

The Asket Handbook

A dish is written as an equation.

[T] TERRA —ARS—► An₁₀ Fu₆ Iu₄ Ac₂ Cr₁ Au / Sa

One law · Eight symbols · Eleven conditions · One kitchen

THE LAW • MODUS

Subtract to the essence.

There is a measure in everything.

An ascetic does not renounce pleasure. He renounces noise, so he can hear the taste.

In a kitchen, that means nothing is added out of habit, nothing is thrown away without reason, and every number has a source.

Out of that exactness comes freedom: to improvise when it matters, because everything else holds.

01 • FIVE SENTENCES

I	Modus	There is a measure in everything. Subtract to the essence.
II	The right measure DEFINITION	The measure is right when adding no longer improves and taking away already spoils. Below that point the dish lacks something; above it is noise.
III	Truth of the ingredient	The anchor of the dish tastes of what it is. Everything else on the plate exists to amplify it or to answer it.
IV	Meaning	A dish exists only if it can be said in one sentence, and if the menu would be poorer without it.
V	Conservation	Nothing disappears without a trace: every gram has a destination, on the plate, in another component or at staff meal.

The second sentence is the definition that makes the whole system measurable. It is checked by two tests at the table, M8 adding and M9 taking away: when both pass, the dish is at its right measure.

HOW TO USE THIS HANDBOOK

Write one dish you already cook as a formula (sections 02–03), weigh it, and check it against the eleven conditions. Copy the blank dish card at the end for every dish on your menu. Give every part of the equation exactly one name in your team, and print the rhythm and hang it at the pass.

02 • THE EQUATION

Ingredient on the left, transformation above the arrow.

[T] TERRA —ARS→ An₁₀ Fu₆ Iu₄ Ac₂ Cr₁ Au / Sa

TERRA	Terra · the ingredient	The reactants, left of the arrow: ingredients and ready bases from the pantry.
ARS	Ars · the transformation	The conditions above the arrow, always with a number: °C, minutes, %, mm.
An...Au	The plate · the product	Right of the arrow: the dish written in place symbols, each with a mass index relative to the anchor.
MODUS	Modus · the measure	The law of balance: eleven conditions the dish must pass.

Three formats

MARK	FORMAT	WHO BUILDS THE BITE	HOW MODUS COUNTS
[T]	plate	the cook	the whole plate
[V]	variations: one ingredient, several ways	the cook, over several bites	each variation as its own small plate
[P]	palette: finished in front of the guest	the guest	per bite the guest can build

Eight rules of notation

- 1 The format comes first: [T], [V] or [P].
- 2 A symbol is a place on the plate (the periodic table).
- 3 The index is mass relative to the anchor, with An = 10. For a 60 g anchor, Fu₆ is 36 g.
- 4 The index is a whole number, at least 1, rounded half up (2.5 → 3). A component under 1 g per portion is a trace and has no index (Au).
- 5 A dot joins places carried by one component: An·Cr (the anchor is also the crust), Ac·Cr (a relish).
- 6 A number before a symbol counts components in the same place: 2Ac₂ is two sharp components, 2 parts together.
- 7 An empty place is a zero, with its reason written on the dish card: Fu₀.
- 8 After the slash comes the seasoning carrier, the accent in brackets: / Sa (Me) savoury, / Me (Sa) dessert. A component without a place is written X and does not exist in a correct formula.

Base formulas

KIND	FORMULA	FOR A 60 G ANCHOR
Savoury dish	[T] An ₁₀ Fu ₆ Iu ₄ Ac ₂ Cr ₁ Au / Sa (Me)	base 36 g, sauce 24 g, sharpness 12 g, crust 6 g
Dessert	[T] An ₁₀ Fu ₅ Iu ₂ Ac ₃ Cr ₂ Au / Me (Sa)	base 30 g, sauce 12 g, sharpness 18 g, crust 12 g

A 40–60 g anchor for a tasting sequence is confirmed in the book (halibut 60 g, foie gras and sea bass 40 g each). The other indices are still a starting hypothesis: they are set finally on the scale, on our own plates.

03 • THE PERIODIC TABLE OF THE DISH

Six places on the plate. Two seasoning carriers.

SYMBOL	WHAT IT IS	SAVOURY • DESSERT	MEASURE	IN THE KITCHEN
An Ancora • anchor	What the dish is about, and what everything else is measured against. Always exactly one.	langoustine, beef cheek, a reel of celery root chocolate, plum, cheese	An = 10. In a tasting sequence 40–60 g.	The anchor station: meat or fish
Fu Fundus • base	Carries the anchor and gives the bite its body.	purée, bean cream, polenta dough, sponge, cream	Fu ₆ . Purée 1.0–1.5 % salt of finished weight.	Hot station: garnishes (entremetier)
Iu Ius • sauce	Joins everything; carries fat and shine.	jus, demi-glace, emulsion, glaze coulis, caramel, anglaise, ice cream	Iu ₄ . Stock unsalted; sauce 0.8–1.2 % after reduction.	Hot station: sauces (saucier)
Ac Acor • sharpness	Cuts fat and sweetness, wakes the palate.	vinegar, citrus, pickles, relish, ferments sour fruit, sorbet, sour milk	Ac ₂ . Twice: in the sauce and as its own component.	Cold station and pantry (garde manger)
Cr Crusta • crust	The sound and resistance the dish does not have by itself.	crust, crisp, crumble, straw, raw crunchy vegetables crumble, tuile, caramel, nuts	Cr ₁ . Goes on the plate last.	Cold station; in desserts the pastry section
Au Aura • breath	The smell that arrives before the taste.	herbs, herb oil, zest, smoke vanilla, zest, mint, coffee	A trace. Herb oil: herb 1 : oil 2–3.	Cold station: herbs, oils, smoke
Sa Sal • salt and umami	Carries a savoury dish; in a dessert it is the accent.	salt, plus umami: dried porcini, fish sauce, soy, kombu, ferments a flake of salt at the end	Bite 0.8–1.0 %. Dessert 0.3–0.6 %.	The pass: salt by the table of measures
Me Mel • sweetness	Carries a dessert; in a savoury dish it is the accent.	roasted fruit, honey, caramelisation sugar, honey, glucose	Cream about 9 %, ice cream 15–17 %, sorbet 25–30 %.	Pastry section (pâtissier)

Fat and bitterness have no symbol of their own: they are properties of components, not places. Fat lives in Fu and Iu, bitterness in Iu and Au.

Cold is a state, not a place: an anglaise ice cream is an Iu that arrives cold; a fruit sorbet is an Ac.

Umami sits with salt because it does the same job: it amplifies everything else. Glutamate (kombu, tomato, cheese) and nucleotides (meat, fish, dried mushrooms) together give more umami than either alone, so the pantry combines them.

04 · ARS AND THE PANTRY

Every component is one reaction.

CONDITION	WRITTEN AS	MOST OFTEN GIVES
fire	°C and time	An, Cr, Iu
cold	°C and time	shape of An, contrast
time	hours or days	Ac, Iu
salt and sugar	% and time	Sa in An, texture
acid	% and time	Ac
hand	mm, speed, time	Fu, Iu
air and smoke	°C and time	Cr, Au
pressure	vacuum, press or siphon: cycles, minutes, kg, charges	Ac (quick pickling), texture

A condition without a number is not a condition but a wish.

Asket pantry · first bases

A base is a reagent of known concentration: one recipe, one number, the same in every dish it enters. The pantry is ordered by places in the formula, not by technique.

PLACE	BASE	MEASURE
Ac	Pickling liquid, plum vinegar	vinegar 10 : water 4 : sugar 4 : salt 1
Ac	Pickling liquid, cider vinegar	the same ratio
Ac	Pickled mustard seed	seed 1 : hot liquid 1.8, overnight
Ac	Brine and fermented vegetables	2 % salt
Ac · Cr	Relish, the pattern	vegetable 6 : glaze 2.5 : mustard seed 1
Cr	Buckwheat and rice crisp	1 mm · 70 °C 6 h · 205 °C
Cr	Crackling crumble, buckwheat crumble	salt 0.5–1 %
Fu	Purées: bean, celery root, parsnip, pumpkin	salt 1.0–1.5 % of finished weight
Iu	Chicken stock, jus, brown butter	no salt; salt only in the sauce
Iu	Demi-glaze and umami sauce à la Asket	no salt, no acid; both go in only in the dish's sauce
Au	Oils: parsley, chive, apple peel, langoustine heads	herb 1 : oil 2–3
Sa	Fish brine, dry salting of meat	7 % / 20 min; 0.7–1.5 % / 12–24 h
Sa	Umami: dried porcini powder	by the triple test

The relish pattern — vegetable, pickled seed, glaze — comes from the book, where it repeats in 15 dishes; the ratio was computed from their radish relish.

05 • TABLE OF MEASURES

Every number has a source.

A percentage is always of the total weight of the component's ingredients unless stated. Three sources: EMP (computed from every recipe in the Eleven Madison Park book), science (Harold McGee, On Food and Cooking, and studies) and professional standards.

SALT	ASKET	SOURCES
Bite, salt balance	0.8–1.0 %	R soup: most pleasant 0.6–0.9 %, optimum about 0.85 % (sensory studies)
Stock, jus	0 %; salt only in the sauce	H EMP: 11 stocks and the jus with no added salt
Sauce	0.8–1.2 % after reduction	H EMP: 0.66 % before reduction
Purée	1.0–1.5 % of finished weight	H EMP: 0.9 % of raw, 1.2–2.0 % finished
Sides: vinaigrette, mayonnaise, relish	1.5–3 %	H EMP: vinaigrette 1.6–3 %, mayonnaise 1.6–2.3 %
Brine, fish	6–7 % · 15–20 min	S EMP 7 % / 20 min; ATK 6 % / 15 min
Brine, meat	5–6 % · hours to 2 days, by thickness	S McGee 3–6 %, meat gains 10 % or more; EMP 5.7 % / 6 h
Dry salting, meat	0.7–1.5 % · 12–24 h	R ATK; our Lab recipes 1.0–1.2 %
Dessert: cream and sauce	0.3–0.6 %	H EMP: median 0.46 %, sauces 0.50 %
Dessert: ice cream	0.3–0.4 %	H EMP: 0.29–0.37 %
Dessert: crumble	0.5–1.0 %	H EMP: median about 0.8 %
ACID	ASKET	SOURCES
Acid in the dish	twice: in the sauce and as its own component	S EMP: in 62 of 69 savoury dishes, about 2 components per dish; acid is set by tasting (Nosrat)
Pickling liquid	5 % vinegar : water : sugar : salt = 10 : 4 : 4 : 1	R EMP: 8 liquids, salt 4.8–6.7 %; finished pickles about 0.5 % acid (McGee)
Vinegar strength	ratios hold for 5 %; dilute stronger vinegar	S standard 5 %; McGee: wine vinegar often 7 %, rice 4 %
Safety	pH 4.6 or lower for keeping out of the fridge	S NCHFP, Penn State
Vinaigrette	oil 2 : acid 1	R EMP 2 : 1; classic 3 : 1 (Gisslen)
Finishing acid in a sauce	start at 1 % of the sauce, then taste	H no numerical source
SUGAR	ASKET	SOURCES
Cream, anglaise	about 9 %	R EMP 8.6 %; classic about 17 % (Gisslen)
Ice cream, sugar	15–17 %	S McGee about 15 %; Goff 14–19 %; EMP 11.5–19.5 %
Ice cream, fat	8–10 %, deliberately lighter	R McGee 10–20 %; EMP 7–9 %
Sorbet	25–30 % total sugar, acid about 0.5 %	S McGee 25–35 % and 0.5 %; dry matter 30–33 % (Pastry Arts)
Crumble	20–30 %	H EMP 18–39 %

FERMENTATION	ASKET	SOURCES
Lacto-fermentation	2 % salt on total weight	S Noma 2 %, 28 °C, 4–5 days; McGee: cabbage 1–2 %, kimchi 3 %
Meat cure	salt 2–3 %, sugar 1–1.5 %	R EMP 3 % + 1.5 %; Ruhlman 2 %
TEXTURES	ASKET	SOURCES
Mayonnaise	water phase at least a third of the oil	S McGee; EMP 110 g per 300 g oil
Herb oil	herb 1 : oil 2–3, kept in the fridge	R EMP 1 : 2.2–2.7; GBC 1 : 1–2; McGee (botulism)
Agar	0.5 % firm · 1 % for a blended gel	S Lersch 0.2–0.5 %; EMP blended gels 0.96–1.39 %
Gelatine	about 1 % for a gel	S McGee: melts near 40 °C; Lersch 0.6–1.7 %
Xanthan	0.1–0.3 % thin · 0.8 % glaze	S Logsdon; EMP 0.85 %
Umami	glutamate and nucleotide together	S McGee; Umami Information Center
FIRE	ASKET	SOURCES
Fish	tuna and salmon 50 °C; white fish 55–60 °C	S McGee; EMP halibut 62 °C / 7 min
Tender meat	core up to 55–60 °C	S McGee
Tough meat	long at 70 °C+, or sous vide 62–68 °C for much longer	R McGee; our beef cheek 68 °C / 36 h
Egg custard	79–83 °C, never above	S McGee
Crust and colour	Maillard fast from 115–120 °C; caramel from 165 °C	S McGee

S standard: an established reference, or at least two sources that agree; used without debate R range: sources differ; the triple test chooses within the range H hypothesis: one source or our proposal; holds until the scale confirms or refutes it

Salt balance

$$s = \Sigma(m \cdot s) / \Sigma m$$

Salt balance. Salt is measured per bite, not per component. The anchor is mild, the purée stronger, the sides are concentrates, and the whole bite should sit between 0.8 and 1.0 %. m is the mass of a component on the plate, s its salt percentage.

The triple test

The same component in three concentrations, blind, side by side. The winner is the one the definition describes: more brings nothing, less already lacks. If another one wins, the number in the table moves and the test is repeated.

–20 %	Less	If this one wins, the table's measure is too high.
measure	By the table	Wins when less is already empty and more adds nothing.
+20 %	More	If this one wins, the table's measure is too low.

Calibration: one plate each of five savoury dishes and three desserts is weighed component by component, with salt and sugar from the recipe. From that come our own indices and our own salt balance; only then do the base formulas stop being a hypothesis.

06 • THE LAW MODUS

Eleven conditions of balance.

Seven are checked on paper and on the scale, before service. Four at the table. Adding and taking away together are the definition of the right measure.

#	CONDITION	PASSES WHEN	WHERE
M1	Meaning	The dish has a sentence of at most 12 words; at the table each taster writes it alone and the sentences match.	paper
M2	One anchor	Exactly one An, with no number before it.	paper
M3	Number of components	[T] at most five, not counting Sa and Me; [V] and [P] at most five in one bite. An Asket rule, stricter than EMP, where most savoury plates carry more than five elements.	paper
M4	Acid and crust	Acid is in lu and in its own component; Cr exists. A zero only with a written reason.	paper
M5	The anchor carries	$An \geq Fu + lu$.	paper
M6	Salt balance	Savoury: the bite 0.8–1.0 %. Dessert: salt 0.3–0.6 %, sugar by the table.	scale
M7	Conservation	Every gram of every reactant has a destination; waste without a reason is zero.	dish card
M8	Adding	After the first bite nobody would add anything; one forkful carries An, Fu, lu and at least one accent.	table
M9	Taking away	Remove any component and the dish is worse.	table
M10	The eye	The plate is beautiful without decoration; every visible element has a place in the formula; emptiness is deliberate.	table
M11	The new	At least one surprise — texture, temperature, form or pairing — that the guest can name.	table

A dish that passes on paper and fails at the table goes back to the table of measures: most often the problem is acid or salt, and the triple test solves it.

07 • FROM FORMULA TO RECIPE

Ten steps from formula to recipe.

- 01 The anchor in grams.** Start from the anchor per portion: 40–60 g in a tasting sequence, more for a main course. Everything else is measured against it.
- 02 Indices into grams.** Grams on the plate = index ÷ 10 × the anchor. The base formula with a 60 g anchor gives base 36 g, sauce 24 g, sharpness 12 g, crust 6 g; then the scale corrects it.
- 03 One component, one reaction.** Ingredients on the left, the conditions above the arrow in the order they are performed, each with its number, the place on the right.
- 04 Salt by the table.** The anchor mild (dry brine 0.7–1.5 % or a fish brine of 6–7 % for 15–20 min); purée 1.0–1.5 %; sauce 0.8–1.2 % after reduction, measured first when the liquid is already salted; condiments 1.5–3 %; crust 0.5–1 %. The bite lands at 0.8–1.0 %, a dessert at 0.3–0.6 %.
- 05 Acid twice.** Every sauce finishes with 1 % of its mass in 5 % vinegar or lemon, then a taste. And one component of its own is sour, most often from the pantry: pickling liquid 10 : 4 : 4 : 1, pickled mustard seed.
- 06 Five components at most.** When a plate has more, nothing is thrown out: ingredients that do the same job become one component. On a palette Modus counts per bite.
- 07 Fire by the table.** Tender meat to a core of 55–60 °C, tough meat long at 62–68 °C or braised, white fish 55–60 °C, egg cream 79–83 °C, crust from 115–120 °C. Offal and shellfish to a safe core, measured with a probe.
- 08 The pantry first.** Stocks, demi-glace and umami sauce à la Asket go into the pantry without salt and without acid; both go in only in the dish's own sauce.
- 09 Every gram has a destination.** Trim, bones, liquor and peel each go somewhere named: into a sauce, an oil, a spread, the staff table (M7).
- 10 Execution.** Quantities for 10 portions with the yield written down; by day (D-2, D-1, before service, service), the station by place, one checkpoint per row.

EXAMPLE • KVARNER

Langoustine • tomato and fennel • leek • cherry tomato • clams

Kvarner on a plate: grilled langoustine, tomato and clams alla buzara.

FORMULA • COMPUTED FROM THE GRAMS

[T] An·Cr₁₀ Fu·Iu₆ Fu₂ Ac₁ Au / Sa

PLACE	COMPONENT	G	REACTION	SALT %
An·Cr	Grilled langoustine, buzara crumbs	90	hand: split lengthwise, devein ► salt: brine 7 % / 15 min ► cold: on ice ► fire: embers or plancha 250 °C, 40 s shell side + 20 s flesh ► time: rest 30 s ► fire: crumbs 160 °C / 6 min with the garlic ► hand: parsley and crumbs over at the last second	0.7
Fu·Iu	Reduction of tomato, red onion and fennel	50	fire: sweat the onion and fennel 10 min ► fire: tomatoes 30 min ► hand: strain through muslin without pressing ► fire: reduce to a third ► acid: 1 % white wine vinegar, then taste ► salt: 1.0 %	1.0
Fu	Confit leek	15	fire: confit in oil 90 °C / 40 min ► hand: cut 4 cm barrels ► fire: char on the grill 30 s	1.0
Ac	Charred cherry tomatoes	12	fire: torch or embers 250 °C until the skin splits, 60 s ► salt: flaky salt 1.5 % ► acid: a drop of vinegar	1.5
Au	Smoked leek oil	trace	air and smoke: cold smoke 20 min ► fire: char black ► hand: blend with the oil 1 : 2 at 60 °C ► time: drip overnight	—

PLACE	COMPONENT	G	REACTION	SALT %
Sa	Clams with buzara foam	20	cold: purge 1 h in salted water ► fire: open covered with — the wine and garlic until all are open, ≈ 3–4 min; discard any that stay closed ► hand: strain the juice, 0.5 % lecithin, froth with a stick blender ► hand: clam meat into the foam at the last minute	
The bite		167		0.87

Weights are an estimate from the working recipe; salt percentages are targets from the table, so M6 waits for the scale. All thirteen dishes are on asketcuisine.org/asket_lab.html.

08 • THE KITCHEN

The same equation, as a division of work.

The formula is also a work plan. Left of the arrow is purchasing and the pantry, above it the stations, on the right the pass, and the law is the tasting. Every part of the equation has exactly one name in the team.

Terra INGREDIENT AND PANTRY

Does this ingredient belong here and now, and does every gram have a destination?

IN THE FORMULA Left of the arrow: the ingredients and bases that enter the reaction.	IN THE KITCHEN Purchasing, receiving, the season, a pantry of bases of known concentration, the mass balance.
THE MEASURE Waste without a reason (target zero); cost per gram on the plate; share of seasonal produce.	THE RITUAL Receiving on the scale; every pantry base labelled with name, measure and date; a weekly call with producers.

The raw material sets the ceiling for everything the kitchen can achieve, so choosing it is the first creative act. The pantry is the other half of Terra: bases with one recipe and one number, the same in every dish. The mass balance and the cost per gram are the same calculation: a gram without a destination is paid for by both the guest and the kitchen.

VOW III The whole ingredient.

VOW IV An honest price.

VOW VII The territory is an archive.

Ars THE STATIONS

Can this be done identically tomorrow, with the same number?

IN THE FORMULA Above the arrow: fire, cold, time, salt and sugar, acid, hand, air and smoke, pressure.	IN THE KITCHEN Every place on the plate has its station: the anchor, the hot station (Fu, lu), the cold station (Ac, Cr, Au), pastry (Me).
THE MEASURE Deviation from the target temperature and time; plates returned for cooking.	THE RITUAL Morning calibration of ovens, scales and probes; a test plate before the line check.

A condition without a number is not a condition but a wish. A station performs the reactions on the dish card in the order they are written, with a number over every arrow. A dish that succeeds once is an experiment; a dish that succeeds a hundred times is a standard.

VOW II Technique serves the ingredient, not the ego.

Modus THE TASTING

Would anyone add or take away anything here?

IN THE FORMULA The law of balance: eleven conditions, seven on paper and the scale, four at the table.	IN THE KITCHEN The line check, the salt balance per bite, the triple test, feedback after service.
THE MEASURE Components failing at the line check; dishes failing M6 (salt).	THE RITUAL Line check before service: every component, salt by the table. Ten minutes after service: which condition failed.

Every kitchen slowly drifts. Modus measures today's plate against the card, not against yesterday's habit: calmly, regularly, and about the plate, never the person. Whoever cooks a plate does not check it.

vow I Subtract before you add.

vow V A standard without fear.

Mensa THE TABLE

What is the guest feeling at this moment?

IN THE FORMULA The last four conditions, M8 to M11, can only be checked at the table.	IN THE KITCHEN The pass, the pace of courses, the link to the floor; the dish's sentence (M1), which the floor says out loud.
THE MEASURE Time between courses; stoppages at the pass; what comes back untouched.	THE RITUAL Briefing with the floor before service: each dish's sentence, allergies, pace. Running the pass.

A dish is not finished when it leaves the pass but when it reaches the guest at the right moment. What comes back untouched is the most honest answer to M9: that component was not needed.

vow VI The guest is the reason, not the audience.

Every place on the plate has a station

An	The anchor	meat or fish station (rôtisseur, poissonnier)
Fu · Iu	Hot station	garnishes and sauces (entremetier, saucier)
Ac · Cr · Au	Cold station	pickles, crisps, herbs, oils, smoke (garde manger)
Me	Pastry	dessert, and the crust in desserts (pâtissier)
Sa	The pass	salt by the table, the last tasting (Modus)

The dish card

The chef writes the card. It binds all four parts: the formula is Terra and Ars on paper, the balance table is Modus, the sentence is Mensa. A dish without a card does not enter the menu. When the card is good, another cook can make the same dish: that is success.

09 • THE RHYTHM

Every part of the equation knows when it is on.

The rhythm turns the method into logistics. Six moments in a day, two longer loops. Durations are a starting point, set for each kitchen.

WHEN	WHAT HAPPENS	LEADS	ALSO
Evening before	Prep list from the dish cards (D-2 and D-1 rows), ordered by duration, with quantities from bookings	Ars	Terra orders against the pantry
Receiving	Deliveries on the scale: quality, weight, price per kilo; deviations logged	Terra	Pantry: what expires goes on the prep list
Prep	Reactions by the card, each with its number; ovens and probes calibrated; a test plate	Ars	—
Line check	Every station, every component, tasted; salt by the table of measures	Modus	Mensa briefs the floor: sentences, allergies, pace
Service	Running the pass and the pace; the stations perform the service reactions	Mensa	Modus tastes the first plate of every dish
After service	Ten minutes: which condition failed, what came back untouched, what changes tomorrow	Modus	Terra logs waste into the mass balance; Ars writes the new prep list
Weekly	Cost per gram and yields; a call with producers; one dish through the triple test	Terra	with Modus
Seasonal	The menu as a network: fixed places and fixed anchors, the season changes the satellites; new dish cards; a conversation with each team member	Card	all four parts

I Once the team is larger than five, whoever writes the cards does not run service. They observe and take notes: the test of whether the kitchen works without them.

II After service we talk about the condition that failed, never about the person.

III Every mistake goes into tomorrow's prep list or into the table of measures. The loop closes in one day, not one season.

10 • YOUR KITCHEN

One equation, any size of team.

PART	1-2 PEOPLE Chef's Table, Street Asket	3-5 PEOPLE Bistro	6-12 PEOPLE Fine dining, tasting menu	20+ PEOPLE Hotel
Terra purchasing and pantry	Chef	Chef	Sous chef, with a commis on the pantry	Kitchen link to purchasing; commis on the pantry
Ars • An the anchor	Chef	Hot-station cook	Station chef, meat or fish	Chef de partie (rôtisseur, poissonnier)
Ars • Fu • Iu hot station	Assistant	Hot-station cook	Saucier and entremetier	Chef de partie (saucier, entremetier)
Ars • Ac • Cr • Au cold station	Assistant	Cold-station cook	Garde manger	Garde manger and pastry
Modus tasting and line check	Each checks the other	Sous chef	Sous chef	Executive sous chef
Mensa the pass and the floor	Chef	Sous chef	Sous chef at the pass	Sous chef for each outlet

PART	1-2 PEOPLE Chef's Table, Street Asket	3-5 PEOPLE Bistro	6-12 PEOPLE Fine dining, tasting menu	20+ PEOPLE Hotel
Card author of the dish	Chef	Chef	Executive chef	Executive chef

- Every part of the equation has exactly one name. When everyone is responsible, no one is.
- Modus never checks its own plate. In a team of two, they check each other.
- Once a team is larger than five, the author of the cards does not run the pass. Whoever runs the pass cannot see the whole.

11 • LEARNING

Five steps, not a ladder of titles.

STEP	EXERCISE	READY WHEN	TAKES
1 Senses	Salt in four steps (0.6 / 0.8 / 1.0 / 1.2 %) and a triple test of sugar in the same cream; the cook writes down what they taste.	Tells 0.8 % from 1.0 % salt blind.	1 day
2 Pantry	Make five pantry bases to measure and check them on the scale and by taste.	Five bases pass the scale and the tasting without correction.	1 week
3 Reading	Weigh five known dishes and write their formulas; find the X, the zeros and the salt balance.	Writes the formula of someone else's plate and finds what has no place.	1 week
4 Balance	Take a dish from your own menu, write its formula and bring it to M1-M11.	Brings a dish to M1-M7 on paper and the scale, and M8-M9 at the table.	1 day per dish
5 Synthesis	A new dish from the base formula: anchor, indices, reactions, card, three versions.	Another cook makes the dish from the card, and it passes all eleven conditions.	1 month

A step is what a cook can do; a place in the team table is what they carry today. Growth is a new step, not a new title: a commis on the second step runs the pantry, and on the fourth can be the Modus of a neighbouring station.

12 • SEVEN VOWS

I	Subtract before you add. Often the best decision is to leave something off the plate.	MODUS
II	Technique serves the ingredient, not the ego. The exact temperature is a form of respect. Repetition is how a dish becomes a standard.	ARS
III	The whole ingredient. Skin becomes a crisp, fat becomes a crackling, the sediment becomes dessert. The season sets the order, and waste usually means we ran out of ideas.	TERRA
IV	An honest price. A dish that does not cover its cost lies to both the guest and the team. Economics is part of ethics, not its opposite.	TERRA
V	A standard without fear. Quality is held by clear measures, not by shouting, and the method is open for anyone to check. A kitchen that exhausts its people is not precise, only expensive.	MODUS
VI	The guest is the reason, not the audience. Pauses are as deliberate as heat and salt. What counts is what the guest remembers three months later.	MENSA
VII	The territory is an archive. Kajmak, sour milk, Rtanj tea, Traminac, sardines. What is close by has value. A humble local ingredient does not need excusing; it needs to be done well.	TERRA

THE DISH CARD • COPY FOR EVERY DISH

The card is the formula written out in full, the way a chemist writes the synthesis next to the formula. Seven parts, always in the same order. It is finished when every part is filled and all eleven conditions pass: then another cook can make the same dish.

1 • Header

NAME	FORMAT	DATE • VERSION
SENTENCE (M1, AT MOST 12 WORDS)		

2 • Formula

[] An ₁₀ / Sa ()

3 • Reactions

PLACE	REACTANTS	CONDITIONS WITH NUMBERS (ARS)

4 • Salt and sugar balance

COMPONENT	PLACE	G ON PLATE	SALT %	SUGAR %
The bite • Σ			0.8–1.0 %	

5 • Mass balance (M7)

REACTANT	IN G	PLATE	OTHER COMP.	STAFF MEAL	WASTE • WHY	COST/G

6 • Balance

M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	DATE
WHAT WAS TAKEN AWAY											

7 • Execution

DAY	REACTION	WHO	CHECKPOINT
D-2			
D-1			
Service			

SOURCES

Measurements from the book (computed by program from all 82 dishes and 172 bases): Daniel Humm, Eleven Madison Park: The Next Chapter (Ten Speed Press, revised edition 2019).

Science: Harold McGee, On Food and Cooking: The Science and Lore of the Kitchen, revised edition (Scribner, 2004).

Salt in soup: Hayabuchi et al., Hypertension Research 2020; Carter, Monsivais, Drewnowski, Food Quality and Preference 2011.

Brines and dry salting: America's Test Kitchen; Modernist Cuisine. Cure: Ruhlman. Fermentation: Noma Projects; NCHFP. Pickling and safety: NCHFP; Penn State Extension.

Emulsions and oils: Gisslen, Professional Cooking; Great British Chefs. Desserts: Goff, Ice Cream Technology (University of Guelph); Gisslen, Professional Baking; King Arthur. Gels and thickeners: Lersch, Texture; Logsdon. Umami: Umami Information Center.

NEXT STEP

One kitchen audit: what works in your kitchen, what does not, and what to fix first. Write to nenad.zivkovic@asketcuisine.org or WhatsApp +381 69 199 0603.