

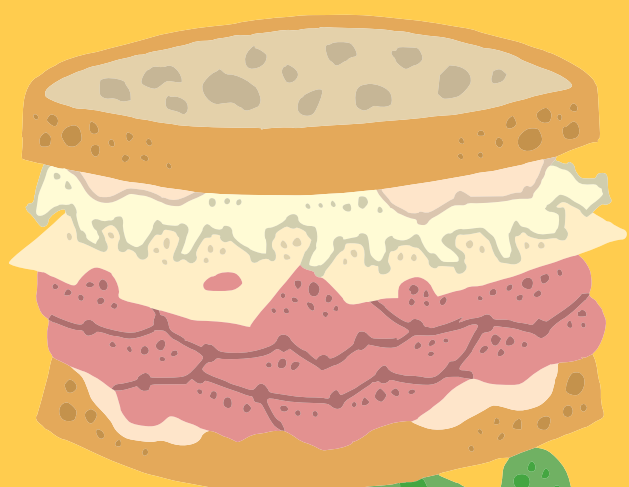
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# Zingerman's® news

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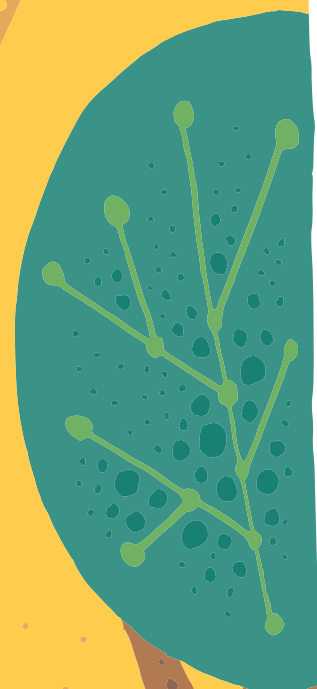
## Sandwiches and “Citizens” in the 21st Century

Why Our Workplaces and the World Need Us to Step Up to Active Citizenship



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Gift ideas for  
mothers and fathers  
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Way back in 1994, as we worked our way through our 12th year at Zingerman's, my business partner Paul Saginaw and I began to share our 2009 vision with the world. The details of how it happened (and a copy of the vision as well) are included in the pamphlet, "The Story of Visioning at Zingerman's." In that six-page-long vision—the first we had ever written—we shared our commitment to creating what we had decided to call a Community of Businesses. As we envisioned back then, all the businesses in our imagined Community would all be located here in the Ann Arbor area. Each would be part of the bigger Zingerman's Community, yet at the same time, it would also have its own unique specialty. Each Zingerman's business, we wrote, would have a "managing partner"—someone who owned part of, and ran that business, acted as mine and Paul's equal (we did then and still do, use consensus decision-making at the partner level); someone who had a deep passion for what their business would do. Which businesses we would open in this newly envisioned Community, we had decided, would be dependent on the dreams of this prospective partner. The work, of course, needed to fit our values and vision, but within that frame, it was far more about what they were excited about than it was about Paul's and my particular preference. As we already understood then—and have had reinforced many times over the last three decades—it is infinitely easier to have an idea (I have hundreds) than it is to find values-aligned people who want to actually spend 20 or 30 years patiently implementing one.

The first person who reached out to suggest that they wanted to be part of this newly imagined Community of Businesses as a managing partner was Maggie Bayless. Her passion—both then and now—was training. The business that came out of that conversation was called ZingTrain.

This year, ZingTrain is marking its remarkable 30th anniversary! Bo Burlingham, long-time editor-at-large for *Inc.* magazine and author of many great books, including *Small Giants*, once told me that "Most people inside the Zingerman's Community will never fully appreciate how much ZingTrain has contributed to making your organization what it is." As he usually does, Bo has a point. If you look at the percentage of sales that ZingTrain accounts for in the collective that is our Community of Businesses, it may not look that big. If you were to assess things, instead, on intellectual capital, its contribution would show up as hugely significant. So many of the key concepts, philosophies, and organizational recipes we rely on to work the way we do have been created by ZingTrain. Without ZingTrain, the ZCoB would be a wholly different place than it has become.

One of those critical ZingTrain contributions is the Zingerman's Training Compact. Maggie Bayless designed it all the way back in 1994 and it continues to underlie all of our training work. In a nutshell, the Training Compact is the idea that *both* the trainer and the trainee are both fully responsible for the quality of the training. Each party takes total, 100% responsibility, for the effectiveness of the work. (Yes, I know, that adds up to 200%!) When the Training Compact is in place, we undercut the kind of blaming and finger-pointing that's so endemic in much of the world. Neither party can effectively just complain about the other, since each is fully responsible for the effectiveness of the outcomes.

The Training Compact, I can see now all these years later, was (and still is) an approach that has helped us to create an organization in which everyone is responsible for the health of our business. Where, of course, leaders have a large and important role to play, but where, at the same time, everyone else is responsible as well. It is, I would suggest, a much more effective, more equitable, more engaging way to approach organizational life. A place where everyone is 100% responsible for their own work, of course, but also fully responsible for the health of the whole. Instead of the typical top-down, we've opted for all-in!

This exceptional ZingTrain-inspired framing underlies the essay that follows. It is a recommendation, a belief, a theory, about a different way to approach our lives, one in which everyone at every level—of our companies, our communities and, if you want to dream big, the entire country—takes responsibility for the whole. A way to work in which leaders approach those they're leading as intelligent equals who have a lot to offer, people to be involved in valuable peer-to-peer conversations instead of being kept on the sidelines.

This different approach is about changing the way we tell stories: stories about ourselves, and about our role in the organizations we are a part of. Instead of being passive

and waiting for bosses to get their act together, this is about all of us—me, you, and the newest member of our organization—all getting our act together, taking responsibility for the health of the whole and health of each other. In the context of this essay, I am, of course, writing about our company. It might well though be something to consider for yours as well. And as you consider the communities and the country of which you are a part, perhaps you'll see that this approach could well apply there too!

British author and business thinker Jon Alexander, to my knowledge, has never met Maggie Bayless, and he has pretty certainly never been to a ZingTrain seminar. But, as is often true of good ideas, he has arrived on his own at a very similar conclusion to what she conceived of back in 1994 when she came up with our Training Compact: that it's time for us to stop acting as "consumers" waiting for bosses and presidents to pick up their pace. Instead, as ZingTrain has been teaching for 30 years now, it's time for each of us to take full responsibility for what we are a part of. Alexander refers to his work on this as "the Citizen Story." It's the idea that we are all active citizens, working together to shape the companies, communities, and yes, countries, of which we are a part. That we can stop waiting for bosses to get their act together, and instead, start taking action.

The essay that follows builds on all of that. It's a tribute to the philosophical foundation that ZingTrain has helped build here at Zingerman's over the last 30 years. And a simultaneous salute to active participation—in the organizations and communities of which we are a part—in the belief that it is one of the best ways we can change our work worlds and contribute positively and actively to the country in the process.

Ari

Ari Weinzwieg  
Co-Founding Partner of Zingerman's

## WE'RE CELEBRATING 30 YEARS OF TIMELESS TRAINING!



Founded in 1994, ZingTrain turns the big 3-0 this year. That's 30 years of being a part of the Zingerman's Community of Businesses, 30 years of developing tools for our growing organization, and 30 years of helping others create more effective, engaging workplaces with what we've learned. Thanks for three decades of support—we wouldn't be here without you and we hope you'll join us as we ride the rails into our 30th year in business.

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# Sandwiches and "Citizens" in the 21st Century

why our workplaces and the world need us to step up to active inclusion

Writing this in the spring of 2024, it is very clear that between now and November, national elections will dominate news cycles. It seems clear too that how each of us decides to vote this fall will have a very meaningful impact on the future of the country. I could say more on the subject, but for the moment, I'll leave it that.

In the meantime, while news cycles spin, daily life continues on apace. As Ukrainian poet, author, and musician Serhiy Zhadan says, "History is written, of course, above, but it's lived below." While voting is one, very important, element of our responsibility as citizens, what I want to suggest here is that there is much more to our citizen responsibility than just what we do on November 5th. And that, as per Serhiy Zhadan, we can start that citizen story off in good ways by the we take responsibility in our own organizations.

It is my strong belief that if we can create organizations in which its members feel like and act as "citizens"—in other words, places where

- We each take full responsibility—as ZingTrain has been teaching us for 30 years now—for the health of the whole organization of which they are part.

- Everyone involved adopts the approach that we are all active participants in the organization, not just consumers choosing options from a menu that management has created for us.
- While the quality of everyone in leadership's work matters in a big way, this model means that blaming "bad" bosses is not a legit reason to opt out. That while power differentials, the effectiveness of inclusion, bias (systemic and personal), frustration, and ill feelings, are all very real and very important, our commitment, as per ZingTrain's approaches, is to create organizations where every voice matters.
- We embrace the understanding that by becoming active and engaged citizens, we can, in the context of the new pamphlet, help to actualize the idea of "A Revolution of Dignity in the Twenty-First Century Workplace."

In their 2022 book *Citizens: Why the Key to Fixing Everything is All of Us*, Jon Alexander and Ariane Conrad frame modern history in the Western world with three stories:

- The Subject Story, which is the oldest of the three,

- The Consumer Story, which began back in the middle of the 20th century and continues on today,
- And last but not least, what they call the Citizen Story, which has, quietly, already begun to play out, and which they—and I—hope will be the dominant story in the future.

As the English co-authors explain,

*Today, we are living deep inside the Consumer Story, a foundational story of humans as inherently self-interested and competitive. This story has shaped not just individual behaviour but organisational design, economic theory, the role of government, morality—all of culture and society. But this is not as inevitable and inescapable as it feels, for stories do change. Indeed, the Consumer Story has been in place for less than a century. Before this, we lived inside the Subject Story—as in "subjects of the king"—which lasted centuries, casting the majority of us as infant-like and dependent, with just a superior few capable of deciding and leading. And now? Now the Consumer Story is failing. The Subject Story is resurgent.*

## The Subject Story

This last bit about resurgence is a reference to places, both here in the U.S. and abroad, where people are working to re-impose autocratic regimes on countries that have long functioned in the form of (highly imperfect) liberal democracies. This Subject Story is familiar to most of us. It shows up in fairy tales from the past, most regularly told versions of pre-modern history that focus on monarchies, and again in your news feed today. In the Subject Story, one person is in charge; everyone else waits for orders and hopes for the best.

The Subject Story is still, in many cases, the one that is in play in American business. Bosses, for all practical purposes, are akin to kings and/or queens. Some, certainly, are kind; others can be cruel, but in both cases, the people at the "top" hold power, while staff members wait for direction, hoping that their leaders will do right by them. The Subject Story is certainly the one we read about in the news in regard to Russia right now. It is the antithesis of everything we have worked to create here at Zingerman's over the last 42 years. ZingTrain's Training Compact, as I said above, is a very practical, down-to-earth, meaningful way to undercut that concept.

## The Consumer Story

In the middle of the 19th century, the Western world began to live in what Alexander and Conrad call the Consumer Story. It remains the dominant one in the U.S. today. The Consumer Story is the story of the Industrial Revolution. Instead of "subjects," business owners hired employees. In the context of what Alexander and Conrad are writing, staff members can be seen, quite compellingly, as "consumers of jobs." They shop around for the best position they can find and then make their "purchase." While "consumers/employees" in good company settings might have some small say in the way their organization is run, decisions are mostly still determined at the top by owners, managers, and bosses. Part of the work of those in charge is to make sure that the "product and services" that they were "selling" to the staff were appealing and effectively competitive. Still, though, like the subjects in the first story, the consumers/staff members still wait on the power of the upper-level leader.

Fifteen years before *Citizens* came out, author Peter Block shared parallel thoughts in his classic and compelling book *Community*, in which he warns, "Consumers give power away. They believe that their needs can be best satisfied by others—whether those others are elected officials, top management, social service providers, or the shopping mall." I now really understand what philosopher Richard Rohr writes when he points out that living in the Consumer Story "produces a consumer culture that centralizes wealth and power and leaves the rest wanting what the beneficiaries of the system have." Rohr's writing certainly describes much of the modern-day work world. And while "buying power" sounds good at some level, as Peter Block points out, when it really comes down to it, "the power of the consumer ... is no power at all."

## The Third Way: The "Citizen" Story

Neither the Subject Story nor the Consumer Story, as I see it, is very inspiring, or ultimately an effective way to live and work. Alexander and Conrad offer assistance in the form of a different story, one that is more positive, to my view uplifting, and, actually, very much aligned with what we've been working to do here in the ZCoB for many years now. While the Consumer Story continues to dominate and the Subject Story is trying to make a comeback, they share:

*A new story—the Citizen Story—is taking shape across the world, and in every aspect of society. In the Citizen Story, we see ourselves as the creative, capable, caring creatures we are. We realise that all of us are smarter than any of us. We get involved.*

Since, as I learned from Gareth Higgins, the story we tell about our lives "is the single most important element in determining our happiness and the kind of life we will lead," it makes good sense to lean into this new story. I hadn't thought of it that way until I read *Citizen*, but the Citizen Story is, in essence, what we have been working to figure out for nearly 42 years now here in the ZCoB. For clarity, when I say "citizen" here, I'm not thinking about formal "national citizenship," but rather each of us choosing to be active and constructive members of the communities of which we're a part.

As Alexander and Conrad make clear in their book, we are not the only ones engaged in this experiment. Given that you're reading this, it's likely you're living parts of this more constructive, engaging, and inspiring Citizen Story as well. Alexander and Conrad write,

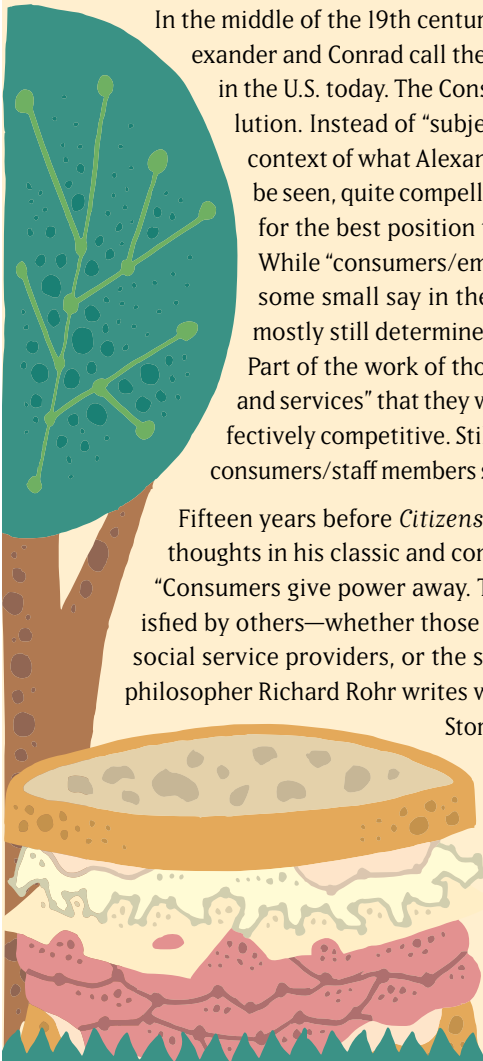
*Citizens are humans who want to shape the world around us for the better ... To be a Citizen is to care, to take responsibility, to acknowledge one's inherent power. To be a Citizen is to cultivate meaningful connection to a web of relationships and institutions. ...To be a Citizen implies engagement, contribution, and action rather than a passive state of being or receiving."*

In the Citizen Story, as people demonstrate daily in the way they live their lives, it's no longer about waiting for the boss to be better or, for a king or queen to issue the right commands. Instead, it's about acting as a full participant in the process. Is it awkward to engage more fully in this way? Of course! But as writer Baratunde Thurston reminds us, "We do these things not because they are easy, but because they are hard." Thurston suggests that we start to think about the word "citizen" as a verb. "To citizen," he says, means "to commit to each other." Alexander and Conrad convey a similar message: "We recognize the difference between being a citizen and being a consumer. The difference between subject and object. Citizens have the capacity to create for themselves whatever they require. Citizens have power, customers have needs."

All of which, finally, comes around to my insight about inclusion. It remains incredibly important work, but this new way of thinking reframed the way I was imagining it. Maybe, reflecting back, it's what Alexander and Conrad refer to as a revelation:

*A revelation heralds more than new knowledge or evidence, more than just a realisation of what is not yet known. When we experience a revelation, our whole perspective shifts; everything changes, because we change. We see with new eyes.*

I'm still working out these new thoughts about inclusion, but that "working out" will, I believe, go better if we do it, as per the Citizen Story, together.



Putting Active Inclusion into Practice

This essay, then, is my awkward way of drawing on the idea of the Citizen Story in a highly imperfect attempt to begin a conversation. Putting it in print starts to make it real. And in the spirit of everything I’ve written about above, the ideas are shared here in the belief that we can create more effectively by working together. As Alexander and Conrad point out, including each other in conversation in this way is:

... in some ways a simple shift ... [and yet] the world changes in an instant. ... It is to acknowledge the inherent worth and potential and power of every one of us to contribute what we each uniquely have to offer, just as all the lifeforms in an ecosystem have a vital role to play. To accept that all of us are always smarter than any one of us. To trust ourselves and each other.

Like everything we do, and everything we work on, we have much more improvement to make on creating a more inclusive workplace, ways in which we invite everyone here into the workings of the organization. We have open book management. Most of our meetings are open. Our Diversity and Inclusion workgroup has been very active for many years now, teaching and speaking and sharing regularly throughout the organization. We use LEAN and continuous

improvement methods that are designed so that anyone who sees a chance to make things better should be able to initiate it. I still teach the new staff orientation class, which is, in essence, an invitation into inclusion into the organization. Notes from huddles go out to everyone. Partners regularly work side by side with staff, and, generally, I hope, are pretty accessible. Everyone who works here has a chance to become an owner.

I’m not, to be clear, saying we’re so great. Just listing off some of the many ways in which it is possible to lean in when someone begins working here. Are there barriers that still make it difficult to “come in”? Of course. Language, experience, class, race, age, neurodiversity, anxiety, power differentials, and a thousand things that we don’t want to get in the way can still make it much harder for some than others. For all that we already do, we are determined to get better, to become ever more effectively inclusive in the coming years. One day last winter, though, it suddenly dawned on me that inclusion was not something that the organization alone could make happen. In the same way that Maggie Bayless at ZingTrain taught us many years ago that “you can’t make anyone learn,” it struck me that there was an important corollary I’d been missing with inclusion:

“You can’t make anyone include themselves.”

In the spirit of the Citizen Story, I started to think about what that might mean, how power could be more effectively shared in equitable ways, and how we might treat inclusion as an experiment between equals. With our work in training, the construct we came up with 30 years ago is what we call our Training Compact. It balances the responsibility between the trainer and trainee. Not in the old idea of 50-50, but rather with each party—the trainer and the learner—taking *full responsibility* for the effectiveness of the training. What hit me is that, although I’d never previously realized it, for inclusion to truly happen it requires a similar construct; both the organization and the individual need to take full responsibility for it happening. Yes, of course, the burden of beginning the move towards more meaningful inclusion must begin with the business. We need to honor all our members in meaningful ways, help their voices to be heard, support and encourage them as they develop into who they are. But to really happen at a deeply meaningful level, inclusion, I started to see, still implies action by the individual as well. Effective inclusion requires free choice; people need to actively and actually decide to be included.

Getting Engaged!

To be clear, there are, absolutely, a thousand good reasons to not include oneself. I have, I know, opted out of far more opportunities than I can recount. I’m not alone in that. There are plenty of good people working here who have any number of socio-economic advantages, but for good reasons of their own, opt out of including themselves. The decision to engage, awkward as it is for me still, increases my energy once I get going. The choice to include myself is also where I can apply what I’m learning from my studies in real life to help others around me. It’s where I start to see possibilities.

Ojibwe activist and author Winona LaDuke seems to me to model this work. She has very much lived the sort of engaged active citizenship that Alexander, Conrad, and Block all invite us into. As she describes it:

We may not be the smartest, or the best looking, or the richest, but we are the people who live here. We decided we wanted to make decisions about the future of our community.

Journalist Tom Nichols writes, “For most of us ... democracy is preserved one day, and one conversation, at a time.” Inclusion, I’ve come to believe, is much the same. It starts with a company—or a community—actively opening itself up to that sort of conversation, treating everyone new who enters with dignity, respect, and an inclusive, equitable spirit, being open to implementing input, making real-life changes that leaders would not likely have ever come up with on their own. People need to know that they really do make a difference, and they need to see and feel that difference in action. They need to see other folks who look like them in upper-level positions to help enhance their belief that they can get there too. At the same time, inclusion in the way also requires the new member of the group, awkward as it is for most of us to do so, to decide to actively include themselves.

When we do this work with inclusion well, it brings the Citizen Story alive, and wonderful things can be co-created. As Peter Block frames it,

A citizen is one who is willing to be accountable for and committed to the well-being of the whole.

A citizen is one who produces the future, someone who does not wait, beg, or dream for the future.

The Citizen Story, as I’ve come to see it, as a practical parallel to, and a way to implement, the “Revolution of Dignity

in the Twenty-First Century Workplace” that I’ve written about extensively in the new pamphlet. Dignity, as I’ve been defining it, means:

- Honor the essential humanity of everyone we work with.
- Be authentic in all our interactions (without acting out).
- Make sure everyone has a meaningful say.
- Begin every interaction with positive beliefs.
- Commit to helping everyone get to greatness.
- Actively work to create a meaningful sense of equity.

Working, living, participating as a full and equal citizen—someone who takes responsibility for the whole and who has a meaningful way in how the whole is run—is a way to practice dignity. In the spirit of which, the citizen/staff member/participant in the organization (which of course includes me) commits to something like what Peter Block suggests in *Community*:

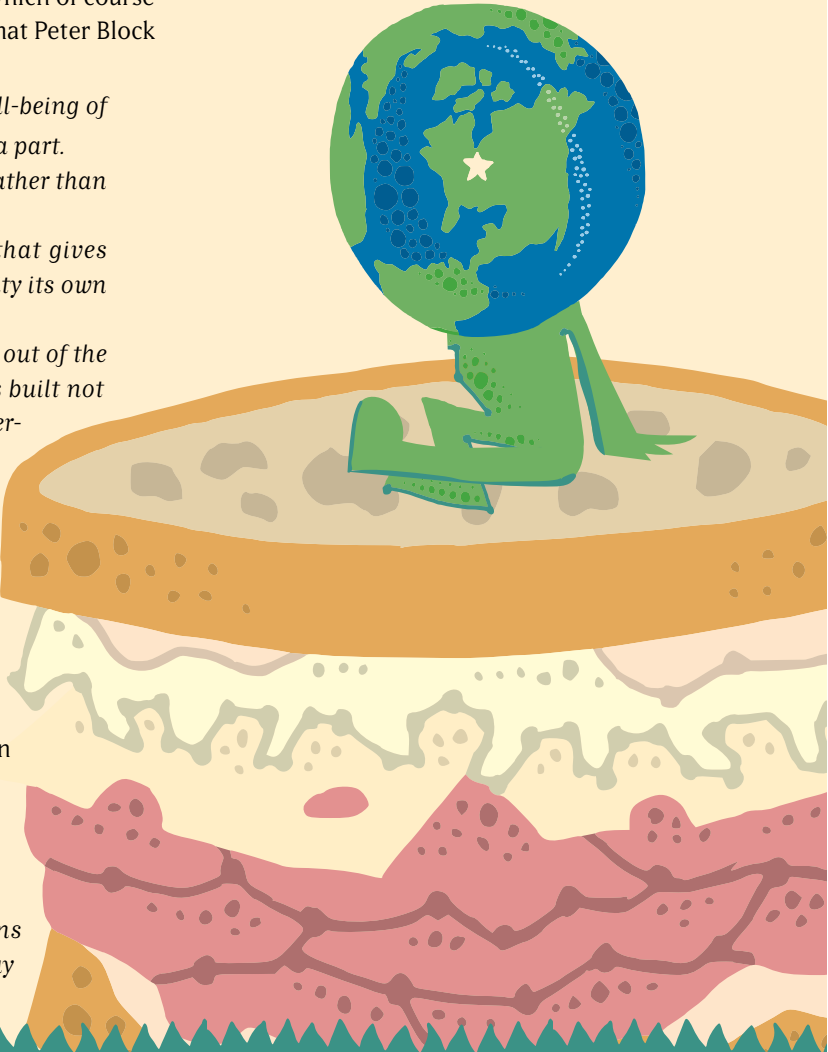
- Hold oneself accountable for the well-being of the larger collective of which we are a part.
- Choose to own and exercise power rather than defer or delegate it to others.
- Enter into a collective possibility that gives hospitable and restorative community its own sense of being.
- Acknowledge that community grows out of the possibility of citizens. Community is built not by specialized expertise, or great leadership, or improved services; it is built by great citizens.
- Attend to the gifts and capacities of all others, and act to bring the gifts of those on the margin into the center.

It would certainly require everyone—organizations and individuals—to lean courageously and caringly into the space between us in order to improve the work experience of everyone we hire, and in the process, the quality of everything we do. As Alexander and Conrad write, the Citizen Story:

... will transform the way organisations across sectors are structured, and the way

they engage on all sides—with employees, customers, suppliers, communities. When our institutions see people as citizens rather than consumers, and treat us as such, everything changes. ... By embracing, enacting, and fortifying the Citizen Story, we will be able to face the challenges of economic insecurity, climate crisis, public health threats, and political polarisation, together. We will be able to build a future together. And we might just be able to have a lot of fun doing it.

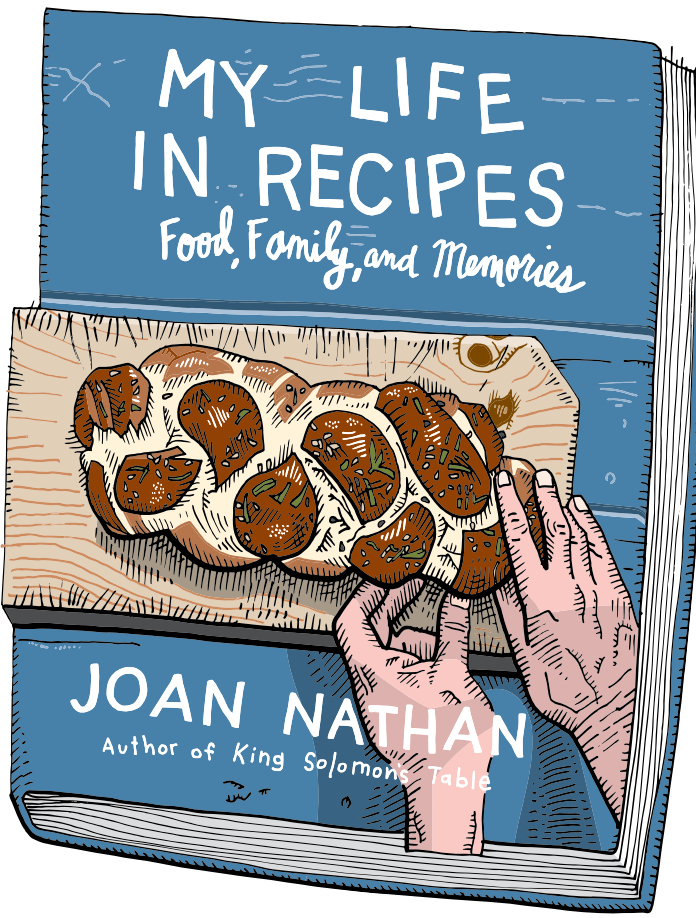
Can we do it? I like what Winona LaDuke says about the constructive and inclusive changes she’s helped lead her community: “It’s up to us—we’re making the future.” Let’s make it one that everyone participates in, actively, caringly, and collaboratively! Here’s to good things to come!





# ONE OF THE WORLD'S TOP JEWISH FOOD EXPERTS VISITS ZINGERMAN'S

## An Interview with Joan Nathan



Meet Joan Nathan, world-renowned authority on Jewish cooking, James Beard and IACP award-winning author of 11 cookbooks, *New York Times* and *Tablet Magazine* contributor, star of the PBS television series *Jewish Cooking in America with Joan Nathan*, University of Michigan alum, and friend of Zingerman's.

We've followed Joan's career and admired her work since she met our founder Ari's mother in the kosher section of a Chicago grocer in the '90s. Joan shines a spotlight on the spectrum of flavors and traditions of Jewish food that exist all around the world, something near and dear to our hearts here at Zingerman's.

I sat down with Joan in advance of her upcoming tour for the release of her twelfth book, *My Life in Recipes* (Knopf, 2024). Her trip includes stops at The Temple Emanu-El Streicker Cultural Center in New York City, Akasha restaurant in California, The Smithsonian in Washington D.C., and Ann Arbor to visit us (and you?) at Zingerman's Roadhouse on May 7! After our interview, I found myself missing my grandmother, daydreaming about traveling more, and wishing I could tear into a warm loaf of challah with Joan.

Sara

Sara Hudson  
Zingerman's Creative Services Director

**Sara:** Your newest book, *My Life in Recipes: Food, Family, and Memories* is part memoir, part cookbook, and organized almost like a travel diary. How did the idea to present your story that way come about?

**Joan:** I thought, "What should I do next?" I told myself this is the time to stop and do a last book. I've had a really interesting life. My editor suggested I do a totally new kind of book that nobody's ever done. Very often chef memoirs put one recipe at the end. She said, "Why don't you do a memoir *and* recipes?"

**Sara:** Tell me about the process of creating the book.

**Joan:** The process took a few years. I started writing, but my husband got very sick and he died. And then, of course, there was Covid after that. At first, I couldn't do anything for several months, but then I went to visit my daughter in New Orleans and I started writing. I got up very early in the morning and wrote in bed, which I love to do. I would take long walks and think about what I had written. Then I'd put it all away and take a break. In the end, my editor cut 30,000 words. I had so many stories to tell! Putting it all together amazed me.

**Sara:** Some of my favorite parts of the book are the old photos, diary entries, and letters to your family. Who do we have to thank for saving all of those?

**Joan:** My mother saved everything for me. When I went to France as a student, when I went to Israel to work—she saved all my letters. I saved my diaries. I wrote my diary in French when I was studying in France. I can't believe I did that!

**Sara:** As you collected your life stories was there anything you thought, "I can't believe that happened!"?

**Joan:** We tried to keep the stories to be only about food but there are certain things I wanted to include, like the time I met Marilyn Monroe. I found it in my diary from when I was 12 years old. I saved her autograph. It's framed in my house.

**Sara:** What led you to this full life of travel and learning?

**Joan:** Maybe this is because of my parents, but I've always felt I could do whatever I wanted to do. I thought, "Just do what you want in life. I mean, just go for it."

**Sara:** Tell us about one of your favorite more recent trips.

**Joan:** I was taken with cinnamon because in the Geniza, a hidden trove of ephemera in synagogues and mosques in the Middle Ages, I found mention of the spice. For my 70th birthday, I told my husband I wanted to go to Sri Lanka with the whole family because that was the home of cinnamon. Before I go anywhere, I find families to go to see and see the place through their eyes. I went on my own to a family in a neighboring town that worked in the cinnamon industry. They were making something just like a cinnamon babka on the side of the street. I use that recipe in the book.

**Sara:** For the most part, you have been baking a loaf of challah every week since the 1970s. Does anyone ever bake it with you?

**Joan:** That's a good question. My assistant Hannah is a very good baker. She'll help me and I'll learn from her. I rarely buy a challah. Most of the time I do make it. It's not very hard to do once you know how and it can be done very quickly. My hands in the photo on the cover show I've been making it for a long time! I try to have a Friday night dinner either at my house or somebody else's every week, and I make the challah.

**Sara:** I love the recipe in the book you call Seasonal Challah. What inspired that?

**Joan:** That just happened. I live in Martha's Vineyard in the summer and I have a big garden with lots of herbs. I took whatever seasonal herbs there were and put them in my challah dough. I thought it was really good, and if you make it at home, you can do that. I have tarragon in my garden and it's one of my favorite herbs, but I like to save it for other things besides challah. You have to have a strong flavor to get through the baking. I like using basil in the summer and rosemary in the fall. I also like putting anise in my challah which makes for such a wonderful flavor. I don't like raisins in challah. Raisins are for stuffed cabbage, with onions, pine nuts, Italian spinach, and sardines.

Zingerman's  
roadhouse

## MAY 7: MEET JOAN NATHAN IN PERSON

Enjoy a four-course meal while you hear from Joan about her 60 years of traveling, writing, and cooking.

Tickets: dinner \$95, add book +\$45, add wine pairings +\$25

Tickets & Menu



# DISCOVER ALL OF JOAN NATHAN'S COOKBOOKS

*King Solomon's Table*  
*Quiches, Kugels, and Couscous*  
*The New American Cooking*  
*Joan Nathan's Jewish Holiday Cookbook*  
*The Foods of Israel Today*  
*The Jewish Holiday Baker*

*Jewish Cooking in America*  
*The Children's Jewish Holiday Kitchen*  
*An American Folklife Cookbook*  
*The Jewish Holiday Kitchen*  
*The Flavor of Jerusalem*  
NEW! *My Life in Recipes*

*Booklist's* Barbara Jacobs says "Add Nathan to the list of food writers who can also pen the most marvelous of memoirs. Rounding out her autobiography are nearly 100 recipes. Warm and wise anecdotes are sandwiched among the dishes. Readers will find it difficult not to reread Nathan's journey of a lifetime with thanks and appreciation."



**Sara:** What do you have planned for your upcoming book tour besides your visit to Ann Arbor and the Zingerman's Roadhouse dinner?

**Joan:** I'm giving speeches in San Francisco and New York. Ruth Reichl is interviewing me at an event at Temple Emanu-El for 1,000 people!

**Sara:** What are you looking forward to about coming back to Ann Arbor for the first time in more than a decade?

**Joan:** Ann Arbor was a big part of my life when I was in school there. It was natural that I would come back to it for this book. I'm looking forward to going back to my own history, but some of the places I frequented in Ann Arbor decades ago aren't there anymore. It's just sort of a memory, but Ari's made Ann Arbor so much more tantalizing with what has grown from the Deli through the years. I need to see Zingerman's. I'm looking forward to seeing how it has yet again morphed into something more, because it has every time I visit. I'm looking forward to seeing Ari. This is fun for me to see because I've been following Ari for years after meeting him in the early '90s on a book tour. I just looked at a photo of him. He never had gray hair when I was there and he's got a little gray hair now. I do too, but I cover it.

**[Joan proudly reading an excerpt from *Jewish Cooking in America* that references Zingerman's:]**

*When I first heard about Ari Weinzwieg's Delicatessen in Ann Arbor, Michigan, I couldn't believe it was a deli in the home of my alma mater. It's not really a deli, but more of an International Food Emporium like New York's Zabar's with the definite Jewish touch. Mr. Weinzwieg, a dropout PhD candidate, has taken an academic and appetizing interest in updating Jewish recipes like mushroom and barley soup going back in history to the 19th century Eastern European version similar to that served at New York's Second Avenue Deli.*

**Sara:** What will be on the menu when you host a special dinner and book signing at Zingerman's Roadhouse?

**Joan:** Smoked Whitefish Spread, Galilean Hummus, and Syrian Mahammar all served with bagel chips, Armenian Stuffed Grape Leaves, Mediterranean Salmon with preserved lemon and za'atar, and much more. For dessert, Ann Arbor Schnecken, those wonderful sticky buns they used to serve at Drake's that Frank Carollo also made at Zingerman's Bakehouse. *[Editor's note: You might know them today as Obama Buns!]*

**Sara:** One chapter title stood out to me: "Jerusalem: Learning About Living and the Meaning of the Meal." What do you think the meaning of a meal is?

**Joan:** When you sit down with a person of a different background, maybe with different beliefs, I try to take the time to watch the meaning of food within that meal. In that chapter, I talk about going to an Arab home. The first thing served is coffee before the meal. It leads into the meal. People just relax and as you talk to each other things sort of slow down.

It's not just in Arab homes, but Jewish homes in the Middle East and everywhere. You start slowly, whet your appetite, get to know people as human beings, and enjoy a meal together. I've really seen this around the world, the importance of food and sharing it with a stranger.

**Sara:** How do you approach your recipes?

**Joan:** The traditional food and recipes I study have been made the same for thousands of years, carried down from generation to generation. Sometimes we need to freshen them up a little bit. That's what I try to do in my books, so there's a little bit of added color and a little less fat, but the essential taste is there and that's the important thing.

I think all of us live too disconnected from what other people's reality is and so that's what really interests me, trying to get the humanity of everyone. That's what I've tried to do for my whole life. I get a high from finding a recipe, but I don't get excited by fancy schmancy restaurants. Maybe that's why I like Ari so much, I have a feeling he's the same way. He's discovering artisan food producers and highlighting those people. That's what I like to do.

**Sara:** You've traveled a lot and experienced different cultures, languages, and flavors. What was the common thread in those experiences and recipes?

**Joan:** Humanity. Pride in what you're making. I notice that universally.

**Sara:** If you were to go back and add another chapter of what you've been eating or making at home since completing the book, what would you include?

**Joan:** Wow. That's a tough one. I think I put it all in the book. I might have added the story of another adventure I've been on. Or I might have added something like brownies or chocolate chip cookies because my kids really like them, but you can get recipes for those anywhere. Actually, I have an update of a children's book coming out in November I did with my grandchildren called *A Sweet Year*. Every grandmother is going to want to buy this book because the photos of my grandchildren are so good and I include fun things: a pomegranate punch, how to make cheese and butter, recipes for what I named East Coast and West Coast Brownies.


**Sara:** What do your grandchildren ask you to show them how to make?

**Joan:** They like to perfect making eggs in the microwave, it's sort of like sous vide. They experiment with different toppings and make faces with the eggs and Challah. We make pesto and pasta from scratch together all the time. I've even shown them how they can make their own fresh cheese.

**Sara:** I want to show you this well-worn *Cooking with Joan* pot holder that's hanging in our kitchen here at Zingerman's Service Network. You're here with us.

**Joan:** Oh my gosh! Look at that. I don't even have one of those. I hope I get to meet you. You've really done your homework. Thank you so much.

**Sara:** Thank you so much for your time. Congratulations on the book. We'll see you at your dinner!



## festive (and flavorful) days ahead!

The recent cookbook release from Zingerman's Bakehouse, *Celebrate Every Day: A Year's Worth of Favorite Recipes for Festive Occasions, Big & Small*, is filled with recipes just right for reveling in these upcoming events:

mother's day zinglish muffins	father's day amazing burger buns
last day of school cosmic cakes	memorial day blueberry buckle
first day of summer summer fling coconut and Lime coffee cake	juneteenth black-eyed pea & Sweet Potato Salad

**pick up your copy to join in the celebration!**

Books are available at the Bakehouse, Deli, and Roadhouse. Or head to [zingermans.com](http://zingermans.com) or [zingermanspress.com](http://zingermanspress.com) to have books shipped.



# ZINGERMAN'S GIFTS FOR MOTHER'S DAY & FATHER'S DAY

Staff picks for flavorful ways to say thanks to whoever you celebrate with

Finding the perfect gift to raise up those who raised you can sometimes be a challenge, especially when you're working at Zingerman's surrounded by hundreds of specialty foods and experiences as gift options—hello potential decision paralysis! So, for those who are celebrating this year (if that's not you, for whatever reason, go ahead and flip ahead, we'll see you at the next article!), we're here to help you find just the right thing. I talked to my colleagues across the Zingerman's Community of Businesses (ZCoB) to learn about their favorite gifts to give and receive. The result? A dozen ways to delight a loved one!

Lindsay-Jean Hard  
Content Creator at Zingerman's Creative Services



## 1. Surprise hit tinned fish

Admittedly tinned fish might not be the first thing you think of when looking for a go-to gift for your folks, but it's a top-notch traditionally made food, and you know how we feel about those. Tinned fish has been a staple for us since the '80s and '90s, and we're doing our best to make it a pantry staple for others too (if its current trendy status is any indication, it's working), by sourcing stellar examples, from artisan companies like Ortiz, Ramón Peña, Patagonia... the list goes on and on. Paul from Zingerman's Service Network often sends his mom Ortiz tuna, it's an especially great choice for tinned fish newbies. Tessie from Zingerman's Delicatessen loves sending her folks the Tinned Fish Trunk from Zingerman's Mail Order, explaining, "The tins last so they don't feel like they have to eat everything all at once and they're perfect for packing in a picnic when they go hang out on Lake Michigan (just a short drive from their house)!" **Find a plethora of preserved fish at [shop.zingermansdeli.com](http://shop.zingermansdeli.com) and [zingermans.com](http://zingermans.com).**



## 2. a night out at miss kim

Miss Kim, a Korean restaurant, is helmed by chef and managing partner Ji Hye Kim. Chef Ji Hye grew up in Seoul, South Korea, and is obsessed with ancient Korean culinary texts and the finer points of fermentation, but while her food is rooted in Korean tradition, it's adapted to showcase our region's bountiful produce. Seasonal case in point: the annual excitement around the late-summer return of her Miso Butter Corn is almost akin to a ZCoB holiday (mark your calendar for late July and join us in the celebration!). Abigail from Zingerman's Bakehouse would love to be treated to a family dinner at Miss Kim, noting that the food is always delicious and the menu has great options for her child with allergies. Ji Hye recently received her fourth James Beard nomination (flip to the back cover for more). The restaurant's bookings reflect her growing popularity, so if you're planning on dining in, reservations are highly recommended. **Book your visit (or place a to-go order) at [misskimannarbor.com](http://misskimannarbor.com).**



## 3. tickets to taste & Learn

It's hard to beat the gift of an experience, and across the Zingerman's Community of Businesses, you can find lots of options for unique events and classes, whether you give one as a gift or enjoy it together.

- The Deli hosts tasting events with producers; special dinners at Greyline, their downtown event space; kids classes; and more. **Check out their events calendar at: [zingermansdeli.com/events](http://zingermansdeli.com/events).**
- BAKE!, the hands-on cooking and baking school at Zingerman's Bakehouse has a wide variety of in-person and virtual classes, kids camps, and special events. **See the full lineup at [bakewithzing.com](http://bakewithzing.com).**
- Zingerman's Creamery holds hands-on cheese-making classes. **Find out when mozzarella-making happens at [zingermanscreamery.com/events](http://zingermanscreamery.com/events).**
- Miss Kim brings in fellow chefs to collaborate with Chef Ji Hye Kim on special meals and Ji Hye also occasionally leads online culinary workshops. **See what's ahead at [misskimannarbor.com/events](http://misskimannarbor.com/events).**
- ZingTrain delivers in-person and virtual training that shares actionable, effective tools used across Zingerman's for individuals and organizations to adapt. **Browse the options at [zingtrain.com/training](http://zingtrain.com/training).**
- Cornman Farms hosts cocktail-making classes, summer kids camps, and other seasonal events. **See what's happening at [zingermanscornmanfarms.com](http://zingermanscornmanfarms.com).**



- Zingerman's Roadhouse regularly hosts authors and holds special dinners. Daniel B. at Zingerman's Mail Order would love to receive tickets to an event at the Roadhouse, saying, "I am always gobsmacked by the guests who are honored at these feasts." **View upcoming events at [zingermansroadhouse.com/events](http://zingermansroadhouse.com/events).**

## 4. dinner delivered from zingerman's catering

One of the best gifts of all might be a night off. And while we can't exactly help with an entire night off, Zingerman's Catering is an excellent way to give someone a night off from cooking.

It's a favorite of Tessie's, who says,

*The "Hot Entrees" menu from the Deli's Catering department is one of my favorite gifts to get (and give!)—it's a great way to have a special meal (most items come with sides to make it a full meal) that I get to sit back and enjoy with my family without the shopping, cooking, and dishes of making it myself!*

With size options to serve from 5 to 30, it's a great option whether your family is petite or party-sized. **Visit [zingermanscatering.com](http://zingermanscatering.com) to browse menus and order.**



## 5. a zingerman's reuben kit

Another marvelous meal option (one for those up for just a bit of hands-on effort) is a Zingerman's sandwich kit—each one includes everything needed for your folks to make a deli sandwich of their dreams. Inside the kit, they'll find Bakehouse bread, your choice of sliced meat, coleslaw, sauerkraut, Russian dressing, and more! Claire at the Deli recommends it for any sandwich-loving dad (like hers), and Daniel at Mail Order concurs saying, *My father grew up in Long Island and spent many years enjoying the Jewish delis, both on the North Shore and in Manhattan—he knows the good stuff. The Reuben Kit delivered to his door provided a taste of his past and knocked his socks off.*

**Send a stellar sandwich to their stoop at [zingermans.com](http://zingermans.com) or order one for local pick-up or delivery at [shop.zingermansdeli.com](http://shop.zingermansdeli.com).**







## 6. coffee from zingerman's coffee company

Many of us could use a little extra pep in our step to start the day, all the better when it's single estate, small batch coffees from the Coffee Company. Amy from BAKE! would love to receive a bag of coffee, ground and ready for pour-over (ideal with a side of the Candy Manu-factory's Chocolate Covered Peanut Brittle!). Kendall from the Roadhouse agrees that coffee with a little something sweet is an ideal gift, she prefers to pair a bag of beans with "a bunch" of

Tiramisu Stuffed Cupcakes from the Bakehouse.

**Bag your beans from [zingermanscoffee.com](http://zingermanscoffee.com), [zingermans.com](http://zingermans.com), or [shop.zingermansdeli.com](http://shop.zingermansdeli.com).**

## 7. a sweet breakfast spread

Sara from Zingerman's Service Network (ZSN) sums up how a lot of fellow parents feel when she says, "I'd love to wake up to a breakfast spread I didn't have to make, that includes my favorites like a Bakehouse French Cruller, a Fruit and Cheese danish, a Cheddar Herb scone, and a pot of Zingerman's Espresso Blend." (Catch that? One more vote for coffee!) Another ZSN colleague, Jason, regularly gifts Bakehouse Cinnamon Rolls, saying, "Cinnamon rolls were always a treat that my mom would make on Sundays when I was growing up. Now, I can return the favor by giving my dad the Bakehouse's amazing version."

**Create your own stellar breakfast spread at [zingermansbakehouse.com](http://zingermansbakehouse.com) and [shop.zingermansdeli.com](http://shop.zingermansdeli.com).**



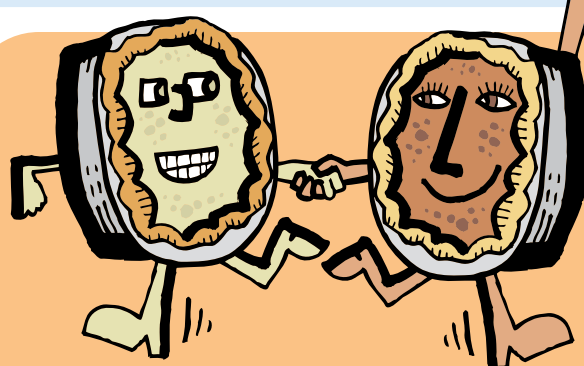
## 8. a collection of caramels

More than breakfast pastries are needed for those with a serious sweet tooth, Brad from Mail Order makes a case for creating a caramel collection, explaining:

*My mom is a sucker for caramel in all its shapes, sizes, and forms: pourable, dunkable, chewable, scoopable, sandwiched between something else, on top of other things, infused with other flavors—you name it, she likes it. The only culinary horizons my mom is interested in expanding are in the caramel-related fields, so I always collect a few jars for Mother's Day and send them her way. It's a home run every year.*

Allison at the Candy Store concurs, opting for McCreas Caramels, which offers flavors from Classic Vanilla to Single Malt Scotch to Rosemary Truffle.

**Start your own caramel cache at [zingermans.com](http://zingermans.com), [zingermanscandy.com](http://zingermanscandy.com), and [shop.zingermansdeli.com](http://shop.zingermansdeli.com).**



## 9. handmade pies from zingerman's bakehouse

Find parent-pleasing pies at the Bakehouse—one of my dads loves pie, so this is one of my personal go-to gifts for him. He's partial to the fruity ones, Sara's mom adores the Key Lime, saying, "It reminds her of one of her favorite vacation spots and it's the next best thing to when I used to make it for her, actually better." For those who like to add their own touch, the Bakehouse also offers hand-crimped bake-at-home pie crusts made with butter. (And since you get two crusts per pack, you could make one pie to give away and one to keep...) **Order Bakehouse pies and pie crusts from [zingermansbakehouse.com](http://zingermansbakehouse.com) and [shop.zingermansdeli.com](http://shop.zingermansdeli.com). Visit [zingermans.com](http://zingermans.com) to send the Bakehouse's ship-worthy pies across the country.**



## 10. special staples

Upgrade your parents' provisions and you're giving them the gift of many great meals to come. Yes, that could include the previously mentioned tinned fish, but it could also be so much more. Paul loves to receive salami and cheese, and is especially fond of the Lowry Hill Provisions salami that the Deli carries. Tessie likes to give olive oil and vinegar (her current gifting pairing from the Deli is the We The Legend Piquil olive oil with the Sweet Cava vinegar), explaining, "My mom shops at her local farmers market all summer, these workhorse ingredients are quick and easy ways to highlight the flavors of her veggie finds of the week!" **Fill your cart (and their pantry) at [shop.zingermansdeli.com](http://shop.zingermansdeli.com) and [zingermans.com](http://zingermans.com).**



## 11. monthly food clubs from zingerman's mail order

It's the gift that just keeps on coming, month after month—a regular reminder of what a great kid/spouse/human you are. You choose when the first installment ships; future shipments arrive every four weeks (though you can customize that, too). And, best of all, the clubs all ship for free. Lisa from the Roadhouse delighted her father-in-law with the Bacon Club, but if your giftee isn't partial to pork, there are lots of other options sure to make 'em squeal. There's the Coffee Cake Club, Culinary Adventure Society Club, Jewish Deli Noshes Club, Kid-Parent Collaboration Club... truly something for everyone. **Shop them all at [zingermans.com](http://zingermans.com).**



## 12. a zingerman's gift card

Can't decide? A Zingerman's gift card has you covered. Lindsey at the Roadhouse considers it an awesome gift for multiple reasons. As she explains, "It can be used at any of our businesses to purchase whatever Zingy thing that catches their eye and it doesn't have to be used immediately—they never expire." **Pick one up at any Zingerman's business or order one online at [zingermans.com](http://zingermans.com).**



## BONUS! LET'S MAKE IT A BAKER'S DOZEN: 13. a zingerman's food tour

We're not saying this would earn you favorite child status... buuut it might. For a truly epic way to repay all of the grey hairs you've given them, consider the gift of travel to an international destination, like Spain, Denmark, Italy, and beyond. Our Food Tours take you behind the scenes, with itineraries designed to highlight the history and culture of a region through its food traditions. Tour guests visit with local food producers, learn about the area's specialties, and enjoy dining experiences celebrating the season's harvest. Groups are small, and almost everything other than airfare is included, so they can relax, enjoy, and experience the best. **Explore all of the options at [zingermansfoodtours.com](http://zingermansfoodtours.com).**

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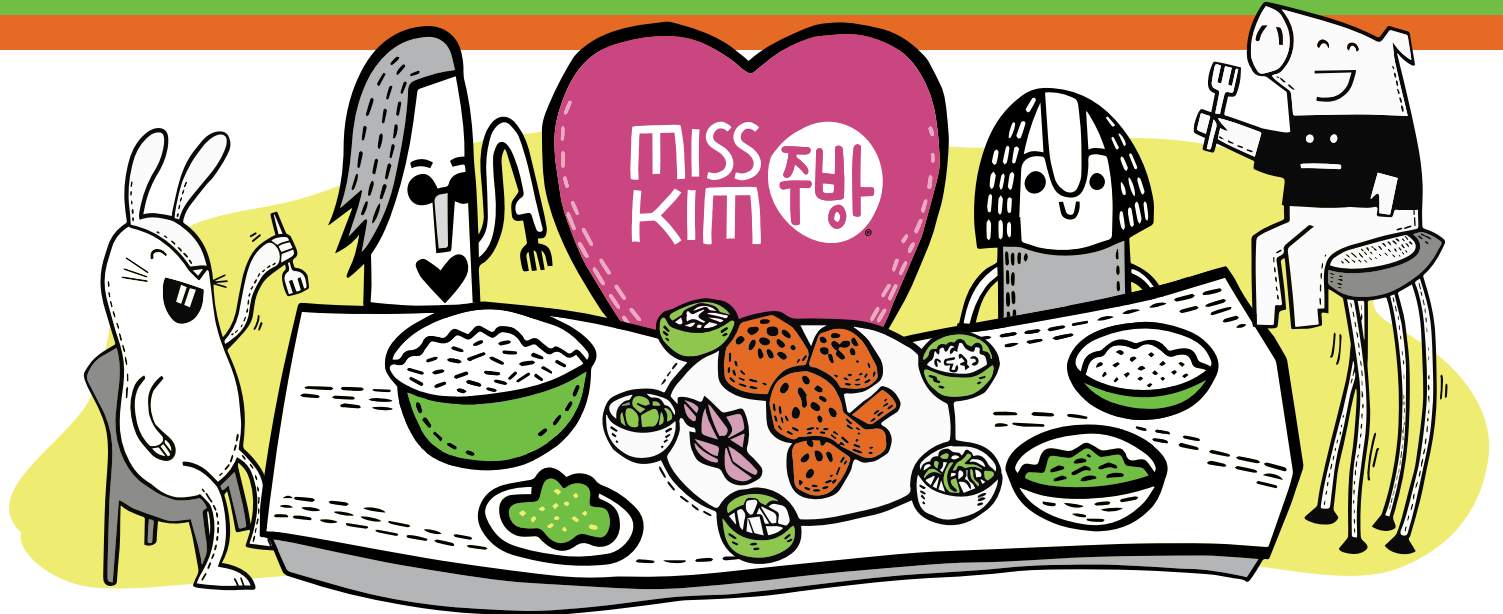
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# CONGRATULATIONS to CHEF JI HYE KIM

Ms. Kim (and Miss Kim) Receive Repeat Recognition



Ji Hye Kim, chef and managing partner at Miss Kim, received her fourth consecutive James Beard nod. Of the awards, American chef James Beard's eponymous nonprofit foundation says:

*The mission of the James Beard Awards is to recognize exceptional talent and achievement in the culinary arts, hospitality, media, and broader food system, as well as a demonstrated commitment to racial and gender equity, community, sustainability, and a culture where all can thrive.*

Here in the Zingerman's Community of Businesses, we've long known Ji Hye to embody those ideals. Opened in 2016, Miss Kim's menu is inspired by ancient Korean culinary traditions, while highlighting seasonal Midwestern ingredients. Ji Hye is committed to prioritizing fair wages and equity in the food industry, completing programs like James Beard Chef Boot Camp for Policy Change and Food Lab Detroit's Fellowship for Change in Food and Labor, and is working to support food security in the community with programs like offering free kids meals on the to-go menu (along with the option for others to donate in support of the program).

We're thrilled that she continues to receive national recognition for her culinary talents and commitment to the community and Ji Hye is too. "It's an incredible honor just to be on this list," she told local news and information site MLive.com, "I know there are so many amazing chefs and restaurateurs out there and not everybody gets the recognition, so I'm just humbled and excited."

This year, Ji Hye was a semifinalist in the Best Chef: Great Lakes category. She's previously been a semifinalist in the same category, as well as in the Outstanding Chef category. (In addition to many other well-deserved honors, like being named one of Food & Wine's Best New Chefs of 2021 and Miss Kim being named one of Ann Arbor's "Most Essential Restaurants" by Eater!)

Stop by Miss Kim to enjoy a memorable meal and support all of the great work Ji Hye and her team are doing.

OVER HERE!



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734.761.7255 | bakewithzing.com



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422 Detroit St. Ann Arbor, MI 48103  
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734.619.6666 | zingermanscandy.com



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734.929.6060 | zingermanscoffee.com



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734.619.8100 | cornmanfarms.com



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