for the class. It was a surprisingly touching and intimate moment. Our students are wonderfully communicative with us. One positive sentiment that they've shared is that the social connections they enjoyed during their BAKE! classes kept them going during this year of relative isolation. I believe giving the classes has kept us going as well.

What will happen to virtual classes when they are no longer absolutely necessary? Will in-person classes ever return? Although virtual classes have many advantages, some students prefer in-person instruction and miss the full social experience. We expect that we'll offer both formats of the classes to satisfy everyone's preferences.

Beyond all this, one thing that's become glaringly evident to us during the pandemic is the joy learning brings, the connectivity group learning provides, the love that people feel when they are taught by caring instructors, and the satisfaction sharing information yields. One student recently emailed me and said that you "can feel the love ooze from the screen." Not bad for this unexpected third classroom.



mother's day is



# marvelous food finds

want to show your mother some love this may? how about your dad the next week? do something special for anyone you love this week? here are some great



Zingerman's DELICATESSEN

## for mother's day

Bundles for brunch! Carryout dinners for the big day! Top choice chocolate to sweeten a Sunday!

[zcob.me/mom](http://zcob.me/mom)

## for father's day

Butcher's Monthly box—our collaboration with Marrow Detroit. Gift this powerhouse artisan food box featuring custom butchered meat to your favorite Dad and let the "grilled times roll!"

[zcob.me/dad](http://zcob.me/dad)



## for mother's day and all during the month of may

### Spring Roses Cake for Mother's Day

This sweet and luscious cake is completely covered in hand-piped yellow buttercream rosettes with a sprinkle of sparkle. Inside are tempting layers of buttermilk cake with vanilla bean pastry cream and fresh strawberries loaded in between.

### Jake's Cake

Angel food even a devil can love. Named after Amy's son Jake who is all grown up and our Bakeshop's Manager. He still loves his cake and is still pretty devilish. It's pillowy heavenly angel food cake made with fresh egg whites, cane sugar, a little flour and lots of vanilla extract and vanilla bean. It makes a brilliant simple dessert with a little garnish and adds amazing flavor to trifles, parfaits, and baked Alaska.

## father's day specials

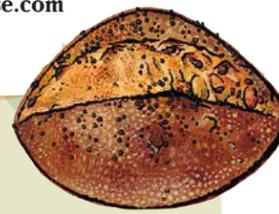
### Mississippi Mud Pie

A special brownie-like chocolate cake covered in rich dark chocolate ganache, toasted meringue and a drizzle of chocolate sauce. Bet you can't finish a whole slice! Enjoy this cake at room temperature or just a little warm. Your patience will be rewarded.

### Peppered Bacon Farm bread 6/19 & 6/20

Dads love bacon, and everything is better with bacon right? Check out Applewood-smoked bacon and black pepper in a crusty loaf of our signature Farm bread. This is our most popular special bake.

[zingermansbakehouse.com](http://zingermansbakehouse.com)



Zingerman's MAIL order

## the weekender gift box

The Weekender has long been our most popular gift box. Stuffed with crowd-pleasing foods that are ready to eat straight away with no special prep, it fits all manner of occasions. Now, just for Mother's Day and Father's Day, we've taken our classic Weekender and added in a few extra goodies, just for Mom and Dad. The **MOTHER'S DAY WEEKENDER** includes sweet spreads like jam and honey, plus scones to slather them on. The **FATHER'S DAY WEEKENDER** gets a savory boost from salami, chips, pickles, and more.

## kid-parent collaboration club

Make it together.

How many of our best childhood memories involve being in the kitchen with family? Baking cookies beside grandma, or learning how to make uncle Fred's famous ravioli? Get the kids involved in a slew of new projects with these kits to get everyone cooking—and eating.

Each kit comes with clear instructions and materials to make lots of food to share. The foods are familiar enough to be appreciated even by kids (or grown-ups) with picky—I mean, discriminating—tastes.

## mother's day gift box featuring foods made by women

Many of our favorite foods, from meats and cheeses to spreads and sweets, are made by women at women-owned businesses. This collection includes some of the crème de la crème.

Read more about each gift box at [zingermans.com](http://zingermans.com).



coffee for both mother's



## Costa Rica Hacienda Miramonte

Reserved exclusively for Zingerman's Coffee Company, this coffee is the result of many years of collaboration between Zingerman's Coffee Company and the farm. Managing Director, David Zingerman works closely with the folks at the farm to market and oversees processing, milling, and roasting.

Hacienda Miramonte was started in 1998 by the Gurdian family, Lucila Duval de Morales, and her great-grandson Ricardo. Generations of Gurdians have reaffirmed their commitment to coffee while serving as stewards of the land and the local community. This is the fifth season of collaboration between the Gurdians and we are proud to be their partner. [zingermanscoffee.com](http://zingermanscoffee.com)

# for mothers and fathers

Culinary Love for mother's day in this month for father's day? or just love you care about any day of the month options from across the zcob!

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and father's day

Zingerman's  
COFFEE  
COMPANY.

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## REALLY GOOD AMERICAN FOOD

The Roadhouse is booking now for brunch and dinner on Mother's Day and Father's Day weekends (as well as every other day!). Pasture-raised steak and eggs, BBQ, fresh fish, fried chicken, mac and cheese, local farm-fresh veggies, All-American beers, bourbons and wines! Make their day and treat them to what they love best—really good food!

Make a reservation at [zingermansroadhouse.com](http://zingermansroadhouse.com) or by calling 734.663.3663

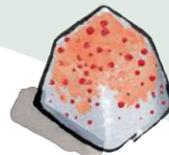
Zingerman's  
roadhouse



father's day is



# fathers



### for mother's day

Treat mom to impressionistic confections from Michigan based J. PATRICE CHOCOLATE STUDIO in a rainbow palette of ingredients and colors. Zingerman's Candy Store carries the studio's full line of chocolate BonBons: in-store guests can create their own custom BonBon combinations in a beautiful box of 4, 6, 12 or 24 pieces.

Gift your Mom bite-sized pieces of ZINGERMAN'S OWN CANDY BARS, all dressed up in a fancy foil-stamped box. This box of chocolates tastes as beautiful as it looks, with four flavors of our excellent candy bars, all dipped in our own blend of 63% chocolate.

### for father's day

Spoil your dad with ZINGERMAN'S SWEET CHILI PEANUTS: Butter roasted peanuts drageéd in a touch of sugar, sea salt and a mild kick of Korean pepper. These are the giant premium peanuts that are most often used to make peanut butter. We then roast them in teeny 10 pound batches with a little butter, sugar, and sea salt, and fresh ground special spices from Epices de Cru.

IS YOUR DAD A LICORICE LOVER? Give him a taste of Lakrids Licorice: craft, slow cooked, artisan licorice from Johan Bülow Denmark. All Lakrid's licorice is made with rice flour—it's gluten-free!

## Zingerman's FOOD TOURS

the gift of a lifetime for a parent you love!

Take an exceptional Zingerman's experience for a week in an amazing European culinary destination. Come see what we see, taste what we taste, and talk to folks who help make the artisan food and wine world what it is! Trips to Hungary, Italy, Croatia, Spain, Denmark and more! Head off the beaten path with folks in the know and see the spots that locals love to connect with each region's history, its people, and the rhythm of daily life.

[zingermansfoodtours.com](http://zingermansfoodtours.com)



## ZINGERMAN'S Cornman farms

### virtual mother-sauce class series for mother's day

Mondays in May, 6:00-8:00 p.m.

They may seem intimidating, but mastering what chefs refer to as "the mother sauces" is actually easy to do. With a few simple ingredients (mostly flour, butter, and a liquid) and a couple basic techniques, these five sauces, all equally important to your cooking repertoire, serve as the starting point for a slew of other classics. Make the mother sauce while learning the history behind them and then watch Chef Kieron demonstrate how to use it, it, all from the comfort of your own kitchen.

Over the course of five weeks, we'll make:

May 3: Béchamel      May 17: Tomato      May 31: Hollandaise  
May 10: Velouté      May 24: Espagnole

\$30 per class—Book all five at once for just \$125!  
[shop.zingermanscornmanfarms.com/collections/virtual-events](http://shop.zingermanscornmanfarms.com/collections/virtual-events)

# SHARING THE EDUCATIONAL ELEMENT OF THE ZINGERMAN'S EXPERIENCE!

Learning—and then sharing what we've learned—has been an important part of our work here at Zingerman's since we first opened our doors all the way back in 1982. Back then, when it was just me and Paul and our two staff members, we did our active learning away from work—reading books and magazines about food, cooking and business; attending a conference when we could; seeking out old cookbooks and new, cutting edge approaches to leadership.

When I look back on what we have achieved here, it's clear to me that our early efforts to learn—and then assimilate what we were learning into our work—have been a huge contributor to almost everything at Zingerman's. Understanding the history behind the foods we cook, bake, stock and ship. Learning about open book management, visioning, servant leadership, and stewardship. All of these and more manifest in what we do and how we do it every day.

Our learning and teaching took a great leap forward back in 1994 when we started ZingTrain with Maggie Bayless as the new managing partner. Paul and I liked to learn and were eager to seek out new areas of study that could benefit the business, but we had no training at all in how to train! Maggie, on the other hand, had as much passion for effective training and learning as we had for food and business. It was a connection that changed our lives, and our organization. As Mahatma Gandhi once advised us we worked to, "Live as if you were to die tomorrow. Learn as if you were to live forever."

Today, learning, teaching and training are woven into every piece of our work. We're constantly working to develop new understanding and seeking out new sources

of insight. And then turning what we learned into an extensive "curriculum" of courses on everything from baking to sauce making, cheese eating, Servant Leadership, Visioning, open book management and so much more. Back in the early '90s I remember reading Peter Senge's book *The Fifth Discipline*. Its main focus is on encouraging us as leaders to create learning organizations. As Dr. Senge said, "Through learning we re-create ourselves. Through learning we become able to do something we never were able to do. Through learning we re-perceive the world and our relationship to it. Through learning we extend our capacity to create, to be part of the generative process of life." Looking back over the thirty years since Senge's book came out, we have, I believe worked our way towards being a "learning organization" of the sort he described. Our new 2032 vision, our Guiding Principles, and our Statement of Beliefs all support that work. One of the best parts of that work is we get to share what we learn with you! It's rewarding and wonderful to spread knowledge and help caring folks like our customers to put it to practical use, whether it's in what they do in their own kitchens or at work in their organizations.

This quote from scientist Dr. Neil deGrasse Tyson, sums up much of our approach. "For me, I am driven by two main philosophies: know more today about the world than I knew yesterday and lessen the suffering of others. You'd be surprised how far that gets you."

Ari

## bake! classes online available at [bakewithzing.com](http://bakewithzing.com).

In the same way that Cornman's Tiny Weddings turned out to be perfect for the times in which we live, the same goes for our already much loved classes on home baking—BAKE!'s new online offerings have been booming. [Bakewithzing.com](http://Bakewithzing.com) has details on virtual classes. Log on and grab a gift certificate for your loved one who loves to bake! Of the many offerings, here are two that I'm looking forward to:

### HUNGARIAN STARS

Sunday, May 23, 12-5pm

Join us for this hands-on class to learn two of our Hungarian favorites that are so good they grace the pages of our cookbook, *Zingerman's Bakehouse*: Rigó Jancsi [pronounced, ree-GO yan-CHEE], a traditional Hungarian coffeehouse torte named after Rigó Jancsi (1858-1927), a famous Hungarian violinist who seduced and married Detroit native, Clara Ward, Princesse de Caraman-Chimay. It's two light layers of chocolate sponge cake filled with chocolate rum whipped cream and iced with apricot glaze and dark chocolate ganache. We'll also make our Somodi Kalács [pronounced, sho-mo-dee-ka-loch], a cinnamon swirl bread. This class covers a variety of techniques—from making and glazing your torte to folding and rolling the cinnamon swirl inside your yeasted bread dough.

For some background on our passion for Hungarian food, head to our blog and read "Why We're Hooked on Hungarian Baked Goods: The Tenth Anniversary of a Bakehouse Specialty."

### MAGIC OF MAPLE

Sunday, May 30, 1-5pm

We have so many wonderful local agricultural products to bake with in Michigan. One of our all time favorites is our maple syrup. In this class we'll teach you how to make Bakehouse maple bran muffins, maple leaf sandwich cookies, and maple pecan blondies. Then we'll demonstrate a maple syrup pie, which you're welcome to make along with us if you wish. You'll get hands-on practice rolling out cookie dough, piping your maple buttercream filling, and more. Three Cheers to Michigan!

You'll leave the BAKE! class with our recipes, the knowledge to recreate them at home, and everything you made in class: a dozen muffins, a batch of cookies, a pan of blondies, and, if you chose to make it with us, a maple sugar pie.



cup or bowl?

breezy break-fasts

fancy schmancy cookies

### A TRIO OF COOKBOOKLETS FROM THE BAKEHOUSE

I'm particularly excited here to share news of these new print publications! Amy writes, "[the booklets] blend history, stories, and our dedication to traditional methods and flavorful ingredients with easy-to-follow recipes we've developed and refined over the years. The booklets were co-created by groups of us—bakers, instructors, historians, photographers, and graphic designers. Our normal practice is to collaborate in teams because we believe we get great results with a diversity of perspectives and skills. I'm particularly excited about these because of the opportunity they give to co-workers who want to do this sort of work. It also gives us a chance to publish more of our recipes." All three are great gifts for yourself or any engaged food enthusiast in your world! Or buy a bundle of all three booklets together. Guaranteed to bring food knowledge and skill, and trigger your creative imagination.

Available at the Bakehouse and [zingermanspress.com](http://zingermanspress.com).

# the zingerman's guide to good leading series

49 SECRETS THAT HAVE HELPED TO MAKE ZINGERMAN'S WHAT IT IS!

By Zingerman's co-founder, Ari Weinzweig  
Designed and published locally by Zingerman's Press

Know someone who loves learning about leadership? (Or maybe someone you *want* to learn to love learning leadership?) The Zingerman's Guide to Good Leading series has proven hugely helpful to long time leaders and those who are new to the field; nonprofit leaders, academics, anarchists; those who love to read and those who often get frustrated with books. I'd be glad to sign a set for someone you love. Make a note on ZingTrain.com when you place your order! They've won kudos from senior business leaders like Peter Block to creative, anarchistic, thinkers you've never heard of, including one young woman who aptly dubbed them "the anti-business business books."

four volumes of ari's writing about Leadership, life and how to create a sustainable business.

Part 1, *Building a Great Business*, includes four essays about the visioning process.

Part 2, *Being a Better Leader*, has essays on Servant Leadership, Stewardship and more!

Part 3, *Managing Ourselves*, includes an essay on personal visioning

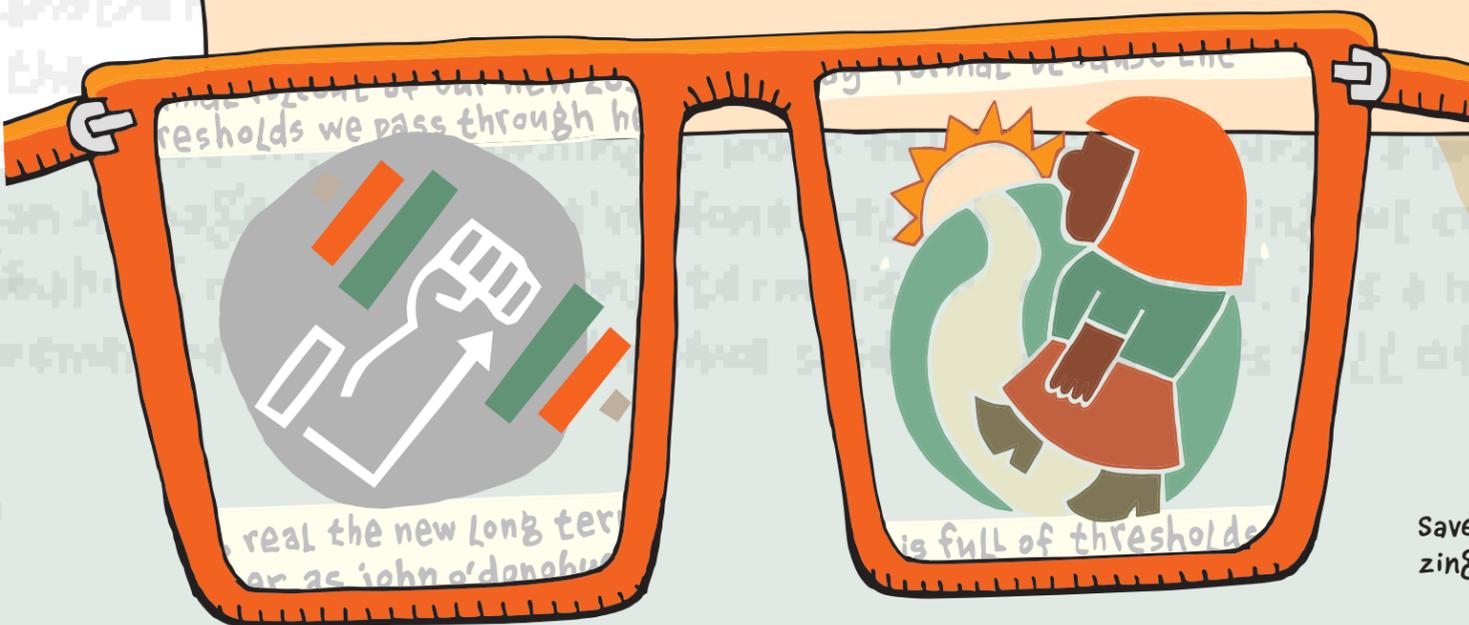
Part 4, *The Power of Beliefs in Business*, includes further learnings about the power of the visioning process.

Visioning Pamphlet Pack—Secrets 6–9, 35, and 47 are all about visioning. Any of these essays will be helpful on their own, but all six taken together will make for the best balanced "meal."



"Ari knows what it means and what it takes to lead in today's ever-evolving world of business. Not just any kind of business. But a business centered on community, a business grounded in values, vision, and moxie! Ari's life is his message—keep learning, keep giving, keep embracing artistry and anarchism to achieve extraordinary results."

—Gloria J. Burgess, Community steward, Professor, and Author of *Pass It On!* and *Flawless Leadership*



Save your seat at [zingtrain.com](http://zingtrain.com)

## zingtrain's online courses

### MINDFUL SELF-MANAGEMENT

When everything is said and done, the key to your organization's success comes down to how well you manage yourself as a leader. Bursting at the seams with real-life stories and practical tips for your everyday life (and desired future!), discover ways to be a better leader, improve your organization and ultimately, lead the life you want to lead.

**Upcoming Workshop:**

Tuesday, May 18, 2021 | 1:00PM–3:30 PM ET

### VISIONING: A TOOL FOR ALL TIMES

Feeling off balance, knocked off course and disoriented? We certainly are!

During these uncertain and unprecedented times, each and every one of us is navigating drastic shifts in how we live, work and play—and it can be hard to find the equilibrium to figure out what to do next. Visioning is a tool that can help clarify what is most important. What success looks like at a particular point in time in the future. A way to define the destination we're aiming for so that we can better prioritize how to spend our time and other resources (including our physical and emotional energy) on a day-to-day basis.

**Upcoming Workshop:**

Thursday, May 20, 2021 | 1:00–3:30PM ET

Wednesday, July 14, 2021 | 1:00–3:30PM ET

### LEADERSHIP

Many leaders are promoted without formal leadership training. They either emulate leaders they admire or lead in ways that are in direct opposition to leaders they haven't enjoyed working for in the past. But like most skills, leadership gets easier (and we get better at it!) the more we practice! In this workshop, we share how Zingerman's interprets, adapts and teaches the work of the modern father of Servant Leadership, Robert Greenleaf, and how we put those learnings into daily practice in our culture.

**Upcoming Workshops:**

Thursday, May 6, 2021 | 1:00–3:30PM ET

Thursday, June 10, 2021 | 1:00–3:30PM ET

Tuesday, July 13, 2021 | 1:00–3:30PM ET

the

# TINY WEDDING

at cornman farms

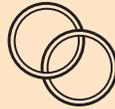
*expertly planned | beautifully designed | affordably priced*

AN EXCLUSIVE SEASONAL OFFERING  
AVAILABLE JUST FOUR TIMES A YEAR

Have you had to reimagine your wedding as an intimate affair because of the global situation? Zingerman's Cornman Farms is here to help. We're experts at planning and hosting weddings of all sizes—from your ceremony and flowers to your photographer, our team will take care of all the details so you can relax and enjoy the moment. To learn more visit [thetinywedding.com](http://thetinywedding.com).



Arrival | Preparation  
& Getting Ready



Ceremony &  
Vows



Cake Cutting &  
Champagne Toast



Additional Photography  
& Farewell

For more information about other intimate wedding offerings, go to [zingermanscornmanfarms.com](http://zingermanscornmanfarms.com).

Upcoming Dates: July 20, 21 & 22, October 2021



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