Zingerman's: Mindfulness in the Dynamic Work Environment

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Abstract

Prior research and numerous clinical studies have shown a positive relationship between mindfulness and task performance. This thesis examines research questions in a dynamic workplace setting where the stakes are real. It is acknowledged that in a restaurant setting, interactions between customers and service staff can make the difference between a mediocre night and an extremely successful one. Using qualitative (observation and interviewing) and quantitative (survey) methods, and by correlating the positive outcomes associated with mindfulness, this study seeks to garner insight on how mindfulness matters for employees at Zingerman's Roadhouse. Additionally, the research seeks to understand the current mindfulness strategies utilized at the Roadhouse and the potential to foster further constructs of mindfulness through supplementary applications.

Keywords: mindfulness, workplace, dynamic work environment, relational-outcomes, awareness, emotional intelligence

Author's Note

As this thesis is the culmination of my undergraduate studies in Psychology and Organizational research, I want to acknowledge the contribution of my mentors, partners, and family. I want to thank everyone who was a part of the process for the support that served as an immense source of inspiration throughout my program.

First of all, I thank Dr. Gretchen Spreitzer, who introduced me to mindfulness research during the first semester of my junior year. Dr. Spreitzer's endless support and encouraging feedback was truly amazing. I am so blessed to work with an influential professor who is also an amazing individual.

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Finally, I would like to acknowledge and give a huge thank you to Zingerman's and the Zingerman's Community of Business. Their willingness to share provided the opportunity to gain insight and perspective for this thesis. Specifically, I would like to thank Ari Weinzweig, the inspiring entrepreneurial spirit and co-founder of Zingerman's Community of Businesses, and Lisa, the Roadhouse Manager and an individual whose authenticity and genuine regard for individuals was present everyday. I thank them both for their ability to connect my passion to their organization. It has be a truly amazing experience to be able to work with individuals and a company so willing to learn, grow and develop from the work of a student.

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Zingerman's: Mindfulness in the Dynamic Work Environment

This thesis seeks to examine the construct of mindfulness within the dynamic work environment of Zingerman's Roadhouse. Current literature and research includes many clinical studies that indicate a positive relationship between mindfulness and performance. This thesis seeks to parallel these results in the actual workplace, where performance drives the vitality of the organization. It is acknowledged that the restaurant setting in one where interactions between customers and staff make the difference between a mediocre night and an extremely successful one. This thesis seeks to garner insight on how mindfulness matters for employees at Zingerman's Roadhouse through development and understanding of the positive outcomes associated with mindfulness. This thesis also seeks to understand the current mindfulness applications utilized at the Roadhouse and to understand the potential to extend mindfulness in the dynamic work environment.

Mindfulness: Review of the Current Literature and Related Outcomes

Mindfulness is an ancient concept with roots extending over two millennia. In the past, mindfulness was unconsidered outside the fields of philosophy and religious studies. Recently, mindfulness has gained rapport as a scientific construct of interest. The definition and measurement of mindfulness covers a range of ideas. These include, but are not limited to, definitions concerned with "attention and awareness of what is taking place in the present," (Brown & Ryan 2003). Mindfulness is described as a state in which people feel "alive to the present moment," (Dane, 2011) and attuned to their internal processes, both physically and mentally (Kabat-Zinn J, 2003). Mindfulness has been found to be associated with vitality, life satisfaction and interpersonal relationship quality (Glomb, Bhave, Miner, & Wall, 2011). Research has also shown mindfulness to be negatively related to depression, anxiety and stress

(Brown, Ryan, & Creswell, 2007). Mindfulness arguably permits people to view events objectively (Shapiro, Carslon, Austin & Freedman, 2006) and become aware of emotions that more effectively enable regulation of thoughts and physiological reactions.

On a conceptual level there are two facets of mindfulness, state mindfulness and trait mindfulness. State mindfulness is often described as the process of mindfulness, the idea that it can be induced in the present moment. On the other hand, trait mindfulness describes mindfulness as the dispositional behaviors that are a pattern of daily life (Glomb, et al., 2011). As research continues, more and more "hybrid" concepts of mindfulness are being formed. Bishop et al., (2011) uses the word "mode," which I believe accurately reflects both state and trait mindfulness by implying not just the process, but also the approach and ability through which things are done. The term "mode" coins mindfulness as an attitude capable of being used in a particular way (Shapiro, 2011).

Although trait and state mindfulness differ, much of the literature attributes similar dimensions in defining mindfulness. These dimensions include awareness (the ability to notice) attention (not a passive experience, but rather one filled with involvement), non-judgment, (openness to novelty observing as is) (Jha, Krompinger, & Baime, 2007) and perspective taking, (the ability to experience and view the other novel perspective) (Grant & Berry, 2011). There is also a positive relationship between authentic functioning in static and dynamic relationships that, in turn, produces an increased range of personal resources, such as an increase in positive emotions, well-being, and compassion. (Fredrickson, Cohn, Finkle, & Coffey, 2008; Molinsky, Grant & Margolis, 2012; LeRoy, Anseel, Diitrova & Sels, 2013). After extensive literature review Figure E1 provides my interpretation of a "Mindfulness Map" that uses the current

literature to link concepts, dimensions and operationalized definitions with potential relational outcomes.

Specific to this research, workplace mindfulness is coined as an idea expressing that individuals may bring different degrees of mindfulness into their workplace setting. Most likely tied to the individual's dispositional tendencies of trait mindfulness, it is noted that workplace mindfulness could be related to other factors as well. Specifically, in the work environment, each individual's attention may be different and mindfulness may be 'cued' by certain external factors (Dane & Brummel 2013). Recently, the concept of work engagement has focused on the ability to allocate mental resources to tasks and events unfolding in the present moment (Schaufeli & Bakker, 2004). Research has also shown that mindfulness produces positive outcomes on job performance tasks, such as increased focus, memory, strategy awareness, and goal orientation (Noordzij, Hooft, Mierlo, Van Dam & Born, 2013). Table A1 provides an abbreviated illustration focusing on current research on mindfulness and proposed supported outcomes within the dynamic work environment.

Dynamic work environments are associated with high levels of arousal and stress, leading to different pressures as well as successful and unsuccessful methods of coping with these pressures (Dane & Brummel 2013). The dynamic work environment is filled with complex human interactions and relationships. These relationships are the foundation of the organization and influence individual and group dynamics. Intrinsically, organizational work is interdependent with individuals working as teams requiring collaboration and coordination to perform tasks and create great service. Organizational work is interdependent with the interactions and relationships between employees and the organization's customers. High quality

relationships within the organization tend to produce a variety of positive outcomes, such as increasing organizational effectiveness and individual flourishing (Dutton, 2014).

This thesis is set against the everyday, dynamic work environment of the restaurant industry. Nearly every facet of the restaurant business is in constant interaction with the organization's employees and customers. Restaurant environments require individuals to make a series of interdependent decisions, in real time, while attending to a wide range of events. This is because all given events bring critical information that influences the context of the environment thus impacting one's decisions on how to precede (Dane & Brummel, 2013). The dynamic environment is filled with the potential for noting social and relational outcomes between individuals; these include and are not limited to positive emotions, such as empathy, compassion, and perspective taking. It is assumed that, in the restaurant setting, interactions with customers and teamwork among service staff make the difference between a successful night and an average night. With regard to mindfulness, the organizational field has revealed an interest in the degree to which people are "engaged" or "present" with their work (Kahn, 1992) and this needs to be further investigated within the workplace. This thesis examines research questions in an authentic work setting where the stakes are real and seeks to:

1. Acquire feedback on how mindfulness may matter for employees at Zingerman's;

2. Observe the kinds of performance outcomes that are a daily part of an employee's job;

3. Speak to Roadhouse employees to understand how they currently approach mindfulness at work and any potential strategies to further foster this concept; and

4. Recommend potential strategies to further promote mindfulness at the Roadhouse.

If the initial data appears promising, Phase II of this research would use Zingerman's 'Bottom Line Change Theory[1]' to propose an application for mindfulness and possibly a follow up study on the implementation of different mindfulness applications.

Method

Research Design

I employed both qualitative and quantitative methods in the study. First, I used an inductive, qualitative approach to better understand the emerging context of mindfulness within the workforce, specifically focusing on the social and relational outcomes of mindfulness. Qualitative work allows for a deeper understanding of emerging phenomena that may be more challenging to capture using quantitative data (Strauss & Corbin, 1990). Qualitative methodologies use a naturalistic approach to examine real world experiences and occurrences to gain information and new perspective on the complexities of societal dynamics. After the inductive study was completed, I further verified and explored themes using quantitative analysis. Quantitative approaches allow for the collection of data that can then be used to identify consistent themes, concepts, and experiences. It allows for an in-depth understanding of an environment, the individuals involved and the processes, systems, and interactions that occur within the specific context (Patton, 1990).

Research Context: Zingerman's Community of Businesses

For this thesis, I sought to understand how mindfulness plays a role in the dynamic work environment of a locally and nationally recognized organization, Zingerman's Community of Businesses. Zingerman's Community of Businesses is a collection of businesses, all located in the Ann Arbor (Southeast Michigan) area highlighting their own domain. Zingerman's

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[1] Bottom Line Change Theory (BLC) is a Zingerman's specific method and terminology for changing

Community of Businesses is working to help making shopping and eating more enjoyable than ever before. This community includes Zingerman's Delicatessen, The Coffee Company, The Bakehouse, The Creamery, Candy Manufactory, Catering and Events, Mail Order, Cornman Farms, Zing Train, and Zingerman's Roadhouse. Together, nearly six hundred people, partners, managers and staff in these different businesses work to bring 'The Zingerman's Experience' to every guest. Productively so, together this organization brings in roughly $60,000,000 in annual sales. In 2003, the Roadhouse became the seventh business within Zingerman's Community of Businesses and served to meet the experience of enjoying "that old-fashion food fix" with an emphasis on sit-down dining. The majority of research for this thesis was performed at Zingerman's Roadhouse, which has been featured in top magazines like *Bon Appétit* and *Travel and Leisure* for their focus on barbeque and American cooking foodways. (Zingerman's Community of Businesses, 2015).

Zingerman's was intentionally chosen for this study because the organization is often viewed as a pioneer in positive organizational practices. Examples of these practices include practicing open book management, an emphasis on diversity and sustainability, and offerings such as full health and dental benefits. Specifically, Zingerman's has high expectations and emphasizes positive organizational practices, which they want to be evident to every guest and employee. This standard is constantly emphasized through their 'Mission Statement,'[2] 'Guiding Principles,'[3] and everyday practices. The 'Mission Statement' is listed in every organization and is at the forefront of all hiring and training practices. The 'Guiding Principles' serve as the core

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components of their business model. This is further described in the recommendation section of this thesis.

[2] Zingerman's Mission Statement is located in Appendix F as it would be displayed physically within each of Zingerman's Community of Businesses and also in Zingerman's training and hiring materials.

[3] Zingerman's Guiding Principles are located in Appendix F as it would be displayed physically within each of Zingerman's Community of Businesses and also in Zingerman's training and hiring materials.

influences in decision-making, change, daily and future planning and work. Zingerman's
dedication to these practices holds true to both the internal and external guest. Internal and
external guests are Zingerman's language to describe the two parties of focus throughout
Zingerman's organization; an internal guests being coworkers and other Zingerman's employees
and an external guest being the customer and consumer who is participating in the dining
experience at the Roadhouse (Zingerman's Community of Businesses, 2015). Furthermore,
Zingerman's Co-Founder, Ari Weinzweig, specifically ascribes to the idea that mindfulness
matters. In his book, *Zingerman's Guide to Good Leading Part 3: A Lapsed Anarchist's
Approach to Managing Ourselves* (2014), Weinzweig describes how mindfulness is instrumental
to everyone within, firstly, affecting all members of the organization and, secondly, affecting the
guests.

Research Methods

        Ethnography and observation.

        Ethnography is an observation tactic that is usually coupled with allowing participation in
the group or organization in order to gain more insight into the processes of that organization. A
light version of ethnography was implemented by attending Zingerman's weekly performance
meetings that the Roadhouse calls "huddles." These huddles consist of a collaborative review of
the past week's performance. Furthermore, ethnography and observation included attending
Zingerman's Roadhouse as an external guest and noticing the routine employee-employee and
employee-customer interactions and relationships.   Observation practices took place over a
three-month period beginning in December and spanning through the end of February.
Collectively, this data accounts for nearly twenty-five hours of observation and ethnography.

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In this thesis, I collect data from six separate weekly performance meetings or huddles. Zingerman's has three different huddle groups, each of which is focused on the performance metrics relevant to that group. These groups include, the Front of House huddle (includes hosts, bartenders, caterers, servers, managers and supervisors), the Back of House huddle (includes, the chef, sous chef, cooks, bussers, managers and supervisors), the Roadshow[4] huddle (includes all Roadshow employees). There are also two weekly huddles open to all three assemblies at the Roadhouse, the All-Staff huddle and the Menu Tasting huddle.

This study participated in ethnography and observation through attendance at six huddles. Attendance included Front of House Huddles on December 4th, 2014 and February 26th, a Roadshow Huddle on December 10th, All Staff Huddles on December 17th and January 21st and a Tasting Huddle on December 4th. The largest number of participants at any of the huddles was thirty-two, the smallest eight, and the average twenty-two. In addition, observations were also obtained at a 'Bottom Line Change Theory[5]' class on February 4th with five other Zingerman's employees, two roadhouse servers, and three employees from other Zingerman's Community of Businesses in attendance. This class was particularly important for the recommendation segment of my thesis. Observation also included attending the Roadhouse as an external guest on four separate occasions throughout December and February.

Interviewing.

Another method utilized included qualitative interviewing. Qualitative interviewing uses open-ended questions that evoke non-predetermined responses which are meaningful, insightful and which include the perspective of the respondent. All interviews took place over a two-week

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[4] The Roadshow is a contiguous venue in the form of a vintage Spartan trailer attached to the front of the Roadhouse and serves as the Roadhouse's "to-go" operation (Zingerman's Community of Businesses, 2015).
[5] Bottom Line Change Theory (Zingerman's implementation of change) is described in more detail in the discussion of this thesis.

period at Zingerman's Roadhouse during the month of February.   Figure E2 provides my

interview protocol; this ensured that each person's interview followed a similar format that also

allowed for flexibility, as necessary (Punch, 2005). Sample interview questions included, 'Why

do you believe mindfulness matters?' and 'What practices are currently in place that foster

mindfulness?'

The interviews included over two hours of recorded interviewing time with five different

participants. Interviewing took place before, after or between shifts changes, with permission of

restaurant managers. The interviews further took place on two separate days, one on Friday,

February 13th, in the basement office of the Roadhouse, and the other on Friday, February 28th, at

the bar on the main floor of the Roadhouse. Interviewees included two servers, two managers,

and one supervisor. The diversity of employees was intentionally chosen to understand current

perspectives on mindfulness from individuals within different positions at the Roadhouse.

Open forum survey.

Research was also conducted through a brief survey at a Front of House huddle on

February 26th. All participants were voluntary. Participants were asked to provide a response to

the question, "What is one way that mindfulness matters to you?" Participants were then

encouraged to respond by drawing on their personal perspective, experience and insights.

Successively, participants were asked to provide a response to the question, "What is one

potential way or strategy that you can see mindfulness being applied?" Finally, for demographic

and research purposes, the participants were asked to include their job title at the Roadhouse.

The open forum survey was implemented by having employees write their answer on a

designated paper and then directly placing it in a designated folder. This method was employed

to help provide honesty and anonymity. In total, the open forum survey included responses from

twenty-five participants, which included nineteen servers, three managers, one busser and two bartenders. Specific responses are provided in Appendix C and are discussed in further detail in the paragraphs to follow.

Summary of data collection.

Collectively, the data was obtained from over sixty participants that included a representation of different job titles and positions throughout the Roadhouse. All individuals were employees of the Roadhouse, which ensures they have the same general performance expectations and role responsibilities on an organizational level. These analyses are therefore based on approximately[6] sixty employees for who participated in any three of the methodologies. Specific demographic information is not recorded within the Roadhouse and huddles provide a sampling of the Roadhouse employees. Therefore, the demographic information utilized is based on the representative sample from attendance at huddles. Of the sixty employees, about sixty percent were female, and eighty-five percent were Caucasian.

Results

Zingerman's exemplifies a positive organization, which is manifested through positive business practices. Zingerman's strives be a leader in positive business and this message is emphasized through their 'Mission Statement', 'Guiding Principles' and everyday practices. Illustrated in Appendix E, Figure F2, 'Zingerman's Business Perspective[7]' is founded on their 'Bottom Line Principles,' the results of which are not solely focused on 'Great Finance,' but also on 'Great Service' and 'Great Food.' Although Zingerman's espouses support for positive

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[6] In totality, there one hundred and twenty total employees at Zingerman's Roadhouse. Due to the nature of this study the number sixty is a calculated estimate. This is because there could have been employees who attended more than one huddle or observed in the huddle as well observation as a guest or a specific interview.
[7] Zingerman's Business Perspective is illustrated in the Appendix F as it would be displayed physically within each of Zingerman's Community of Businesses and also in Zingerman's training and hiring materials.

business practice through theories and principles, in order to truly comprehend what these concepts pronounce, it is essential that one experience firsthand the real dynamic workplace environment of Zingerman's Roadhouse.

Using data from the three collection methodologies of this thesis, namely observation, interview and open forum collection techniques, I will address findings that support several key themes. These findings help develop an analysis of how mindfulness matters both within the organization and to the individual employee. Three themes about why mindfulness matters were found in the data: mindfulness is centered around (1) positive relational outcomes; (2) emotional intelligence; and (3) attention and awareness. Emotional intelligence and attention and awareness provide the aptitude to bring mindfulness into the dynamic work environment to foster positive relational outcomes in delivering 'Great Service.' Each of the themes surrounding mindfulness is further described, examined and explained below.

Theme 1: Mindfulness is Centered around Relationships

Zingerman's believes their formula to success can be described by positive performance on the 'Bottom Lines Principles' of their organization, which include 'Great Finance,' 'Great Service,' and 'Great Food.' This thesis illustrates the common theme that mindfulness matters to Zingerman's organization because of the specific positive effect it has on relationships, both internal and externally, which in turn directly effects providing 'Great Service.' Within Appendix B, Table B1 provides evidence to support this belief and the paragraphs below serve to explore the nuances of mindfulness centered on relationships.

Mindfulness aligns with Zingerman's business results being center on their 'Bottom Line Principle' of delivering 'Great Service.' A Roadhouse supervisor described how service is truly at the core of their foundational values as follows, *"I think the key thing is that we have made*

one of our bottom line principles, service. Rather than just finances we are focused on providing great service to our guests and each other." This response directly exposes that fostering positive relationships is considered a crucial ingredient in successful performance within the delivering of 'Great Service.' When asked how mindfulness plays a role in 'Great Service' further interview response from highlights a server's reasoning. *"We are focused on great service, and the best way to do that is be mindful and to be aware of your energy and the energy you're putting out to other people."* This quote illustrates a belief that mindfulness is associated with delivering successful results, and thus delivering 'Great Service.'

This engagement was further verified through observations while being an external guest at the Roadhouse. Drawing on observational data between guest interactions, as well as my own experience, I noticed that as soon as an individual enters the Roadhouse, there is an emphasis on fostering a relationship with the individual, rather than just serving a meal to the individual. Interview results paralleled this observation, with a Roadhouse Manager describing this interaction as an intentional tool that Zingerman's calls the 10:4 Rule. This rule dictates that if an employee is within ten feet of a guest, they are to illustrate positive body language (eye contact, smile, etc.); if an employee is within four feet of a guest, the employee is to engage in verbal interaction (Zingerman's Community of Businesses, 2015). The ability to utilize this tool is often found through the ability to be mindful of external events while simultaneously performing other work tasks. Mindfulness sheds light on how bringing this concept into the dynamic work environment allows for the ability to attend to more than one event and interaction.

Mindfulness centered around relationships is also supported by a tool that Zingerman's calls "Code Greens" and "Code Reds." "Code Greens" and "Code Reds" are utilized for giving and receiving relational and performance feedback from both internal and external guests.

Typically, the "Code Greens" indicate positive feedback and "Code Reds " negative feedback.
During the weekly huddles, a designated employee reads aloud-common trends. The "Code
Greens" trends often highlight specific individuals who received exceptional feedback. The
employee who relayed this information commented further on overarching themes within this
tool.

*"The trends I often see for "Code Greens" capture this idea of teamwork and working
together. It's amazing to see how people respond [to the feedback] and we see a lot of code
greens surrounding that. I see a lot of trends between co-workers, which helps people feel good
and reinforce the importance [of relationships]."*

Her description indicates that *"Code Green"* trends are often centered on relationships,
especially between internal guests. Furthermore, Zingerman's devotion in dedicating time to this
concept further reinforces the value of the 'Zingerman's Experience' and delivering 'Great
Service' to internal and external guests. This correspondence illustrates that relationships are
very important and are a performance driver at Zingerman's. The ability to bring mindfulness
into the workplace allows for authentic functioning within work performance (Leroy et al.,
2013). Thus, the ability to be mindful provides the best opportunity for employees to begin
building positive relationships.

Supporting "Code Green" trends, the open forum data demonstrates that relationships are
an important result of mindfulness. Appendix C illustrates the responses from the open forum
data obtained at a Front of the House huddle. Respondents were asked to respond and draw on
their current perspective, past experience and personal insight while answering Prompt 1, "What
is one way that mindfulness matters to you?" Illustrated in Table C1, a sizeable percentage, or
seventy two percent (eighteen out of twenty five respondents), of responses associated the

intention or importance of mindfulness with relational outcomes, which indicates that the theme

of mindfulness matters because of its positive effect on relational outcomes. Specifically, within

these eighteen responses, three distinct relationships emerged. These relationships can be broken

down into categories affecting (1) internal guests, (2) external guests, and (3) the Zingerman's

Organization.

The results reveal how mindfulness matters to Zingerman's through its positive effect on

relationships and on 'Zingerman's Business Perspective' of delivering 'Great Service.' The data

illustrates two additional and consistent themes on how these positive relationships form within

the workplace. The additional themes include having the ability to bring emotional intelligence

and awareness-attention into each work shift.

Theme 2: Emotional Intelligence and Relational Outcomes

The data suggest that Zingerman's employees believe that mindfulness positively affects

relationships, and Theme 2 illustrates how these relationships are fostered through the skill of

emotional intelligence. Emotional intelligence can be described as having four branches: the

ability to accurately perceive and express emotion, the ability to assimilate emotion into thought,

the ability to understand emotion, and the ability to regulate emotions in the self and others

(Mayer & Salovey, 1997). Current employees' discuss their current mindfulness application as

an implicit ability centered on the underpinnings of emotional intelligence. Table B1 provides

evidence from employees that emotional intelligence affects the ability to foster positive

relationships. Zingerman's organization seems to attract and specifically hire individuals with

high aptitude in emotional intelligence. In fact, one Manager (and appropriately, former Hiring

Manager) provides an insight on Zingerman's hiring practices.

"We hire the people who have relational emotional qualities. These are the people who are warm and friendly and empathetic, things that are difficult to train for. You want to hire people who naturally and inherently have these qualities. We hire for the fifty one percent, fifty one percent emotional [ability] and the other forty nine [percent] being the technical [ability]"
This response indicates that successful employees utilize the skill of emotional intelligence to foster positive relationships. Furthermore, a new hire of two months, and current Catering Manager describes how she applies the skill of emotional intelligence in daily interaction.

> *"I do it [mindfulness] naturally. I am very people aware and self-aware. I like to make sure that I am conscious of what I am doing and how that affects people around me. I don't ever think of it as mindfulness's, but I think of it as trying to be present and with that presence trying to be as positive as I can."*

The response indicates the ability to notice, perceive and relay information, aligning with the tendencies of emotional intelligence. Similarly, the open forum results suggest that emotional intelligence impacts positive performance in relationships with internal and external guests. Responses mentioned aptitude in the ability to show respect, employ empathy, foster encouragement, and express joy.

Collectively, the methodologies of this thesis produced convincing evidence that employees engage in emotional intelligence to foster internal and external relationships. Again, these relationships are why mindfulness is important to Zingerman's employees. It is the ability to bring mindfulness into the workplace that allows employees to effectively engage in the skill of emotional intelligence.

Theme 3: How Awareness and Attention Improve Relational Outcomes

Theme 3 demonstrates a capacity to foster positive relationships derived through the ability to bring awareness and attention, which are key dimensions of mindfulness, into the work environment. In the current literature, awareness and attention are at the core of mindfulness (Brown & Ryan, 2003). Employees specifically indicated their belief that awareness is an important skill in mindful work engagement and in the ability to simultaneously notice distinctive events. Attention is the process of focusing the conscious to provide heightened sensitivity to a range of experiences. Awareness is the background "radar" of consciousness, continually monitoring the inner and outer environment. (Brown & Ryan, 2003). Likewise, employees at the Roadhouse view attention similarly to current research illustrated in Appendix B, Table B1 responses. Observation data further verifies that Zingerman's is much like any other restaurant where the environment necessitates that employee's make decisions and participate in multiple interactions while attending to a wide range of events (Dane, 2013). Table B1 offers evidence that awareness and attention serve as a conduit to positive relationships and delivering 'Great Service.' Furthermore, Supervisor comments on how attention and awareness are believed to show an emphasis within mindful work engagement specific to Zingerman's organization.

> *"I think Zingerman's does a much better job than other companies to make sure people are aware of mindfulness. It is making sure people are conscious of their actions and the energy they are putting out into the workplace… being able to be aware of everything and all the people around you is essential to success here.*

This Supervisor noted that awareness is a crucial enabler of performance. The Supervisor ascribes awareness as an essential skill in building positive relationships through the ability to distinguish between perception and intention.

"Your intention doesn't matter nearly as much as the way other people perceive you.

Being mindful and aware of the way people are perceiving and responding to you is a lot

more important or significant in the end than what you thought you were doing."

Employees' responses describe how mindfulness can be obtained through awareness by the

perceiving and contributing of information.   Observation data also deemed prevalence on

awareness in regards to building relationships. An example derived during a huddle involved a

busser who concentrated on the ability to bring awareness into the work environment as a

solution to a service issue. She explained that when you are aware, it becomes easy to complete

tasks and simultaneously intake other information. Successively, a Roadhouse Manger

confirmed,

> *"The difference [in performance] has to do with awareness. It's bringing a different*

mentality to work by bringing awareness and attention into each shift. This ensures we are

bringing all expectations of 'The Zingerman's experience' by making sure the guest have all the

things they need."

Again, the capacity to bring awareness into the work environment helps create 'The Zingerman's

Experience' and foster positive relationships at the Roadhouse.

Furthermore, open forum responses[8] reaffirmed the positive relationship between

mindfulness and awareness. Twenty percent of responses to Prompt 1, "What is one way that

mindfulness matters to you?" specifically indicated awareness in their response, indicating that

awareness is relevant within the current perspective of mindfulness.

In summary, illustrated by three consistent themes that arise from the data on how

mindfulness matters to Zingerman's employees; mindfulness fosters positive relational

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[8] Open forum Prompt 1 specific responses are provided in Appendix C, Table C1.

outcomes, emotional intelligence, and attention and awareness, the latter of which provide the

aptitude to engage in mindfulness and further foster positive relationships. These themes

illustrate a common perspective on how mindfulness matters to Zingerman's within the dynamic

work environment and how it ultimately affects their 'Bottom Line Principle' of delivering

'Great Service,' a performance result expected within Zingerman's Community of Businesses.

In order to provide an effective recommendation to foster more mindfulness at the

Roadhouse, the recommendation needs to take into consideration what mindfulness applications

are currently in place and further investigate the effectiveness of those applications. This will

avoid reinventing the wheel. The results illustrate three themes relevant to mindfulness

applications at the Roadhouse: (1) Zingerman's already utilizes some mindfulness applications in

employee work, though these are fairly implicit; (2) the Roadhouse uses energy tracking in

association with the ability to be mindful; and (3) there is much potential and opportunity to

instill specific applications to help foster mindfulness.

Understanding Current Approaches to Mindfulness: Energy Tracking as a Mindful

Practice

Currently and instinctively, Zingerman's organizational culture is one that fosters

mindfulness. The data indicates Zingerman's approach to mindfulness is one concentrated on

delivering *'Great Service,'* through emotional intelligence, and attention and awareness. Table

B2 exemplifies employee responses describing Zingerman's current best practices that foster

mindfulness in the workplace indicating variety of practices currently applied highlighting a

common trend of energy as a concept often associated with mindfulness.   In addition the

interviewees' discourse and observable behavior also indicate the importance of energy in

association with mindfulness.

Currently, Zingerman's utilizes a tool referred to as the Energy Tracker. The tracker asks employees to record current their personal perception of their individual energy state while providing an idealized energy state. At the weekly huddles, the performance metric of "energy" has it's own report within huddle discussion. This discussion is centered on employee engagement with the tool. The staff concludes the energy report by addressing any upcoming events that may cause a flux in external guests. This is done to help prepare employees and have the appropriate energy levels for upcoming shifts. The interview data also validates the importance of energy associated with mindfulness. For example, a Supervisor illustrates how positive energy really does make a large difference in performance.

"High energy is such an intangible thing [at the Roadhouse]. For example, there are people who I really like working with because they have a really good vibe or a really good energy. In fact, Ari[9] uses the term "vibrational energy," it basically describes the good vibes or bad vibes that an employee is giving off. It's also about having the ability to be aware of the vibrational energy you [employees] are giving off."

The Supervisor indicates energy as a common Zingerman's term utilized in monitoring relationships throughout a shift. A server sheds further light on how Zingerman's attempts to tangibly document energy in hopes of collectively raising shift energy levels through transparency.

"We have something called ZXI, this is the process of determining [external guests] energy level throughout the service. You [servers] always want to be aware of what that number is on a scale of one to one hundred from start to finish. It's being able to gauge if this person at a ninety or a fifty, something we then call an [energy] detractor. Then it becomes about what we

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[9] This Supervisor is referring to Ari Weinzweig Co-Founder and CEO of Zingerman's Community of Businesses

can do to increase that [energy]. It's the same with our internal guests through the Energy

Tracker on a scale from one to ten."

Energy is a utilized metric to navigate the current state of preparedness throughout a

shift. However, results also indicated some hesitation around the Energy Tracker. An employee

explains the subjectivity of the tool.

>*"I don't really use the energy tracker. I mean it's nice idea, but for me I might be at a*
>
>*seven, which is really low, but for someone else, that might be really high. It's a nice tool*
>
>*to remember, but I'm just not sure it's utilized correctly. For example, when filling out*
>
>*where do I want to be for the shift, I feel as if I should always want to be a ten."*

The response illustrates the employee's motivation for filling out the tool. The responses

describes that this tool is made with good intention to increases mindfulness, but the subjectivity

and lack of motivation poses an underachieving tool in gauging energy. In further interview

discussions, a server talks about the underutilization of the Energy Tracker.

>*"We have to be better about filling in the energy tracker. I don't think it's filled out very*
>
>*often. We often ask other employees to fill it out, but sometimes they don't have a*
>
>*moment to do that."*

Likewise, in a Front of House meeting it was noted that Energy Tracker was only filled

out for one of the two reporting weeks. This was due to the line owner (the individual who

reports on this metric) being out of town on vacation; the line owner was not there to encourage

employees to utilize the tool. Similarly, a Manager spoke on motivation and consistency around

the Energy Tracker.

> *"It doesn't happen every shift, but I'll ask people to fill it out. I think the more we talk*
>
> *about it [energy and mindfulness] and because it's a line on our DOR board,*
>
> *[performance board] I feel like the scores have gone up."*

Her response indicates a hesitation around the energy-tracking tool. At the same time, however, this hesitation can serve as a great opportunity and pathway for increasing the potential outcomes of this tool. She indicates that just merely mentioning mindfulness and energy in conversation with employees has already had an increase in motivation around this tool.

The open forum data results parallel the responses above, as Prompt 2 asked respondents, "What is one potential way or strategy that you can see mindfulness being applied?" Illustrated by Table C2, only one out of the twenty-five responses (or less than five percent) referenced the concept of energy. As illustrated by the results, energy is commonly associated in gauging the ability to be mindful in the workplace, but employees do not see the Energy Tracker as a direct conduit to positively effecting mindfulness.

In summary, the different methodologies amassed similar results posing an interesting paradox regarding energy. Energy serves as the current everyday linguistic most associated with mindfulness, but the current tools available do not create an emphasis on the importance of mindfulness. These results reveal a real opportunity for the Roadhouse to create and implement a different kind of tool, one that truly engages and encourages employees to foster the concepts of mindfulness.

Employee Recommendations for Additional Mindful Practices at Zingerman's

It was essential to gather insight on potential strategies and applications directly from the employees of the Zingerman's organization because, ultimately, they will have to implement any new applications. When asked about potential strategies and applications for mindfulness,

employees indicated an emerging need for specific mindfulness applications and a designated

space to apply these techniques. In analyzing Table C2, the responses from Prompt 2, "What is

one potential way or strategy that you can see mindfulness being applied?" indicate a diverse

assortment of potential strategies and applications. The diverse data highlights the notion that

different individuals embrace different mindful applications. Specifically, forty percent of the

responses indicate individual applications of mindfulness that include the techniques of self-

reflection, quiet/alone time, and bringing attentiveness into each shift. Twenty-eight of the

responses mentioned group application that indicates a desire to build a community of mindful

participants who participate in a collective discussion of mindfulness strategies.

Appendix B, Table B3 illustrates employee perspective providing more depth on

proposed strategies and potential future applications. The responses uncover a diverse collection

of techniques, as well as key absence, that of a space dedicated to mindfulness. For example, a

server was asked if she currently has the opportunity to find a space to practice mindfulness. The

response indicates that the current spaces used to foster mindfulness are sometimes ineffective

due to their use for other activities such as smoking and administration duties.

> *"People can go outside, but that's where people take smoke breaks. It's funny you've*
>
> *asked that because I've been thinking about trying to find some space to set aside for a*
>
> *calming, re-centering, regrouping moment. I think a workplace should provide that."*

Although employees currently engage in personal mindfulness techniques like emotional

intelligence and attention-awareness during their shift, there is still a need, at times, to re-center

and regroup. In another example, a server indicated how, although she has the ability to

individually practice mindfulness, there is still a need for designated mindful space.

"I think that things get chaotic and there should be ways to bring it back into the

boundaries. I don't really know what would help other than trying to find a space. It

could be a space with just nice quotes or a place to write down something, even to just

get something off your chest. I think these would be very beneficial."

These two narratives provide employee perspectives around utilizing a space designated

specifically to mindfulness. The support from employees around this space provides a great

opportunity for the Roadhouse to further instill mindfulness in the work place.

Insights from What Other Companies are doing in the Realm of Mindfulness

My thesis would be remiss if I did not also consider how mindfulness practices are being

embraced by other, similarly concerned organizations. A plethora of empirical work on

meditation has centered on mindfulness meditation (Teasdale et al., 2000). These studies include

different techniques and applications, such as Mindfulness Based Stress Reduction (MBSR), a

practice focused on instruction, discussion, and practice in contemplation practices such as body

scan, yoga, sitting meditation, and walking meditation (Kabat-Zinn, 2003). There are also

relational focused practices, such as loving-kindness meditation, a contemplation technique used

to increase feelings of warmth and caring for self and others (Salzberg, 1995). Although these

programs often result in increased patterns of mindfulness, they are very time consuming and

encompass eight to ten week programs that involve very high participation levels. Thus, after

analyzing the results of this thesis, these extensive programs may not be necessary for fostering

mindfulness within the Zingerman's organization, which already fosters an awareness of and an

emphasis on mindfulness in the dynamic workplace. Instead, a shorter approach may be in more

alignment with the suggested strategies by Zingerman's employees.

That being said, the majority of external research incorporated in the recommendations

draws on other organizations that currently and effectively employ the strategies proposed by

Zingerman's employees. These organizations utilize a variety of short practices to foster

mindfulness and include companies such as Google, EBay, General Mills, Green Mountain

Coffee Roasters, LinkedIn and Lululemon. The dedication of time and resources to these

mindful applications within the workplace further verifies the belief that the utilized strategies

increase organizational performance and/or employee engagement and well being. There are also

companies such as Holistic Life Foundation, The Attention Principle, and Vibrant, whose sole

focus is educating and implementing applicable mindfulness techniques within organizations

tailored to an organization's domain. Collectively drawing on the data from employee's

recommendations and external organizations, in the discussion below, I offer several

recommendations for further applications to foster mindfulness at the Roadhouse.

Recommendations

The recommendations serve as a culmination of the results from all methodologies. The

recommendations of this thesis are based on the mindfulness strategies deemed important to

current Zingerman's employees. I recommend that Zingerman's' (1) implement a 'Mindfulness

Learnin'[10] or 'Z-University Class'[11] that highlights different practices and applications of

mindfulness and then (2) create a space that employees can use, as needed during a work shift,

for the practice of mindfulness.

Recommendation 1: 'Mindfulness Learnin'' or 'Z-University' implementation.

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[10] Mindfulness Learnin' is a Zingerman's specific method and terminology for implementing an informal training seminar at the Roadhouse.

[11] Z-University or the University of Zingerman's (U of Z) a self-study program for staff who have completed orientation but are still excited about learning more created on the basis of the more you know, the more effective you can be (Zingerman's Community of Businesses, 2015).

Zingerman's work culture is one that fosters, enables and emphasizes the need for mindfulness. However, the current applications of mindfulness are based on employees prior knowledge experience or skill. I believe Zingerman's could provide the basic foundations for mindful application by hosting a 'Mindfulness Learnin.'[12] A Learnin' is Zingerman's informal teaching opportunity, open to any of Zingerman's staff, that serves to educate on a topic of choice. The expectation is that the topic of interest is well designed and provides a short (five to twenty minute) presentation on the subject, and is presented at huddles by internal or external guests. Due to huddles having varied number of participants and due the fact that not all employees are eligible to attend each huddle because of work and other conflicts, this recommendation proposes that the 'Learnin' become a part of the hiring and training process. In this Learnin', a trainer would educate new hires on why mindfulness matters within Zingerman's Community of Businesses and also provide the education on the possible applications or strategies. The specifics on the recommended mindfulness training are illustrated in the paragraphs to follow in explicit detail.

Another recommendation includes incorporating a 'Mindfulness Stamp' as a part of an employee's or as part of 'Z-University.[13] During the 'Z- University Training' employees participate in the 'Z-Passport' system. This system enables employees to receive certification in different aspects of the organization. For example, employees can become officially trained in "coffee" thus becoming a certified coffee taster within the organization. The completion of this training results in employees receiving 'Z-Dollars,' Zingerman's internal currency redeemable at

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[12] Mindfulness Learnin' is a Zingerman's specific method and terminology for implementing an informal training seminar at the Roadhouse.

[13] Z-University or the University of Zingerman's (U of Z) a self-study program for staff who have completed orientation but are still excited about learning more created on the basis of the more you know, the more effective you can be (Zingerman's Community of Businesses, 2015).

any of the Zingerman's locations. The 'Z Passport' is also implemented in the hopes of creating

an opportunity to build community by learning the facets of the business together. In this

implementation, a manager would have to go over the information with the staff member to

receive their 'Mindfulness Stamp' within their 'Z-Passport.' There is also the potential to offer a

mindfulness class through 'Z-University' that all new hires would have to attend.

The specifics of both recommendations include training that would include the following:

a twenty-minute 'Mindfulness Learnin' presenting four or five short specific mindfulness

applications (spending four to five minutes describing, educating and practicing each

application) that could be utilized at the Roadhouse. Specifically, drawing on external sources

currently successful in these applications, Appendix D, Table D1 offers short, effective

applications currently used within other organizations. Table D1 draws practices from *Wisdom

2.0: The New Movement Toward Purposeful Engagement in Business and in Life* by Soren

Gordhamer, a guru within the field of purposeful business and life engagement. Specifically, this

table highlights five specific applications that I believe could be effectively taught at a

'Mindfulness Learnin'' and would be most appropriate and in alignment with responses from

current Zingerman's employees.

The recommended applications include a focus on silence, breath, integrated breaks,

transitional space and a clearing. The recommended application definitions are described in

more detail along with proposed mindfulness outcomes in Appendix D, Table D1. These

specific applications are recommended based on trends that emerged from the employee

responses.[14] There were multiple responses indicating wanting Zingerman's to provide the

opportunity to learn different techniques. Many of the proposed applications referenced breath.

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[14] Employee responses are described throughout the research and are illustrated in the results section of
thesis as well as Appendix B, Table B3 and Appendix C, Table C2

Breath has been thought to be at the very center of mindfulness application for decades (Kabat-Zinn, 2003). The ability to utilize breath could serve as a grounded foundation in mindfulness for all employees of the Roadhouse. Research indicates this short technique can be implemented quickly and is very effective in returning an employee to a state of presence and awareness at a time of stress (Gordhamer, 2013). The clearing recommendation would allow a shift focus, also a mentioned application. This would allow the employee to begin each shift with specific intention of mindfulness by bringing full presence into each work shift. Responses also mention scenarios indicated the need for a "re-centering" moment. These moments help illustrate that there would be great value in effective application of mindfulness within integrated breaks and transitional space. The application is further discussed in the paragraph to follow. A dedication to teaching these techniques would further stimulate employees to incorporate specific practices from these teachings in the workplace.

Recommendation 2: Mindfulness space.

Secondly, I recommend that the Roadhouse create a "space" for mindfulness. Zingerman's current social environment welcomes mindfulness, but, contrastingly, the physical environment does not currently provide a place specific to mindfulness. The recommendation is founded on the belief that this space would correspond with the first recommendation allowing employees a place to apply the individual applications of mindfulness proposed in Table D1.

Currently, and understandably, there seems to be hesitation toward implementation of a mindfulness space posing a challenge at the Roadhouse. One Roadhouse Manager, however, indicated that this might not be the case.

"I mean what I do right now, is, if somebody needs to take a breath, we have them go out back, it's not necessarily private, but the concept applies. Do I think we could we find some

place, I think so. It's not totally out of the question, but I don't know exactly where that would

be…nothing is jumping out at me, but yes, we could definitely look into that."

Her response indicates that although many current employees utilize applications of

individual mindfulness, they still need a space to take a reconnect. The response helps further

validate the concept of needing a space designated to mindfulness, thus highlighting an

opportunity for the Roadhouse to further engage in mindfulness.

Although some organizations have large rooms dedicated to mindfulness, this is not

applicable for the Roadhouse, where space is already at a premium. Specifically, this

recommendation offers an opportunity to provide a space designated to mindfulness. Ideally,

this space would look as such, a specific quiet and calm space accessed by all employees at the

beginning, middle or end of work shifts. The space could be something as simple as an area

cordoned off by a heavy curtain, to muffle sound, with a booklet providing quotes related to

mindfulness, a booklet (or *'Quick Hits'[15]),* on mindfulness applications, and/or a large notepad

for clearing thoughts, frustrations, etc. Taking this recommendation through the 'Bottom Line

Change' process would be a great way to identify the best approach for outfitting this kind of

space.

In summary, Recommendation 2 is founded on the belief that a specific designated space

would allow employees to engage in specific mindfulness applications. In implementation,

Recommendation 1 would provide applications utilized within this space to foster mindfulness.

Any implementation of the proposed recommendations would utilize Zingerman's 'Bottom Line

Change Theory.' Zingerman's uses this theory to roll out all changes within the organization, no

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[15] Quick Hits is a Zingerman's specific method and terminology for implementing "need to know guide" information on any given topic within their organization.

matter how big or small. The theory is founded on the belief effective change must be truly relevant to the individuals involved (Zingerman's Community of Businesses, 2015).

Ultimately, these recommendations would allow Roadhouse employees to truly bring an increased ability of mindfulness into the dynamic work environment. These recommendation serve to further reinforce why mindfulness matters to Zingerman's organization, namely to drive performance to a higher level. The implications of the research and recommendations are discussed in the following sections.

Discussion

In this thesis, I examine four research questions within Zingerman's dynamic work environment as to (1) acquire feedback on how mindfulness may matter for employees at Zingerman's; (2) observe the kinds of outcomes that are important to daily performance at the Roadhouse; (3) understand how Zingerman's organization and employees currently apply mindfulness at work, and (4) recommend an opportunity for Zingerman's Roadhouse to integrate the results and further introduce specific applications of mindfulness to the Roadhouse.

The three common themes were found in the data on how mindfulness matters. These themes are centered around (1) positive relational outcomes; (2) emotional intelligence; and (3) attention and awareness, the totality of which provides an aptitude to bring mindfulness into the dynamic work environment, foster positive relationships, and, ultimately, deliver 'Great Service.' Furthermore, this thesis concludes with two recommendations that are a culmination of the obtained research results; (1) implementing a 'Mindfulness Learnin' or 'Z-University Class' that highlights different practices and applications of mindfulness and (2) creating a space that employees can use, as needed during a work shift, for the practice of mindfulness.

Theoretical Contribution and Implications

As with any organization, performance at the Roadhouse is founded on economic success, in other words, generating revenue and profit. Notably, Zingerman's also holds the same value and emphasis on delivering 'Great Service,' which is viewed as a 'Bottom Line Principle' within their business perspective. Notably, this principle has the same priority as the financial foundations of the business. The results currently indicate that, within Zingerman's workplace culture, delivering 'Great Service' is embedded in the daily work environment. The employee's goal is to bring the "The Zingerman's Experience" to all internal and external guests, an experience that is obtained through promoting positive relationships. In short, mindfulness matters to Zingerman's organization because of the ability to foster positive relationships and ultimately drive the performance metric of delivering 'Great Service."

In achieving 'Great Service,' relationships need to be built for success with the internal and external guests. Internally, positive relationships exhibit collaboration and communication between employees of every level and serve as a foundation for successful performance at Zingerman's. Externally, positive relationships result in a positive experience for the guests as they enjoy their time at the Roadhouse. Zingerman's current perspective of mindfulness is one centered on the ability to foster these relationships. Employees are motivated to engage and participate in mindful work because their efforts are reciprocated through Zingerman's commitment to performance in their 'Bottom Line Principle' of 'Great Service.'

Zingerman's demonstrates their commitment to 'Great Service' by hiring individuals who engage in two common trends associated with mindfulness. These trends include emotional intelligence and attention-awareness in the dynamic workplace. Emotional intelligence was used as an essential skill in the ability to provide and perceive information during interactions in the dynamic work environment. Awareness and attention were consistently used in the ability to

notice nuances that create a big difference in the dynamic work environment. Thus, emotional intelligence, awareness and attention serve as personal resource when employing mindfulness in the workplace. Building these resources supports Fredrickson's (1998, 2001) broaden-and-build theory of positive emotions, which illustrates that the daily experiences of positive emotions compound over time to further build a variety of personal (cognitive, social or physical) resources. The trends of emotional intelligence and attention-awareness help sketch a picture of the way mindfulness is induced to the organization, allowing the individual to build their resources and take advantage of each shift.

Implications for Organizations

Zingerman's current social environment is a leader in positive business and generates a culture where employees understand how mindfulness matters. The results demonstrate how Zingerman's has the opportunity to further become a leader in mindfulness by applying specific applications and strategies that engage employees in applications to further foster mindfulness. Implementing a specific application or strategy would further increase mindfulness within all employees at the Roadhouse, thus increasing all of the correlated benefits, including 'The Bottom Line' principles of delivering 'Great Service' creating 'Great Finance.'

Limitations of this Research

As with all research designs, this study contains limitations. The majority of this research was found through qualitative feedback. This tactic allows for the collection of information on many different facets of the situation, including verbal and non-verbal communication and queues (Lincoln & Guba, 1985). This is also important because there is not a statistical test of significance, the researcher and reader validates whether results are credible and useful to the study (Punch, 2005).

Furthermore, Zingerman's unique workplace culture raises questions of generalizability. Zingerman's is a beloved Ann Arbor organization with some of the most loyal clientele around. They are a unique organization with their value intention based on the service and products they offer at each of their community of businesses. The generalizability of the recommendations may not be appropriate to other companies in the service industry. For example, Co-Founder and Chief Executive Officer, Ari Weinzweig has written numerous books such as, *The Guide to Giving Great Service, Building a Great Business, Guide to Good Leading* and has dedicated specific chapters of these books on how mindfulness is the foundation of business. This top-down approach allows Zingerman's to excel in many of the practices that are put in place. Although the restaurant culture may differ, interactions and relational outcomes between individuals happen through all restaurants, thus the results of this study could have implications for many organizations.

Conclusion

This thesis began with the intention of obtaining insight on how mindfulness matters for employees at Zingerman's Roadhouse. The thesis seeks to find applications of mindfulness at the Roadhouse on individual and organizational levels and further develop these applications. The social context at the Roadhouse exemplifies a high affinity for mindfulness. Specifically, this is done through the ability to deliver 'Great Service' through positive relationships. In line with current research, the ability to foster positive or high quality relationships within organizations allows for the potential to produce a variety of positive outcomes, such as increasing organizational effectiveness and individual flourishing (Dutton, 2014). This thesis highlights current Roadhouse practices of mindfulness that come implicitly to the organization, such as hiring employees with an aptitude for emotional intelligence and attention and awareness in the

workplace. This thesis ends with recommendations to further foster mindfulness at the Roadhouse. As previously noted, the social context at Zingerman's emphasizes the importance of mindfulness. While already a leader on mindfulness implementation, Zingerman's has the potential to further extend its lead in positive business governance by providing to Zingerman's employees additional opportunities to implement mindfulness applications.

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Appendix A

Table A1

Abbreviated Literature Review of Mindfulness within the Work Place

Author, Date & Title	Findings/Key Take Away
Dane & Brummel (2013): Examining Workplace Mindfulness and it's Relation to Job Performance and Turnover Intention	Results found support for a positive relationship between workplace mindfulness and job performance. The results also gained support for a negative relationship between workplace mindfulness and turnover intention.
Fredrickson, B. L., Cohn, M. A., Coffey, K. A., Pek, J., & Finkel, S. M. (2008): Open Hearts Build Lives: Positive Emotions, Induced Through Loving-Kindness Meditation, Build Consequential Personal Resources	Results showed that the practice produced an increased daily experience of positive emotions, which, in turn, produce an increased range of personal resources. These increments in personal resources predicted increased life satisfaction and reduced depressive symptoms
Giluk (2010) Mindfulness-Based Stress Reduction: Facilitating Work Outcomes through Experienced Affect and High Quality Relationships	Results showed that mindfulness affects work outcomes through experienced affect and relationship quality.
Hülsheger, Alberts, Feinholdt, Lang (2013): Benefits of Mindfulness at Work: The Role of Mindfulness in Emotional Regulation, Emotional Exhaustion, and Job Satisfaction	Results indicated that surface acting mediates the relationship between mindfulness and employee-well-being
Leroy, Anseel, Dimitrova, Sels (2013): Mindfulness, Authentic Functioning and Work Engagement: A Growth Modeling Approach	Results show that authentic functioning mediates the relationship between mindfulness and work engagement, partially for the static relationship and fully for the dynamic relationship.
Levy, Wobbrock, Kaszniak, Ostergren (2012): The Effects of Mindfulness Meditation Training on Multitasking in a High Stress Environment	Results found that those training in meditation stayed on tasks longer and made fewer task switches, as well as reporting less negative emotion. Both the meditation and the relaxation groups showed improved memory for the task they performed.

Molinsky, Grant & Margolis (2012): The Bedside Manner of Homo Economics: How and Why Priming an Economic Schema Reduces Compassion	Results showed that unobtrusively priming economic schemas decreases the compassion that individuals express to others in need and it is mediated by dampened feelings of empathy and heightened perceptions of unprofessionalism. Empathy has high association within the dimensions of mindfulness and relational outcomes.
Molinsky & Margolis (2006): The Emotional Tightrope of Downsizing: Hidden Challenges for Leaders and their organizations	Research identifies the unsettling role emotion plays in the conduct of layoffs and the inadequate preparation managers can receive, even in companies that conscientiously prepare their managers for an impending termination. The focus around compassion has high association within the dimensions of mindfulness and relational outcomes.
Noordzij, Hooft, Mierlo, Van Dam, Born (2013): The Effects of A Learning-Goal Orientation Training on Self Regulation: A Field Experiment Among Job Seekers	Results found support that LGO influenced peoples' goal orientation toward job seeking and which in turn related to learning from failure, strategy awareness, but not self-efficacy. These outcomes indicate that mindfulness through LGO allows for these strategies to be effected.
Thau, Aquino, Poortvliet (2007): Self-Defeating Behaviors in Organizations: The Relationship Between Thwarted Belonging and Interpersonal Work Behavior	Research found that employees who perceive greater levels of desired coworker belonging than actual levels of coworker belonging were more likely to engage in interpersonally harmful and less likely to engage in interpersonally helpful behaviors.
Jha & Stanley (2010): Examining the Protective Effects of Mindfulness Training (MT) on Working Memory Capacity (WMC) and Affective Experience	Results indicated that WMC remained stable over time in civilians it degraded in the MT group. Higher MT practice time also corresponded to lower levels of negative affect and higher levels of positive affect. MT practice may protect against functional impairments associated with high stress contexts

Note: This table provides a very specific group of current literature regarding mindfulness and the proposed outcomes specifically within the dynamic work environment.

Appendix B

The Tables located in Appendix B (Table B1-B3) describe the common trends in the perspective

of how mindfulness matters at Zingerman's Roadhouse. The table includes employee responses

acquired through observation and or interviewing methodologies over a three-month period at

Zingerman's Roadhouse.

Table B1

Common Trends and Themes in Perspective of Mindfulness at Zingerman's

Theme 1: Mindfulness Centered Around Positive Relationships

Example 1	Example 2	Example 3	Example 4
The majority of your work is person to person interaction with your co-workers and your guests being able to be aware of the people around you the staff and the guests (Server)	We have a more energy focused on mindfulness, a lot of other restaurants are concerned about profits, high quality food, but Zingerman's does a much better job of just making people aware of mindfulness… and they are conscious of themselves and their interactions and the energy they putting out in the work place (Supervisor)	It's all about group mentality. Whether it's a co-worker, or not it's really is the person we're around that affects the team chemistry and vibe. (Manager)	We have an expectation of people to be mindful; you're always on stage in the service industry. (Manager)

Theme 2: Emotional Intelligence and Relational Outcomes

Example 1	Example 3	Example 3	Example 4
Bringing the perspective that we're not in control of anything besides this one interaction. It's also being mindful of your own energy and engaging in your own energy is all you can do. (Supervisor)	It was a moment where I had to take a step back and think about what she was trying to do and is that going to help anyone and does it make the situation better (Manager)	I think the biggest component is empathy. If you can be aware of yourself your going to be able to put yourself in some one else's position (Supervisor)	I am naturally perceptive with emotions that allows me to be aware of tone, body language and everything that goes along with mindfulness. (Server)

Theme 3: How Awareness and Attention Improve Relational Outcomes

Example 1	Example 2	Example 3	Example 4	Example 5	Example 6
I am very people aware and space aware and like to make sure that I am conscious and aware of what I'm doing. I try to be as present as I possibly can. (Server)	I already incorporate mindfulness in my daily interactions on how I attend to guest and become very aware of my surroundings. (Manager)	…being able to be aware of the people around you, (the staff and the guests) is essential to success here (Manager)	It's also being able to be aware and accepting your emotion, I think taking the time to realize how I'm feeling and why I'm feeling and that's how it is and how to move forward with it (Supervisor)	It [mindfulness] has to do with your own personal emotions but also with the situation at whole (Server)	Paying attention to other people's energy. When your mindful of yourself it helps to lessen negative interaction as well.

Note: Names are not provided to protect anonymity. Job title is provided at the end of each quote to help analyze the perspective of mindfulness within the hierarchical structure at the Roadhouse.

Table B2

Current Applications of Mindfulness at Zingerman's

	Employee Insights
Example 1	We are actually currently working on shift visions. They get together and set the vision for the shift. For example, "It's 8pm and everyone is happy and having a great day." That way you can keep going back to that vision throughout the whole shift and how can I help the people around me get there. (Supervisor)
Example 2	Zingerman's key is in their hiring process; they have an eye for quality of character. You can teach anyone anything but you can't teach people how to be "people people" and keep a good attitude. (Manager)
Example 3	We have something called the "like best next time" what we would like to see next time [in regards to the past shift]. This provides a reflection on positive experience for the day and feedback. That being said I'm not sure how often this is used. (Server)
Example 4	We have the Energy Tracker on our performance board, you can track where your at and where you want to be throughout your shift. (Manager)
Example 5	We use the Energy Tracker and it really helps cue emotional intelligence and allows us to ask each other how we are doing and what we can do to make people their energy better (Server)
Example 6	Right now we have the Energy Tracker, it's just back there on the wall. It doesn't happen every shift but I'll ask people to fill it out. It's another tool used for reflection. (Manager)

Note: Names are not provided to protect anonymity. Job title is provided at the end of each quote to help analyze the perspective of mindfulness within the hierarchical structure at the Roadhouse.

Table B3

Suggested Applications of Mindfulness at Zingerman's from Zingerman's Employees

	Employee Insights
Example 1	…a quiet space throughout the shift.. I would want it to be available at anytime because the need to reconnect could happen at any time …a place to go, breath, vent and move on.
Example 2	…if we could take classes just learning how to breathe that would be very helpful.
Example 3	I think having time for self reflection and it could be super quick allowing for self analyzing and self reflection. Then noticing if you need to take the time to debrief.
Example 4	..being able to have a mindful "nucleus" or group of people to seek out and foster a practice amongst the chaos could be valuable.
Example 5	The only way to be more mindful is to step away from the metrics from the tangible things and not think about the actual events happening but just think about the emotion we have right now and the energy we have between us right now.
Example 6	I think that sometimes we just need place to just breathe. At my other organization, I would even use the meat freezer at times to just take a breath and cool down, literally.

Note: Names are not provided to protect anonymity. Job title is provided at the end of each quote to help analyze the perspective of mindfulness within the hierarchical structure at the Roadhouse.

Appendix C
Open Forum Responses

Table C1 describes the responses provided from employees who attended the Front of House huddle on February 26th, 2015. Participants were asked to provide a response to the question, "What is one way that mindfulness matters to you?" Participants were then encouraged to respond using their own perspective, experience and insights illustrated in Table C1.

Table C2 describes the responses provided when participants were asked to provide a response to the question, "What is one potential way or strategy that you can see mindfulness being applied?" Participants were again encouraged to respond using their own perspective, experience and insights.

The open forum survey was implemented through having employees write their answer on a designated paper and then placing it directly in the designated Prompt 1 or 2 folders. This method was implemented to help provide honesty and anonymity.

Table C1

Open Forum Data Prompt 1: "What is one way that mindfulness matters to you?"

Code	Response
Relationship to Internal Guest (8/25)	
teamwork	teamwork
	teamwork
	better experience for co-working
creating high quality relationship[16]s[17]	better relationship through getting to know each other

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[16] High Quality Connections are the relationship that allows for the transfer of vital nutrients. They are flexible, strong and resilient (Dutton, 2014).

building community

better relationship between coworkers

servant leadership

show respect

peer value and respect

Relationship to Zingerman's (6/25)

performance

efficiency

take pride in your work

feel appreciated at work

help reflect on my job and the Zingerman's mission

beliefs are reflected in actions

present in the here and now

engagement of employee

being present

being aware of attitude and self

Relationship to External Guest (4/25)

creating high quality relationships

guest care and appreciation

being aware of the guests needs to increase experience

understands where people are coming from

perspective taking

empathy

Other Responses

cared for

encouragement

joy

awareness of reality

Note: Table C1 provides categories, Relationship to Internal Guest, Zingerman's and External Guest. Within these categories the responses are further divided into subcategories to help further classify and readily consume the results collected.

Table C2

Open Forum Data Prompt 2: "What is one potential way or strategy that you can see mindfulness being applied?"

Code	Response
Individual Techniques (10/25)	
breathing	taking deep breaths
	breathing exercise
	pausing to breathe
	ten deep breaths
reflection	quiet time each shift
	breaks alone
	taking a moment to track where energy is at
	time for self reflection
	bringing attentiveness
	creating shift focuses that are outside normal workday
Collaborative Techniques (7/25)	
feedback	asking for feedback at the end of each shift
	great communication
	asking questions and applying feedback actively
community	
	team building exercise
	people in charge of group or group facilitator
	group exercise
	group discussion

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Other Responses (8/25)

rewards	extra miles[18] leads to extra smiles
relational	read guests to anticipate needs
	genuinely smiling
	engaging with a small child
	asking customers what they want/listening
	asking how can I help you?
	visioning and bottom line change
bottom line change	bottom line change

Note: Table C2 provides categories, Individual Responses, Collective Responses and Other. Within these categories the responses are further divided into subcategories to help further classify and readily consume the results collected.

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[18] Extra Miles are an internal currency and reward system within Zingerman's for purchasing additional food and beverages (Zingerman's Community of Businesses, 2015).

Appendix D
Suggested Applications

Table D1 is formulated by drawing on specific suggested practices from *Wisdom 2.0: The New Movement Toward Purposeful Engagement in Business and in Life* by Soren Gordhamer. His book indicates practices that are currently used in the work environment. Gordhamer also hosts a Wisdom 2.0 conference and has other published works within organizational engagement. Individual scientific research experts, such as Jon Kabat- Zinn, have constantly endorsed his work.

Table D1

Current External Practices Utilized in the Workplace

Specific Techniques	Description	Proposed Outcome
Acknowledge List	The practice of taking your attention from the to-do list to the activity of the moment this can be done through (a) writing it down (b) mentally dropping the weight	Time and length does not change but experience does allowing for increased attention at work. It allows for experiencing attention and clarity instead of weighing and worrying.
Arranged Breaks[19]	A practice to best utilize the given time focused on (a) reducing information intake (b) breathing deeply (c) going outside (d) movement (e) limiting communication	Bringing full moments of spaciousness into ones life.
Breath	A daily practice that promotes taking anywhere from one to five minutes toward conscious inhalations and exhalations.	Bringing awareness away from the constant chatter of the mind to the act of breathing

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[19] Arranged Break is defined as a break primarily set in a day that we can spend at our discretion and typically range from five to thirty minutes (Gordhamer, 2013).

Clearing	A practice at the beginning of each shift specifically asking if there is anything that is keeping the individual from being fully present.	Allows for the potential to be fully candid with employees on presence in each shift
Integrated Breaks[20]	A short practice using three conscious breaths at various times throughout the day.	Reconnect with self and then make the conscious commitment to fully re-engage with work
Intentions	A practice utilized to set the tone for the week and the day and through sharing their perspective on intentions create a deeper connection with other employees	Allows for the constant reminder of shared intention building openness and transparency
Learning the Power of Present	A practice that acknowledges the past then give your attention to the present moment and conditions actually here and that you have the ability to consciously determine the unwritten future.	Increases our level of investment in outcomes while planting seeds for the greatest possibility of creating a positive future
Pausing	A practice implemented at the beginning of all meetings allowing members to contemplate on whether this where they should spend their time, and remind everyone what they are gathered here to do.	Create more multitude and meaning within each specific meeting
Silence	The practice of making "friends" with silence by welcoming silence beyond that part of the seeks entertainment.	The practice of silence is not necessarily about stopping external noise, but allowing thoughts to settle so all of the sense can open allowing to view thoughts more clearly
Softening	A practice focused on checking in with the physical body to notice any tension. Then using breathing to invite softness to these places of tension.	Designed to address stress as it arises by mentally inviting softness the body naturally responds
Transitional	A practice implemented to make space to say goodbye to the past	Prepare individuals to enter the next activity with as much openness and

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[20] Integrated Breaks are defined as a break that is taken within the workstation or work day, lasting only a minute or two (Gordhamer, 2014).

| Space	activity and preparing for the next.	clarity as possible

Note: Table D1 includes shaded results which indicate the specific applications from Wisdom 2.0 that align with the potential applications suggested by employees and Zingerman's organizational values. These applications are suggested based on the belief the applications would directly affect their ability to bring mindfulness into the workplace.

Appendix E
Figures

Figure E1

Figure E1 seeks to provide an interpretation and perspective of a "Mindfulness Map" using the

current research and literature to formulate a relationship between concepts, dimensions and

operationalized definitions with potential relational outcomes.
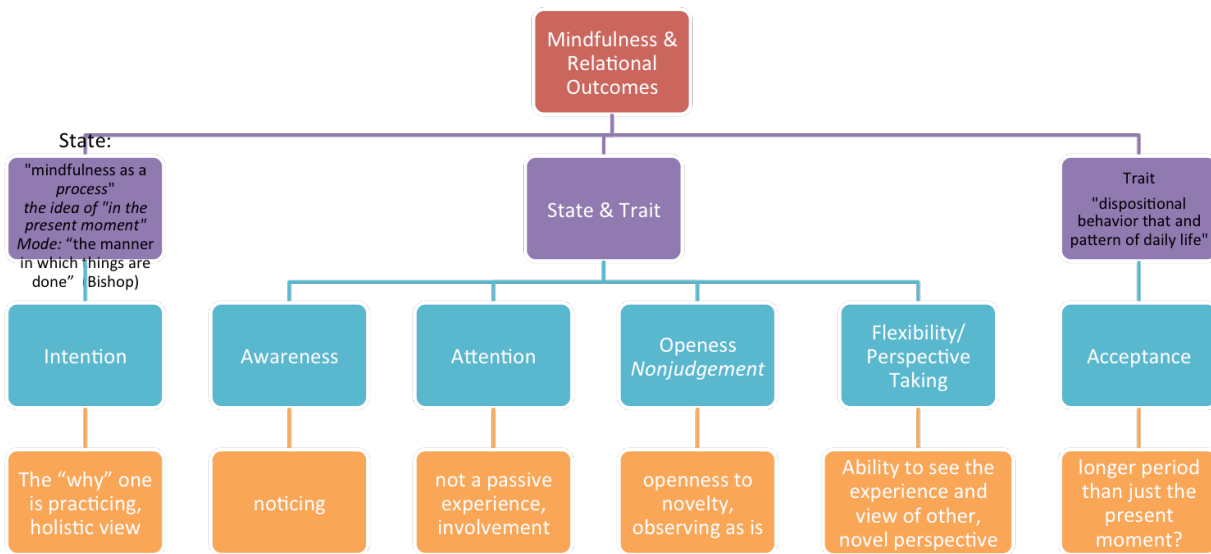
Note: This Mindfulness Map was created drawing on my current perspective of the vast research within the construct of mindfulness. Literature used in forming this perspective is included in the Reference page.

Figure E2

Introduction:
I am a student from the University of Michigan pursuing an honors thesis studying mindfulness in the dynamic workplace. I have been a part of a team examining the effect of mindfulness practice on how people relate to and interact with each other in a work context. Prior research has shown a positive relationship between mindfulness and task performance and well-being. We would like to examine an actual work setting where the stakes are real. That being said, I'd love to hear your feedback and perspective on how mindfulness may matter for you as an individual and the collective Zingermans.

*Recording Details: If it is okay with you, i'd like to record this conversation on my phone so I can use it to reference back. That way I can be fully engaged in what you are saying rather than taking copious notes. All data is just being used for a seniors honors thesis and no names will be disclosed.

Question	*Intention*
1. How are you already incorporating mindfulness in your work?	How mindfulness is currently viewed within the organization.
2(a). How is it relevant to Zingerman's?	Understand the need for mindfulness in the dynamic workplace
2(b). What practices is Zingerman's already doing to be more mindful?	Understand what practices employees are using to foster their own sense of mindfulness at work
3. Are there any other potential ways you could see mindfulness at Zingerman's? (i.e., drawing on your perspective, past work experience, etc.)	Is there a new perspective or facet of mindfulness other than they way I am thinking about it?
4. Is there anything you think we could do at the Roadhouse to help foster this concept?	Add additional thoughts insights, etc.
5. Is there a time you saw that could have been more mindful and could have made a difference?	

   Note: Figure E2 provides the document that was utilized during the interview process utilized as a format that's intention was to allow for flexibility within response yet consistency in interview experience (Punch, 2005).

Appendix F
Figures: Zingerman's Organization

Appendix F aims to provide an understanding for the language used at Zingerman's organization. The use of figures allows for the description and understanding of the unique organizational practices currently utilized. They are provided here as Figures to illustrate how they physically appear within Zingerman's Community of Businesses and all materials used in the hiring and training processes.
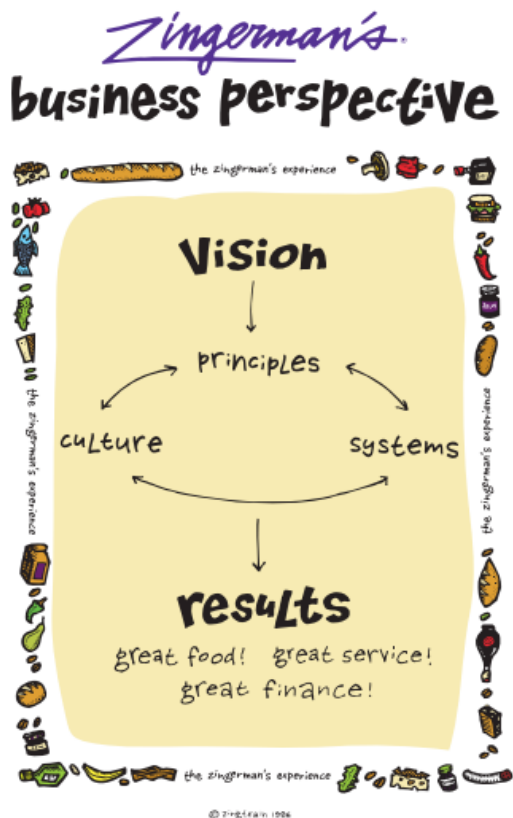
Figure F1.

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.

GUIDING PRINCIPLES

1. Great Food!
2. Great Service!
3. A Great Place to Shop and Eat!
4. Solid Profits!
5. A Great Place to Work!
6. Strong Relationships!
7. A Place to Learn!
8. An Active Part of Our Community!

Note: Figure F1 aims to provide an understanding for the language used at Zingerman's organization and describe the foundations of their organization through their 'Mission Statement' and 'Guiding Principles'.

Figure F2

Figure F2 provides an example of the results that drive Zingerman's business perspective and their 'Bottom Line Principles' being results centered on *Great Food! Great Service! Great Finance!*