# Audio file

[Eleven Madison Park Daniel Humm.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Hey, it's guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Here, with an important reminder that our first ever how I built this virtual Summit is right around the corner from May 24th to the 27th, we're bringing you inspiring conversations with some incredible entrepreneurs. You can learn how to build and lead a team with Brené Brown how to get the word out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:00:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[About your business with Gary Vee, channel your creativity with Adam Gray.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:00:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And find power in community with Rashad Robinson. Also, each night I'll be hosting conversations about innovation and marketing and how to make an impact with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:00:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Some of your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:00:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Favorite guests from the show like St. Marshall, Sal Kahn, Sadie Lincoln, Tristan Walker and many, many more. If you're ready to build a better future and make connections with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:00:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Other people who want to do the same then this summit is for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:00:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But you you can learn more about it and get tickets at summit.npr.org. Thank you to GoDaddy, the presenting sponsor of this year's summit and to our supporting sponsors, Dell Technologies and Bulldog Online yoga. And I cannot wait to see all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:01:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Of you there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:01:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[What did that mean? What did the recession mean for a restaurant like 11 Madison Park at that time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:01:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[For us it it hit us really hard. We tried to operate at a four-star.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:01:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Like we had so many meetings where we said, hey, we lost money like huge amounts that mean we had nights where we had four guests in the restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:01:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[From NPR, it's how I built this a show about innovators, entrepreneurs and idealists. And the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:01:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I'm Guy Raz, and on today's show, how Daniel home dropped out of school at age 14 and went on to become the head chef and owner of the top ranked restaurant in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:02:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[When a company's entire business model isn't working, it may be time to pivot. We've told countless stories of pivots on this show from 7th generation going from mail order catalog to manufactured products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:02:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To headspace, shifting from meditation events to meditation on an app, pivots usually happen out of necessity, because without the pivot, the company might not survive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:02:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But what happens when you make a pivot? A huge pivot when business is going well? When people actually love what you're doing? Well, that's what we plan to explore on the show today. And the business we're going to talk about, it's not the type of business we usually profile on this show, but in some ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:03:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It's one of the most typical businesses there is because it's a restaurant except for the better part of the past decade, it's been harder to score a table at this restaurant, 11 Madison Park in New York than almost any restaurant in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:03:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yes, its owner Daniel Home is considered one of the greatest chefs on Earth. In fact, his restaurant has actually been named the world's greatest. There are Pinterest boards and Instagram accounts dedicated to Daniel Holmes. Dishes like his diamond cut of turban topped with scales fashioned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:03:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[From baby zucchini, it's a restaurant famed for its foie gras torchon duck with daikon and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:03:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And smoked sturgeon cheesecake with caviar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:03:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[There are diners who travel from Europe and Asia just to try these things. A few weeks ago, Daniel Hume reached out to us to talk about a momentous decision he was about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:04:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To make and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:04:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[He wanted to talk about it on the show. So while we don't ordinarily focus on news on how I built this today's episode.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:04:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Has some news because on June 10th, when 11 Madison Park reopens for dining after being closed for more than a year due to the pandemic, the restaurant will no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:04:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Longer serve food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:04:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Made from and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:04:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[11 medicine will become vegan and entirely plant based menu now to understand how big a deal this is in the food world, imagine Tom Brady or Aaron Rodgers leaving the NFL to play flag football out of the 135 Michelin 3 star restaurants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:04:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[On Earth, not a single one is vegan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:04:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Chefs working at the highest levels rely on cream, butter bones, duck fat, and pretty much anything from an animal to create their celebrated dishes. But something happened to Daniel home over the past year, the pandemic changed his life. It changed the way he thinks about food and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:05:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Most importantly, the planet when his restaurant closed its doors in March of 2020, Daniel quickly converted 11 Madison into a commissary kitchen that prepared hundreds of thousands of free meals for people struggling to make ends meet in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:05:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[This past year, he faced the prospect of personal bankruptcy, the death of friends and the furloughing of his entire team. Even contracted COVID himself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But as he tells it, this year also injected a vital sense of urgency into his life, and he decided there's no going back to the way things were before the pandemic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:05:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But before any of this happened, Daniel Hume was honing his craft in San Francisco and Europe, learning how to be one of the world's great chefs. He grew up in Zurich, Switzerland, and had no real interest in food as a kid, even though he says his mom was a great home cook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, she was fantastic. My mom is was half French and half Italian.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:06:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[She absolutely loved to be in the kitchen and to go to the markets and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:06:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I didn't learn so much about the cooking part, but I learned a lot about the importance of the best ingredients, like going to a farm and picking up the lettuces and then going home and washing these lettuces.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:06:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:06:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We I grew up very humble. You know, we would eat meat only on the weekends. So there was this real respect for the ingredients and for the meat as well. And then of course, we would use every part to make a soup from the bones and so forth. So that was a really great lesson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:06:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Just to use every part of it and what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[My dad, like he was an architect. So I mean, was he?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, definitely a more difficult relationship growing up, it seemed like nothing was ever quite good enough. You know, I wasn't good enough in school. I wasn't doing enough homework. I wasn't doing enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Work at home to help out my mom. You know, early on, I started running cross country. I was really good. I was competing in the Nationals and I even won the Nationals twice and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But it was always not quite good enough. If I won, then maybe the best other ones weren't. Maybe they were injured and they weren't, you know, racing that day and yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:49 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And I read that you also got into cycling as a kid, I mean, and he became like a really serious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Competitive cyclists, I think like mountain bike racer. Is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:07:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, that's right. So after running cross country I eventually I discovered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:08:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The bike and I would well, first I would just go and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:08:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Take my bike and I would some days I would get up at 4:00 AM and I would ride the bike around like into the French part of Switzerland like and then back and I would come back home at like 7:00 at night. So I was like gone for like hours and hours and hours. And so the sport.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:08:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Actually, it was almost an escape from home. You know, I started racing local races and I was, you know, winning local races and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:08:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I went from the road to mountain biking. It became more and more serious and when I was 14 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:08:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I had the opportunity to join a team and actually to really pursue it as a professional career and and sort of leave school behind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So you you at age 14, you left school, you dropped out. Yeah, well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, it's still it was the best decision for me, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Now being a parent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Thinking about my kids leaving school at 14, I would really be scared and I understand what my parents were thinking at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Your formal education ended essentially when you were 14.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, it's a wild idea. I really only went to school for eight years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I guess you left home. You stopped living with your parents when you were 15. Why did you leave home?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah. You know, after I made the decision to be racing, I definitely didn't feel welcome at home anymore. I I started having a girlfriend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:09:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[When I was 15, she was or is three years older than me, and she had a place of her own. And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:10:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But then we moved in or I moved in with her. Well, and I moved away from home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:10:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I guess while you were training as a cyclist, you started to just work in restaurants. As for for money, I guess initially or was out of interest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:10:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[No, it was purely money at first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:10:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[There is a well known hotel in Zurich called the Hotel Borella.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And you know, I knocked at the door and I was 16 years old, and I asked if I could come and work. And the chef was a big cycling fan. And so he had a a soft spot for me and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:10:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, I was there just to get a paycheck, but the chef?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Really took me under his wing and taught me how to make a consume and how to make a chicken stock or butcher a chicken or that was really such a gift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Did you have a natural interest in that? I mean, your mom obviously, was a good home cook. But, I mean, you were into cycling like when you got into the kitchen. Was there an instant spark at all or or is just that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[This.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Chef enjoyed talking about his craft.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I am definitely felt right at home in the kitchen, but I really didn't think of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I was making it as a Courier, but I was I felt very fortunate. The chef? Almost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Became a little bit of a father figure at that time and I made great friends as well. And so I I felt very at home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[There and and by the way, you're still living with your girlfriend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Who? I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think when you were 18, you had your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[First child, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Right. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It sounds so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:11:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, stressful and tough, but it was just such a beautiful time. We were so in love and we had a baby and it felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:12:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We were doing exactly what we wanted to do and and in a way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:12:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So many things were not very complicated. It was a very simple but beautiful existence, but we were very happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:12:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I guess meantime, as you're training as a cyclist and so the mid mid 90s you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:12:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To kind of start to work at other restaurants, including some really high end like Michelin 3 star restaurants doing kind of the same thing being in the kitchen and doing prep work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Well, I had a bad accident when I was 22 years old. Bad fall in a in a mountain bike race.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:12:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I was in the hospital for a few weeks and and then when I was in the hospital I realized that I wasn't good enough to be one of the very, very world's best. Very few people can actually make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:13:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Reliving just by cycling? Yeah. And I also realized that I started to have this deep love for cooking. And I think there was one meal I had two years prior. It was at a restaurant called Freddie Sheridan, also three stars and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:13:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[They were probably about 25 chefs, all like in perfectly starched and pressed uniforms with big hats, and they were working so precisely and so calmly and so beauty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:13:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Carefully and I think that kind of planted the seed and I was in the hospital, I sort of was thinking well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:13:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[If I can't rise to the top in cycling, maybe I could in cooking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:13:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And right after that I found my way to 1st. The two Michelin star restaurant and then a three Michelin star restaurant. And I it became my new sport.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:14:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I guess around the time when you decided to leave cycling and focus entirely on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:14:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Pursuing like a culinary career, your relationship with your girlfriend, who is the the mother of your daughter Justine. End it. How did you cope with that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:14:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It was hard. I was 25. And so at that time we were together for 10 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:14:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It was just a, you know, very powerful relationship and have a really great relationship today, but also we I think we were also great parents. I think we just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:14:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You you grow apart and I think part of that also led me to eventually move to the US it was just too painful to be around all the memories we have built in in Zurich.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So as you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[As you kind of began to really pursue this culinary career, clearly you were you were getting better and better. How did you just gain the confidence of chefs, did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Was it like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Our our kind of the caricature of of a kitchen, like people shouting at you and throwing dishes at you and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You like feeling humiliated and just. Is that how you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Learned. I mean, there was definitely a lot of that and it was pretty and intense environment. People didn't really work together. People didn't really want each other to succeed. And there was this really, really old school way like for example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The chef always would go to the farm every morning by himself at like 7:00 in the morning. We would arrive at 8:00.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And one time I was carrying Garten peas and UM, one fell down and uh on the way back I stepped on it and he saw that I think in the three years that I was there, I think he never forgot that he was so upset because he went every morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:16:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To get this garden peace and he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:16:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Every single piece from the tiniest moral to the tiniest piece was just so precious to the point where we counted them. It was extreme. It was. It was a pretty extreme environment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:16:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah. Did you feel when you were? I mean, cause you were one of what, 25 or 30 people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:16:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Inside that kitchen, did you feel when you looked around that it was different than when you looked around at your fellow cyclists when you looked around at those other chefs, did you think you know what I think? Maybe I I have the potential to be the best person here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:16:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I don't know if I thought that at that point in the beginning it was all about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:16:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Really learning the craft. I definitely felt that I had a gift to do. The knife cuts to make the sauces to butcher the fish, but at that time I just wanted to be the best at the craft. I wanted to be the quickest. I wanted to be the cleanest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:17:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:17:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And during work, there wasn't really the time to to write down much. So every night I would go to the room and I had my color pencils and I would draw out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:17:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[At the dishes we cooked on that given day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:17:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And like a journal, you sketch out a journal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:17:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Actually had these single pages with a round circle on it that resembled a plate, and I would, you know, just say, OK, this is this fish cooked this and this way this long. And we made this sauce this way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:17:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And so, I mean, I have thousands of these still today. It's actually I still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:17:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Work like this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:17:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You sketch out the colored pencils, the dishes that you cooked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:18:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:18:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[What were you doing that for back then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:18:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Just to memorize what we did. But Daniel, what naturally happened was I would start drawing imaginary dishes like I would say, oh, what if we take the fish this way and then we put this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:18:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Tornado with it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:18:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[This caper sauce or and so in my head I started to create these dishes and I was living with this elderly couple and on the weekend I would cook for that. But it was really an important process for me to start, you know creating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:18:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:18:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It's interesting because you you talk about the craft of being in the kitchen, right? And so is that what what you were doing early on like you're just getting really good at the fundamentals of cooking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:18:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, absolutely. I I think you know there's a Miles Davis quote and he says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:19:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You have to learn the rules before you can break them, and I totally agree with that. And I think you need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:19:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Sort of learn it from ground up before you can really start to branch out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:19:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[How did you? How did you get your first job as a head chef, where you were actually in charge of the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:19:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Whole kitchen, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:19:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Know it was like it was kind of random. I saw this thing in the newspaper advertising.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:19:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Small farm looking for a chef and I applied and they called me back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:19:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And it was a beautiful little inn on top of the mountain overlooking, you know, the outs. And it was a very humble restaurant cooking Swiss traditional food. At first I just talked with the owner and he offered me the job and I took it. I was just happy to be there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:19:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And I was cooking the dishes without changing the the menu. It was sort of an honest, simple restaurant with ingredients from the farms around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:20:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So like, like venison? Kind of, I'm thinking, like venison and white asparagus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, I think we definitely had venison in the game season. We had suckling pig, and I mean, they even had tripe on the menu. And, like, you know, veal liver and things like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:20:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[That and and this is not a restaurant, I'm imagining that it's getting a lot of attention because it's. It's like in the tiny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:20:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Corner of Switzerland in the Alps, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:20:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, it was hard to get to. We had like 12 to 20 guests, but then the owner was lover of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:20:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Gastronomy and food, and so he would bring his friends. And then I started to cook a little bit more special dinners, things that weren't on the menu. And then people started, like, really loving some of this stuff. It all happened kind of quickly so quickly that after six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And discovery of the year and received a Michelin star.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Midnight star in six months after arriving and and and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Think a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Of people know what that means. I mean, Michelin, the Michelin Guide is certainly for cooks, is like it's like the Oscars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, I wasn't prepared at all. And looking back, it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I had no repertoire of my own dishes. Now all of a sudden there was this bright light on me and there were a lot of expectations. It was busy now we did like 35 guests and night journalists wanted to speak to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:21:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The guest wanted to meet me and talk about the food and I didn't really have much to say because I didn't really think about it that much you had and I was overthinking everything and the dishes were complicated and I wanted to impress. And I I feel like I had to impress and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It was a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Pressure. And did you transmit some of that stress and pressure to the team? Did you get like because you came up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[In kitchens where people were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Right. Throwing things and shouting around. I mean, and I'm assuming you had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Maybe assimilated some of that behavior.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, I always feel that when a chef is loud and yelling, it means that he's overwhelmed and it's a weakness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Absolute weakness and that in my early days I definitely felt myself in that position where I just, you know, was too overwhelmed. Everything was too much and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I definitely have yelled a few times at someone I'm not proud of it, but right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:22:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[All right, so so you're working at this restaurant in Switzerland, you're getting a lot of attention and I mean, clearly you're like this sort of hot young chef and you got poached, you got recruited by a of what, the manager of a of a restaurant in San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:23:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[At at the Campton Place Hotel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:23:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Like reached out to convince you to come and work in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:23:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, he was he he sort of twisted my arm because the place I was at actually in the winter, it would snow so much that people actually couldn't drive up there. So it was closed for two months. And in those two months, he offered me to fly to San Francisco and visit him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:23:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And I arrived and he was there at the airport. Him personally, the chair of the hotel. I remember driving from the airport to downtown San Francisco and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:23:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Everything felt so foreign, like everything the the way the buildings were built, the way the climate was, the smells, the IT just felt like such a foreign place. And then he's like, we're going to go up to Napa Valley. I want to do to meet Alice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:24:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Waters and we're going to eat at the French laundry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:24:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:24:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And we're going to go to the farmers market and the ferry building. And for me it it didn't have any meaning. I didn't know about anything, but I was excited to go on this journey. And, you know, I was just so blown away, I mean to, to bounty. And the beauty of California is breathtaking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:24:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And it felt that in California, there was much more freedom in gastronomy and in having influences of different cultures and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:24:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It just felt creative and and it just felt like the place was really alive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:24:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So you you moved to to San Francisco, I think I think it's around 2003 and you're still super young. You're like like 27 years old around then. And I mean even at that time, I mean San Francisco was was an important food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:24:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:24:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[City. Maybe not. Not like it it is today. But but this restaurant where you went to Campton Place and it was also very well regarded at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:25:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, well, it was an important restaurant that people were paying attention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:25:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To they just remodeled their dining room and yeah, luckily critics would come and luckily they liked what we were doing. I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:25:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Think Michael Bauer, who is a critic of San Francisco Chronicle of the Times, really influential critic. I think it's the time he wrote about you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:25:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The newspaper gave you 4 stars. You wrote the brightest star to land in Northern California since Thomas Keller opened the French.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:25:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Laundry, which is pretty amazing. Were you, did you? Were you intimidated by by some of those other chefs? Did you because you were still pretty young or did you start to feel a little bit more confident?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:25:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, I didn't really feel confident. I was just trying to run the best possible restaurant. You know, resources are limited, especially when you're coming up because you don't have, you know, the budgets that big restaurants have. So in the beginning, it's you have to work like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I mean, I worked 6-7 days a week. I worked every day and and long days and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I felt honestly overwhelmed every day and I didn't really know how to get to the end of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The day. Yeah, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So the restaurant is getting a lot of attention and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[A well known restaurateur who we've had on the show, Danny Meyer, he hears about you and he approaches you to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Work at his restaurant in New York, 11 Madison Park. He's trying to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Camp it. And how did he approach?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You. Well, he had a few of his people come through Campton Place and they, you know, wanted to meet me and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:26:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Eventually, Danny Meyer came for a dinner and, and so then I I started to talk to Danny in a little more serious way. We probably spoke for probably 10 months back and forth and wow. And he would check in with me and and eventually I would go out to New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:27:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think I went to New York 8 times before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:27:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I made the decision to take on this position.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:27:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So this was not a done you were not. You did not have any intention of leaving Campton Place. You were not interested in another job. He was really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:27:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Very much pursuing you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:27:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, it was. He really was. And even to the point where I felt like he was really invested in me and he didn't put any pressure on me, he knew that the decision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:27:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Took time and he he gave me all the time in the world and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:27:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But I think one thing, you know the restaurant at that time was a grocery. Yeah, with 200 seats. And that was really daunting. Yeah. Daunting. And almost like something I I couldn't really imagine. And he said that, you know, I want to make this in one of the great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:27:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:28:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Dining rooms in the world and the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:28:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, and I've heard that before and so many people say that, but what it takes is, is just such a big commitment and I really needed to trust him. I knew that there was a lot at stake because I also saw chefs coming to New York who even came with big names.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:28:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah. I mean, look at online, do cars. I think Robichon really Gordon Ramsay, some of the biggest chefs came to New York and failed, and the city was done with them and they never got a second chance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:28:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[When we come back after the break, how Daniel's chance to run the kitchen at 11 Madison Park brought him to the pinnacle of success in the culinary world. But how reaching that goal wasn't quite what he expected.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:29:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:29:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I'm Guy Raz, and you're listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:29:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[From NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:29:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[This message comes from NPR sponsor vanta. If your startup doesn't have SoC two, you can't close major customers. It's that simple. Vanta is trusted by over 1000 SaaS companies to automate the time consuming and expensive process of preparing for a sock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:29:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To audit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:29:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

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[00:30:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Edward Jones lately, it's been hard to think about the future, but thinking about the future is human nature. At Edward Jones, there are 19,000 financial advisors work to provide you with the individualized answers and attention you need right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:30:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[They listen to understand what's important to you, then work with you to create a personalized investment strategy. All so you can get back to drafting dreams and building your future. Edward Jones. It's time for investing to feel individual visit edwardjones.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:30:39 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[A few years ago, a website popped up in Stockton, CA, and conspiracy theories started ramping way up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:30:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And it's being funded by conservative movement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:30:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Underneath the table and I was like, Oh my gosh, you guys. People really believe this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:30:53 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[What happens when the local news outlet isn't fact checking conspiracy theories? Maybe encouraging them. Listen now from NPR's Invisibilia podcast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:31:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So it's 2006. And Daniel, who moves to New York as the new executive chef at Danny Meyers fine Dining restaurant 11, Madison Park. And from the very beginning, Daniel finds that running a top kitchen in New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:31:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Is even more intense than he imagined.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:31:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It was one of the hardest things I've ever done. People always have a hard time with change and you know it was surfing, seafood plateaus and steak fruits. And when I started removing some of these staples, we would receive letters and this restaurant is going to close.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:31:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It's never going to succeed and and then decides of the restaurant. It wasn't like a 20 or 30 seat restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:31:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:32:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But I think one of the things I somehow realized early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:32:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Was that as a chef, you can only be successful if you can also manage your business, and only if the restaurant makes money. There is a future for it. A lot of people try to allure you with this very wealthy guy who wants to have this restaurant and it's sort of like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:32:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:32:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[This passion project, these things never, ever, ever work out because people get bored of it. It only works if it makes money, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:32:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So your charge at the restaurant was to you kind of given a a blank slate to play with and at the same time you just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:32:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Planned around the same time you joined Danny Meyer brought in a new general manager, a young guy named Will Guidara, and he kind of partnered the two of you up and said alright will will be the front of the house. You'll be the back of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:32:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[House go do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:32:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Your thing and did you and will instantly click.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:33:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, you know, we both, I think benefited from our different experiences well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:33:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Grew up in America in New York. Worked with Danny Meyer and Danny Meyer, you know, is well known for for his hospitality. So we've brought a lot to the table. And I I think hospitality is arguably more important than even the food. I think the food maybe brings the guests to the restaurant, but then the hospitality.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:33:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Makes makes the guest return and return, so we kind of really intertwine the. Yeah, we started to really think in a very similar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:33:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Way I think one of the earliest reviews that the two of you together received was from a writer for the New York Observer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:33:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And she gave the restaurant 3 1/2 out of four stars was pretty great. And this review, the writer. Her name is Myra Hudson called you a star, but in the review she said the dining room needed. And it's a quote, a bit of Miles Davis. Here's a good review. 3 1/2 out of four stars imagining you're happy, but a bit of Miles Davis. What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:34:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Does that mean?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:34:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I mean, first of all, the review was way too generous because I don't think we were at that level at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:34:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Point, but yes, we were happy with the review and we were pretty perplexed about more Miles Davis. We didn't exactly know what you meant, but we were intrigued by it and we start to read about miles and we made a list of 11 words that we saw most commonly used to describe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:34:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Miles and some of the words were cool, endless reinvention, forward moving, light innovative and so forth. And we looked at the list of words.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:34:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And we're like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:34:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Wow, this is exactly what we needed, and in particular cool was a great work because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:34:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Fine dining restaurants at that time. You know, it didn't really feel that cool. That felt a little stuffy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:35:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And Miles became the creative sort of inspiration for the restaurant, and there are pictures of miles in the restaurant today. And there's the 11 words, and even today, we always think about, you know, these 11 words when we make big decisions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:35:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It's it's amazing because you know, this reviewer probably just wrote this line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:35:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Turns out that that her review had a huge impact. I mean, you guys took her words and absorbed them and thought, OK, let's see how we can be better. And you literally listening to Miles Davis music because you wrote and he's a bit of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:35:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Miles Davis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:35:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I mean, yeah, I mean, I've actually been like, maybe six years later, we invited her to dinner because we were also exactly saying the same thing. It's like, does she have any idea what that meant for us? And she didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:35:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Well, and she was just blown away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:35:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, miles, that's just he created so many different genres of jazz. He constantly reinvented himself. He took risk, he was innovative. But he also, you know, knew the rules. He was an incredible artist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:36:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Meantime, you're getting more attention and the restaurant eventually got three stars, a three star review from the New York Times. This is a great review, and I imagine it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:36:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It was getting busier and busier and then September 2008 uh Lehman Brothers collapsed. What? What did that mean? What did the recession the beginning of the financial crisis mean for a an expensive fine dining restaurant like 11 Madison Park at that time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:36:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It was really tough, especially, you know, we we were sort of not the most expensive, but we were also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:36:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We were on a path to get from three stars to four stars, and so we operated at a higher expense of what a restaurant usually would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:37:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And these are New York Times stars. We should be clear because Michelin is in these stars maximum. But New York Times is 4 stars maximum. And so you were thinking, we want to get a four-star review from the New York Times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:37:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:37:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You're right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:37:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Because that's obviously yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:37:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:37:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So we put so much behind this effort and and financial too, we try to operate at a four-star level, but we didn't charge the four-star prices, that's just how this game works. And then the crisis happens and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:37:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The only time people now would go out and spend money was to a restaurant that was established or to a restaurant that was simple and casual. Yeah, for us it it hit us really hard like we had so many meetings in those six months where we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:37:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[They said, hey, we lost money every month, like huge amounts. I mean, we had nights where we had four guests well in the restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:38:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And and I guess around that time you also start to notice that the food critic for the New York Times, Frank Bruni, he's he's a critic at that time. He's now columnist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:38:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[That you start to see him having dinner at the restaurant. Presumably you were thinking this like this could be our opportunity to earn our four-star.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:38:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, that's right. But we knew that he wouldn't give four stars to a restaurant that had like 6 customers. Yeah. So on nights that we thought he would come, we would invite a bunch of people, friends, regular guests. So the restaurant felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:38:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Fall when he came.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:38:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And you and you guys were. I mean, this is restaurants do this. They've got all kinds of tricks to recognize, even if if you were as a disguise or. Yeah, I don't know. Or like a mustache or whatever. You knew who he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:38:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:39:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We knew who he was and you know we would have like all kinds of phone numbers that he would use to make the reservations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:39:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We knew how he looked like we had all kinds of tricks. I don't know if we always caught him or spotted him, but at times we did. And so we saw him coming back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:39:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And he had the meal. He called the next day. They said Ohh he will have some questions about the money. They want to come take pictures of the dining room. The review will come out in four days and I think it was August 2009. The review came out and it was a glowing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:39:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Review.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:39:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And we never had an empty seat since that day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:39:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[In that review, he wrote, the restaurant now ranks among the most alluring and impressive restaurants in New York 4 stars, which is. I mean, they give maybe 1/4 star of you a year if that. And that, that was it. That at that point it was impossible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To get a reservation or not impossible, but the restaurant was just packed every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, it was really. It was unbelievable. It was overnight. It changed and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, and there were other reasons later on to kind of keep fueling that fire, but that definitely lasted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[For a while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I want to ask you about the food at 11 Madison Park. There are Pinterest Pages like, devoted to your plates and photos all over the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And if you look at any plate that you serve, it looks like a piece of art or not. Did you start to look at to think about your plates as as art as artwork?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:40:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, I I thank you for talking so nicely about the food, but you know, art has definitely guided my creative process. My dream was to cook with very few ingredients, but say a lot and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:41:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, in the beginning it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:41:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Much more complicated. There were seven different things, 10 different techniques on one plate, and you know it was always kind of a cover up. It's easier to add things, but if you only have two things on the plate, then everything has to be perfect. And I think only.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:41:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Four years ago, for the first time, I created a dish. It was a celery root braced in a pigs bladder and on the plate there's the celery root and there is a white circle of celery root puree, and it's sort of just these two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:41:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[White circle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:41:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And for the first time in my life, I felt like that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:41:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Achieved it. I I read about how you thought about that dish the celery dish as as sort of a template for how you would think about all of the recipes that you would create in the future.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, that's right. This created sort of four fundamentals of our cuisine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:42:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And what it was, it was the dish was delicious and delicious is something that is instant. You don't need to think about it. The second thing the dish had to be beautiful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:42:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Third thing, it has to be creative. Every dish has to move food forward in a way. Have a different technique, used differently or have a flavor combination. You might never have. And then the last one is intentional.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:42:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The dish needs to have intention and it could be as simple as two ingredients grown next to each other, or it could be a childhood memory. It could be inspired by an artist, but it needs to have a reason for the dish to exist, and these four elements.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:43:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Were present in that way first dish well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:43:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Can you give me another example of of that of another dish you made that fulfilled those four requirements?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:43:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[OK, for example, we made this slow cooked halibut with different types of radishes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:43:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It sort of kind of looks like a Rothko painting. Actually, it's this beautiful halibut, and it has this real, this dicon sheet whale of pickled daikon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:43:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[On and underneath are sort of all kinds of different colored radishes, and it comes with this orange blossom sauce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:44:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And it's delicious. It's beautiful. It's creative with the way the radish is cut, and it is intentional. It makes sense. It's rooted in classic cooking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:44:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And so I knew that if these four things are present in future dishes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:44:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Then now we have created a language, so that was really a crucial moment. After 25 years of cooking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:44:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[As the restaurant became more and more well known and received international claim, the two of you decided to start your own business. You both kind of wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:44:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Go out and branch out on your own and and Danny Meyer basically said listen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:44:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It doesn't make a whole lot of sense for you guys to compete against your own restaurant, and eventually he, he basically suggested that you buy him out, that you buy out 11 Madison Park and you and and will became the owners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:45:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, it was incredible. We were ambitious and we wanted to win and we wanted to create the greatest experience for our guests ever. And and we're young. Don't forget, we're like 30 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:45:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:45:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[A month after you bought the restaurant from Danny Meyer, you were awarded your third Michelin star. You are now a Michelin 3 star restaurant. They're only at this point. Maybe what 1213 of them in the United States?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:45:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, for sure. It's unbelievable. It's hard to believe, but uh, yes, I mean there is a whole people have these lists of must visit restaurants and now we we were on that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:45:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[As as your partnership with will now your business partners as it began to grow you had 11 medicine and then you also had a partnership with a a group that ran the nomad hotels and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:46:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And you started opening restaurants in their hotels in New York and in Las Vegas didn't mean you were spending less time in the kitchen at 11, medicine and more time sort of being a brand ambassador.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:46:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, I think it definitely started to become more and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:46:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[More difficult to kind of fit everything you know in and when you're starting to be pulled in a lot of different directions, it's harder to measure your accomplishments. And so in a way, it's less satisfying as a chef when you start having more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:46:31 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:46:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Success. You know you're doing interviews and you're talking to guests.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:46:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And talking about other business opportunities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:46:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And and and presumably, I mean will is looking at his mentor, Danny Meyer, who's got an empire and and understandably probably is thinking we can do this too, we can build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:46:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Our own empire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:47:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Absolutely. Absolutely. I mean, many others have built these incredible empires and uh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:47:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think in our partnership also with well, this is kind of when things started to be where we didn't always see eye to eye and that felt like a lot of these opportunities were taking my time away from the things that I really wanted to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:47:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And so I felt that when I looked at my schedule on a daily basis, I I wasn't even fully in control of the sketch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:47:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Well, eventually it was just clear that, you know, our incredible right is coming to an end. And I think it felt at the end that maybe we were holding each other back from what what we really wanted to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:47:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It's it's amazing because the partnership, I mean you guys were named the food innovators of the year by the Wall Street Journal. The restaurant won the James Beard and you won every award by 2017.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You were in the best restaurant on the planet by this famous list. The 50 best and yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think at that time things really started to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Become very, very challenging actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Between the two of you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And and for myself. Actually, it was this goal that we had for so many years. It was an easy goal to explain. It was easy to get and and this is a rating that comes out on a yearly basis. And we were on that list for 10 consecutive years before we came #1. So we entered the list at #50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, year after year, we mostly moved up. So it was this sort of carrot in front of us and I understood that that's what it was. I mean it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Work dev.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:48:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It's kind of ridiculous to say that there is a best restaurant in the world. Yeah, there isn't. There are many, but it definitely made us better. It made us push harder. But the moment you receive it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:49:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Well, at that moment you would imagine that's the greatest moment of your life, but somehow it wasn't because already leading up to it more and more opportunities came our way. We were pulled in so many different directions and I realized that nothing in my calendar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:49:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[What sort of things I wanted to do and I kind of had an anxiety attack and I kind of felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:49:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:49:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And I didn't really knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:49:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Where I was going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:49:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Anymore? I mean, it sounds like you were, you've been awarded and you reached the highest levels of your profession, but you were totally overwhelmed by everything going on around you that it sounds like you just like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:49:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:50:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You just wanted to, like, shut the door and shut the noise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:50:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Absolutely. Yeah. I didn't even want to leave the house. There were all these things in the pipeline that I had absolutely no passion for. I knew that I couldn't continue down this path and and I was holding back my partner who was there for me. And so that wasn't fair to him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:50:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, so we just had to have a heart to heart and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:50:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And sort of say, hey, time has come to go our separate ways because we're holding each other back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:50:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[When you guys, you, you did go your separate ways and and you retained ownership over 11 Madison Park and and bought him out. And I think it was finalized in January or February of 2020 and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:50:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:50:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And March of 2020, the city shuts down. I, in fact, well, I interviewed Danny Meyer. It's the last interview I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:51:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Before the shutdown three days later, he announced the closure of all his restaurants and that really, when Danny Meyer did that, that would that sort of everybody else followed suit. I mean, New York was, this was the global epicenter of that pandemic in the spring of 2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:51:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, it it was. It felt like it. It happened overnight and we were busy until the last moment until we closed. There was a Sunday night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:51:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[That, you know, we said, are we going to close for the next two weeks and be safe and let's clean up the restaurant and we'll see each other soon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:51:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:51:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And still till today, you know most of that team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:51:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We haven't seen each other. 11 Madison Park has two had 200 employees at that time. Many of them were from all over the world. And of course people had to go back to their countries, their visa expired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:52:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Everyone had sort of figure out how how to survive this team was working together. A lot of this team was together for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:52:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[10-12 years and you know, we were family. We went through so much together and at that one day it was our last service and we closed the doors and it's it's pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:52:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Is devastating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:52:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[When we come back in just a moment, how what happened during the pandemic totally changed how Daniel thinks about food, about business and about the mission of his restaurant. Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:53:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The following message comes from NPR sponsor Ameriprise Financial. VP Marcy Keckler explains why financial advice should look beyond the now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:53:13 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Getting financial advice that is holistic means getting financial advice that reflects your near term needs, but also making sure you have investments over the course of what hopefully will be a long and happy retirement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:53:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To learn more, visit ameriprise.com/check Ameriprise Financial cannot guarantee future financial results, Ameriprise Financial Services, LLC, member FINRA and SIPC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:53:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So the pandemic hits New York and it hits hard, 11. Madison Park shuts down and Daniel has to furlough his employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:53:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And the city goes into lockdown, and after a few days in shock, Daniel starts to look around to see where he can volunteer to help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So he decides to go to soup kitchens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And as I'm going to these different soup kitchens I'm seeing, they're all shutting down because they're relying on volunteers who a lot of them are elderly, who are now scared to come in. And so it's just a problem. It's just getting worse and worse in front of my eyes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I knew that I had this restaurant of a kitchen that now was empty, and I also saw the need for meals and the amount of people who are food insecure. Just rise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Extreme levels, I mean doubling and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I felt somehow had the responsibility and had the ability.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To make a difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:54:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You were like so many people in New York are thinking. How can I contribute? How can I help in some way? You had a kitchen and you had a staff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And so two weeks from the day we shut down the restaurant, we turned the lights back on at 11 Madison and we started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Producing meals and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[As we started doing the work and as we also, we went into these neighborhoods to give away the food and to seeing the situation and seeing how grateful everyone was, and it really I think, you know, I I saw in New York that I didn't know. I spent times in neighborhoods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I've never been to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know it. It felt so good to be able to make a small difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But how did you convince your team to come and work? I mean, weren't people were freaking out about safety? This is before we understood the masks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:55:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Could actually really protect us. And yeah, I have to imagine a lot of employees will didn't want to come in to the kitchen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:56:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, it was even some of my strongest people, you know, maybe they have a family, maybe they have someone elderly at home. Yeah. They couldn't take their. It was eight people out of 200.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:56:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Eight people came.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:56:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Eight people came and I remember being in that kitchen that morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:56:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And looking in everyone's eyes and everyone was me included full of fear. I mean, people were so scared walking down the street, being in the apartment building in the staircase, you know, there was also early days. It was sad, like a good friend of mine who had the restaurant next door to me. Floyd cardoz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:56:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[He.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:56:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Unfortunately, that don't cover it, so it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:56:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You didn't really know what to make out of this virus, but the fear kind of went away. Not fully, but definitely a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:56:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You you were basically making catering sized meals. You're you're going from paper thin slices of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:57:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Baby Courgettes, 2 sheet pans of chicken roasting in the oven.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:57:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, but you know that that was so beautiful like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:57:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I got reconnected with the part of food that I wasn't connected anymore and sort of the food for nurture. Giving these meals to people who you know are food insecure and it it was so uplifting and so beautiful and it was a gift to me in the end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:57:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Because I was able to connect with food in a whole new way, you know, we have continued.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:57:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Today, still we've we've cooked over 1,000,000 meals out of the kitchen of 11 Madison Park since March. It's been some of the most meaningful work in food that I've done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:58:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I I know that you had raised some money from some sponsors to enable you to to run the commissary kitchen and and to buy the food and and to distribute.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:58:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But but I mean, Even so the restaurant, right, 11 Madison was not making much revenue wasn't wasn't really serving food, the costs of running a restaurant are very high. Were you at all worried about your financial situation?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:58:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Absolutely. I mean we we faced bankruptcy, you know we had engaged bankruptcy lawyers well to understand what that means, what that would look like. It was a really, really scary time. You know, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:58:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Actually, I owned a house that I have to sell just to figure it out. But you know, there's a great quote by Helen Keller.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:58:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And it goes life is a great adventure or nothing at all. And that quote was with me every single day. And I moved to America with two suitcases. And there was something so liberating about that. And last year, in a way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:59:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Gave me that same feeling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:59:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So you you started to think differently about your whole kind of life purpose. I mean, and I don't mean it in a I'm not being critical, but I mean you, you, you devoted your whole adult life to making food for, let's be honest for rich people here you are, your kitchen is you're making food for people in need. Did you start to think about, I don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:59:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:59:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[What you were doing with your life and and who you were serving and did that experience of of making simple food for people and need change the way you thought about what you were doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[00:59:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, I think absolutely. I think that's why the whole thing started to feel a little bit empty, even reaching the highest, you know, honors in our industry. Yeah, at the same time, I have a deep love for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:00:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Cooking as art and as a performance in a beautiful space with a world class team and and that obviously has its price as it does when you go to Broadway show or anything else. And I actually believe that that we can do both. And I made a commitment to myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:00:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[That we will never not cook meals for people in need and we actually are going to take it even further. And when we do reopen the restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:00:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:00:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We also made the commitment that part of the price of the reservation will go towards meals for people in need and therefore I'm very happy to continue to have a restaurant where food is celebrated and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:01:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Is an art form and the performance because that allows us to do the other thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:01:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Daniel, as of this moment or speaking, it's April of 2021. There are lots of high end restaurants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:01:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[That are preparing to reopen. Some have reopened fine dining restaurants. You are planning to reopen 11 Madison. You have gone through, you know, life changing experience over the last year. How?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:01:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Are you thinking?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:01:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[About it, there has been so much change and I think therefore it will change the restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:01:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think we've all been able to take a step back and sort of reevaluate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:01:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And in a way maybe be a little bit more thoughtful also about the impact to our surroundings and the way we have sourced our food, the way we're consuming our food, the way we eat meat, it is not sustainable and that is not a opinion. This is just a fact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So we decided that our restaurant will be 100% plant based.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[So like like no meat, no animal products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, we decided we have to put our creativity towards a plant based diet. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I I think it's important, Daniel, to point out how sort of momentous this decision is, especially in your level because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think they're just a tiny number of vegan restaurants on the planet with a single Michelin star and none with three Michelin stars, right. And I think, I mean, when I think about the tools of a chef, I mean, they're the things like butter and cream and Demi glass and sweet breads and. And you are not going to use or serve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Any of that anymore? You're you're not going to serve anything from an animal at your restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Correct. But I think the change will be in some ways subtle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:02:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Guests have never come to us to just eat a piece of steak or a lobster. They've always come to us to be on a journey and and for us to tell a story. And so we want people to say in the end, Oh my God, I can't believe they didn't use butter and cream and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:03:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[In the flow of the money, we said, oh, this is sort of the moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:03:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[A caviar course used to be or. This is sort of the moment where praised meat would be and. And so we're thinking about those mouth watering moments and how can we accomplish them by using just vegetables so I can give you a few examples.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:03:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[What we place?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:03:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We have this golden oyster mushrooms. We roast them in the oven.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:03:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[We make a a stock of kambou and mushrooms, and then we we place them and we roast them deeper. And so that stock really caramelizes around the mushrooms and then in the end we have this we make this from pine needles we make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:04:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[This dehydrated pine needle mushroom powder that then we dust over it in the end and so you know. So it's like caramelized on the outside, it's soft inside and juicy. And I mean, the palette is massive if you think about anything that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:04:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Those and so we want to create a restaurant. That meat either will be blown away by eating vegetables.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:04:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Danielle, you are obviously not just a professional chef, but one of the greatest on the planet. So forgive me for this question because it's going to be a bit ignorant. My feeling is that cooking meat actually is easier, so for example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:04:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[When I need to put quick dinner together, I'll just get some chicken and roast it, or I'll get a steak and grill it for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:04:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:04:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[5-4 or five minutes aside. And that's dinner. Is there some? Is there truth to that idea that actually when you eliminate meat and animal products from your repertoire, it's actually much harder and more time consuming?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:05:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think I've always felt this way that to really see the creativity of a chef is by watching them work with vegetables. If you have a carrot and you want to make that into a meal, it's not so clear what direction you're going to go. It definitely requires more thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:05:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[More preparation, more organization and then more time in the kitchen and time is almost a new ingredient.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:05:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But of course it's about deliciousness. In the end, I believe that if the meal is delicious, we don't need to worry about. I think people will buy into it, but I think if we really want to push the envelope, this is the place where we have to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:05:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You are not just a chef, you are also the CEO. You run a business. The people who depend on you. There are people whose lively.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:06:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Goods depend on the success of you and your business, and it's a lot of pressure to carry on anyone's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:06:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Shoulders are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:06:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[About about what you're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:06:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think you're hitting a very important point and one that does bring some anxiety because this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:06:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Our livelihood, many people's livelihoods. I don't know if it would have been possible to make this change the way the restaurant was operating before, where every night, seven days a week the restaurant was sold out, there was never an empty seat. We had 250 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Chest in one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:06:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Restaurant to make changes like that would have been so more scary and in a way I am sort of mid career. I've achieved everything more than I ever thought I could and I couldn't keep doing the same thing for the next 25 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:06:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Disruptive, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:07:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:07:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I mean, how amazing is this like having the opportunity, having the platform and having the name and the experience and the know how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:07:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[But being able to start brand new, you know, life is a great adventure or nothing at all. And so that's what I'm really excited about in this next chapter of my career.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:07:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You dropped out of school at 14.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:07:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Left home at 15. You were dad at 18. You were working in kitchens in your 20s. Your career as a cyclist was kind of over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:07:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:07:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Not a lot of people would have bet on your succeeding. Not a lot of people would have looked at you at 21 and said this kid is going places, but you achieved the highest levels of success in the culinary world. It's quite amazing. It's like a movie. Do you ever reflect on that and think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:08:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, there was. I went to school in Zurich and at one time I was sent home because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:08:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The in the art class we were asked to draw a house and I told the teacher that the paper isn't big enough for the house I want to draw that I need a bigger paper and so the teacher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:08:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Said no, you're not going to get a bigger paper. Why can't you just be like everyone else? And so then I drew a house four times the size of the paper over the table and everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The teacher got so angry and sent me home from school and then I had to go to like A to go to therapy. And I met this most amazing woman. I was probably 10 years, 11 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:09:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[The first time I was there, she said. Ohh, you know what happened in school? So I I told the whole story and she was so upset with the teacher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:09:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[And we went to the art store, we got the biggest piece of paper and all kinds of paint. And we drew like, a 12 foot house. And she said, you know, don't ever let anyone tell you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:09:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[There isn't enough big enough paper and so I think from that moment on, I always knew that there was something bigger and something more and you could always reach higher than what people expect or what people think. And in a way that has given me like a feel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:09:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[To my inspiration and my energy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:10:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:10:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Tanya, when you think about your journey and all the things you've achieved and where you're heading, because it's certainly not over and in some ways just starting out again, how much of your success do you tribute to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:10:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[How hard you worked and how well you did it, and how much do you think has to do with random chance and and luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:10:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I think so much of random chance and luck. I've been extremely blessed, meeting incredible people at certain times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[I have been willing to take risks for sure. You know, I think cycling has taught me to be comfortable in the uncomfortable and to go the extra mile. And anyone who knows me knows that I'm willing to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You know, dig really deep to achieve certain things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:11:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[There's a I can't remember where I read it, but it was. Uh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:11:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Article about you and you kept using the word passion in this interview and passion is, you know passion is this great word. You know, we're passionate about. Like I'm passionate about what I do. You're passion about what you do. But then you explain that actually in German which is your mother tongue, the word is lied and shaft and it actually means something slightly different than that Leiden shaft.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:11:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Requires a certain kind of suffering, and that that's how you describe the way you think of passion and your approach to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:11:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Yeah, I think you know, you know, the German language is known for the long words. Yeah, often pretty precise. And yeah, the word in German for passion is light and soft light and means suffering and. And Shaft is sort of like the act.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:11:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Of suffering, or they're willing to suffer for some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Acting and I think it's actually very accurate to way I see passion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:12:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[You really have to be deeply committed when you're passionate and and it's not a hobby passion. It's really when you really want to dig deep and it's your life and blood and you're willing to do anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:12:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[For it, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:12:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[That's Daniel Holmes, owner and chef at 11 Madison Park. By the way, during the pandemic, the restaurant developed a takeout option, kind of a prepared meal kit. They call 11 Madison Park at home, and for the time being, they say they'll keep it up even after they reopen because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:12:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[It's in line with Danielle's vision of food as nurture, each purchase of a meal kit will pay for another 10 meals distributed to neighbors in need. In New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:12:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

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[01:13:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

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[01:13:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

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[01:13:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

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[01:13:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Guy dot raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:13:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[This episode was produced by Casey Herman, with music composed by ranting Erebuni. Thanks also to Janet Ujung.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:13:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[Liz Metzger, Farrah Safari, Gareth Gayles, Julia Carney, Neva Grant and Jeff Rogers. I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

[01:13:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW8)

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