

# Zingerman's®

## the art of giving great service



Led by: Elnian Gilbert  
for Cultivate 19  
July 15, 2019



# Zing TRAIN

Zingerman's Training Incorporated



ZingTRAIN

for doodles ONLY!

# workshop objectives

By the end of the workshop, you will be able to:

1. Explain Zingerman's approach to customer service and how it can be adapted to work for your business.
2. Use new tools and techniques, including role-plays, to supplement and reinforce in-house customer service improvement initiatives.
3. Call upon a network of peers to help get past roadblocks.



# introductions

In small groups, take 30-45 seconds each to introduce yourself, answering the following questions:

1. Your Name/Business:
2. What is something that you wish you'd been taught about customer service **MUCH** earlier in your career?
3. What (if anything) do you find challenging about delivering great customer service?



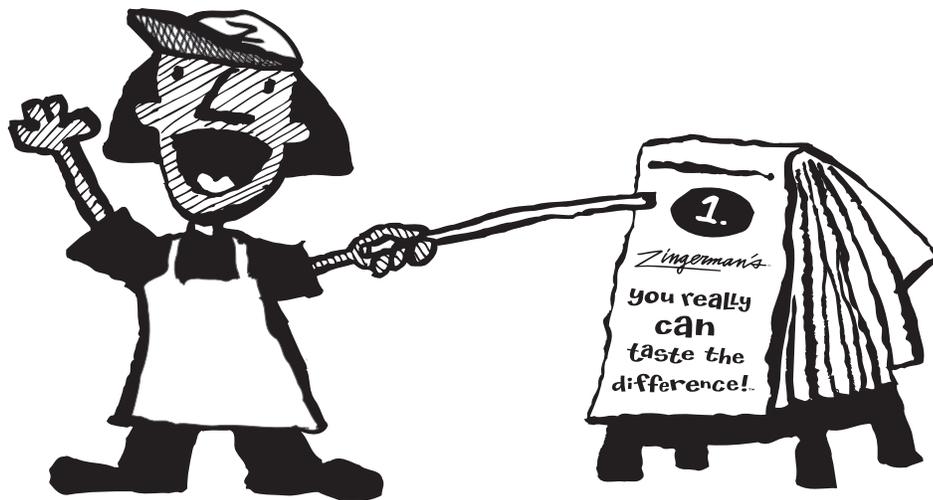


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# Zingerman's®

## 4 Levels of Learning

1. Listening/Reading
2. Reflecting
3. Assimilating and Acting
4. Teaching/Writing



# Zingerman's®

## Training Compact

### Trainer agrees to:

- a) Document clear performance expectations.
- b) Provide training resources.
- c) Recognize performance.
- d) Reward performance.

### Trainees agree to:

Take responsibility for the effectiveness of their training at Zingerman's.

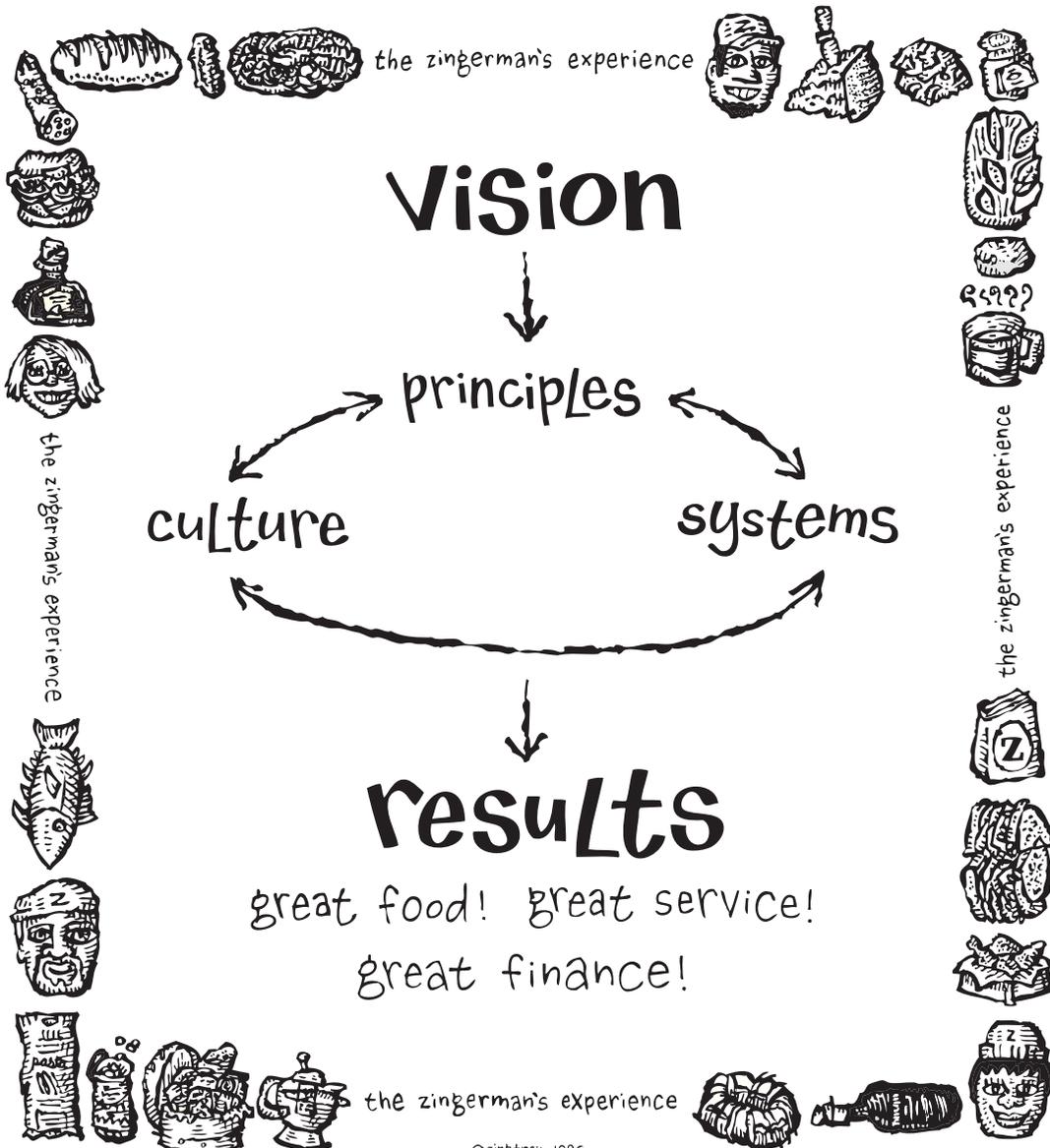


ZingTRAIN

# Zingerman's® mission statement

We share the Zingerman's Experience  
Selling food that makes you happy  
Giving service that makes you smile  
In passionate pursuit of our mission  
Showing love and care in all our actions  
To enrich as many lives as we possibly can.

# Zingerman's® business perspective



# current state of *Zingerman's*<sup>®</sup> community of businesses

2018-2019 Fiscal Year | Sales Plan: \$66.9M | Total Staff: 705

Est: 1982

*Zingerman's*  
DELICATESSEN

*Zingerman's*  
Catering  
and  
Events

GREYLINE  
ZINGERMAN'S EVENT SPACE

Managing Partners: Rodger Bowser,  
Grace Singleton, & Rick Strutz  
Sales Plan: \$17M | Staff: 183

Est: 1992

*Zingerman's*  
BAKEHOUSE

BAKE!  
*Zingerman's* BAKEHOUSE

Managing Partners: Frank Carollo  
& Amy Emberling  
Sales Plan: \$12.4 M | Staff: 137

Est: 1994

*Zing* TRAIN

Managing Partners: Maggie Bayless  
& Katie Frank  
Sales Plan: \$2.2M | Staff: 13

Est: 1995

*Zingerman's*  
mail order

Managing Partners: Mo Frechette, Toni  
Morell, & Tom Root  
Sales Plan: \$16.6M | Staff: 91 (Q2: 440)

Est: 2001

*Zingerman's*  
creamery

Managing Partner: Aubrey Thomason  
Sales Plan: \$1.8M | Staff: 19

Est: 2003

*Zingerman's*  
roadhouse

Managing Partner: (Ari Weinzwieg)  
Sales Plan: \$8.7M | Staff: 144

Est: 2004

*Zingerman's*  
COFFEE  
COMPANY

*Zingerman's*  
CANDY  
MANUFACTORY

Managing Partner: Steve Mangigian  
Sales Plan: \$4M | Staff: 40

Est: 2015

MISS  KIM

Managing Partner: Ji Hye Kim  
Sales Plan: \$1.3M | Staff: 24

Est: 2014

ZINGERMAN'S  
Cornman farms

Managing Partners: Kieron Hales & Tabitha Mason  
Sales Plan: \$2.2M | Staff: 14

Est: 2018

*Zingerman's*  
FOOD TOURS™

Managing Partner: Kristie Brablec  
Sales Plan: \$758K | Staff: 1

*Zingerman's*  
service  
NETWORK

Includes: Creative Services  
Department for People,  
Donations, Finance, Intentional  
Technology, Operations Support,  
Payroll, & Zingerman's Press

Co-Founding Partners: Paul Saginaw & Ari Weinzwieg  
Partner & CAO: Ron Maurer | Staff: 39



building  
a service  
culture

teach  
what  
define

Live

measure

reward



ZingTRAIN

teach

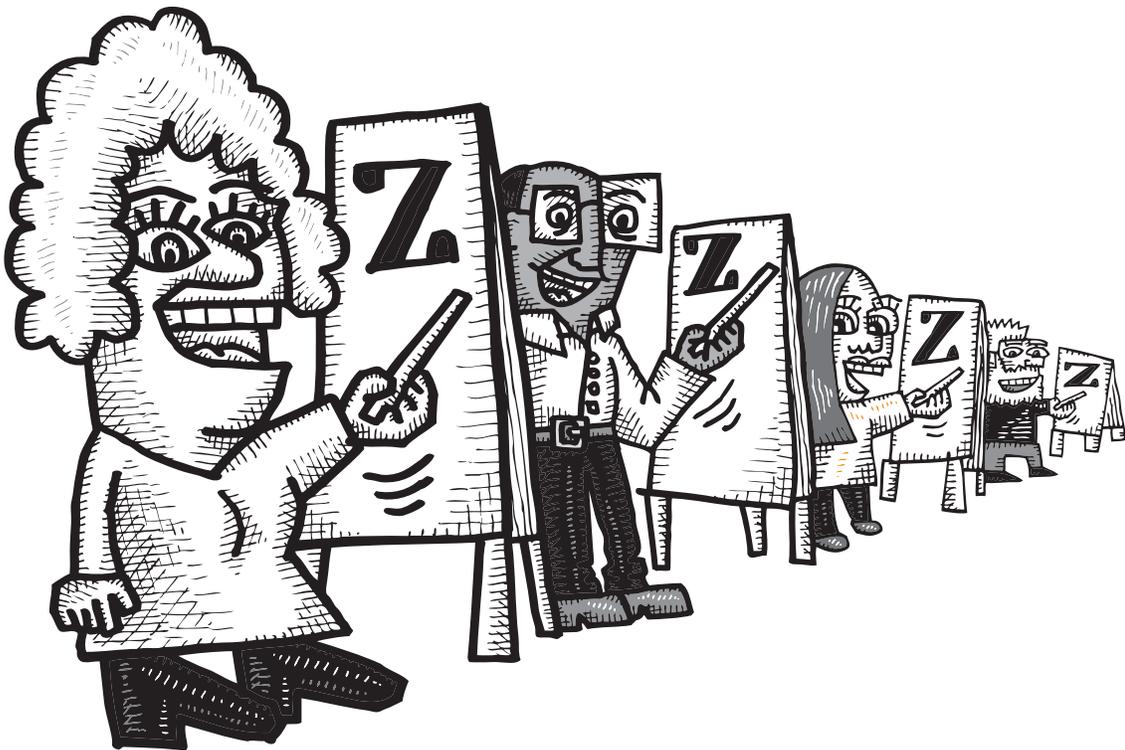
# stages of Learning a skill

U \_\_\_\_\_ C \_\_\_\_\_

C \_\_\_\_\_ C \_\_\_\_\_

C \_\_\_\_\_ I \_\_\_\_\_

U \_\_\_\_\_ I \_\_\_\_\_





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# building a common understanding

*Service that fully satisfies is done with no expectation of return, and is freely chosen.*

— Peter Block, *Stewardship*

• Who are your customers? \_\_\_\_\_

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• Why give great service? \_\_\_\_\_

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• Why is it so hard to find great service?

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# Zingerman's®

## 3 steps to great service

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1. Figure out what the customer wants.

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• 10/4 Rule \_\_\_\_\_

• Engage \_\_\_\_\_

2. Get it for them.

• Accurately \_\_\_\_\_

• Politely \_\_\_\_\_

• Enthusiastically \_\_\_\_\_

3. Go the extra mile.

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# Zingerman's® power of Language

avoid	instead try	thoughts
"Can I help you?" "May I help you?"	Saying almost anything that greets the guest and gets them into a conversation. "What can I help you find today?"	The automatic answer to "Can I help you?" is "No, just looking." It's a conversation stopper, not starter.
"You should ..."	Identify your expectations and state it clearly: "Would you please ... "; "Would you mind ... ?"; "Could you ... ?"	"Shoulds" are usually tip-offs that you have unspoken expectations.
"You have to ..." "You have to go to the Next Door for the soda."	"One option is ... "; "If you're looking for ____, it's right around the corner."; "The soda fountain is located in the Next Door, and here's your cup!"	No one likes being bossed around! Help the guest feel taken care of, not ordered around.
"I have to..."	"I'm going to ..."; "I'd like to ... "	Why do you have to? Making a conscious choice is far preferable to feeling "forced" or to "making a sacrifice."
"I can't..." "We don't do that..."	"Normally we don't, but let's see if we can find a way."; "What I can do is .... "	We're Zingerman's - if we can make it happen, we'll do it! Also, if we really aren't able to do what they're asking, lead with options to find a solution for the guest.
"We're out of that."	"I'm sorry, we're temporarily out of that - what we do have is ____."; "If you can wait a moment, I'll call ____ and see if we have some."	We're not out 'til we're out in the ZCoB or in town. Have an alternative in mind to offer if we're not able to get the item they wanted.
"We don't carry that (anymore)."	"I'm sorry, I'm not familiar with that. Let me check ..."; "I'm sorry, that particular item is on vacation, but we do have ____."; "Could I take your name and number and let you know when it's back?"	Don't make final pronouncements - if enough people request it, we'll start carrying it (again). Suggest something else as an option, then document their request on a Code Red.
"Anything else?" "Is that all?"	"What else can I get for you today?" "What's next?"; "How else can I help you?"; "Will you be needing any caviar with your order today?"	"Anything else?" sounds like you're trying to get rid of the customer and discourages additional sales or conversation.
"They (Zingerman's)..."	"We ..."	Saying "they" implies you are not part of the organization.
"Hold please"	"May I put you on hold?"	This IS a question, and customers can say no!
"No problem."	"You're welcome!"; "My pleasure"; "Happy to help"	When a customer thanks you, and your reply is "No problem," you are implying that it was a problem that they asked you for help.



# Zingerman's®

## 10 tips for effective telephone service

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It's a given that by the time you start working for Zingerman's you've probably spent some statistically significant portion of your life on the telephone. We're all perfectly capable of picking up a phone and talking into it. But just as each of us needs to learn to taste food from a professional instead of a personal perspective, so too we need to learn to take the art of telephone service seriously. At Zingerman's we do millions of dollars of business a year on the telephone. It is imperative that we give the best, most professional service possible whenever we are on the phone.

### Here's 10 things you can do tomorrow to improve your phone service.

1. **If the phone is ringing, answer it.** OK, so it's obvious. But let's face it—all too often the obvious goes unnoticed, costing us customer satisfaction in the process. So don't tune out those endlessly ringing phones—answer them. Our phones need to be answered within 3 (not 30) rings. We do a great deal of our business over the phone, and answering the phone is everyone's responsibility. Not answering a ringing phone is akin to ignoring a customer standing at the counter waiting to order.
2. **Start out on the right foot.** The more effectively you get a phone conversation off on the right foot, the higher the likelihood of getting a positive, low stress result. We answer our phones: "Good morning/afternoon/evening, this is Zingerman's (Business Name). (Your Name) speaking. How may I help you?" The words alone don't cut it, so say it with meaning, like you're having a whole lot of fun.
3. **"Body language" talks.** Ever talk to one of those telephone sales people who have about as much enthusiasm as a bowl of overcooked rice pudding? Our customers may not be able to see you, but nevertheless you communicate your "body language" and attitude over the phone lines. Smiling while you're on the phone makes a difference. Enthusiasm is even more critical on the phone than in person. Remember, with each and every customer your job is to get them to think they were the best thing that happened to you that day.
4. **Politeness counts.** On the phone courtesy counts even more important than in person. Be careful to convey patience and gratitude for the customers' business at all times.
5. **Accuracy and attention to detail are critical.** Always read back an order to the customer, in order to avoid mistakes. If a customer is phoning in an order for pick-up, tell them where to pick it up and the current wait.
6. **End every call by thanking the customer.** We want them to be glad they called us!
7. **You're with a customer and the phones are ringing:** Excuse yourself ("I'm so sorry, would you mind if I grab that and ask them to hold a moment or get them some help?") Answer the phone. (It's okay to let the customer know you are just finishing up an order.) Ask the customer if you can put them on hold. Ask for help on the phone from your coworkers. Return to your in-house customer, they take top priority.
8. **If you're on the phone and a customer walks up to the counter:** Make eye contact with the walk-in customer ASAP. As soon as it's appropriate, excuse yourself on the phone ("I'm sorry, I need to greet a customer, but I'll be right back with you"), then greet the customer. Let them know you're with another customer on the phone but you'll be right with them. Go back to the customer on the phone: "I'm sorry about that. Thanks for being patient. Now, what can I do for you today?"
9. **"May I put you on hold?" is a question, not a statement.** Be sure to give the customer a chance to answer your question before you put them on hold!
10. **Remember to go the extra mile.** Just as giving great service in person demands that we go the extra mile for our customers, so too we want to go the extra mile on the phone. Offer information about a product the customer can't see; offer to meet the customer in person if they're coming on-site; call the customer back later to see how they liked their food. These things all improve service and build sales.



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# Zingerman's®

## 5 steps to effectively handling customer complaints



1. Acknowledge the complaint. \_\_\_\_\_

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2. Sincerely apologize. \_\_\_\_\_

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3. Take action to make things right. \_\_\_\_\_

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4. Thank the customer. \_\_\_\_\_

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5. Document the complaint. \_\_\_\_\_

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## Phrases that have a calming effect ...

- ❖ I'm so sorry for the inconvenience
- ❖ You're absolutely right
- ❖ I'm so embarrassed that we did that
- ❖ No wonder you're feeling frustrated
- ❖ Please tell me what happened
- ❖ How can I help?
- ❖ We value you
- ❖ We are so grateful for your business
- ❖ I appreciate what you're saying
- ❖ Yes
- ❖ Let me write this down so I've got it right
- ❖ I'm sure we can find a solution
- ❖ I want to resolve this for you
- ❖ I'm more than happy to do that
- ❖ We'll make it right
- ❖ I'll find out for you right away
- ❖ Help me with some details so I can fix this for you
- ❖ I can completely understand why you feel that way
- ❖ I agree
- ❖ Let me see if I understand you clearly
- ❖ I'm here to help you
- ❖ I'm here to serve you
- ❖ I'm not going to do anything else until I get to the bottom of this for you
- ❖ You're right
- ❖ I'll get to work on this immediately
- ❖ I see what you mean
- ❖ Thank you so much
- ❖ As hard as it is to hear when we've let a customer down, we're so grateful that you got in touch.



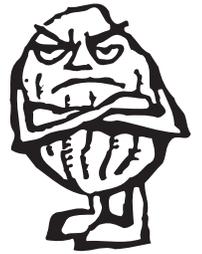


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resource

# handling internal conflict



## Zingerman's 4 Steps to Productive Resolution of Differences\*

1. Go Direct (have a "Courageous Conversation")
2. Put it in writing
3. Put it in writing and meet with manager present
4. Present your issues at Partners' Group (ownership group that meets bi-weekly)

*\*almost never goes past step 2 or 3.*

## 7 Steps to Effectively Going Direct

1. Establish ground rules (set the stage)
2. Share your perspective
3. Engage in active listening
4. Brainstorm solutions
5. Choose a win-win solution you can both live with and plan for back slides
6. Decide if follow-up is needed
7. Don't hold a grudge



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# Living great service

- The Power of Language \_\_\_\_\_  
\_\_\_\_\_
- It's all about free choice \_\_\_\_\_  
\_\_\_\_\_
- Energy at work \_\_\_\_\_  
\_\_\_\_\_

## types of energy

Physical \_\_\_\_\_  
\_\_\_\_\_

Mental/Emotional \_\_\_\_\_  
\_\_\_\_\_

Vibrational \_\_\_\_\_  
\_\_\_\_\_

## Zingerman's® energy recipe

1. Read It \_\_\_\_\_  
\_\_\_\_\_

2. Vision It \_\_\_\_\_  
\_\_\_\_\_

3. Manage It \_\_\_\_\_  
\_\_\_\_\_

4. Repeat It \_\_\_\_\_  
\_\_\_\_\_

# exercise



# customer service role plays

## role Plays are a Place to Practice

- We ask for volunteers to be the customer and service giver (offering prizes helps!)
- It's OK to make mistakes; this is a chance to practice. Don't expect to get it all right!
- The service providers can ask to stop and start over at any point. They can also ask for help from a "manager" by calling on anyone in the audience.
- It's a lot easier to think of things to do/say when you are watching than when you are the one in the role-play. Observers will be asked for input on what went well and what could be done differently next time, so watch carefully and take notes below!
- Role plays are a magical place where anything is possible - we are not bound by reality - they're about practicing the service steps and not about having the "right" answer.

## Set the scene

It's most helpful to choose a scenario that the service provider would be likely to encounter regularly. A few examples:

- Great Service: a new customer (or employee) who isn't familiar with our products, services or systems.
- Handling Complaints: Use a common complaint scenario, or use a "soft" complaint, like "I can't find \_\_\_\_\_," or "I'm lost!"

## debrief role Plays, using a variation of Liked best/next time

- Was the customer realistic?
- What did the service provider do well? What did you like best about what they did?
- What might they do differently next time?
- Did they follow the steps? If not, which ones were missed?

## observer notes

### Liked best?

### next time?

### 3 steps to Great service

1. Figure out what the customer wants
2. Get it for them  
(Accurately, Politely & Enthusiastically)
3. Go the extra mile

### 5 steps to handling complaints

1. Acknowledge the complaint
2. Sincerely apologize
3. Take action to make things right
4. Thank the customer
5. Document the complaint



measure

# measuring service results

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Why measure? \_\_\_\_\_

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## Capturing customer feedback

- Code Red
- Code Green

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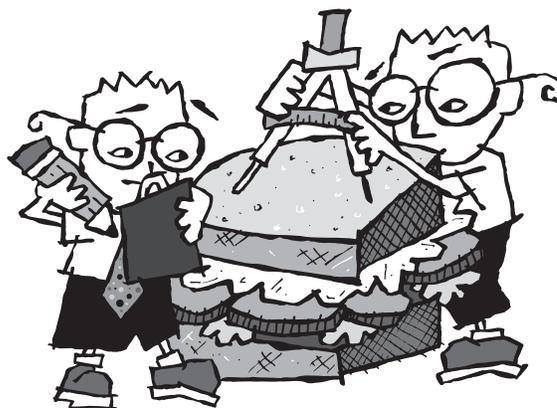
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## Sharing and using the information

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# Zingerman's® code green

The Zingernaut who hears the compliment is the one who fills out the Code Green, ideally in the same day. Please share copies with the individual(s) complimented, their manager and your Great Service Group representative. (Not sure who that is? Check out the GSG microsite on the Zingtranet.)



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## Guiding Principles:

### #2 Great Service

- Go the extra mile for our guests, giving exceptional service to each customer.
- Give great service to each other as well as our guests.

### #5 A Great Place to Work

We are committed to each other's success.

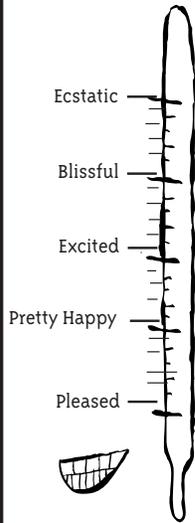
### #6 Strong Relationships!

- We build positive long-term relationships with our customers.
- We celebrate group achievement and recognize individual success.



Thermometer of gratitude and glee:

(color in level)



## what rocked their world?

- |  |  |
|--|--|
| <input type="checkbox"/> Loved the external service    | <input type="checkbox"/> Loved the entire experience |
| <input type="checkbox"/> Loved the internal service    | <input type="checkbox"/> Loved the presentation      |
| <input type="checkbox"/> Loved the product             | <input type="checkbox"/> Loved the prices            |
| <input type="checkbox"/> Loved the merchandising       | <input type="checkbox"/> Other, please explain       |
| <input type="checkbox"/> Loved how clean the place was | _____  |
|  | _____  |

## briefly describe situation

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Want to recognize this person with a Service Award (award definitions listed on back)? Please check when entered in the online Codes System.

- External Service Star nomination
- Internal Service Star nomination
- X-tra mile file
- Evergreen nomination

What other action will YOU take?

- Thank You Notes
- Verbal Thanks
- Appreciation
- Cup of coffee

Completed!

Date: \_\_\_\_\_

Your Name: \_\_\_\_\_ Today's Date: \_\_\_\_\_

Your Business: \_\_\_\_\_ Date of Greatness: \_\_\_\_\_

Who was the Zingernaut complimented? \_\_\_\_\_

What ZCoB business do they work in? \_\_\_\_\_

Guest's name: \_\_\_\_\_ Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

Please be sure to give a copy to all the businesses or departments affected as well as your Great Service Group rep or enter it in the Online Codes Red & Green System on the Zingtranet ([www.zingtranet.com](http://www.zingtranet.com)).



# rewarding service results

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- Rewards & Recognition

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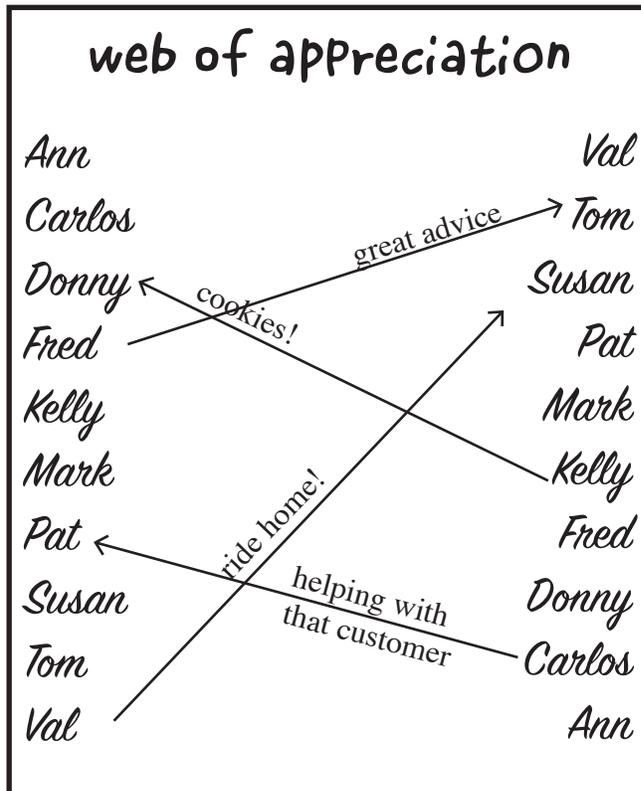
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- Appreciations & Bravos

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# SERVICE AWARDS

## INTERNAL SERVICE STAR

**Chef Bob, Roadhouse**

**Nominated by: Nancy Leat**

Chef Bob, you are so hugely appreciated at breakfast mere words can not describe it, but I will try. Your ability to keep all the orders in order and to execute such amazing and delicious food constantly is appreciated and admired by more than a few. I am grateful for your consistent and accurate execution of tickets and your flexibility to do special orders. Your sense of humor is hilarious as is your comedic sense of timing. I am so very very glad to have you back on line at breakfast! Thank you my friend!

## EXTERNAL SERVICE STAR

**Alex Fan, Bakehouse**

**Nominated by Boona**

A Chinese guest called to place a cake order. I had a very hard time understanding. Afterwards I was still questioning the spelling. I asked Alex fan to call the guest to confirm. Alex did that and more. He made corrections to the order and had cake write it in Chinese characters. I was super pleased and am sure try that the guest will be too. Thanks Alex

## EVERGREEN AWARD

**Bob Brunelli, Roadhouse**

**Nominated by Tiffany Bond**

I sat up at the bar and Bob was the bartender. There were two new guests sitting next to me who were very excited to be here. Bob walked them through an awesome menu tour, provided product knowledge and a professional sense of humor. They ended up getting the ribs and they couldn't stop talking about them (Enrique on grill)! Bob extra miled me a side of sweet potato fries and I offered some to the guests, again, they were delighted. They will be back again soon!

## SERVICE STAR NOMINATIONS

- |                                  |                            |                         |                        |
|----------------------------------|----------------------------|-------------------------|------------------------|
| Aaron Gannon                     | Joey Quick                 | Kathy Malone            | Katie Mccoy            |
| Afrim Ramaxhiku                  | Ethan Young                | Katie Mccoy             | Pattie Shaffer         |
| Ashini Harris                    | Felipe Diaz                | Katie Mink              | Peter Duckett          |
| Alex Fan                         | Fionna Gault               | Kati Staples            | Rh Roadies             |
| Alex Rolfes                      | Food and Chefs Who Prepare | Kevin Mcgraw            | Ricky Mccoy            |
| Ally Martin                      | Gauri Thergaonkar          | Kristin Beckett         | Roadshow Crew          |
| Amanda Maurmann                  | Greg (food Runner)         | Kyle and Ayah           | Roxanne Jensen         |
| Andrew Fisher                    | Harlowe Shannon            | Kyle Moon               | Sean Carter            |
| Angela Watts                     | Heavenly Martin            | Laura P                 | Sean Malone            |
| Asa Wilson                       | Irene Tenenchuk            | Laura Wiykovic          | Shanell Smith          |
| Ayah Tillawi                     | Jackson Konwinski          | Lauren Grant            | Shelly Grifka          |
| Beth Holloway                    | James Christie             | Leslie Daniel           | Shravan Surendran      |
| Bob Brunelli                     | Jamie Chiu                 | Line Cooks              | Sienna                 |
| Boona and Doug                   | J Atlee                    | Lisa and Elsha          | Spike Oliver           |
| Brad Hedeman                     | Jen Konieczki              | Lisa and Fionna         | Stefan Von Werder      |
| Brent Zarza                      | Jeremy Smiedendorf         | Luis Salas              | Steve Caird            |
| Brian Rippon                     | Jesse Bernstein            | Lukas Tasker            | Sue Hofmann            |
| Catherine Chansard               | Jesse Mackellar            | Luke Bromberg           | Tabitha Mason          |
| Cathy Crews                      | Jessica Hutchinson         | Mail Order SOP Updater  | Tara Dottery           |
| Cynthia Flynn                    | Jessica Koolwick           | Mandie Carr             | Tara Stow              |
| Chef Alex                        | Joe Capp                   | Marcy Harris            | Teri Laeder            |
| Chef Bob                         | Joe Luciano                | Mark Hippley            | Terri Wilkerson        |
| Christopher Todd                 | John Mason & Kitchen Staff | Marshall and The Deli   | Tessie Ives-Wilson     |
| Debbie Short                     | John Timm                  | Mason Bushnell          | Tiffany Bond           |
| Derek Carl                       | Jonathan Shiplett          | Mike Feustel            | Tim Miller             |
| Derrek and Greg - Expo Kings     | Jonathon Bower             | Mitch Vandermolen       | Timo Anderson          |
| Doug Nahabetian                  | Joseph Richardson          | Monica and Simon        | Tobie Brown            |
| Crystal Carrow                   | Josh Aikens                | Mike Puente             | Todd Christopher       |
| Elnian & Tabitha & Sean & Others | Joyce Peoples              | Nancy Leat              | Tom Wolan and Catering |
| Elsha Chapman                    | Juleen Ambrose             | Nelson Garrido          | Victoria (RH)          |
| Erin Morris                      | Justin Dennis              | Nicole Stinson Thompson | Vincent Pisoni         |
|                                  | Kaile Sniderman            | Pattie Lambka           | Zach & Jacob           |



**EVERGREEN  
AWARD  
NOMINATOR  
WINNER**

**JONATHAN TIPTON**

**THIS MONTH'S DEADLINE  
FOR AWARD NOMINATIONS:**

**JANUARY 11**

Submit to [greatservice@zingermans.com](mailto:greatservice@zingermans.com)  
or your business'  
Great Service representative!

# AVOS

**Alex W applauds:**

**Chad:** for bringing so much enthusiasm and encouragement to the shift on a consistent basis.

**Matt W:** for being so creative with his shift notes!

**Maggie's giddy about:**

**Timo, Ari, Mara, Rachel, Grace and Keith:** for taking Zingerman's to Cincinnati!

**Ann L:** for good designs and good conversations

**Dan C:** for continuing to juggle two jobs for a lot longer than planned

**James Ingagiola:** for helping Night Krew staffers get classes scheduled

**Lionel Bryant and Michael Puente:** for getting certified to teach Train-the-Trainer

**Katie:** for getting so excited about sales games

**Everyone at ZT:** for your emails to "strangers"

**Sara Whipple's wild about:**

**John R, Marshall, Meredith, Mo, Brad, Val, Jenny, Steve, Tiffany, Dan C, and many more:** for their enthusiastic support of the cookie booklet.

**Amy:** for putting me in the cookie booklet.

**Randy and Ally:** for their support and help getting stuff done this week.

**Ian:** for this year's holiday shirt that's getting rave reviews.

**Nicole:** for seeing the details of the cookie booklet no one else saw.

**Joseph:** for working through the BAKE! launch by our side.

**Amy & Frank:** for the great Thanksgiving lunch.

**Amy, Toni, Elph, Gillian & Janene:** for including me in the Croatia project.

**John Copeland:** for his inspiring attitude.

**The bakers:** for having patience for being occasionally surprise photographed while working.

**Betsy, Nicole & Courtney:** for speedy efficient meetings.

**Lo, Lugz and Alise:** for their email response rates.

**Lisa <3s:**

**Brandon Clark:** You're rockin' it out, bro! Glad to see you happy again! :-)

**Roadhouse Managers:** Our team is growing, developing and in a better place than it's ever been. A huge appreciation to everyone for great communication, energy and teamwork. You all are great!

**Justin D.:** You're r'ing the d like a boss. Keep killin' it, yo! DOTS, DOTS, DOTS, DOTS.....!!!

**Chef Alex:** Thank you for the productive, candid and honest conversations. I appreciate your consistent guidance and support!

**Bert thanks:**

**Aubrey T:** for saddling up and riding through the storm, with out any hesitation.

**Paul B.:** for all his hard work selling cheese and gelato.

**Barbie and Roxanne:** for getting the gelato department turned around and running at top speed.

**Jack:** for all he does, in the office or our in the shop.

**Randy:** for making me laugh and the care he takes with customers

# XTRA MILE FILES

**Joseph Richardson - ZSN/Web Team**

I was out of town and looking for anyone who may be in the office late on Friday to help Ari out with a delivery he needed to get. I gmail chatted Joseph and he had already left, but he came back to the office to see how he could help!

**Aaron Gannon - BH**

We missed letting bread know about a extra dark farm bake (dark like the Halloween night!). I caught it just after the farm bread came to the shop, and asked Aaron if there was still a dark loaf in the oven. He wasn't on that oven, but we went and checked and he immediately stopped what he was doing to bake a farm to crispy perfection - ready almost exactly at the guest arrived and just as they like it as Aaron always remembers. Thanks!!!

**Shea McQuinn Coffee**

Our dedicated regular, Cat had a birthday today. We chatted, wished her well, and provided the usual discount for her. Yet, for the magnanimous Shea, this was not enough. Shea spent her shortened break today running to the Bakehouse to procure a birthday cupcake. Pretty sweet service, Shea!

**Jeremy Smiedendorf - ZMO**

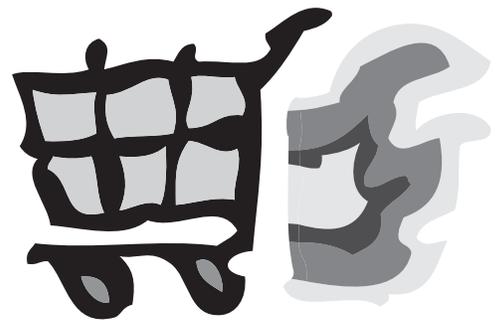
Wow! What a terrific way to start my day! I left coffee at my workstation so that today I could come in early to put it through the grinder before my shift started. Jeremy left a little note saying that he ground it for me!! What a TERRIFIC way to start my day. Thank you for the amazing service, sir!

## DID YOU KNOW?

**Does last minute shopping in a hot, crowded mall make your head hurt?  
Read how to prevent holiday headaches!**

1. Plan Ahead
2. Avoid marathon mall shopping
3. Remember to eat
4. Get some fresh air
5. Drink only in moderation
6. Don't stray from your normal sleep schedule
7. Pamper yourself
8. Remember the true meaning of the holidays

Remember that it's the holiday season, a time to relax and unwind with family and friends. So take care of yourself, avoid stress, and take the time to make new holiday memories with your loved ones.



## PAYROLL NEEDS YOUR HELP! Please Read!

Have you moved in the last few weeks or even months? If so, it's important to inform D4P before the end of December. This ensures you get important Zingerman's related information like W-2's, 401K information, medical cards as well as important mailing from our benefits vendors like Priority Health, Delta Dental, Basic (flexible spending) and AUL/One America (401k). Just send an email to payroll@zingermans.com with your new address - it's that easy! If you are a non-emailer, you can write it down on a piece of paper, a napkin, a plate (I think you get the idea), ANYTHING and turn it in to your manager and they will make sure D4P receives it!

**If you have questions or need help, you can call Payroll at 734.662.9631  
or email us at payroll@zingermans.com.**







ZingTRAIN

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## **elnian gilbert**

**Keynote Speaker & Trainer, Zingerman's Training, Inc.**

Elnian's 12 years of experience at Zingerman's includes multiple businesses and positions, from her start at Zingerman's Mail Order to logistical experience at ZingTrain. It is this breadth of experience that Elnian brings to her role as a trainer, sharing Zingerman's approach to business through ZingTrain's public training, personalized training, facilitation, and keynotes.

Her particular areas of expertise are Customer Service, Training, Open Book Management, and organizational change as well as vision facilitation. Elnian finds it exceptionally rewarding to figure out what a client needs, then tailor training to deliver it; helping them adapt and apply the tools and techniques used at Zingerman's over the past 36 plus years.

Most recently, Elnian delivered a keynotes on **Building a Culture of Great Service** and **Creating a Vision of Greatness** for the Whole Foods Market Global Culinary Summit, the Association of University Board Secretaries, the Virginia Farm to Table Conference, and the National Cooperative Grocers Focus On Fresh Conference.

Elnian's style is engaging, humorous and full of real-world stories. Her down-to-earth approach, thorough preparation, and experience as a trainer helps her connect with participants from a wide array of industries, including libraries, information technology, dentists, specialty retail, co-operative groceries, and more.

Contact Elnian at:  
egilbert@zingermans.com  
734-930-1919



# what is *Zing* TRAIN?

ZingTrain was founded in 1994 to share Zingerman's unique and uniquely successful approach to business.

Our training covers a variety of topics including customer service, marketing, leadership, training, visioning, open book management, and more!

We offer:

- Public 2-Day seminars and 4-Hour workshops
- Private training at our location or yours
- Implementation support and Vision Facilitation
- Books and Pamphlets
- A Variety of Digital Learning
- Keynotes

ZingTrain shares the tools, techniques and philosophies that are honed by constant use and improvement in Zingerman's businesses, each and every day.

Amongst the praise we frequently hear from our clients is that our approach and systems are applicable to businesses of varying industries, organizational structures and size – and that they love how committed we are to their success!

*"The ZingTrain work was just the absolute perfect message at the perfect time. Every single person in the group was impacted by it. It's changing the way our entire team is working."* - Rick Bayless, Frontera Grill

**If you're intrigued by and interested in learning more about these topics:**

**Then check out this seminar:**

HR systems, balancing culture and compliance, interviewing and hiring, giving feedback, performance reviews	Working with Zing!
Open Book Management, huddles/ meetings, Scoreboards, key numbers, ownership thinking	Open Book Management
Staff training, establishing clear expectations, training passports, Zingerman's Training Compact	Bottom-Line Training®
Visioning, creating a long-term vision for your organization - and/or for yourself.	Creating a Vision of Greatness
Continuous improvement practices, creating and auditing SOPs, increased efficiency and consistency.	How to Improve
Customer service, handling complaints, engaging staff, measuring service, a consistent service experience	The Art of Giving Great Service
Living the life you want to lead, the ability to manage and modify your impact as a leader.	Managing Ourselves
Servant Leadership, effective organizational change, personal energy management	Leading with Zing!
Zingerman's 12 Natural Laws of Business including leadership and how beliefs impact business	The Zingerman's Experience

**stay in touch!**

Sign up for e-news: [zingtrain.com](http://zingtrain.com)

Call us: 734-930-1919

Email us: [zingtrain@zingermans.com](mailto:zingtrain@zingermans.com)



ZingTRAIN

# free resources!

- **All about the 10-4 Rule:** [zcob.me/104rule](http://zcob.me/104rule)

A special page of info - includes a download-able poster of the 10-4 Rule, a link to the July 2017 "A Customer Service Gem for You" article in Lawn & Garden Retailer, and more!

- **Customer Service Resources:** [zcob.me/service](http://zcob.me/service)

This page includes free Webinars and Essays on customer service as well as information on other ZingTrain customer service offerings.

- **All Webinars:** [www.zingtrain.com/webinars](http://www.zingtrain.com/webinars)

Beyond customer service, we have years worth of webinars on topics including Open Book Management, Leadership, Visioning, Training, and so much more!

- **All Articles:** [www.zingtrain.com/articles](http://www.zingtrain.com/articles)

Much like the webinars, we have dozens of essays about topics near and dear to our hearts, all for you!



# training resource!

- **The Art of Giving Great Service e-Learning:** [zcob.me/elearn](http://zcob.me/elearn)

Bring the **3 Steps to Giving Great Service** & the **5 Steps to Effectively Handling Complaints** to your team!

These all-new online courses offer a taste of the Zingerman's experience, taking learners through each of the service recipes. Each course takes about 20-25 minutes to complete, can be done on mobile or desktop devices, and offers multiple opportunities for learners to tailor the information to their own work.

**\$75/user access for 1 year; multiple user discounts available.**

**Have your own LMS?** Contact us to learn how you can add our courses to your Learning Management System!

*"Do you know how fast you'd make \$75 back if you trained one employee with these?" - Suzanne Stokoe, Stokoe Farms*





# ZingTRAIN

## EVALUATION

### the art of giving great service

Thank you for taking a few minutes to complete this form. Your thoughtful and honest feedback will help us improve our service (and services)!

Based on this ZingTrain experience, how likely are you to recommend ZingTrain to a co-worker or colleague?



0

1

2

3

4

5

6

7

8

9

10



Not a chance

In a heartbeat

What did you like best? \_\_\_\_\_

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What could ZingTrain do to improve your experience? \_\_\_\_\_

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Name (optional) \_\_\_\_\_

Yes!

May we please use your comments in our promotional materials? (website, brochure, blimp ad, etc.)

*If you'd like to receive ZingTrain's e-news and invites to our free monthly webinars, please write your email address below*

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