



replacing the great resignation with the great regeneration

New metaphors can change our minds and lives

Late last spring, I was chatting with Bankole Thompson, the nationally-recognized journalist and speaker. A morning regular at the Roadhouse, Thompson is known as “Detroit’s Columnist of Conscience” and has written extensively about social issues of all sorts. Rooting his work and worldview in the writings and teachings of Frederick Douglass, he has a deep commitment to extensive study, diversity, and using his craft to help create thoughtful, caring, dignity-based communities. From reading his work and listening to his talks online, I know, too, that Thompson speaks his mind openly—he is willing to say what needs to be said, and to share what he sees in the world to challenge the status quo in meaningful ways. All of which add up to give me enormous respect for his work, and for who he is in the world. That morning, I had wandered by his table to refill his coffee and say hello. He looked up from his work, smiled, and said quite seriously, “I was just telling Mandy [long-time breakfast server], what you all have created here is really an alternative reality. It just shows the world that it can be done if you have the courage to do it and are willing to do the work.”

I would have been appreciative of the comment no matter who it came from, but since it was Thompson saying it, I gave it even greater weight. I don’t know him well, but I do know that he does not say things he doesn’t mean. His compliment was meaningful to me.

One of the things that I’ve tried to teach myself over all these years is to stay curious as much as I can. Paul taught me this hugely helpful little saying ages ago: “When furious, get curious.” It’s a wonderful way to discipline myself to turn anger into deeper exploration, self-reflection, and discovery. I’ve realized, though, that Paul’s push to get curious is as important when things are going right as when they’re going wrong. “Seek to understand” isn’t just advice for anger management; it’s also a wonderful way to process a compliment. Digging deeper into what’s working helps me to understand why something plays so positively, and to get a better handle on how we can teach it more effectively to others going forward. When a compliment comes, we can, as I did with Bankole Thompson, begin with a heartfelt thank you for the kind words. And next, reflect on what’s working well and why it’s working the way it is.

What follows is a big part of that work; my ongoing effort to both understand, and then share, the worldview that I believe is behind the “alternative reality” about which Thompson commented that morning. It’s about how that understanding has—unconsciously, until the last few years—helped to make the Zingerman’s Community what it is. And more importantly, how sharing it with others might help others around the world to apply the insights to their own lives, organizations, communities, and families. It’s about adopting and applying a different model, a new metaphor, for our organizations. And setting aside, in the process, the oft-used images that portray organizations as machines, military operations, and/or sports teams. It’s the idea of organizational ecosystems. It’s about working with a metaphorical image that’s much more aligned with nature. I have lately begun to take the idea a bit further—thinking of it as an approach to poetic organizational ecosystems. You could also just call it, as Bankole Thompson did, “an alternate reality.” If enough of us were to embrace it over an extended period of time, we could drop the “alternate” and just make it the typical reality out in the world.

This shift, to be clear, is not about politics or profit. Though inevitably, in the spirit of ecosystem thinking—where we acknowledge that everything is impacting everything else—each of those two might well be part of the conversation. Instead, it’s about creating a different mental framework that prioritizes personal and organizational health, that works for the well-being of all involved, and also for the planet of which

we are just one small part. It’s about making hope, positive beliefs, the spirit of generosity, purpose, emotion, compassion, kindness, and dignity into overtly-acknowledged elements of managing an organization. I have a long list of why I love working with the ecosystem metaphor so much, but in a nutshell, it’s a model that moves away from winners and losers, embraces complexity, and works to create outcomes in which everyone comes out ahead. Does it work? If you believe Bankole Thompson—and I do—the answer is yes.

If you want to judge for yourself, come by and experience the energy in person. Is it perfect? NO! Not at all. We fall short all the time; healthy ecosystems are as imperfect as anything else. The key is, instead, their ability to recover from adversity. Like, say, a pandemic. Even under great duress though—or maybe especially under great duress—the efficacy of this kind of ecosystem thinking is highly effective. Again, yes, imperfect. But it’s become clear to me, over the two-and-a-half years since the arrival of Covid in Ann Arbor in March of 2020, that healthier organizational ecosystems are more resilient; they have immune systems that increase the odds of getting through hard times.

Long-time poetry activist Bob Holman says, “The job of the poet is to turn words into worlds.” Taking a poetic and holistic approach of the sort I’m describing here for organizational ecosystems may seem ethereal or irrelevant in the harsh reality of the world, but I have come to believe it’s anything but. We can use this approach to create positive, caring, lovingly imperfect alternative realities in which we can do business with dignity every day. If we choose to go through it, it is an open door into a better, more caring, more positive world. In the process, we can soften our souls and the cultural soil of our organizations at the same time.

New ways to imagine our organizations

Can a shift of images really be that impactful? The quick answer, I believe, is yes. Gareth Higgins, author of the terrific books *How Not to Be Afraid* and *The Seventh Story* (with Brian McLaren), says, “The stories we tell shape everything we experience.” Stories, I’ve come to understand, are beliefs made manifest. When we change our stories, we change our beliefs. When we adopt new beliefs our stories will change as a result. Using the ecosystem metaphor to manage our mental models will alter our worldview and the way we move through our lives every day. As writer Terry Pratchett says, “People think that stories are shaped by people. In fact, it’s the other way around.”

The stories we see about organizations that are interwoven with images of winning sports teams, smoothly running engines, and military conquest all have their place in the world—though that place, I have come to understand, is not at work. They lead us to think in zero-sum, win-lose, victor-versus-vanquished mindsets. Krista Tippett, author and producer of the *On Being* podcast, points out part of the problem when she said in a recent on-air conversation that we should look at “... how much violent imagery there is. And that is shaping us. It is all the way through us physically, we are steeling ourselves for reality and defending ourselves against other people.” If we do, Tippett tells us, “We create transformative, resilient new realities by becoming transformed, resilient people.” Instead of win-lose, we can lead our organizations towards greater health and wealth for all.

Back to the beginning

Forty years ago, this past March, my partner Paul and I unlocked the doors of Zingerman’s Delicatessen for the first time. It was a gray, late-winter Monday morning. The date was March 15. We had two employees on staff, a good number of friends who were willing and able to volunteer their assistance, a \$20,000

loan (taken out as a second mortgage on Paul’s house), and an additional \$2,000 loan from my grandmother. It’s a good thing we weren’t able to borrow more—back in that era of high inflation (2022 is not our first inflationary rodeo), interest rates on bank loans to businesses like ours were running about 18 percent! Forty years later, we have created the Zingerman’s Community of Businesses—a community of about a dozen different Zingerman’s entities, all located here in the Ann Arbor area, each working with a healthy balance of freedom and autonomy. Having started with two staff members, we now have over 700, along with annual sales of about \$70,000,000.

I certainly wouldn’t have been able to explain the idea of ecosystems to you back in 1982, but in hindsight, like a new farmer with a good feel for nature but little formal training, I can see now that we sort of had that mindset from the get-go. I’m happy—thrilled, actually—that four decades later, I have learned enough to be able to share this approach in a way that others can adapt it, poetically, and in ways that are as true to their place as ours is to Ann Arbor, in their own organizations. A different set of metaphors and a different model make for very different results. Mental models, it turns out, matter more than most might imagine. This approach is not a quick fix. Making a healthy ecosystem takes time. As 7th generation, North Carolina miller Joe Linley once told me, “Nothing good ever happens in a hurry.” And as per Natural Law #11, “It takes a lot longer to make something great happen than most people think.” The shift may sound small, or even silly, but I will assure you it’s anything but. The changes that can come from this are enormous. In the process, we can, as University of Michigan social psychologist Ron Lippett once wrote, “Raise the spiritual standard of living.”

Metaphors make the mind

Even when I’m trying not to, I still occasionally slip into the standard sports or machine metaphors we hear so often in business thinking. Paraphrasing Terry Pratchett, “People think metaphors are made by their minds, but in fact, it’s the other way around—it’s the metaphors that make our minds.” Neither sports, military, or mechanical images are inclined to humanness, nature, equity, or slow, steady, unobtrusive healthy living. To the contrary, for me at least, they push towards “victory,” “conquest,” and “control.” None of which are at all aligned with the way we are trying to work here at Zingerman’s. To that point, you can add the long-standing, well-accepted hierarchical thinking that’s so embedded in Western society that leads most of us, often unconsciously, to aspire to be “the best,” and, in the context of various beliefs and approaches to running a business, continually look for the “key thing.” And, more often than not, when we think we’ve found it, to tune out everything else that hierarchical thinking would have us believe are essentially extraneous.

In a sense, this work starts by shifting our metaphors. And with it, our mindsets. Metaphors are easily missed, but they do matter. George Lakoff (whose book *Don’t Think of an Elephant* is eerily relevant today) makes clear, “Our ordinary conceptual system, in terms of which we both think and act, is fundamentally metaphorical in nature.” In other words, while most of us aren’t even conscious of it, a great deal—maybe the majority—of how we work and talk and learn is based on metaphors that we have embedded in our brains. People regularly say stuff about successful leaders—with good intentions—like, “She crushed it!” or “They’re killing it!” These are just two common examples, but out of context, they sure don’t seem very congruous with the values of nurturing, support, care, love, and kindness that most everyone reading this will likely be inclined towards.

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A poetic organizational ecology

This new mental model is an entrée into ecosystem thinking that, with the help of a host of wise people, I have come to imagine as a poetic organizational ecology. The poetic part fits well for me with what I've written—and tried to live out every day—in “The Art of Business” pamphlet. It's the belief that business is like art, music, or poetry. And that, as my friend, the artist, Patrick-Earl Barnes says, “Art is a way to spread higher consciousness and inspire individuals to think.” The idea of interweaving it with the natural world came from the German biologist Andreas Weber who writes about “poetic ecology.”

I call this view “poetic ecology.” It is “poetic” because it regards feelings and expression as necessary dimensions of the existential reality of an organism. I call it “ecology” because all life builds on relations and unfolds through mutual transformations. Poetic ecology restores the human to its rightful place within “nature”—without sacrificing the otherness, the strangeness, and the nobility of other beings.

I added “organizational” because all this fits so well with the ecosystem images I've been working on for the last four or five years. If we start to imagine our organizations as poetically-influenced organizational ecosystems, we will begin to work differently than we have when we think in terms of military, machine, and sports metaphors. Change helps us

to stop looking for “the one key thing,” and instead see that in nature everything is impacting—and being impacted by—everything else. The new metaphor helps us let go of the idea of “winning,” that's so important in sports and the military models, and to work, instead, gently together for the health of the whole. It helps us think about making old-growth forests, not about finding quick ways to get rich. It encourages inclusion and honors the reality that what we do at work is also impacting the ecosystems that are our families and communities. It helps move us away from the idea of winning a battle into the mindful search for beauty. Having shared the drawing now a number of times in recent months, I will say that the look on nearly everyone's face when I show it to them is lighter; smiles come out quickly and eyes brighten. Something connects in a meaningful way. Krista Tippett suggests we would do well to “reclaim language that gives life.” And, as she says, “The language of the human heart is poetry.”

Entering the Ecosystem

In brief, in the metaphor, purpose equates to air, humility is topsoil, generosity is water, emotions are the weather, power is carbon, beliefs are the root systems of our lives, organizational culture is soil, etc. By working with the model, my belief is that we can make these critical components of organizational health into areas of regular leadership focus. The metaphor can be used to help us create a holistic and generative new mindset. In the same way that every regenerative farmer will

be taking airflow, humus, water, weather, carbon cycles, and root and soil health into account, the metaphor has helped me to do the same for our organization. No sustainable farmer would ignore soil health to focus solely on high short-term yields. Nor, do I believe, would any business leader committed to using this model ignore organizational culture solely to increase sales or profits. In that case, we may see big numbers on financial statements, but when bad work is dominant, the spiritual situation in an organization is pretty surely going to be on the verge of collapse. Each is informed by the other, but there's much more to our organizational health than we can learn only from looking at profit and loss.



Putting the poetic organizational ecosystem management into practice

In a super practical and simple way, embedding the ecosystem in our minds could translate into an additional monthly statement, with a new set of regular forecasts to be done. Yes, by all means, I'm all for using profit and loss statements, balance sheets, and cash flow projections. Using a simple zero to ten scale in this additional statement, we might look at things like:

- How is our organizational hope level?
- How positive are our beliefs?
- How effectively diverse are we?
- How is the health of our culture?
- How generous of spirit have we been?
- How is our connection to our organizational purpose?
- How are we doing at expressing and honoring each others' emotions?
- How compassionate have we been?
- How is our humility level? (I know, sort of a trick question!)
- How well have we handled apologies and forgiveness?
- How well are we understanding, owning, and honoring our organizational history?
- How are we doing on our dignity?
- How are we doing on our kindness?
- Are our vision, mission, and values written down and shared?

The Great Regeneration

Paul Hawken, whose 1987 book *Growing a Business* had a big impact on both me and Paul Saginaw, has a new release, entitled, *Regeneration: Ending the Climate Crisis in One Generation*. Hawken writes:

Regeneration is very much about repairing, putting those broken strands together with the knowledge that we know scientifically that the way you heal a system is to connect more of it to itself, whether it's an ecosystem, an immune system, or a social system. In other words, all the pieces and parts are there, and what you've got to do is reconnect them.

For forty years now, our intention and strong commitment here at Zingerman's has been to turn our organizations into thriving, lush, healthy ecosystems. We will, as we always have been, continue to be imperfect—but at the same time, we dedicate ourselves to learning from our shortfalls and working to do a bit better every day. We want, as you likely do, to create organizations in which those who are part of them can thrive—spots that benefit their surroundings, places that are more resilient, and attract and encourage well-being in almost everyone who comes into contact with them. While the news over the last year has repeatedly focused on the “Great Resignation,” I would like to turn our attention to a

more inspiring image: maybe we can, in the spirit of Hawken's book title, call it the “Great Regeneration.”

Why now?

Back in the spring of 1942, at the halfway point of WWII, British poet Dorothy Sayers warned:

War is a judgement that overtakes societies when they have been living upon ideas that conflict too violently with the laws governing the universe. People who would not revise their ideas voluntarily find themselves compelled to do so by the sheer pressure of the events which these very ideas have served to bring about. Never think that wars are irrational catastrophes: they happen when wrong ways of thinking and living bring about intolerable situations.

We are, as I write, witnessing war in Ukraine. There's also war in Yemen, Ethiopia, and northern Syria. We are also seeing a sort of war play out in our relationship with the planetary ecosystem.

Is it too much to think that in the coming years we could make the ecosystem metaphor into one of the most prominent ways that sustainable businesses manage their work? Maybe. Or maybe not. My vision is that twenty years from now the destructive, unsustainable, conflict-focused, financial

statement-first, war, sports, and machine-models of business will have moved on. In this vision, companies will still use their financial statements and forecasts diligently, but they will read them in the context of the radically more holistic model that comes from an ecosystem approach. In the process, I believe we can create places where profit still matters but where the presence of purpose, hope, joy, generosity, and positive beliefs are equally important indicators. As Seth Godin said: “We have the chance to find and connect and celebrate the people who care enough to make a difference.”

In the ecosystem model, I concluded that love was present in any healthy organizational ecosystem. That could be a business, a nonprofit, a family, a football team, a church choir, or a classical quartet. You can feel the love in the air (air being “purpose” in the metaphor) when you enter, and each member of the group chooses to bring love to every interaction. Which reminds me now of the old slogan from the '60s: “Make love, not war.” Sayers' good work from seventy years ago has helped me realize that those two extremes are both possible outcomes of the way we manage our ecosystems. That war does not start because of bad bosses or power-hungry presidents. It begins with us and the way we think about our work every day. We can spread the positive, welcoming, lovingly imperfect alternative reality that Bankole Thompson talked to me about last spring ever more widely.

Ari

want to get a great regeneration going in your ecosystem?

The many books and pamphlets I've written can be yours!

Part 1: A Lapsed Anarchist's Approach to Building a Great Business

Part 2: A Lapsed Anarchist's Approach to Being a Better Leader

Part 3: A Lapsed Anarchist's Approach to Managing Ourselves

Part 4: A Lapsed Anarchist's Approach to the Power of Beliefs in Business

Zingerman's Guide to Giving Great Service (in English and translated into Spanish)



ZingTrain: Cutting-Edge Training that Can Help Bring Health to Your Ecosystem

ZingTrain teaches all the philosophies, systems, history, and techniques that have helped to make our imperfect ecosystem what it is. Everything from Visioning to Bottom-Line Training, Open Book Management, Servant Leadership, Customer Service, and so much more.

Head to ZingTrain.com and sign up soon!



Plus pamphlets like:

“**Humility: A Humble, Anarchistic Inquiry**” — Written during a two-year-long inquiry into how the gentle art of humility can bring out our humanness, elevate organizational effectiveness, enhance leadership, and enrich quality of life.

“**Working Through Hard Times**” — Life and leadership lessons from getting through the pandemic.

“**The Art of Business**” — My belief that business and life are like art and music.

“**Bottom Line Change**” — Our effective recipe for organizational change.

“**Going into Business with Emma Goldman**” — Business advice from America's best-known, early 20th-century anarchist.

“**The Story of Visioning at Zingerman's: Four Visions, Forty Years, and a Positive Look to the Future**” — The story of how our visioning process changed our lives at Zingerman's, as well as the four visions that have guided us—and are guiding us now—from 1982 to 2032.

Mindful Eating and Top-Notch Tasting

For decades now, I have adamantly believed that we can teach almost anyone who comes to work here, and also any caring customer who's interested, how to taste for quality quite effectively. We have long used a zero (terrible) to ten (terrific) scale to score our food. It's an objective Zingerman's scale, not a subjective one, tied, not to one's personal taste, but to a professional assessment of its flavor. I have believed for many years now that we can train almost anyone to taste and score within one point of where I would score it nearly every time.

Maybe I have this belief because I never went to culinary school. Maybe it's because I've trained myself to begin with positive beliefs about people. Or perhaps it's because of my anarchist orientation to uplifting everyone I work with. Whatever the roots of my belief, time and again, I've seen folks with otherwise untrained palates learn to assess what they're tasting in a way that's surprisingly skillful.

Learning to taste like this does take some work. It requires mindful focus and a commitment to pay attention to the nuances of what one is seeing, smelling, and tasting. I believe in the ability of the folks who work here to learn how to do it well. And I believe in you, too!

Here's an overview of learning to become a mindful eater. If you want to learn more about tasting, and our approach to food here at Zingerman's, check out the pamphlet "My Beliefs about Cooking." And keep an eye out for the many tasting classes we hold at the Deli, Creamery, and Coffee Company, as well as the nationally-known baking courses we teach at BAKE!

I believe you will be good at it! And, as we say here—both to ourselves and to anyone out there who's willing and interested to learn, "You really can taste the difference!"

Become a Mindful Eater

For those of us fortunate enough not to have to fight for our daily bread, eating presents an opportunity. If we're going to do it two or three times a day for the rest of our lives, we might as well make our meals as enjoyable and interesting as possible. For a modicum of effort, even the least-experienced eater can easily increase eating enjoyment. The key is to become what Buddhists might call a "mindful eater."

It's not that tough to do. Start out your meal as you always do. But then somewhere along the line, stop, teeth suspended. Get in touch with your tongue and all its tiny tasting apparatus. Feel the food. Activate your senses. Savor. Look for a level of enthusiasm, of excited, focused attention to detail that will carry you to higher levels of culinary consciousness.

Here are four simple steps that will set you on your way to becoming a mindful eater:

Get to know your food

In the food world, increased knowledge brings increased opportunity for enjoyment. If you learn little or nothing about apples, how can you possibly tell bad from brilliant? Take the apple you bought at the farmers' market last week. Its skin is streaked with brown. Does that mean it's showing signs of excess wear and tear? Or is it supposed to be marked with such russetting?

Ask questions: Where does the item come from? How is it used in its homeland? How long is its shelf life? How was it prepared? What should it look like?

Over the years, I've continued my ongoing food education by combining travel and learning. Anytime I'm on vacation, I squeeze in a few visits to local food producers. These excursions are always eye-opening. The people who grow or craft the food turn out, time and time again, to be exceptionally interesting individuals. The cultures, of course, fascinate me, as they always had in history classes. But even more than that, I'm struck by the immediacy of the smells, by the look and feel of the food in its native environment, by how different its flavor is on-site than in the United States. These realizations inevitably set me on a search for the authentic article: wild rice from the lakes of Minnesota (not the cultivated stuff we see in supermarkets); genuine French olive oils (not the ones that were made in Morocco and bottled in France); and really great Mexican vanilla beans (not the cheap brown bottles of "extract" sold to tourists at the border).

Smell it

One of my favorite childhood heroes was Curious George, who once stood outside a restaurant "eating the smells," a treat for which the restaurateur tried unsuccessfully to charge him.

Aroma isn't everything, but it's about as close as you can get to flavor without actually eating, since the sense of smell accounts for roughly 90 percent of what you taste. The nose knows what it's doing: it can detect something like ten thousand different scents. Ever notice how hard it is to taste anything when you've got a cold? If you don't stop to smell your food, to appreciate its aroma, you diminish the fullness of the flavor.

Smells alone are often enough to make my day. Break open a loaf of country bread and put your nose against its surface. (Breaking is better than slicing for scent-gathering, since the sliced surface is so flat that it's hard to get your nose into the nooks and crannies.) Test the perfume of a potent new olive oil as it rises up from a hot slice of toast. Experience the astounding aroma of a bottle of well-aged balsamic vinegar. Crack open a well-made croissant and stick your nose right inside to catch a whiff of real butter. Or sample the earthy scent of chanterelles, freshly gathered in the woods, before you drop them into a pot of mushroom soup.

Look at it

Look at ten loaves of artisan bread from the same bakery. If you make time to do a close visual assessment, you'll quickly notice that each loaf has its own hue. Compare crusts, and what at first appears to be "all brown" will probably become everything from chestnut to cherry wood to chocolate.

Look closely and you'll find colors in your food that will go well beyond the confines of the standard Crayola box: the deep purple-black of an Italian olive paste as you spread it on a golden slice of toasted wheat bread, the nearly Day-Glo emerald green of newly pressed Tuscan olive oil.

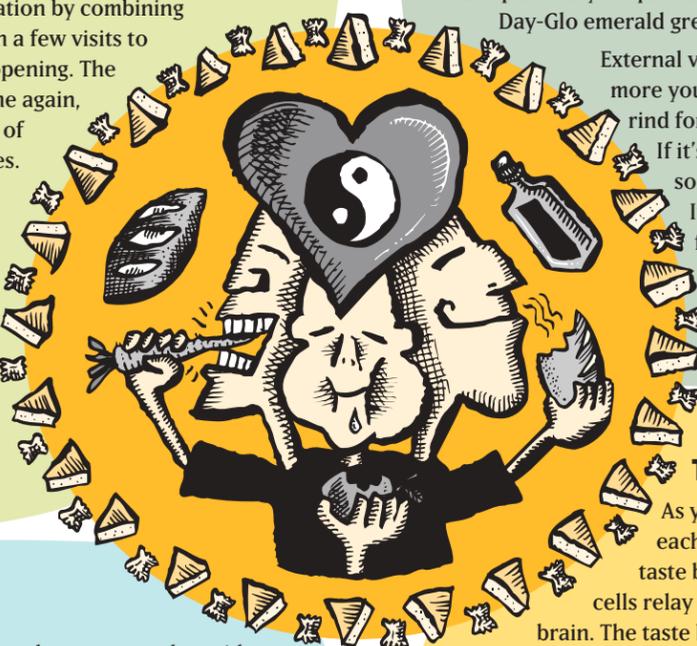
External visuals aren't just about color schemes either. The more you look, the more you learn. If it's cheese, check the rind for the coarser-looking handmade farmhouse offerings. If it's tea, look for discernible leaves, usually a sign of something better than the standard shavings and pieces. If it's bread, check the bottom—a random, rough surface says it was baked on a stone hearth. If it's a packaged product, read the label to check the ingredients.

Taste it

As you get ready to take a bite, note that, all told, each of us has somewhere in the vicinity of 10,000 taste buds in our mouths. Inside each bud, fifty or so cells relay information to a neuron that passes it on to the brain. The taste buds tend to wear out every ten days or so and then we replace them, though in our mid-forties we start to show a net taste bud loss. Consequently, our palate becomes jaded as we age, and older people are predisposed to fuller flavors.

As you eat, pay attention to the feel of the food. Is the sliver of very fresh goat cheese meltingly, velvety soft? Or the bread crust so crackly and crunchy you can't sneak a bite for fear of waking someone? Feel the heat of a habanero chile as it sears and sizzles its way across your tongue and leaves your lips aglow. Savor the creaminess of good chocolate—the kind that's supposed to melt in your hand as well as your mouth.

Finally, assess the flavor, ultimately the true pleasure of mindful eating. Although I'm probably operating with fewer taste buds than I used to a decade or two ago, I notice so many more flavors in my food now than I ever did as a kid: the intricacies, the complexities, the character of marvelously meaty Serrano ham from Spain; the silky smooth, mild gaminess of oak-smoked, wild Irish salmon; the pleasantly salty, juicy succulence of a great corned beef sandwich. These are the things that get my mental, as well as my salivary, juices flowing.



TASTES + AROMA + TEXTURE = FLAVOR

Savor the Flavor!

Zingerman's craft

As you travel through the Zingerman's ecosystem, either in person or virtually, there's so much wonderful, tasty, offerings. While we sell some incredible items from around the world, all of what I put on the table every day here, here are a few of the foods you might seek out. I tried to mix up a few classics throughout our ecosystem, too, that we like to give tastes—if there's something that sounds intriguing, please email ari@zingermans.com.

Forty years after we opened our doors in March of 1982, there are "artisan foods" now sold in so many places. Thank you for the chance to share our food with you and your family! It's because of the care and attention of everyone. Thank you for sticking with us through it all. Here's to good things to come!

Ari

the reuben at the deli

Already well known, and not to miss. Sy Ginsberg's corned beef (we've been using the same source since 1982), Switzerland Swiss cheese, our Russian dressing, and naturally fermented sauerkraut from The Brinery, all sandwiched between two slices of traditionally made Jewish rye from the Bakehouse and then grilled till it's golden brown. No matter how many times I've had it, it's still great.

chicken broth at the deli

Made on-site since 1982. Amish-raised, cage-free chicken simmered for hours with celery, carrots, and parsley. A comforting cure-all in a time in which we can all use a little extra comfort! Great for making risotto and sauces at home as well.

potato knishes at the deli

An old-school Eastern European treat—cooked and mashed potato and onion stuffed inside a handmade pastry. Buy 'em baked off to eat right away or frozen to finish in your own oven!



Zingerman's
DELICATESSEN

Smashed potatoes at miss kim

Cooked potatoes, smashed and then fried 'til they're golden brown, finished by tossing with Korean red chile flakes and a handful of sesame seeds. Addictively excellent, and, for a long-time potato lover like me, hard to pass up!

Street-style tteokbokki at miss kim

A classic at the nationally-recognized Miss Kim for nearly seven years now. Tender rice cakes finished in a spicy Gojuchang chile sauce, tasty bits for roast pork, and a lightly poached egg to break open over top. So good, I could eat it every day!

fried tofu at miss kim

Tender and creamy on the inside, golden and crunchy on the outside. Another long-standing Miss Kim classic. Choose from either the sweet chili glaze, the sweet soy glaze, or the lemon pepper spice (my favorite of the three).



MISS
KIM 김방

cream cheese from the creamery

Handmade as it would have been in 1902 when Rocco and Katherine Disderide built the building the Deli is in! Cow's milk from Calder Dairy is hand-made into a tasty cream cheese. Unlike every commercial brand, it has no stabilizers, no vegetable gums, no preservatives. This is a simple, delicious, handcrafted product made with nothing more than milk, cream, vegetable rennet, and a bit of salt. When I eat it (as I do regularly) I smile knowing this is what grandparents would likely have had on their bagels back in the early years of the 20th century after they arrived in the U.S.

Also available at the Bakehouse, Deli and Mail Order.



pecan raisin from the bakehouse

One of the Bakehouse's original breads from 1992, it remains a big winner here in 2022. Nearly half a pound of pecans and Red Flame raisins, so it's dense and chewy. The sweetness comes only from the raisins—no sugar is added. Naturally leavened with an 18-hour rise time it makes terrific toast, great sandwiches, really fine French toast, and super tasty stuffing.

country miche from the bakehouse

An artisan bread that would be just as at home in the French countryside in the 18th century as it is present-day here in Ann Arbor. A dark-crusted (my favorite) blend of spelt, whole wheat, buckwheat, and rye. Naturally leavened, it has a long, nearly 20-hour, rise time and a terrific flavor.

sour cream coffee cake from the bakehouse

A classic in the ZCoB for something like 35 years now! Back in the day, we used to make one or two each morning in the prep kitchen in the Deli basement. Now we ship tens of thousands of them around the country every year! While the volume has changed, the recipe remains the same—sour cream, butter, flour, vanilla, Indonesian cinnamon, and toasted walnuts! I never tire of trying a bite!!

townie brownies from the bakehouse

One of my new Bakehouse favorites, made without wheat (it uses amaranth and quinoa instead). It's always been good, but got a whole lot better still this past spring when we switched the chocolate to the exceptional Nicaragua beans to hand-crafted bar offering from French Broad Chocolate in Asheville. More chocolatey, less sweet, super terrific. Ask for one on the Brownie Sundae at the Roadhouse, too!

These baked goods and more can also be found at the Deli and Mail Order.



Zingerman's
BAKEHOUSE
ann arbor, mi

Best foods not to miss in 2022

wonderful food and drink to dive into. Knowing where to begin can be daunting. There is a whole array of classics, and at the same time, there are the less well-known, but super is list are made right here in the Zingerman's Community of Businesses. In the spirit of sharing at least some way to enter into the world of good eating that we get to be a part with some lesser-knowns—some newer and some older—and a few from each of our businesses. The list is an entrée, biased towards what I like to eat. Remember as you move but you're not sure yet that you're going to like, please, by all means, ask for a taste! And if you have thoughts, questions, or ideas, send those along any time—my email is just

to many more places. Still, there are big differences in flavor from one brand to another. And as we've been saying for years, "you really can taste the difference!" Swing by soon! commitment of this incredible community that we are still here, working as passionately as ever, to get great food and service to the world! It's been a challenging few years for



roadhouse bread

One of my long-time favorites from the Bakehouse. A traditional American classic, made with freshly milled (at the Bakehouse) wheat, rye, and cornmeal. Naturally leavened for 18 hours or so before it goes into the oven, it's a super tasty loaf for sandwiches, snacks, or toast with Creamery Cream Cheese. The Roadhouse Bread is also available at the Bakehouse and Mail Order can be ordered as delicious toast at the Coffee Company.

fried chicken at the roadhouse

Our #1 seller still, 19 years after we opened. Amish-raised chicken soaked in buttermilk, then dredged in flour spiced with a bit of cayenne and a healthy dose of farm-to-table Tellicherry black pepper. So, so, good! We also make a gluten-free version with Anson Mills' organic Carolina Gold rice flour.

fried chicken mac and cheese at the roadhouse

Bite-sized bits of that terrific fried chicken tossed in creamy housemade bechamel sauce, with the Mancini family's amazing farmstead maccheroni from the Marche region of Italy.

potato and chile breakfast taco at the roadhouse

I could eat these almost every morning. Tender potatoes on a flour tortilla with an intensely delicious, dense sauce of Guajillo chiles!

espresso blend #1 from the coffee company

Back in 1982, to find espresso in America you'd likely have had to go to Little Italy. Forty years later, espresso is almost everywhere. Still, finding a really great espresso remains challenging. The good news here is that the Coffee Company's Espresso Blend #1 has been particularly exceptional in the last few years. I'm not sure that many things got better during the pandemic but thanks to the diligent attention to detail of the folks at Datterra in Brazil (whence we've been sourcing the beans for nearly 20 years now) and the really fine roasting at the Coffee Company, it's really tasting great! I drink it straight but you can also, of course, order a cappuccino, latte, mocha, or Americano and enjoy it that way. Also available at the Deli and Mail Order.



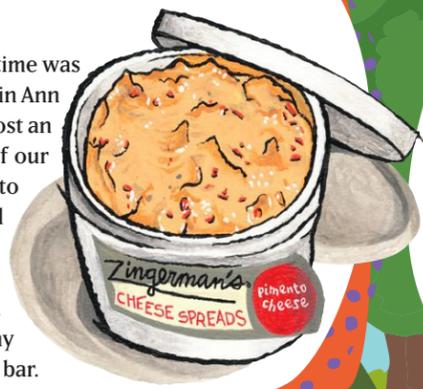
bulgarian toast at the coffee company

A terrific toast that's quietly built a really big and very loyal following over the last five or six years. Lutenitsa is a Bulgarian spread made of peppers, tomatoes, and eggplant. It's truly terrific! To make this toast at the Coffee Company we toast slices of the Bakehouse's beautiful Sicilian Sesame Semolina bread, spread it with some of the Creamery's handmade Cream Cheese, and top it all off with the creamy, vegetable spread we bring from Bulgaria. Beautiful to look at and wonderfully tasty to boot!



pimento cheese all over the zcob

Fifteen years ago, I did a recipe for what at that time was still an almost unknown Southern specialty here in Ann Arbor. All these years later, that little recipe, almost an afterthought at the time, has turned into one of our most popular foods! The Creamery wholesales it to shops and restaurants around the country; Mail Order ships it (yes, even to Southerners who say they're hooked); the Deli sells it by the pound; the Roadhouse serves it as an appetizer, on burgers, and in mac and cheese; and the Coffee Company puts it on one of those terrific toasts at their toast bar.



zzang! bars from the candy manufactory

The bar that changes the beliefs of nearly everyone who tries it—peanut butter and honey nougat, butter-toasted Virginia Runner peanuts, muscovado brown sugar caramel, and a hint of sea salt, all dipped in dark chocolate from Colombia. Available at the Bakehouse, Deli, Mail Order and Roadhouse.



An Exceptional Zingerman's Food Tour

That's right. You can treat yourself to the culinary road trip of a lifetime. A week's worth of fine dining, wonderful wine, and great sight-seeing, all blended in with a whole bunch of learning while you visit some of the artisan craftspeople whose products have been populating our shelves and cheese cases for four decades now! People who've gone still smilingly share stories ten years after they get back!



An Amazing Wedding at Cornman Farms

Our award-winning venue 15 minutes' drive to the west of the Deli in Dexter. An 1834 farmhouse and 1837 barn beautifully restored (the latter was named Michigan's Barn of the Year), surrounded by natural willow hedges and gardens. Add exceptional Zingerman's food and service and this is, without exaggeration, one of the best places to hold a wedding one can imagine. And if you don't have getting married in mind right now, it's also an amazing place to hold a business event, an anniversary party, or bar and bat mitzvah.



NOW HIRING HOLIDAYS AT ZINGERMAN'S

- * Paid on-the-job training
- * Paid breaks
- * Free lunch prepared and served on-site
- * \$15/hour minimum
- * Discounted shopping with the Zingerman's Community of Businesses
- * A chance to be part of a fun, service-oriented, and inclusive team

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MY SEASONAL STAFF S MAIL ORDER

Hiring has begun for a fun, fast-paced holiday season! Positions are full or part-time, day or night shift in the warehouse and service center, and all Zingerman's Mail Order (ZMO) jobs include great benefits and perks! Ninety-nine percent of all the employees at Zingerman's Mail Order started their story by working during the holidays. Some folks return year after year to make some extra cash and spend time with a crew they consider their friends. Start your next chapter at Zingerman's Mail Order and see where your story takes you.

I started working at Zingerman's two separate times—November 2020, and then May 2021. I am a part-time employee and part-time student. I am currently a Crew Member and a Shift Lead in the Service Center, so I'm on the phone all day. One thing that surprised me about working at ZMO was the training. It really shocked me. Initially, I thought this was going to be a simple job, but I realized it was more than just a job—it was a constant learning experience. One piece of advice I'd give to anyone interested in working at ZMO, or Zingerman's in general, is to always be prepared to learn, because the learning never stops around Zingerman's!

— Anila, Service Center

My first holiday season was in 2014, but I became a full-time employee in January 2017. When I started working here, I was blown away by the level of care extended to the employees. It doesn't matter if you have worked here for ten days or ten years, you are always valued! One piece of advice I'd give to anyone who works here is to take advantage of everything available to you here, whether it is taking classes or sampling foods that you have never tried. There is so much to learn that you can apply to your daily life, and your experience will be with you forever.

— Cathy, Service Center and Business Gifts

I was hired on for the holiday season September of 2020, and I was hired year-round in February of 2021. I currently work in Pastry as a Station Coach. The biggest thing that surprised me about working at ZMO was how much scientific thinking and Lean principles play a role in the work we do every day. If I had to pick just one piece of advice to give to anyone interested in working at ZMO or Zingerman's in general, it would be this: Do not be afraid to fail in the pursuit of learning. Squeezing the opportunity out of failure takes practice, but it is something that I have learned to do more through Zingerman's than any other place I've ever worked, and I'm all the better for it.

— Max Saalberg, Pastry Station Coach

Ship some zingerman's to anyone you love across the land

Great bread, candy, coffee cake, cheese, gelato, and more from the Zingerman's artisans at the Bakehouse, Creamery, Candy Manufactory, and Coffee Company. And hundreds of exceptional, carefully-curated, single-estate olive oils, barrel-aged vinegars, mono-floral honeys, artisan mustards, super tasty sauces, bronze-die-extruded pastas, and so, so, much more! I send our food to friends and relatives for holidays, to pick them up when they're down, to help celebrate a special moment, or just to randomly brighten someone's day. Smiles, love, appreciation, gratitude, and a lot of good eating ensue every time. **Order now at zingermans.com.**

