

# Zingerman's® news

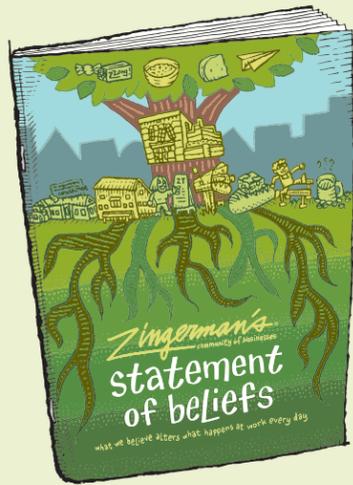
issue #285 July-August 2021



this we believe...  
**getting clear on your  
organizational beliefs  
can help make everything better!**

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# this i believe...



a statement of beliefs can be a huge help in guiding our organizations to the future of our choosing

I've been writing a lot about culture and its metaphorical manifestation as the "soil" of our organizational ecosystems in the e-newsletter I put out each week. Which is why I smiled broadly when I saw this bit by Robin Wall Kimmerer in her beautiful book, *Braiding Sweetgrass*: "In the Apache language, the root word for land is the same as the word for mind." It makes marvelous sense in the metaphor—the makeup of our "soil" will give a very good sense of how folks who are part of our culture are likely to interact with the world. Our beliefs—whether we're conscious of them or not—serve as the starting points for the decisions we make and the actions we take. They will also alter our stories about what's happening in the world around us.

Dr. Kimmerer continues: "Gathering roots holds up a mirror between the map in the earth and the map of our minds." When I saw that I smiled again—given that my metaphorical model imagines beliefs as the root system of lives. Our organizational roots then, give us the map of our collective cultural minds. Gathering up our beliefs, holding them in our figurative hands, gives us an effective map of how our minds are likely to work. When we change the roots, the map of our organizational soil—our company culture—will shift accordingly.

Kimmerer's book is written about and around the subject of sweetgrass. (Sweetgrass is native to much of North America, and well-woven into Native American culture in many parts of the country.) "Sweetgrass," she shares, "is best planted not by seed, but by putting roots directly in the ground." This fits the model as well. Most organizations sprinkle seeds of their beliefs as new staff join their communities, usually in the form of hints or side comments, but it simply makes more sense to be clearer about our expectations. Why would we want to make folks guess when we could just easily hand them fully grown "roots" of our organizational beliefs?

These quotes from Dr. Kimmerer give great context for the formal release of our new Statement of Beliefs at Zingerman's. To restate, maybe for my own clarity as much as yours, these are my core beliefs about the Statement of Beliefs:

1. The culture in which we work (and live) is like the soil in which we plant ourselves as people, products, and processes. The makeup of our minds, like the quality of the soil, makes an enormous difference in what grows in it, and how well it will do.
2. If roots are akin to beliefs, that means that our beliefs, as per what Robin Kimmerer writes, are giving us a guide to the lay of our mental land.
3. From an organizational perspective, our agreed-upon beliefs will work most effectively when we "plant them," not just by dropping a hard-to-see seed of a hint here and there, hoping that it "takes root" in the minds of our staff members, but rather by transplanting our agreed-upon beliefs as already well-formed, distinct, easy-to-understand and identify, "roots" into the soil of our minds.

With those three assumptions in mind, I believe we are about to enter a new era of learning and working here at Zingerman's. I believe in my heart (and my head), that what

we are embarking on this week will in the coming years have as much impact on the way we work here as writing our Mission and Guiding Principles in 1991, finishing our first formal Vision for Zingerman's 2009 back in 1994, starting to live Servant Leadership in the early 90s, teaching our Training Compact in 1994, beginning Open Book Management in 1996, or embracing Lean management systems in the early "aughties." Rolling out the Zingerman's Statement of Beliefs is, I can see clearly, a radical and meaningful act.

Ironically—or not—I wrote that last line before consciously recalling what I have long known: *the root of radical is "root."* As Merriam Webster states:

*The meaning of radical for many centuries was related to its origins radicalis meaning "root." Thus, until recently, radical referred to the roots of words, the roots of illness, or even square roots. Later, radical was used more figuratively to mean "fundamental" and examples like "radical reform" referred to changing the very root of the system.*

I realize my choice of words couldn't be more appropriate: this work is about changing our beliefs about the role that beliefs play in healthy organizations. The work to put it together, and then into practice, is by definition a radical act. It's an acknowledgment that agreeing on the beliefs we will use to work together

**"belief creates the actual fact."**

—William James

is a wise thing to do, in the same way that agreeing on what a well-made Reuben at the Deli will look and taste like. It's akin to our decision in 1991 to define "quality" at Zingerman's as "full-flavored, traditional food." Or to get clear, back in 2008, that "fun on a professional level at Zingerman's would mean positive energy." Committing to working with what's in the Statement of Beliefs has the same sort of big organizational value as agreeing on our 2032 Vision. The vision is where we're agreeing to go, i.e., starting with our desired end in mind. Rolling out the Statement of Beliefs is the act of agreeing on where we're going to begin. If we know where to start, and we can see the "finish" line, then we can work with a great deal of freedom, while making better decisions, and having a lot more collaborative confidence en route.

Why don't more organizations write a Statement of Beliefs? The same reasons I suppose that we've not had one at Zingerman's up until now. The quick answer could be that none of us learned about a Statement of Beliefs back in school. Or it might be because no one else (at least to my

knowledge) we know has done one either. Still, the fact that no one else is doing it isn't a great excuse—as Edgar Schein says, "Leadership is the ability to step outside the culture to start evolutionary change processes that are more adaptive." And in this case, the work at hand will both help to clarify the culture we're trying to create, and at the same time, enhance the culture as well. It will take a few years, but I believe that the cultural "soil" of Zingerman's will be both richer, and easier to understand, because of this work.

Getting agreement on our collective beliefs is not something that most of us have ever discussed. While we may disagree regularly about decisions, being willing to dig down to understand the beliefs that underlie those decisions isn't easy. Changing those beliefs to get into alignment can be even more challenging. As Robert Macfarlane writes in *Underland*, "The underland keeps its secrets well. To retrieve something [such as a belief] from the underland almost always requires effortful work. The underland's difficulty of access has long made it a means of symbolizing what cannot be said or seen."

I've learned that doing belief work can have big benefits, but it's also complex. To make it meaningful, we have to be willing to examine our own pasts and to try to figure out where we got the beliefs we hold. And, more often than not, when we try to pull out the "root" of one belief, we find it's entangled with dozens of others.

If we're willing to do that work though, it will pay big dividends for us on many levels. Without clarity on what we agree to believe together (and a few thousand more), the best intentions are still likely to create unneeded conflict. At worst, they lead to deep antagonism and chaos. If different beliefs will lead us to head in completely opposite directions, then it can't be a very effective way to work. In hindsight, this work

on the Statement of Beliefs would be another of what the late and great Stas' Kazmierski taught us to call a "belated glimpse of the obvious."

Putting together a Statement of Beliefs, and then committing to using it in whatever collective you're a part of, only makes sense. As James Baldwin once wrote, "The world changes according to the way people see it, and if you can alter, even by a millimeter, the way people look at reality, then you can change the world." And we know when we change what we believe, we see the world differently. (If you doubt me, regardless of any of our own views, you only have to look at American politics over the last few years.)

So, with all of that said, I am excited, a bit anxious, and very much honored to say that our new Zingerman's Statement of Beliefs has come back from the printer. I have a copy sitting next to me as I write. We have begun to hand it out to everyone who works in the ZCoB, and we've planned a Zingerman's "Town Hall" to talk about it. Looking ahead, we will soon start giving a copy to each new staff member when we hire them, and I'll be referencing it regularly in our staff orientation class.

continued on following page

So, one might reasonably wonder, exactly what is in this new Statement of Beliefs? In its most tangible form, it's a booklet. All told, it's 48 pages long. It lists 34 beliefs that, after two or three years of conversation, testing, and re-testing, we have agreed will underlie all of our work here at Zingerman's. The beliefs themselves take up just two pages, but there's a

The Statement of Beliefs is now years in the making, but I'm confident that a reduction in stress and an increase in effectiveness will deliver a big return on our organizational investment. After all, waiting until someone makes a mistake that could have been avoided by being clear about expectations up front, is hardly a very "lean" approach to life. For whatever reason, the world happened to hand me

happened here in the past, and how having the Statement of Beliefs can help us going forward. Take this belief, the tenth one on our new list:

**We believe asking for help is a sign of strength.**

Clearly, this runs counter to standard wisdom in the American work world, which would likely lead you to believe the exact opposite. Asking for help in most jobs is a sign of incompetence. If a new staff member has been trained by past bosses (or their parents) to hold the latter belief, it will lead them to pretend that "everything is ok" when in fact, they're headed for big trouble. Even if the manager asks if they want help, they're likely to insist that they're fine. (I know because this has happened here way too many times over the years.) They don't want to appear "weak." Later we get customer complaints about the poor service the staffer delivered. Everyone in that situation loses—the customer is unhappy, the business has to refund money and might even lose the customer, the staff member feels terrible, and the manager is most likely very frustrated. Would having the Statement of Beliefs in hand prevent the problem every time? No, of course not. But if it cut the incidences of it happening in half, wouldn't that be a shift in the right direction? And wouldn't it make it easier to review the situation and reset so it goes better the next time? In the process, we improve customer service, the staff member feels better about their job, and the manager is less stressed. All of which are very good things in my book!

You're welcome to email me about this work any time and I'll tell you what I know. One question that comes up pretty regularly is "What's the difference between beliefs and values?" Amy from the Bakehouse asked it four or five years ago. I wasn't immediately sure what the answer would be. After a bit of reflection, I came to this conclusion: *all values (or ethics) are beliefs, but not all beliefs are ethics.* Values (or what we call "Guiding Principles" here at Zingerman's (for more on these see Secret #II: Writing and Using Guiding Principles), are ethically rooted; they're beliefs we aren't interested in changing because they're about our ethical existence. Metaphorically, I imagine them as some of those big roots that come up above the surface line on old trees.

There are other beliefs that, while they may support our ethics, are not in and of themselves, ethical. Like this one from our list:

**We believe everyone is responsible for leadership.**

We've been teaching this, and trying to live it, for a long time now. But there's nothing per se unethical about holding the more typical view that formal leaders are responsible for leadership. The reality is, most people we hire are more likely to hold the latter belief than to be aligned with ours. So won't it be better to actually share this sort of stuff up front so we're all playing by "the same rules"? Why would we want the people we work with to make decisions about difficult issues without first agreeing on key organizational beliefs?

To be clear, I'm not in the least suggesting that folks who work here need to hold these beliefs outside of work. What they do after they head home is up to them. (Yes, it's easier on everyone if they do share these beliefs in the rest of their life, but that's ultimately up to them.)

The Statement of Beliefs will help us organizationally in three main areas of our work. In no particular order, it will make a meaningful positive difference with:

**BETTER DECISION MAKING.** If we aren't in alignment on our beliefs, the likely outcome is arguing over tactics. When we disagree on how we should handle a situation, the real difference at hand is that we aren't in agreement on the underlying beliefs at play. It's like arguing about which crops, flowers, or weeds we have in our garden rather than assessing them by their roots. If we want a

"We believe asking for help is a sign of strength."

good bit of background info in the front part of the booklet to provide context, and then a series of examples for each belief that detail what that belief looks like in action when we live it well, and also what it will look like when we fall short (which, as imperfect humans, we still will do regularly). We did the design to match up with our Staff Handbook, and the intent is to use it in much the same ways: to give context, background, clear expectations, and meaningfully helpful training tools to new staff members when they join the organization. It's written by people who work here (including me), for people who work here, because as Gil Scott-Heron said, "The new poetry . . . uses words that people could understand and ideas that people could understand."

Like anything we truly believe in, we will do our best to revisit the list of beliefs in this new statement regularly. And I mean, really regularly. I haven't been in the locker room with Juwan Howard when he coaches the Michigan basketball team, but I doubt they hand the playbook out at the start of the season and then never look at it again. The Statement of Beliefs—especially because it's so new—will need all of us (me included) to look at it often. Right now, since it's just being rolled out as I write, hardly anyone here has a deep understanding of it. We're all, me included, only at the beginning. But in the same way that by the final games of the season Coach Howard's teams will come to remember all the key play calls, and will be able to run them without having to give them much thought, the same I believe will happen here. Over time, most of us will become what Maggie from ZingTrain taught me years ago, is called "unconsciously competent." We will make decisions that

are aligned with the beliefs on the statement without having to open the booklet to make sure what we're doing is in sync with what we wrote. With all that in mind, I'm not shy about saying that we have much work ahead of us and a long way to go to get where we want to be. But . . . you gotta start somewhere, right? (For more on this, see Natural Law #II—"It generally takes a lot longer to make something great happen than people think"—in Part I of the Leadership Series, *Building a Great Business*. For more on the training work that Maggie has gifted our organization over the years, see her hugely valuable—and a total bargain at twice the price—ZingTrain Trainer's Toolkit.)

Dr. Edgar Schein says, "Culture is the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously and define in a basic 'taken for granted' fashion an organization's view of itself and its environment." The Statement of Beliefs, I've come to see, is a way to take much of that unconscious and inconsistently communicated set of assumptions and make them infinitely easier to access. Rather than hold them in reserve, where only those who have been here long enough, or those who can pick up patterns and hints more quickly learn them, why not simply share them directly and clearly with everyone from the time they start working as part of the ZCoB? If we want to create an organizational culture with ever higher levels of inclusion, and a greater sense of belonging, it sure seems to make sense to let everyone in on the "secrets" behind the ways that we work and think. Why make people guess, when we can share this booklet with them?

The need for something like a Statement of Beliefs became clear to me when I was working on *The Power of Beliefs in Business*. The more I learned, the more it was hard to deny the reality that when two members of the same team are working with different—often in outright opposition—beliefs, unnecessary arguments will most likely ensue. If one of us believes that people are out to get you, and another believes the best about people . . . well, you don't have to hold a PhD in psychology to see that they're going to come up with completely different strategies to handle the exact same situation. Just as agreeing on our long-term vision makes decision making easier, the same is true with the Statement of Beliefs. In both cases, getting the document done definitely requires a significant up-front investment of time and energy.

an amazing, funny-and-not-funny-at-the-same-time, example to illustrate all of this in living color over the last few weeks. One thing I've learned about beliefs is that even when our intellectual inputs tell us otherwise, the old beliefs are still way down in the "soil." Which is why, I know, that even though I haven't actually watched a baseball game (on TV or in person) in decades, I still sort of secretly root for the White Sox. Because my brain was trained from an early age to understand baseball, I can usually pick up the gist of what's going on with a game, or the season, in a matter of minutes. It's because of all of this that I know about Yermin Mercedes.

Mercedes was born in the mid-sized town of La Romana on the southeast coast of the Dominican Republic. The town has historically played host to a bunch of big American conglomerates, but it also has a rich cultural soil that supports the development of baseball players. Right now, Yermin Mercedes is one of La Romana's favorite sons. Mercedes played in the minor leagues for something like ten years. He got one single major league at-bat last year, and it was not at all clear this winter that he would make the Major League roster in the spring. It turns out that he was one of the last guys "on the bubble," and thanks in part to a couple of injuries to more established players, he made the team. At the age of 28, he was much older than most rookies. Two months into the season, everyone can say with confidence that adding him to the roster turned out to be a terrific move for the White Sox. Mercedes opened the season by getting an amazing eight hits in his first eight at-bats. He's been playing regularly and nearly two months into the season he was leading the Major Leagues with an incredible .364 average.

The other day, the White Sox were beating Minnesota 15-4. Mercedes was batting in the top of the ninth inning and the count was three balls and no strikes. On the fourth pitch Mercedes hit a home run. Which sure seemed terrific to me, and also it seems from the film clips I've seen, to Mercedes and to his teammates, all of whom launched into the sort of celebration that follows any home run. The bad news is that his manager, Tony LaRussa, was not at all happy about it. It turns out that he had some long-held, but never shared, beliefs. LaRussa chewed out his new star on ESPN: "Big mistake," he said, calling Mercedes "clueless." I don't want to get into who's "right" here. My point is merely that what looks to Yermin Mercedes (and his teammates) like an obviously great decision, that got an ideal result, viewed through one set of beliefs (i.e., "hitters are supposed to hit, and home runs are happy events") looks terrible to another (i.e., "no professional player would ever swing at a 3-0 pitch late in a game in which your team is winning by a big margin").

While I can chuckle at the apparent silliness of this situation, the sadder reality is that this sort of clash of otherwise unspoken beliefs is happening in our organizations every day. The resulting arguments don't appear on ESPN, but their impact on morale and effectiveness is the same, especially

"We believe everyone is responsible for leadership."

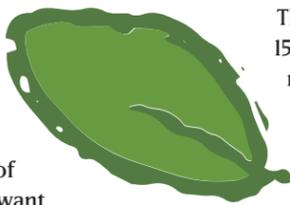
on the equivalent of "rookies" in your workplace—new folks who haven't found out that "this is how we do it around here." Getting "yelled at" (even quietly) for making a decision that you thought was right, and finding out later that your boss thought it was anything but, is never a good feeling. As Edgar Schein says, "Culture matters . . . because decisions made without awareness of the operative cultural forces may have unanticipated consequences." The Statement of Beliefs can only help increase that awareness, and in the process, reduce the odds of those frustrating, avoidable bad feelings, and "unanticipated consequences."

It's not hard to imagine how similar situations could have

different plant, we need a different root. And as per Robin Wall Kimmerer's words, if those beliefs are agreed upon as organizational norms, then they are better planted as whole roots, not by dropping hints of seeds and hoping they slowly but surely sprout.

**MORE EFFECTIVE HIRING.** It will let applicants see what we're about here at Zingerman's, and the odds will go up that those who are aligned with what we do will want to join our organization.

**BETTER TRAINING.** When someone new joins an organization it's almost always overwhelming. There's



# New booklet shares the inside scoop on the organizational beliefs that help make Zingerman's what it is

William James once wrote, "Belief creates the actual fact." If we want to change the "facts of our lives," a great place to begin is by examining—and potentially changing—our beliefs.

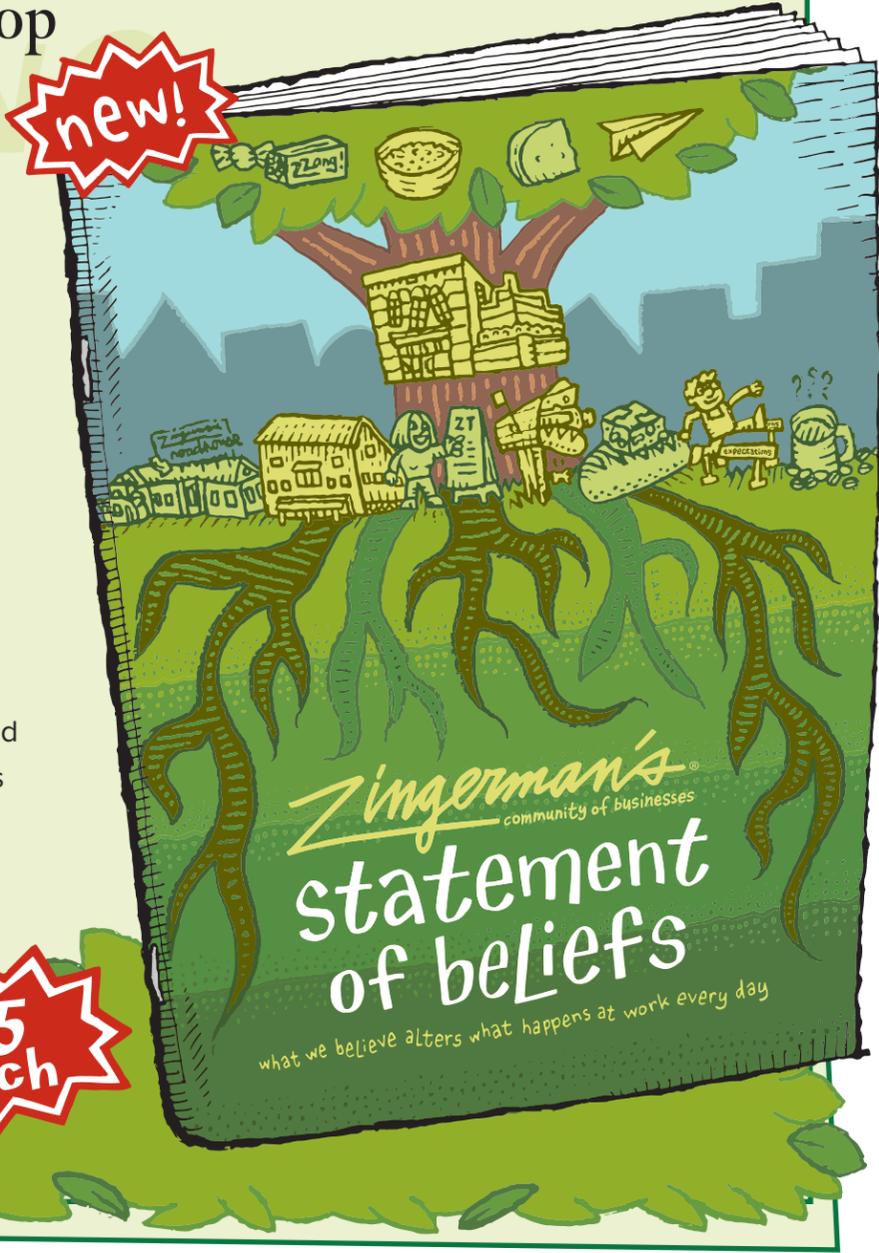
Zingerman's newly-released Statement of Beliefs was written and published for us to use internally—it's a great way to increase inclusion, make training more effective, and help make it easier to manage through difficult situations. By popular request from longtime ZingTrain clients, we decided to offer the new booklet for sale so others can learn from the work we've found so rewarding here. In the booklet you'll find a bit of background about beliefs and how they fit into our lives, 34 beliefs, and examples of what it looks like when we live—or fall short—in making those beliefs a reality.



get your copy direct from zingerman's press at [zcob.me/beliefs](http://zcob.me/beliefs)



\$15 each



so much to learn. Even in healthy organizations there are many beliefs—i.e., expectations—that are not made clear. To those who've worked in the business for many years, these expectations couldn't be clearer. But new folks? They're likely to be as caught off guard as Yermin Mercedes. They do what they've been taught in other jobs is "the right thing," but the same action gets them in trouble in the new job. Having the Statement of Beliefs to hand out to—and review with—new staff members can only help make their acclimation easier, saving stress and reducing turnover and training costs in the process. If the booklet saves one bad decision in the first week of someone working, it was well worth the few dollars we invested in it.

The first belief on our Statement of Beliefs has been particularly helpful to me in the last few months as we've started to use the document in our daily work:

**We believe leading with positive beliefs makes a positive difference.**

What it's saying is that we choose to begin with positive beliefs. Since we know that negative beliefs lead to negative outcomes, and positive beliefs lead us to positive outcomes, this is stating an expectation to start with the positive.

This focus on positivity doesn't suggest that we dismiss the difficulty of challenging situations. For example, if your manager failed to get back to you like they said they would, that's clearly *not* OK! I would be frustrated too. What would negative beliefs be about this situation? Could be something like, "My manager doesn't care." Or, "This place sucks." Or maybe, "She doesn't like me and she's trying to set me up to fail!" What the Statement of Beliefs is suggesting is that, although it's understandable and appropriate to be frustrated, we make an effort to choose positive beliefs.

What would that mean? It could be we think to ourselves, "This is really frustrating. Maybe my manager is just overwhelmed." Or, "Maybe she lost the email in her drafts." Or even, "She has a lot going on, maybe she just forgot." We still, absolutely, need to deal with the issue, but beginning the conversation with positive beliefs makes it much more likely that we can lean in with compassion. Here's what filmmaker David Hoffman had to say on this subject: "It seems to me that when I have a positive view towards anything, a positive result will more likely occur. Now being 79 years old and

living a life that 99% of the time was spectacular, I've proven my theory over and over again." In the process, the odds of getting to a win-win, collaborative, and caring outcome will have gone up significantly.

Bringing this statement of beliefs to work in our day-to-day lives at Zingerman's is not an overnight activity. As Edgar Schein once said so insightfully, "Learning new things is easy when there is no unlearning involved." The reality is that all of us—and everyone we hire—comes to work with a pre-existing set of beliefs which may or may not fully

poetry that will come from it, is a story that I'm confident will long outlive many of us who were part of creating it. Both the concept and the contents are, I believe, a beautiful bit of the legacy we can leave to the world.

My intent in writing this piece is not in the least to convince anyone to adopt the same beliefs we have here at Zingerman's. In fact, I would suggest the best path is for each organization to work together to come up with its own. Understanding, as I have started to, the power of beliefs, it's not unlikely that if

**"We believe leading with positive beliefs makes a positive difference."**

align with what's in the Statement of Beliefs. We all have work to unlearn beliefs/roots from earlier in our lives—and these beliefs, I've learned the hard way, will not go away overnight.

I realized while I was writing this, in the late spring and early summer of 2021, that this might be a particularly important time to begin sharing this within our organization. While it certainly seems like the U.S. is headed in the right direction with the pandemic, we are not at all done with difficulty and awkwardness.

Priya Parker, an amazing expert at facilitating gatherings and conflict resolution, says, "I think that it's going to be awkward and one of the ways... to mitigate some of the awkwardness in the moment, is to give people handrails ahead of time." The Statement of Beliefs is not a set of Standard Operating Procedures that one follows to the letter, but it will give us a series of intellectual handrails to help us get where we want to go. As Priya Parker says, "We are all going to experience micro-moments of perceived rejection over the next many months." Having committed collectively to at least reasonably clear guidelines will, I hope, help us all stay positive, kind, and compassionate as we work through the challenges to come.

The beliefs in this new booklet are not necessarily forever, but we agree to work with them right now. We will review them regularly, and adjust them accordingly. Currently, we agree to revisit them every three years, (and by using our Bottom-Line Change process, anyone who wants to can start a conversation about a proposed change in the list at any time).

Neil Gaiman once said, "Our stories will outlive us. Let's make them good." The story of the Statement of Beliefs—its creation, its implementation, and in the coming years, the ZingTrain training, articles, podcasts, and maybe even some

you're reading this, yours may well likely be similar in some ways to what we have agreed on here. Still, each organization, I believe, would benefit from making time to talk about and agree on a Statement of Beliefs of their own.

I learned in working on *The Power of Beliefs in Business* that we have the freedom to choose what we believe. Getting agreement on our collective beliefs does take time, but as I've shared, I believe it will open the door to big benefits. It's a great way to work on our business, to take time out for something that will probably never be urgent, but—I have come to realize in the last few years—is definitely important. As Peter Senge writes, "Breakthroughs come when people learn how to take the time to stop and examine their assumptions."

When all is said, though maybe still not done, I believe that the introduction of the Statement of Beliefs will have added meaningfully to the quality of the organizational ecosystem that is Zingerman's. By mindfully choosing what roots to put in place, we have a better chance of making something beautiful, positive, and ecologically healthy—an organization that can work more effectively and make more of a meaningful difference. The ZCoB will be a more welcoming place, our decision making about difficult issues will have been made a bit easier, and new folks who join the organization will be better able to understand—and live—our expectations. I look forward to much learning to come. I believe it's going to go really well!

Ari

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# Zingerman's FOOD TOURS®

the zingerman's experience in travel



a few in-depth  
for the coming 2

## HUNGARY

In the last decade, no country has influenced Zingerman's culinary creations more than the artisanal food of Hungary. The country has an incredibly rich and varied food tradition reaching back millennia, including an Eastern European Jewish influence that's been of great interest to us. From the regional cheeses, the incredible wines, thoughtfully cured meats, and bountiful produce, to the incredible breads, pastries, and elegant multi-layered tortas, Hungary has it all. Join us along with our longtime friend and wine expert, Gábor Bánfalvi, and discover how much more there is to Hungarian food than its excellent paprika! Of the many full-flavored adventures on this trip are a cruise along the Danube on a private boat tour in Budapest, a culinary walking tour, a Jewish Hungarian home-cooked meal with one of Budapest's revered cooks, a visit to a winery and tour of their underground cellars, a palinka tasting (you'll learn all about palinka!), cooking classes in Egar and Etyek, and lovely walking paths of a sloped vineyard in Tokaj—to name a few.

### zingerman's hungarian style Liptauer cheese spread

**A SPICY, HUNGARIAN-STYLE CHEESE SPREAD**  
A huge hit among customers in Ann Arbor and, now, nationwide. Pronounced "Lip-tower," this spicy spread is a long-standing Hungarian tradition. Its umami-packed flavor comes from blending our fresh cream cheese with truly exceptional sweet and hot heirloom paprika from the Hodi family in Hungary. We then hand blend in garlic, sea salt, capers, toasted caraway, and just a touch of anchovy. The result is a beautiful melding of flavors with a kick of hot paprika spice. It's moderately spicy and exceptionally flavorful. There's a big burst of flavor in every bite.

In Hungary, Liptauer is often served in casinos and bars—it's definitely the sort of stuff that goes great with good salami and beer. It's excellent on Rye Bread from our Bakehouse, on bagels, or as the base for spicy finger sandwiches.



### bonajuto red pepper truffles

ANCIENT TRADE

Bonajuto has been making chocolate in the baroque Sicilian town of Modica since 1880. By that time Gustav Lindt had perfected conching, the process that makes chocolate smooth, which nearly every European chocolate maker adopted. Bonajuto didn't. They continued to make unconched chocolate, which by comparison has a crunchy texture.

Nowadays that crunchy texture has somewhat come back in fashion. A number of modern American chocolatiers make chocolate in this style. In these truffles, you can experience it as it was and always has been.

This gift box has bite-sized truffles spiced with just a hint of red pepper, another typical addition to 19th century chocolate. An outstanding gift for a chocolate lover—or history buff. The truffles will keep for months on end, letting you nibble at your leisure.



"hope is like a road in the country: there was never a road, but when many people walk on it, the road comes into existence."  
—chinese philosopher Lin yutang



## TUSCANY

Come visit Tuscany and Emilia-Romagna the Zingerman's way. We'll go behind the scenes and visit traditional small producers of some of the region's finest foods – from the massive wheels of Parmigiano-Reggiano, to the beautiful, small bottles of real balsamic vinegar, from Chianti Classico wines and artisanal olive oil to the melt-in-your-mouth prosciutto crudo. We'll roll up our sleeves and enjoy Tuscan cooking lessons in a 15th century villa in the rolling hills outside of Florence. Together with Peggy Markel, long-time fellow culinary adventurer and food guide, we will experience the wonderful food, culture, and landscape of Tuscany.

### sottofiesole olive oil

BOTTLED TUSCAN SUNSHINE

Amid the rolling hills of groves and vineyards of the Tuscan countryside, just a few miles outside of Florence, Bernardo Conticelli (our tour partner in Tuscany, Champagne, and Jura) and his family grow traditional Tuscan olives including frantoio, moraiolo, leccino and pendolino on their centuries-old estate. Though the olives aren't certified organic, they never started using any chemicals, so there's never been any need to stop. Harvest starts in mid-November. Olives are hand-picked and then pressed within five hours in the nearby village of San Casciano. Yields are low, but the flavor is huge.



**FIFTEEN MONTHS AGO,** many of us were wondering if any of us would ever travel again. Now, in 2021, it feels like the travel world is about to open up for folks who've barely left their home, let alone a place they don't call home (but might like to), and to fly, free to settle into a hotel in another city, from a long wanted to visit, is an energizing and exciting plane trip in 15 months to do my first in-person tour. I began in March of 2020. Both felt a bit odd, but I'm now working on what trips to take next!

Like everyone in the travel business world, I'm grounded by the pandemic. But looking to the future, I'm blec and many of her most loyal clients have found a way to make a positive statement of hope for the future. Many artisan food producers, family owned businesses, and the pandemic on all of them has been huge. We've been working on ways to make travel safe, and still tasty and fun. We will be ready to travel!"

Oliver Wendell Holmes once said, "A mind is not a muscle, it goes back to its old dimensions." None of us, it feels like, is forward as if the last sixteen months never happened. It's for worse, by what we have collectively and individually done, don't need to let the impact impede us from moving forward. Finding ways to learn—to connect, to collaborate, to grow. Tours is about doing some of each of those, and it's exciting.

One of the best ways I've learned to help myself is to fill my mind with positive things. It doesn't make sense, but I doubt diminish the power of its presence. Even in the darkest of my day around. I feel confident saying that that's the best thing, being, and talking with Kristie, your spirit will be lifted. I'll head with positive memories.

Here's to good things to come!

Ari

## 2022

### Spring 2022

- MOROCCO — March 2022
- PARIS & CHAMPAGNE — May 9–16
- FRANCE: LYON + JURA — May 22–30 *Waitlisted*
- SPAIN: MALLORCA — May 20–28
- ITALY: SARDINIA — May 14–23
- ITALY: PIEDMONT — June 1–8 *Waitlisted*
- ITALY: SLOVENIA & CROATIA — June 10–20

# is ready to travel with you!

L, taste, and connecting you to the source

## with highlights 2021 tour season

any people around the world were wonder-  
y, as we head into the start of the summer of  
ardon the pun, take off in a big way. For  
left town, let alone spent two weeks in a  
the idea that vaccinated folks will be free to  
ee to enjoy food in a fantastic setting they've  
citing thing. A few months ago, I took my first  
n ZingTrain presentation since the pandemic  
but both went wonderfully well. Which has

vide, Zingerman's Food Tours was totally  
e future, both managing partner Kristie Bra-  
taken the view that booking tours now is  
or the future: "Our tours help to support so  
hotels, and wineries. The impact of the pan-  
been working for months to come up with  
educational. When we emerge from this time,

d stretched by a new experience can never  
is clear to me, will be able to move for-  
ened. We are all impacted, for better and  
individually been through. And yet, we  
moving forward, from having fun, from find-  
, to help those around us. Zingerman's Food  
all on one amazing trip.

myself move past a challenging day is to fill  
the difficulty go away, but it does without a  
n just a taste of something terrific can turn  
y the time you finish a week of tasting, trav-  
be refreshed and you will have filled your

## 2. tours

### FALL 2022

- DENMARK — August 24–Sept 2
- IRELAND — September 19–28 *Waitlisted*
- IRELAND — October 3–12
- ITALY: TUSCANY — October 3–12
- HUNGARY — September 5–15
- ITALY: SICILY — October 15–25



## VIENNA & BUDAPEST

Ring in the 2022 New Year with a once-in-a-lifetime experi-  
ence in Austria and Hungary! We invite you to join Zinger-  
man's Food Tours' Kristie Brablec and Taste Hungary's Gábor  
Bánfalvi for our first-ever holiday program and Zingerman's  
Food Tours trip to Austria. Together we'll celebrate the best  
of the Austro-Hungarian culinary influences, taking a deep  
dive into a labyrinth of wine cellars that are deep under-  
ground, biodynamic winemaking. We'll sample a series of  
Vienna's super tasty food secrets throughout the city, and  
tour some of the famous holiday markets together. Add in a  
cooking demo, a beautiful dinner together, and an introduc-  
tion to Hungarian wine before ringing in the New Year in the  
heart of Budapest. Oh yeah, we'll also relax a bit on a cruise  
along the Danube River, have a traditional Hungarian holiday  
dinner, meet the maker of some of the finest goat cheese in  
Hungary, and a whole lot more.

### dobos torta from the bakehouse

THE MOST FAMOUS DESSERT IN  
"THE LAND OF 10 MILLION  
PASTRY LOVERS"

Though today it could be the single most popular cake in  
Hungary, the torta dates back to the creative culinary work  
of József Dobos who first developed it in his Budapest bak-  
ery back in 1884. It was the height of the Austro-Hungarian  
empire, an era in which the arts, architecture, music, and sci-  
ence all bloomed. Dobos was one of the best-known pastry  
chefs of that era, in what's probably the most pastry-loving  
country in Europe. He had a well-known specialty food shop  
in Budapest that sold everything from caviar to cake. The  
new torta quickly became a local classic. In 1885 he showed  
it at the National General Exhibition—over 100 people staffed  
the pavilion, and Queen Elisabeth and Emperor Franz Joseph  
came by to sample the new creation. He soon became a sup-  
plier to the Royal Court. Long before UPS, FedEx, or DHL,  
Dobos built wooden boxes in which he started to ship his  
delicious delicately-layered torta to pastry eaters all over  
Europe. Later, demonstrating a spirit of generosity that we  
can all learn from, Dobos donated the recipe to the Budapest  
Pastry and Honey-Bread Makers Guild in 1906.

The Dobos Torta at the Bakehouse is a beautiful work of  
art to behold! It's made of five thin layers of very light vanilla  
cake, sandwiched around a chocolate buttercream. More  
chocolate buttercream coats the sides of the torte, which are  
then dusted with chocolate crumbs. The rectangular cakes  
are topped with a thin layer of almost-crunchy slightly chewy,  
delicious caramel. It's divine. At the Bakehouse, we make the  
buttercream with dark chocolate and a touch of espresso.  
Kudos to the Bakehouse's super skilled Cake crew for being  
able to create such a wonderfully delicious and accurate  
rendition of a Hungarian classic! Back in 1896 there was an  
entire pavilion dedicated to the Dobos at the Millennium Ex-  
position. Today the Bakehouse makes it so well that we might  
want to start thinking about our own exposition—I can't tell  
you how many Hungarians and Hungarian-Americans have  
told me the Bakehouse's cake is as good as anything they've  
eaten in Budapest. Or maybe better.



## BASQUE COUNTRY

The Basque Country sits in the green north of Spain on the  
Atlantic coast, straddling over into France. Known locally as  
Euskadi or Pais Vasco, they have their own language, their  
own culinary traditions (recognized by Michelin, which has  
granted stars to over 30 restaurants), and incredibly beauti-  
ful geography. For these reasons alone we should visit, but  
once you learn of their passion for combining the convivial  
act of dining with the best quality ingredients, well, there's no  
turning back. We'll visit vineyards, take a picturesque drive  
into the mountains to visit an award-winning sheep creamery  
for some delicious cheese and a lesson on cheese-making,  
visit a mill that makes traditional unleavened flatbread, stop  
by the famous caves of Zugarramurdi, have a chat with an  
Espelette pepper producer, have a hard cider tasting, learn  
about the black beans of Tolosa, stop by to see our friends  
at Ortiz, and much, much more!

### Piquillo Peppers

THE PRINCE OF PEPPERS

Grown in only 7 villages up in Navarre in  
the Basque Country, these are more fla-  
vorful than any roasted pepper I've had.

Eaten on their own, Piquillos are an amazing  
experience; the heat starts softly at the tip of your tongue  
and spreads out from there. I love these and I use them  
constantly—in salads, on pasta, on sandwiches, on pizza, on  
pasta, with rice. In the Basque Country they stuff them with  
fish (fresh or salt cod) which is excellent (and also available  
on our shelves). I like them stuffed with goat cheese from the  
Creamery. In omelets too. Laid out on a white plate in a pool  
of green-gold olive oil, they make for an hors d'oeuvre that's  
as good to look at as it is to eat. As you can tell, I like them. A  
LOT. Piquillos are fast food at its best. Open the jar and eat.

When we started with Spanish foods back in the 80s, they  
were pretty much unheard of over here. Nowadays you can  
find jars that say "Piquillo" on the label in plenty of Ameri-  
can shops. Traveling in the Basque Country—as you'll get to  
do on this terrific tour with Kristie and co.—made it clear  
to me that not all Piquillos are the same. Here are a couple  
things we look for when we buy that add up to make for a  
better tasting pepper:

- The Denomination of Origin seal which assures what's in the jar are really Piquillos. It also ensures that the peppers inside have been packed only in their own natural juices, not in the diluting, lowercost water that some folks are now using.
- Roasting over real wood, not gas. We've worked to make sure that what we're getting are the old style, wood-roasted peppers, not the more modern version which is roasted over gas flames which loses some of the precious Piquillo character in the process.

You really can taste the difference!



book your adventure at  
[zingermansfoodtours.com](http://zingermansfoodtours.com)



As the world looks ahead to a post-COVID future, the time seems right to me to do a bit of looking back! I love new things, I'm inspired by innovation, and I'm eager to see how things unfold going forward. And at the same time, I try hard to hold true to my long-standing appreciation for things that have been with us a while. In the same way from a leadership context that it's easy (though ill-advised) to take a long-term employee for granted and become enamored of the latest hire who's still in their "honeymoon stage," I was thinking it would be good to take some time to pay homage to a bunch of what I've come to think of as the "classics"—the products that have, over the last 39 years, played a particularly prominent role in "making" Zingerman's what it is.

Italo Calvino said, "A classic is a book that has never finished saying what it has to say." That lovely statement holds true, I believe, for what we eat as much as what we read. Our memories of a great book, or great music, are often shaped by what was happening when we encountered them. When we bring them back out, they often bring back all the memories of those moments. The same is true, I've discovered, for a lot of these dishes. People regularly share stories of their first date, at the Deli, and how they ate Reubens. Or how they've eaten a Georgia Reuben at almost every Michigan football game for seventeen years.

That they were at the Roadhouse eating ribs when their wife went into labor. Or how they send their grandmother a Sour Cream Coffee Cake every year for Christmas, and how much she loves it. Or how when folks who grew up in Ann Arbor and have since moved away eat fried chicken at the Roadhouse, they feel like they're "home!" This past year we've added a whole new set of memories in the community—the BAKE!® classes people took during the pandemic; the foods they shipped to their loved ones when they couldn't travel to see each other in person; and now, in the last few months, a whole lot of folks who are likely to remember their first meal out in 15 months.

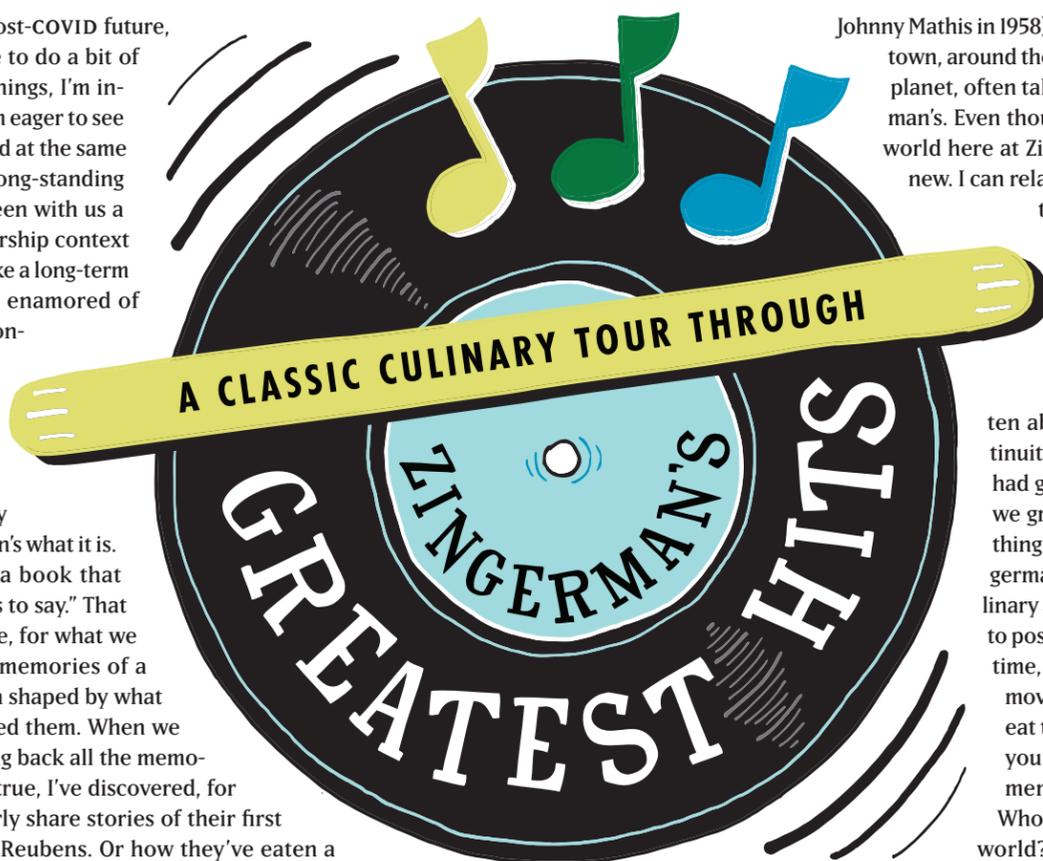
If we could put foods onto phonograph records, what follows might be called Zingerman's Greatest Hits (as an aside, the first "Greatest Hits" album apparently was put out by

Johnny Mathis in 1958). These are the foods which people around town, around the country and even on the other side of the planet, often talk about when they hear the name Zingerman's. Even though these items have all been around our world here at Zingerman's, for some of you, they may be new. I can relate—every month or two I find great music that I've never heard but turns out to be twenty-five years old. As per Italo Calvino's insight, it continues to amaze. It may have been around for a good long while, but it's clearly not done saying what it has to say.

For others of you, the foods I've written about below are old hat; comforting continuity during a time in which so much that we had grown accustomed to was out of reach. As we gradually get our lives back to many of the things we missed, I hope that some of these Zingerman's classics can serve as connections—culinary and emotional "bridges" that bring us back to positive memories of the past, and at the same time, help us regain the confidence we need to move into the inevitable unknown. When you eat them, take a minute to think back to when you first tried them, or to some of the more memorable moments you had eating them. Who were you with? What was going on in the world? What was happening in your own life?

What was your joy? Your challenge? Clifton Fadiman (who once famously said that cheese was "milk's leap toward immortality"), wrote that, "When you re-read a classic you do not see in the book more than you did before. You see more in you than there was before."

Thank you for all your love and support over all these years! It's an honor to be part of such a positive community. I have told hundreds of people—reporters, friends, customers, colleagues—over the last 18 months that if we were going to go through a pandemic, this is a really good place to have gone through it! So many positive people, so much patience and support. I hope that these long standing, much-loved tastes of the Zingerman's past that I've listed below will help you hold course, caringly and constructively, as we all move, together, into what I believe will be terrific years!



## HERE'S TO GOOD THINGS TO COME AND LOTS OF REALLY GOOD THINGS TO EAT



### #2 reuben sandwich

AT THE DELI

The odds are high you know it well. It's been mentioned repeatedly on ESPN and delivered to Air Force One. During the pandemic, the Deli crew put together a Reuben Tour that delivered thousands of them to Zingerman's fans around the state. The recipe is pretty much the same as it was when we started making it back in 1982, and it's gone through a fair few improvements in ingredient quality over the years. Which is why, like so many things we make, what we taste today is actually much tastier than it was 39 years ago when the first Reubens came off the sandwich line that cold winter day in March of 1982. Corned beef from Sy Ginsberg (who's been doing it for us since the day we opened), housemade Russian dressing, Switzerland Swiss cheese, sauerkraut from The Brinery, on double-baked Jewish Rye from the Bakehouse, all grilled to a golden brown! Still, as always, it comes with a new dill or old, your call!

### #18 Georgia reuben

AT THE DELI

It was on the menu when we opened and it remains the #2 seller behind, ironically, the #2. A couple years ago we did a bunch of work (led by Grace, Rodger, and Rick, the three managing partners at the Deli) to upgrade the quality of our turkey. Add on the cole slaw (spiced since day one with celery seed), more of that Russian Dressing, Switzerland Swiss, and then put between more of that terrific Bakehouse Rye Bread, and grilled!

### chopped liver

AT THE DELI

Made the way my grandmother did when I was growing up. Chopped chicken liver (from Amish raised chickens) with caramelized onions, hard-boiled eggs, and spices! It will certainly never be the biggest selling item we make, but it has been a spiritual centerpiece of our work since the day we opened. On sliced Bakehouse Challah or Rye Bread with a bit of Raye's yellow mustard it's pretty darned marvelous!

### hand-crafted artisan cream cheese

FROM THE CREAMERY

We've been making this amazing, traditional, cream cheese for over twenty years now. It's a return to the way this cheese, unique to the U.S., would have been made at the turn of the 20th century (around the time the Deli's building was being built in 1902). Freshly delivered milk from Calder Dairy down in Carleton, Michigan, with a bit of rennet, salt, and the addition at the end of heavy cream (which is what makes it *cream* cheese!). Unlike the industrially-produced, highly-processed, standard supermarket offering, this old school offering is made by hand—the milk is pasteurized as gently as possible, and no stabilizers or vegetable gums are added. While the supermarket version stays "fresh" for years (literally), this is a return to the (appropriately) short shelf life of fresh, hand-made, local cheese. On a toasted bagel from the Bakehouse or a thick, hand cut slice of Caraway Rye, it's totally terrific!

### city goats

FROM THE CREAMERY

Back when we opened in 1982, fresh goat cheese like this was almost impossible to find in the States. Today "fresh" goat cheese can be found in nearly every supermarket. Unfortunately, most of what's sold is a long way away from just how great a traditional, handmade, truly fresh goat cheese like this can be. Rather than being extruded at high pressure (which breaks down the texture of the fresh curd and leaves a suboptimal bitterness), our goat cheese is completely hand ladled. The difference in texture and flavor is remarkable in the best possible way. Light, delicious, and a delight to eat. I could eat a whole one with a bit of Country Mache from the Bakehouse in one sitting!

### Pimento cheese

FROM THE CREAMERY

We've been making this for nearly 15 years now. I learned all about pimento cheese for the first time back in the "aughties" on one of my annual visits to the Southern Foodways Alliance's annual symposium in Oxford, Mississippi. What had been unheard of where I grew up in Chicago was an iconic staple of Southern eating. After tasting about 25 different versions, I came up with my own version, the recipe that has now become almost as much of a staple here in the world of Zingerman's as it is if you head down South. It's one of our most popular offerings on the Roadhouse menu and we sell loads of it at the Deli, Creamery, and through Catering. The surprising thing—in the best possible way—is that we ship our pimento cheese all over the country, including to folks in places like Georgia, Mississippi, and Texas! I will warn you that, like many things on this list, it's more than a bit addictive!

### Sour cream coffee cake

FROM THE BAKEHOUSE

We made the first one of these (me and Ellie Marks) back in the basement of the Deli sometime in the mid-80s! Back in those days, we'd make one coffee cake for a slow day, two to three on the weekend! Now we ship thousands of them at the holidays and the Bakehouse sells many thousands more throughout the year. It's long been both one of our top-selling gifts, and also that compelling bit of comfort food that locals come back to week in and week out. Like much of this list, it has hugely loyal fans from all parts of the culinary spectrum—food lovers, five-year-olds, old and young, people of all backgrounds, but consistently come in to buy it! Lots of sour cream, a whole bunch of butter, real vanilla, toasted walnuts, Indonesian cinnamon. It's great for breakfast, lovely in lunch boxes, and delicious for dessert. Try spreading a little bit of butter on a slice and then browning it in a hot skillet! Great too with gelato and a cup of Roadhouse Joe!



## Jewish rye bread

### FROM THE BAKEHOUSE

Back when we opened, we bought our rye from another bakery. It was the best one we could find at the time, and it served us well for our first 8 or 9 years in business. As the years went by, and I learned more and more about bread, it became increasingly clear to me that what we'd originally imagined to be really great was actually nowhere near as good as it could be. In September of 1992 we solved that problem by opening the Bakehouse! Starting to bake our own bread, I will say without hesitation, changed our lives! So many great breads, so many amazing pastries, so many foods that have become staples of our world and a big part of Ann Arbor eating! The Jewish Rye raised the quality of every sandwich we make at the Deli. This is rye bread of the sort that you might have eaten on the Lower East Side in New York City back in 1900. A taste of the Eastern European Jewish experience at its best!

## magic brownies

### FROM THE BAKEHOUSE

These are the brownies that have been a staple of Zingerman's eating for over 30 years now! The recipe came to us from Connie Gray Prigg who worked at the Deli's catering department back in the day. She generously shared her family brownie recipe, and we've been baking them—and eating them—in ever increasing quantities ever since. As Connie kindly taught us, they have a thin chocolate “crust” on top, toasted walnuts on the inside and a lovely softer, slightly chewy center. Kudos to the Bakehouse crew for baking so many of these, so beautifully, every day for decades!

## fried chicken

### AT THE ROADHOUSE

One thing I've learned in the last 15 months—fried chicken is very popular in a pandemic! It makes sense—there are foods that are more comforting. While we could in theory all make it ourselves at home, it's not easy to do, and it's very hard to do well. Fortunately for all of us—me included—the Roadhouse kitchen crew does a ridiculously good job of frying up dozens and dozens of orders of it every day for folks to eat in the restaurant, bring home as carryout, or to enjoy out in the lovely new Roadhouse Park in front of the restaurant. As we do at the Deli for the chicken soup, roast chicken breast for sandwiches, chopped liver and chicken salad, the Roadhouse works only with old school, Amish-raised chickens—they're much bigger, markedly meatier, and about five times more flavorful than standard commercial offerings. The Roadhouse soaks the birds in buttermilk batter, rolls them in flour that's been seasoned with a bit of red pepper and a whole bunch of fantastic, farm-to-table Tellicherry Black pepper from Kerala in southwest India. We cook them nice and dark to caramelize the “crust” on the chicken. Lots of crunch, a bit of peppery spice and that full-flavored Amish chicken make for one seriously marvelous meal!! Great as leftovers the next day as well!

## ribs

### AT THE ROADHOUSE

These just get more and more popular with each passing year! While there are many deservedly famous smokehouses across the U.S., I hear more and more from customers that the ribs at the Roadhouse stand with the best they've had anywhere. Pork ribs from hogs raised on Niman Ranch farms (according to the strict Niman protocols that protect both animal welfare and meat quality) rubbed with Tellicherry black pepper, salt, and a bit of cayenne, smoked over oak for three hours, braised for three hours, and steamed for another three hours! When you order them, we heat them up on the oak fired grill and serve with them the Red Rage barbecue sauce. Rib lovers repeatedly rave about them. Swing by and order up a slab! Or pick up a half dozen slabs and serve them at your next barbecue!



## tteokbokki

### AT MISS KIM

This traditional Korean street food was on Ji Hye's original menu when we opened Miss Kim five years ago this fall. They were a hit from day one forward! Tender rice cakes (think a firm rice “gnocchi” for context) in a nearly addictive spicy sauce laced with lovely little bits of pork belly!

## espresso blend #1

### FROM THE COFFEE CO.

Close to two decades of working with our friends and suppliers at Daterra Estate in Brazil makes the Espresso Blend #1 consistently excellent. The story of Daterra—which means “of the Earth” in Portuguese—starts for us in 1902 when an Italian immigrant named Donato settled in Brazil and began to roast coffee. His family history moved from coffee to a range of other work and then, in 1976, came back to coffee farming.

Everything about their work is exceptional—organic growing, exceptional support to the staff, Rainforest Alliance certified, health care and education for the staff, and a whole lot more. Their values are, like so many of our long-time suppliers, fully aligned with ours. The quality of their beans is consistently exceptional, and it shows through in the espresso. I had a shot this afternoon as inspiration to write this piece—lovely, full, that tiny hint of bitterness that makes good coffee what it is, balanced by a bit of nutty, chocolatey sweetness with a really fine finish!

## nueske's applewood smoked bacon

### AT THE DELI, ROADHOUSE & CREAMERY

The aroma of Nueske's applewood smoked bacon has been wafting through the Kerrytown neighborhood around the Deli since, literally, the day we opened on March 15, 1982. Today we cook loads of it at the Deli, Roadhouse, and Bakehouse with great regularity and ship it off to bacon lovers across the land from Mail Order almost every day! Working with extremely high-quality pork, cured in custom-made brine, smoked over whole applewood logs in their hometown of Wittenberg in northern Wisconsin. The late New York Times writer R.W. Apple called it the Rolls Royce of Bacon years ago and I'll stand by his claim still now in 2021. Like so many of the long-time vendors on the Zingerman's list, the Nueske family are such fine people! They're consistently kind, supportive, and generous—always engaged and willing to support whatever project we have proposed! It felt great to cook, serve and eat their amazing bacon on day one and it feels even better all these years later!

## zzang!® candy bars

### FROM THE CANDY MANUFACTORY

If you'd gone into an artisan candy shop back around the time that Donato was arriving in Brazil this is a confection you might have bought. Homemade peanut butter and honey nougat, butter-toasted Virginia Runner peanuts, dipped in dark chocolate from Colombia, and that tiny touch of sea salt that brings all the flavors into focus. Deeply appreciated by pretty much every candy lover who's ever tried it—once you've had one of these it is, I will say from experience, extremely difficult to go back to the industrial offerings that most of us grew up on! Great flavors, complex, and compelling. An easy entry onto this list! By the way, they make remarkable milkshakes!!

## gift baskets

### FROM MAIL ORDER

**ZINGERMAN'S SNACKBOARD** Great snacks—right out of the basket—varying in four sizes from small to deluxe! This has always been our most popular gift basket. No heating, no cooking, just eating required. It will keep the lucky recipients snacking for days. In the “small” Snackboard gift basket, you'll find: Zingerman's Farm Bread, a sea salt-topped Pecan Blondie, Virginia Diner Peanuts, John Macy's Cheesesticks, Ann Arbor Tortilla Chips, Premium Salsa, and Zingerman's Peanut Brittle.



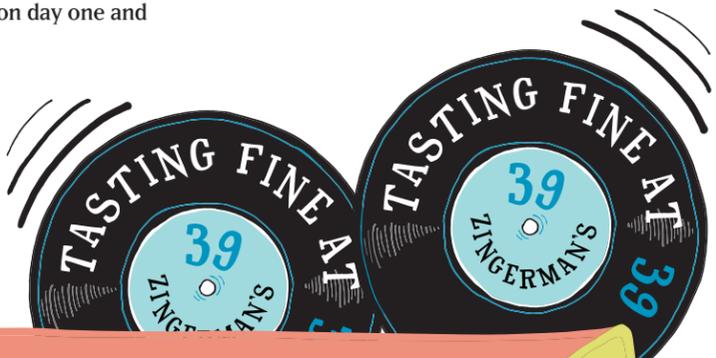
## two-day Seminars

### FROM ZINGTRAIN

The two-day in person seminars that made ZingTrain famous are coming back this fall! Since seats are limited, book soon! They're all terrific and, as with everything we do, we guarantee them all!

#### THE ART OF GIVING GREAT SERVICE

One of the most important parts of the Zingerman's Experience, our approach to putting great service to work, day-in and day-out, has been applied in pretty much every industry you can imagine. We've been teaching this material both inside Zingerman's and through ZingTrain for decades now and it remains as relevant as ever! In fact, it might be even more relevant right now—as the country emerges from 18 months of pressure dealing with the pandemic, giving staff a clear, teachable model for great service could make all the difference!



## PANDEMIC POSITIVES TO MOVE FORWARD WITH!

### bake! online

As did so many educational programs during the pandemic, BAKE!, our nationally known school for home bakers moved to online teaching! While we love the in-person, hands-on work that we are now able to do again, the online classes are here to stay! They make it infinitely easier for folks who want to learn with the great staff at BAKE! to log on from Long Island, Long Beach or even Lithuania!

### roadhouse Park

One of the other upsides (and there weren't all that many) of the pandemic was the introduction of Roadhouse Park—it's turned into a lovely little urban green space with picnic tables, Roadhouse food, cocktails, beer, and wine. Dog friendly, kid friendly, food friendly, fun friendly! Swing on by.

### zingtrain online

If your bias is toward leadership rather than loaves of bread or layers of puff pastry, check out ZingTrain.com. Same story here as BAKE!—when ZingTrain's bread and butter of in-person seminars became impossible, learning shifted online. People will soon be back in the ZingTrain training rooms, but online learning will continue!

ZingTRAIN



# MASTER CLASS THE POWER OF BELIEFS IN BUSINESS

Taking Mindful Leadership to the Next Level  
FIVE 2.5-HOUR SESSIONS!

- SESSION #1** How Beliefs Alter What Happens at Work
- SESSION #2** Getting Your Organization into Alignment
- SESSION #3** Building a Hopeful Business
- SESSION #4** The Spirit of Generosity
- SESSION #5** Building a More Rewarding and Productive Place to Work

“This class couldn’t have come at a more necessary time. I was at a point of total burnout, and am now feeling completely reenergized and ready to take on this next chapter.

Many, many thanks.”  
–Master Class participant

**AUDIENCE:** Organizational leaders who are looking to improve their skills and knowledge by working intensively with a small group of 20–25 peers over a period of 5 weeks. The structure for our work together will be essays from *Zingerman’s Guide to Good Leading, Part 4: The Power of Beliefs in Business*. The course consists of 5 lessons, each with extensive pre-reading and preparation, ongoing dialogue and conversation, and five 2.5-hour virtual classroom sessions.

**WHAT YOU’LL COME AWAY WITH:**

- A wealth of additional tools and resources
- New insights and ways to approach current challenges
- A cohort of peers to help get past roadblocks
- A better understanding of yourself

**PRICE:** \$1,750

**REGISTRATION BONUS:** Autographed copy of *Zingerman’s Guide to Good Leading, Part 4: The Power of Beliefs in Business* and some additional Zingerman’s treats to nourish your body AND your mind!

**REGISTRATION:** July 12–24, 2021 [zcob.me/masterclass](https://zcob.me/masterclass)

**IN-PERSON SESSIONS:** Tuesdays, August 3, 10, 17, 24, 31  
from noon–2:30PM EST



3723 Plaza Dr. Ann Arbor, MI 48108  
734.761.7255 | [bakewithzing.com](http://bakewithzing.com)



3711 Plaza Dr. Ann Arbor, MI 48108  
734.761.2095 | [zingermansbakelhouse.com](http://zingermansbakelhouse.com)



422 Detroit St. Ann Arbor, MI 48103  
734.663.3400 | [zingermanscatering.com](http://zingermanscatering.com)



3723 Plaza Dr. #5 (in the Coffee Company) Ann Arbor, MI 48108  
734.619.6666 | [zingermanscandy.com](http://zingermanscandy.com)



3723 Plaza Dr. #5 Ann Arbor, MI 48108  
734.929.6060 | [zingermanscoffee.com](http://zingermanscoffee.com)



8540 Island Lake Rd. Dexter, MI 48130  
734.619-8100 | [cornmanfarms.com](http://cornmanfarms.com)



3723 Plaza Dr. #2 Ann Arbor, MI 48108  
734.929.0500 | [zingermanscreamery.com](http://zingermanscreamery.com)



422 Detroit St. Ann Arbor, MI 48103  
734.663.3354 | [zingermansdeli.com](http://zingermansdeli.com)



620 Phoenix Dr. Ann Arbor, MI 48108  
888.316.2736 | [zingermansfoodtours.com](http://zingermansfoodtours.com)



100 N Ashley St. Ann Arbor, MI 48103  
734.230.2300 | [zingermansgreyline.com](http://zingermansgreyline.com)



610 Phoenix Dr. Ann Arbor, MI 48108  
888.636.8162 | [zingermans.com](http://zingermans.com)



415 N. Fifth Ave. Ann Arbor, MI 48104  
734.275.0099 | [misskimannarbor.com](http://misskimannarbor.com)



418 Detroit St. Ann Arbor, MI 48104  
734.663.5282 | [zingermansdeli.com](http://zingermansdeli.com)



2501 Jackson Rd. Ann Arbor, MI 48103  
734.663.3663 | [zingermansroadhouse.com](http://zingermansroadhouse.com)



3728 Plaza Dr. Ann Arbor, MI 48108  
734.930.1919 | [zingtrain.com](http://zingtrain.com)