

THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

THE GRAVITY SYSTEM

A Customer Overview Booklet for ThomasMonroeBooks.com

Books • Workbooks • 15 Operating Systems • 350 SOPs • Tools • Installation • Improvement •
Intelligence

THE GRAVITY METHOD

Face the truth. Set the standard. Build the system. Teach the people. Measure and hold.

Thomas Butler

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Reader Note

This short customer overview booklet explains the public Thomas Monroe Books website and the Gravity resources available through it as of September 5, 2026. It is an orientation pamphlet for potential customers to read in their own time, not a full Gravity book and not a substitute for the current controlled files on the website. The website is the release point; downloaded files should retain their version names, and superseded local copies should be removed or archived.

Thomas Monroe Books is the publisher. The Gravity System is the customer-facing restaurant leadership and operating system. Thomas Butler is the author and system creator.

CORE PRINCIPLE

A restaurant eventually pays for every truth its leaders do not face.

Founding Year access

The website states that every finished Gravity digital product is available through October 1, 2027 with no purchase required. Optional donations are welcome but are not required, and physical supplies remain optional. Products marked “in development” are explanations of planned work, not finished releases.

How to use this overview booklet

1. Read Part I to understand the Gravity method and choose one real pressure point.
2. Use Part II to understand the complete ecosystem and the role of every book group.
3. Use Part III to select one of the fifteen operating systems and its first 3–5 tools.
4. Use Part IV to install at a pace the team can sustain.
5. Use Parts V–VII for the SOP library, website navigation, daily forms, improvement plans, AI, Gravity Aware, and fulfillment.
6. Return to the live website for the current approved download and release notes.

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Part I — What Gravity Is

1. One connected system, not a pile of downloads

Gravity connects leadership thinking, written standards, usable tools, training, operating evidence, review, corrective action, and improvement. A book can teach the thinking. A workbook can help a manager build a practice. An operating system can assign ownership and preserve evidence. The SOP library can supply procedures. Installation and verification make the change hold.

The site is deliberately problem-led. A manager should not begin by downloading everything. Begin with the pressure the restaurant is actually experiencing, identify the lead system, select three to five tools, assign one accountable owner, train before requiring, and review the evidence before expanding.

2. The operating logic

STAGE	QUESTION	WORKING OUTPUT
Face the truth	What is actually happening beneath the repeated problem?	Facts, observations, records, and a clear problem statement
Set the standard	What should good performance look like?	Defined behavior, number, limit, role, frequency, or decision rule
Build the system	What makes the standard repeatable?	SOPs, checklists, forms, schedules, workbooks, and escalation paths
Teach the people	Who must understand and demonstrate it?	Role-based learning, practice, coaching, and certification
Measure and hold	How will leadership know it is working?	Records, audits, reviews, corrective action, and verified outcomes

3. The smallest useful installation

STARTING RULE

One problem. One accountable owner. Three to five tools. One review rhythm. One decision gate.

The first installation should be small enough to teach and hold. The aim is not to prove that management can distribute forms. The aim is to produce a reliable routine that improves a real outcome without unnecessary burden.

- Choose a pressure with a visible operating cost.
- Name the owner who can make or escalate decisions.
- Select only the tools needed to establish the first control loop.
- Define where records live and who reviews them.
- Set a 30-day accelerated or 60-day guided pace.
- At the decision gate, sustain, adjust, expand, or retire the approach based on evidence.

4. What a Gravity tool is

A tool is a controlled operating aid: a form, checklist, register, scorecard, calendar, decision matrix, tracker, audit, log, plan, worksheet, or review record. Every tool should have a purpose, owner, frequency or trigger, required fields, review path, and approved version. Completing a tool is not the final outcome; it creates evidence for a decision or verification.

Part II — The Books Behind the System

5. The reading path

The recommended learning sequence begins with the person, then the owner, then service, then manager tools, then advanced controls and AI support. The website includes both complete and in-development titles; those statuses must remain visible so readers do not confuse a roadmap with a release.

TITLE	STATUS	ROLE IN GRAVITY
Quiet Gravity	Complete	The human foundation: power, presence, emotional control, safety, stability, curiosity, trust, restraint, boundaries, and the workplace people remember. Read it before designing accountability so the system does not become a weapon.
The Owner's Chair	Complete	The ownership foundation: the weight of authority, the truth about the owner's role, the requirements of a real general manager, leadership bench strength, and the Owner–GM agreement. Read it when roles and decision rights are unclear.
Systems of Service	Complete	The 287-page flagship in three parts: The System of Service, Planning for Service, and The Quiet Systems of Service. It connects operating structure, pre-shift readiness, calm leadership, timing, recovery, communication, and consistent execution under pressure.
Employee Training & SOP Tracker	Complete	A 257-page working book covering training purpose, onboarding, role trackers, task mastery, SOP templates, sign-offs, coaching, retraining, 30/60/90-day reviews, and manager accountability.
Labor Control & Scheduling Planner	Complete	A 371-page working book covering labor foundations, position planning, schedule building, labor percentage, shift coverage, cut decisions, productivity, staffing gaps, and manager accountability.
Restaurant SOP & Station Operations Builder	Complete	A 254-page builder for SOP foundations, station posters, FOH, bar, line, prep, dish, sanitation, opening/closing, manager and emergency procedures, plus custom builder pages.
Food Cost, Waste & Inventory Control Workbook	Complete	A 318-page working system for food-cost foundations, inventory setup, ordering, waste, portions, prep, production, storage, management review, training, and the final control routine.
Restaurant Bar, Beverage & Pour Cost Control	Complete	The beverage foundation for drink standards, recipes, pour discipline, costing, profitability, variance, training, sales, and verification.
Restaurant Bar, Beverage Inventory & Ordering Book	Complete	The recurring beverage record for counts, usable inventory, pars, Temporary Targets, Gravity Smart

Restaurant AI Prompts & Systems Workbook — Digital Edition	Updated digital edition	Order, receiving, vendor cost, purchasing, weekly review, monthly review, and annual closeout. A living companion with 142 copy-and-paste prompts spanning shifts, service planning, beverage control, hiring, training, SOPs, labor, cost, guests, sales, facilities, risk, manager development, and verified follow-through. AI supports the work; managers verify facts and own decisions.
Hiring, Interviewing & Employee Retention Tracker	In development	Structured hiring and retention built around hiring care first and training skill second.
Guest Service, Complaints & Recovery Workbook	In development	A focused system for recovery, complaint patterns, manager follow-up, and training improvement.
Manager Readiness & Leadership Development Workbook	In development	A practice-and-development path for preparing managers before they are trusted with people, money, standards, and accountability. Readiness is verified internally; the title does not imply outside accreditation.
Cleaning & Inspection Readiness Workbook	In development	Cleaning, maintenance, habit, and inspection readiness for guest trust and operating discipline.
Sales Building & Restaurant Growth Planner	In development	Controlled growth after the operation can sustain added demand.
Restaurant Employee Policies, Team Standards & Corrective Action Workbook	In development	Fair standards for conduct, attendance, documentation, review, and manager follow-up.
Restaurant Weekly Business Review Planner	In development	A single review rhythm for sales, labor, food cost, waste, complaints, staffing, training, and commitments.
Restaurant Emergency & Crisis Readiness Workbook	In development	Practical preparation for power, weather, injury, equipment, POS, staffing, and other predictable disruptions.

6. Leadership before control

Quiet Gravity establishes the human standard behind authority. It examines how power changes a room, how schedules and small decisions communicate value, why emotional control is operational power, and how presence, safety, stability, curiosity, trust, restraint, and boundaries shape the workplace.

The Owner's Chair moves to organizational authority. It asks whether the owner is helping, hurting, hovering, or avoiding; separates confidence from competence; defines what a real general manager must know; and ends with the Owner–GM agreement and the movement from personality-run to standards-run operations.

7. Workbooks turn learning into routine

The Toolkit and expansion workbooks are narrower than an operating-system release but deeper than a single form. They help a manager build a repeatable practice around training, labor, SOPs, food cost, beverage control, and planned future subjects. Use a workbook when the restaurant needs guided learning and working pages around one management discipline.

BOUNDARY

Books teach. Workbooks build. Systems assign and verify. SOPs provide procedures.

Part III — The Fifteen Operating Systems

8. How every system package works

A complete Gravity operating-system kit normally includes an operating manual, a 30-tool forms library, a digital control workbook, a manager training presentation, fixed reference PDFs, a file guide, release validation material, and a current release name. Use the manual to understand boundaries and roles; the forms at the point of work; the digital workbook for recurring records and analysis; the training deck to teach the system; and the file guide to preserve the package structure.

FILE	USE
Operating manual	Purpose, boundaries, definitions, roles, cadence, tool descriptions, review and escalation.
Forms library	Printable or editable field records for the work itself.
Digital control workbook	Ongoing entry, calculation, status, analysis, and management review.
Manager training	Role-based introduction and launch support.
Fixed PDFs	Stable print/reference versions that should not be edited.
File guide and release records	Package map, version evidence, validation, and checksum support.

9. Guest Relationship & Retention (GRV-R)

OPERATING PURPOSE

Turn guest information, recovery, recognition, reviews, loyalty, and event leads into a managed retention practice.

Use this system when

Use when complaints disappear, regulars are not recognized consistently, recovery depends on the manager present, or campaigns are disconnected from actual guest behavior.

The 30-tool architecture

- Data and permission
- Recognition
- Service recovery
- Retention and reactivation
- Campaigns and reviews
- Events and management review

Practical first 3-5 tools

TOOL ID	TOOL
GRV-R07	Guest Feedback & Concern Record
GRV-R08	Service Recovery Decision Matrix
GRV-R10	Recovery Action Record
GRV-R11	Recovery Follow-Up Tracker
GRV-R28	Weekly Guest Relationship Review

What successful use looks like

The result is not a stack of apology forms. It is a closed loop: record the guest truth, recover within authority, follow through, identify repeat causes, and verify whether the guest returned.

Connections

Connect with GRV-M for manager recovery skill, GRV-G for campaigns and reputation, GRV-P for offer economics, and GRV-IV for rollout.

10. Restaurant Performance & Profitability (GRV-P)

OPERATING PURPOSE

Connect operating activity to profit, break-even sales, contribution, menu mix, channels, promotions, and leakage.

Use this system when

Use when sales look healthy but profit does not, promotions are approved without margin analysis, menu decisions rely on popularity alone, or managers cannot explain the operating statement.

The 30-tool architecture

- Data integrity and mapping
- Weekly and monthly profitability
- Menu economics
- Sales, daypart and capacity
- Channel and promotion economics
- Leakage, action and scorecards

Practical first 3-5 tools

TOOL ID	TOOL
GRV-P03	Weekly Profitability Snapshot
GRV-P05	Break-Even Sales Calculator
GRV-P07	Menu Item Contribution Worksheet
GRV-P22	Discounts, Comps, Voids & Refunds Log
GRV-P26	Weekly Profitability Review

What successful use looks like

This system asks managers to explain the business, not merely report a percentage. It separates volume, mix, margin, discounting, capacity, and leakage so the next action is evidence-based.

Connections

Connect with GRV-F for food cost, GRV-C for labor, GRV-SF for demand, GRV-G for growth economics, and GRV-LP for leakage.

11. Standards & Intelligence Center (GRV-I)

OPERATING PURPOSE

Maintain one authoritative standard, preserve source evidence, govern versions, test conformance, and control change across Gravity.

Use this system when

Use when several versions of the same form exist, outside requirements are not traced, system changes are undocumented, or leaders cannot prove which standard is current.

The 30-tool architecture

- Registry and standards hierarchy
- Document and version control
- External intelligence
- Risk and accessibility review
- Evidence, exception and audit
- Change implementation and verification

Practical first 3-5 tools

TOOL ID	TOOL
GRV-I01	System Registry & Ownership Map
GRV-I03	Controlled Document Master Register
GRV-I04	Version History & Release Record
GRV-I19	Standard Conformance Audit
GRV-I29	Post-Implementation Verification

What successful use looks like

GRV-I is the control room for the control system. It prevents good tools from becoming uncontrolled copies and ensures changes are researched, approved, trained, released, and verified.

Connections

Connect with every system whenever a standard, source, version, exception, audit, or controlled change is involved.

12. Risk & Continuity (GRV-RC)

OPERATING PURPOSE

Prepare the restaurant to protect life, preserve essential operations, communicate clearly, and recover from disruption.

Use this system when

Use when emergency actions live only in someone's memory, critical suppliers or systems have no backup, restart decisions are improvised, or drills do not create corrective action.

The 30-tool architecture

- Risk governance
- Critical operations and dependencies
- Emergency response
- Continuity and role coverage
- Recovery and restart
- Testing, learning and renewal

Practical first 3-5 tools

TOOL ID	TOOL
GRV-RC01	Enterprise Risk Register
GRV-RC04	Critical Incident Threshold & Activation
GRV-RC11	Emergency Action Plan
GRV-RC21	Incident Command & Decision Log
GRV-RC28	After-Action Review

What successful use looks like

The system distinguishes immediate life safety from continuity and recovery. A power outage, severe weather event, data failure, contamination event, or leadership absence requires defined authority and a record of decisions.

Connections

Connect with GRV-FS for food-safety incidents, GRV-FM for facility failure, GRV-I for source control, and GRV-IV for drills and corrective action.

13. Growth & Sales Building (GRV-G)

OPERATING PURPOSE

Build profitable demand through local visibility, reputation, sales channels, campaigns, catering, events, partnerships, and measured experiments.

Use this system when

Use when marketing is scattered, sales activity has no pipeline, promotions are repeated without learning, or the restaurant wants growth before confirming operational capacity.

The 30-tool architecture

- Baseline and market strategy
- Local discovery and reputation
- Sales pipeline and conversion
- Offers and campaigns
- Catering, events and partnerships
- Review, experiments and replication

Practical first 3-5 tools

TOOL ID	TOOL
GRV-G01	Growth Baseline & Opportunity Audit
GRV-G06	Local Visibility & Discovery Audit
GRV-G11	Sales Channel & Opportunity Pipeline
GRV-G26	Weekly Growth & Sales Review
GRV-G28	Growth Experiment & Learning Log

What successful use looks like

Gravity treats growth as an operating system. Demand should be targeted, economically sound, supported by capacity, measured after launch, and repeated only when the evidence supports it.

Connections

Connect with GRV-R for retention, GRV-P for contribution, GRV-SF for demand effects, and GRV-IV for controlled experiments.

14. Manager Development (GRV-M)

OPERATING PURPOSE

Define management authority, build self-awareness and decision skill, improve coaching and communication, and verify readiness for greater responsibility.

Use this system when

Use when titles are given before readiness is proven, managers avoid or mishandle difficult conversations, delegation is unclear, or development consists only of informal advice.

The 30-tool architecture

- Role and readiness
- Self-management and judgment
- Communication and conflict
- Observation, coaching and feedback
- Delegation and team alignment
- Capability, succession and renewal

Practical first 3-5 tools

TOOL ID	TOOL
GRV-M01	Manager Role & Decision Rights Charter
GRV-M02	Manager Readiness & Evidence Assessment
GRV-M11	One-on-One Meeting Guide
GRV-M17	Coaching Conversation Planner
GRV-M26	Weekly Manager Development Review

What successful use looks like

This system converts leadership development from opinion into observed evidence. Managers learn what they own, when they must escalate, how to coach fairly, and what proof is required before expanded authority.

Connections

Connect with Quiet Gravity, The Owner's Chair, GRV-T for learning evidence, GRV-HR for employment processes, and GRV-IV for readiness verification.

15. Implementation & Verification (GRV-IV)

OPERATING PURPOSE

Move a new standard from idea to controlled pilot, training, rollout, adoption, effectiveness, and sustainment.

Use this system when

Use when an initiative launches loudly and fades, employees receive a form without training, leaders confuse completion with effectiveness, or nobody verifies adoption after rollout.

The 30-tool architecture

- Case, scope and evidence
- Readiness and sequencing
- Standard and measurement design
- Ownership and configuration
- Training, pilot and rollout
- Adoption, audit, effectiveness and sustainment

Practical first 3-5 tools

TOOL ID	TOOL
GRV-IV01	Goal & Outcome Charter
GRV-IV07	Risk, Barrier & Readiness Assessment
GRV-IV17	Pilot & Prelaunch Readiness Review
GRV-IV24	Observation & Adoption Verification
GRV-IV27	Effectiveness & Outcome Verification

What successful use looks like

GRV-IV is the installation discipline behind every other system. It establishes acceptance criteria before launch and separates four questions: Was it launched? Is it being used? Is it being used correctly? Is it producing the intended result?

Connections

Connect with the lead subject system, GRV-I for version control, GRV-T for competency, and management review for the decision gate.

16. Sales Intelligence & Forecasting (GRV-SF)

OPERATING PURPOSE

Preserve the reasons behind sales, select comparable days, forecast demand, translate it into labor and prep, and learn from error.

Use this system when

Use when forecasts rely on last week alone, weather and events are forgotten, staffing and prep are disconnected from demand, or forecast misses produce no future learning.

The 30-tool architecture

- System and data definitions
- Daily intelligence and context
- Comparable-day selection
- Daily, 14-day and monthly forecasts
- Guest, daypart and channel bridges
- Labor, prep, accuracy and learning

Practical first 3-5 tools

TOOL ID	TOOL
GRV-SF03	Daily Sales Intelligence Journal & Revision Record
GRV-SF09	Comparable-Day Candidate Register
GRV-SF12	Daily Forecast Builder
GRV-SF22	Labor Demand Calculator
GRV-SF27	Forecast-vs-Actual Review

What successful use looks like

The method is Record → Explain → Compare → Forecast → Staff → Review → Preserve. The longer reliable context is kept, the more useful the restaurant's own history becomes.

Connections

Connect with GRV-C for labor, GRV-F for prep and purchasing, GRV-P for performance, GRV-G for promotions, and GRV-I for preserved intelligence.

17. Food Cost, Inventory & Purchasing (GRV-F)

OPERATING PURPOSE

Control food cost through definitions, counts, ordering, receiving, waste, portions, prep, yield, vendor price, and corrective action.

Use this system when

Use when month-end food cost is a surprise, count units change, pars are guesses, receiving errors go unrecorded, waste is blamed without categories, or portions drift.

The 30-tool architecture

- Cost and inventory setup
- Counting and ordering ownership
- Pars, order guides and receiving
- Waste and remakes
- Portion, prep and production
- Variance, yield and scorecards

Practical first 3-5 tools

TOOL ID	TOOL
GRV-F01	Weekly Food Cost Tracking Checklist
GRV-F06	Inventory Count Sheet
GRV-F11	Par Level Builder Worksheet
GRV-F14	Receiving & Invoice Check Form
GRV-F15	Daily Waste Log

What successful use looks like

The system follows product from purchase to use. It requires consistent units, clean period boundaries, verified counts, approved orders, receiving evidence, categorized loss, and action on the largest controllable variance.

Connections

Connect with GRV-SF for demand, GRV-P for profitability, GRV-FS for safe handling, GRV-LP for shrink signals, and beverage controls where relevant.

18. Labor & Workforce Control (GRV-C)

OPERATING PURPOSE

Translate demand into safe and serviceable staffing, schedule by position and daypart, manage the live shift, and review labor decisions fairly.

Use this system when

Use when schedules repeat by habit, labor cuts damage service, coverage gaps are discovered too late, overtime is unmanaged, or labor percentage is reviewed without context.

The 30-tool architecture

- Labor definitions and position need
- Forecast, budget and daypart demand
- Schedule, availability and overtime
- Daily and weekly tracking
- Call-outs, cuts and manager decisions
- Productivity, accuracy and corrective action

Practical first 3-5 tools

TOOL ID	TOOL
GRV-C01	Labor Percent Calculation Worksheet
GRV-C08	Sales Forecast Worksheet
GRV-C10	Staffing Needs by Daypart Worksheet
GRV-C17	Daily Labor Percent Tracker
GRV-C23	Manager Labor Decision Log

What successful use looks like

Labor control is not simply sending people home. Gravity connects forecast, minimum coverage, qualification, guest demand, production workload, actual sales, and the manager's documented decision.

Connections

Connect with GRV-SF for demand, GRV-T for qualifications, GRV-HR for availability and retention, GRV-P for economics, and GRV-M for live decisions.

19. Food Safety & Sanitation (GRV-FS)

OPERATING PURPOSE

Create a location-specific food-safety management system with defined authority, monitoring, verification, corrective action, and inspection readiness.

Use this system when

Use when food-safety records are fragmented, person-in-charge responsibility is unclear, temperature or sanitizer checks lack follow-up, or cleaning is activity without verification.

The 30-tool architecture

- Authority and inspection readiness
- Employee health and hygiene
- Time/temperature processes
- Separation, allergens and sanitation
- Facility, pest and equipment controls
- Training, audit and corrective action

Practical first 3-5 tools

TOOL ID	TOOL
GRV-FS02	Person-in-Charge Responsibility Assignment
GRV-FS07	Employee Illness Reporting & Management Decision Record
GRV-FS13	Holding Control Monitoring Record
GRV-FS19	Warewashing & Sanitizer Control Record
GRV-FS27	Internal Food Safety Risk-Factor Audit

What successful use looks like

This is an operating framework, not a replacement for the restaurant's applicable code or regulatory authority. The restaurant must customize limits, sources, roles, and escalation requirements.

Connections

Connect with the applicable authority, GRV-T for competency, GRV-FM for equipment and facility conditions, GRV-RC for incidents, and GRV-I for source/version control.

20. Employee Training & Certification (GRV-T)

OPERATING PURPOSE

Standardize onboarding, position training, task mastery, trainer readiness, certification, coaching, retraining, and coverage.

Use this system when

Use when employees are judged by time served instead of demonstrated skill, trainers teach differently, sign-offs are incomplete, or the schedule depends on people whose qualifications are unclear.

The 30-tool architecture

- First-day and onboarding readiness
- Role training trackers
- Task mastery and SOPs
- Trainer authorization and sign-off
- Certification, coaching and retraining
- Coverage, gap analysis and health review

Practical first 3-5 tools

TOOL ID	TOOL
GRV-T01	New Hire Readiness Checklist
GRV-T07	First Week Training Plan
GRV-T19	Trainer Authorization & Calibration Form
GRV-T20	Employee Training Sign-Off Page
GRV-T26	Certification Status Matrix

What successful use looks like

Training follows demonstrate → practice → observe → verify. A signature should prove a defined standard was demonstrated, not merely that a page was presented.

Connections

Connect with GRV-HR for onboarding, GRV-M for manager development, SOP Builder and the SOP Library for task standards, and GRV-IV for adoption.

21. Facilities & Maintenance (GRV-FM)

OPERATING PURPOSE

Control assets, daily condition, preventive maintenance, repairs, downtime, vendors, warranties, replacement, and capital renewal.

Use this system when

Use when repairs repeat, equipment history is missing, service vendors are not verified, preventive work is delayed, or repair-versus-replace decisions are emotional.

The 30-tool architecture

- Assets, roles, vendors and budget
- Daily readiness and physical condition
- Preventive maintenance
- Repair, downtime and service verification
- Capital replacement and projects
- Open repair review, audits and scorecards

Practical first 3-5 tools

TOOL ID	TOOL
GRV-FM01	Facility Asset Register
GRV-FM06	Daily Facility Walk Checklist
GRV-FM11	Preventive Maintenance Calendar
GRV-FM16	Repair Request Intake Form
GRV-FM26	Weekly Open Repair Review

What successful use looks like

The restaurant gains a controlled memory for every critical asset: what it is, how important it is, who owns it, what happened, what was spent, and when replacement becomes the wiser decision.

Connections

Connect with GRV-RC for continuity, GRV-FS for sanitation and equipment safety, GRV-P for capital economics, and GRV-LP for vendor/payment controls.

22. Cash Controls & Loss Prevention (GRV-LP)

OPERATING PURPOSE

Protect money and transaction integrity through custody, authority, reconciliation, exception review, pattern detection, lawful escalation, and control repair.

Use this system when

Use when cash differences recur, POS permissions are broad, discounts or voids are not reviewed, delivery settlements are not reconciled, or suspicion replaces evidence.

The 30-tool architecture

- Responsibility, access and authority
- Cash, safe and deposit controls
- Discount, comp, void and refund review
- POS, platform and payment controls
- Inventory signals and evidence boundaries
- Incident, corrective action and scorecards

Practical first 3-5 tools

TOOL ID	TOOL
GRV-LP01	Cash-Control Responsibility Map
GRV-LP07	Cash Drawer Closeout & Variance Log
GRV-LP09	Deposit Preparation & Handoff Record
GRV-LP13	Void and Deleted Item Review
GRV-LP28	Weekly Exception Review Meeting

What successful use looks like

The system protects both the business and the employee. It establishes fair investigation boundaries, limits sensitive access, preserves relevant evidence, and repairs failed controls instead of treating accusation as proof.

Connections

Connect with GRV-P for leakage, GRV-HR for fair employment processes, GRV-M for authority, GRV-I for evidence rules, and GRV-IV for control repair.

23. Hiring, Retention & Employee Relations (GRV-HR)

OPERATING PURPOSE

Control workforce need, recruiting, structured selection, early retention, employee concerns, fair documentation, corrective-action routing, and bench strength.

Use this system when

Use when hiring starts without a defined need, interviews vary by candidate, new hires disappear in the first 90 days, concerns have no route, or discipline is inconsistent.

The 30-tool architecture

- Workforce need and hiring strategy
- Interviewing and selection
- Preboarding and first-90-day retention
- Employee relations and communication
- Coaching and corrective-action routing
- Turnover, risk, bench and scorecards

Practical first 3-5 tools

TOOL ID	TOOL
GRV-HR01	Staffing Need & Role Request
GRV-HR02	Position Success Profile
GRV-HR06	Structured Interview Guide
GRV-HR12	First Week Fit & Support Check
GRV-HR23	Corrective-Action Review Checklist

What successful use looks like

Gravity separates hiring, training, coaching, policy, and discipline while connecting their evidence. The goal is a fair employee lifecycle: clear need, honest selection, supported start, early listening, documented decisions, and organizational learning.

Connections

Connect with GRV-T for training, GRV-M for leadership, Quiet Gravity for dignity and fairness, GRV-C for workforce need, and GRV-IV for process installation.

Part IV — Installation and Improvement

24. Start Here and the Customer Installation Package

The Start Here Guide is the orientation point. It provides the problem finder, glossary support, and the choice between concentrated 30-day implementation and guided 60-day implementation. The Customer Installation Package adds the playbook, editable forms, installation control workbook, ownership, training, weekly review, corrective action, and Day-30 or Day-60 decision gate.

25. Choose the pace the team can sustain

PATH	BEST FIT	RISK TO MANAGE
30-Day Accelerated	Established managers with available time, stable leadership, and the ability to teach and review frequently.	Moving fast enough that completion replaces learning or verification.
60-Day Guided	Developing managers, heavier operations, or teams that need practice, correction, and reinforcement.	Allowing extra time to become drift or loss of ownership.

26. The Priority 12 improvement libraries

The 30-Day and 60-Day libraries provide sequenced plans for twelve high-impact priorities. They are routes into the broader system, not separate competing systems.

- Customer order pacing
- Table turn time
- Kitchen ticket time
- Order accuracy and remakes
- Labor hours forecasting
- Shift deployment
- Station and pre-shift readiness
- Average guest check
- Guest complaint recovery
- Food waste reduction
- Training completion and task mastery
- Daily sales and operating review

27. A closed implementation loop

7. Define the outcome and baseline.
8. Select the lead system and supporting systems.
9. Assign accountable ownership and decision rights.
10. Configure only the first tools and record location.
11. Train the people who will complete and review them.
12. Pilot under controlled conditions.
13. Review completion, quality, adoption, exceptions, and effect.
14. Correct the control or training problem.
15. Decide whether to sustain, adjust, expand, or retire.
16. Preserve the approved version and the lesson learned.

Part V — SOPs, Daily Forms, AI, and Future Layers

28. The 350-SOP library

Restaurant SOP & Station Operations Builder teaches leaders how to design, approve, train, verify, and revise an SOP system. The two-volume Gravity Restaurant SOP Library supplies 350 procedures to customize. The Builder and Library should be used together: one creates control discipline; the other saves drafting time.

VOLUME	COVERAGE
Volume 1 — 175 SOPs	Host, reservations and arrival; server service and table management; support, running, takeout and delivery; bar; guest recovery; POS and cash; shift leadership; employee communication and conduct; opening, closing and security.
Volume 2 — 175 SOPs	Receiving, storage and inventory; prep and production; cook line and recipes; food safety and allergens; dish; cleaning; equipment maintenance; facility, waste and pests; safety and emergency; business continuity and recovery.

Safe customization sequence

17. Choose the procedure that matches the real task.
18. Confirm applicable laws, codes, manufacturer instructions, contracts, and restaurant policy.
19. Replace generic roles, limits, timing, tools, and location details.
20. Assign the owner, user, reviewer, frequency, record, and escalation.
21. Approve one controlled version and archive conflicting drafts.
22. Train through demonstration and practice.
23. Observe performance and verify evidence.
24. Revise through controlled change when the procedure does not produce the required result.

29. Daily Control Forms Pack and operational logs

The Management Forms & Checklists page provides a practical entry layer for restaurants that are not ready to install a full 30-tool system. Current public examples include pre-shift readiness by station, daily prep and pars, manager log and shift handoff, waste/spill/comp/remake, inventory count and pars, training sign-off, corrective action, equipment maintenance, and server side work. Editable Word and Excel packs support local use.

CONTROL BOUNDARY

Use these forms as working entry points, then connect persistent patterns to the appropriate complete operating system. Do not create an isolated daily-paperwork layer.

30. Gravity Intelligence & AI

The intelligence layer combines Sales Intelligence & Forecasting, the Standards & Intelligence Center, and the Restaurant AI Prompts & Systems Workbook. The AI workbook is a living digital companion, updated to 142 prompts on September 5, 2026. It supports drafting, review, analysis, coaching preparation, and pattern detection. It does not transfer management responsibility to AI.

- Provide only appropriate operational facts.
- Do not enter passwords, payment-card data, government IDs, medical diagnoses, rumors, or unrelated personal information.
- Verify calculations, legal or regulatory claims, policy implications, and factual conclusions.
- Treat AI output as a draft or analysis aid. The manager remains accountable for the decision and record.
- Capture reusable prompts and lessons through controlled updates rather than scattered private copies.

31. Gravity Aware

The public Gravity Aware page is an owner-awareness check. It asks what the user knows today and routes the strongest priorities toward relevant help. The broader Gravity Aware concept is a future cross-system awareness layer, not a sixteenth operating system on the public site. It should surface signals across systems without silently replacing authority, investigation, or verification.

32. Gravity Fulfillment Center

The Fulfillment Center is presented as the future optional physical-support layer: printed forms, SOP and station posters, binders, implementation kits, and practical refill supplies. Current page concepts include Daily Manager Control, Food Cost & Prep Control, Training & Station Accountability, a 30-Day Control Starter Pack, and the beverage inventory book. No physical purchase is required to use the digital system, and the site states that physical supplies are not yet available to order.

Part VI — The Website from Top to Bottom

33. Main navigation

DESTINATION	WHAT IT DOES	BEST FIRST ACTION
Home	Explains the complete value proposition, method, problem routes, featured releases, and Founding Year access.	Choose the pressure point or open Start Here.
15 Systems	Compares the fifteen complete operating systems and explains how to use a system package.	Select one lead system and preview its tools.
Gravity Aware	Runs an owner-awareness check and routes priorities.	Answer only what is known today.
Books	Organizes complete and planned titles by management need.	Choose leadership learning or a focused workbook.
Fulfillment Center	Explains future optional printed supplies and packs.	Use as a roadmap; no physical products are currently available.
SOP Library	Explains the Builder, two volumes, and complete 350-SOP set.	Establish the SOP control method before mass customization.
Knowledge Center	Provides practical articles, calculators, checklists, and form entry pages.	Calculate, diagnose, then move into a working system.
Help Center	Answers common system-use questions and provides a route to ask for help.	Start with the exact question blocking implementation.
Contact	Routes visitors to the right Gravity solution or general inquiry.	Describe the problem, restaurant context, and desired outcome.
Start Here	Controls onboarding and the 30-day versus 60-day choice.	Name one problem and one owner.

34. Core ecosystem pages

- The Gravity System: the high-level map of books, systems, SOPs, installation, and the problem-to-standard method.
- Restaurant Manager's Toolkit: the completed manager workbooks and their companion relationship to the SOP Library.
- Standards & Accountability: why approved expectations must be clear, trainable, fair, documented, and consistently reviewed.
- Installation & Improvement: why the smallest effective installation is safer than a restaurant-wide paperwork launch.
- Intelligence & AI: evidence, forecasting, version control, and responsible AI assistance.
- Customer Resources: current system releases, onboarding files, release notes, and supporting historical references.
- What's New: current release changes and the rule that one authoritative version should remain in use.

35. Knowledge Center routes

CLUSTER	WHAT THE VISITOR CAN DO	SYSTEM DESTINATION
Food cost	Learn formulas; calculate actual cost; examine theoretical variance, recipe cost, portions, receiving, inventory, and waste.	GRV-F, GRV-P, food-cost workbook
Labor	Calculate labor cost; plan coverage; build schedules from demand; review live-shift decisions.	GRV-C, GRV-SF, labor planner
Training	Build onboarding, station training, certification, sign-off, and training-matrix control.	GRV-T, GRV-HR, Training & SOP Tracker

Manager execution	Use opening, closing, shift handoff, pre-shift, manager-log, and weekly-review guidance.	GRV-M, GRV-IV, daily control forms
SOPs and cleaning	Write usable SOPs; distinguish SOPs, policies, standards, and checklists; create cleaning verification.	SOP Builder, SOP Library, GRV-FS, GRV-FM
Guests and sales	Recover complaints, track patterns, forecast sales, build retention, and grow demand.	GRV-R, GRV-G, GRV-SF
Daily forms	Download controlled Word/PDF/Excel entry tools.	Lead system chosen by the recurring problem

36. Support, reviews, and policy pages

The Review page requests honest experience—positive, mixed, or critical—and asks what was used, what problem it addressed, and what happened. The Support page accepts optional Founding Year support through Square. The privacy, terms, and Founding Year/donation pages explain information use, practical-guidance boundaries, no guarantee of results, third-party platforms, and the distinction between voluntary support and tax-deductible charitable giving.

TRUTHFUL STATUS

A product marked complete is available for use. A product marked in development describes direction only. A future fulfillment item is not yet an orderable product. Preserve those distinctions in every customer conversation.

Part VII — Practical Operating Routes

37. Start with the pressure, not the catalog

PRESSURE	LEAD	SUPPORT	FIRST INVESTIGATION
Food cost is rising	GRV-F	Food-cost workbook; GRV-P; GRV-SF	Count reliability, receiving, waste category, portion, purchase price, and theoretical variance.
Labor is high or service is understaffed	GRV-C	GRV-SF; GRV-T; GRV-HR	Forecast, minimum coverage, qualification, schedule, live decisions, and actual result.
Training is inconsistent	GRV-T	Training & SOP Tracker; SOP Builder; GRV-HR	Define task, trainer, demonstration, practice, observation, sign-off, and recertification.
Guest complaints repeat	GRV-R	GRV-M; GRV-IV; GRV-P	Capture facts, authorize recovery, follow up, identify patterns, correct the operating cause.
Managers are not ready	GRV-M	Quiet Gravity; The Owner's Chair; GRV-T	Clarify authority, assess evidence, build skill, observe decisions, and verify readiness.
Sales are flat	GRV-G	GRV-R; GRV-P; GRV-SF	Stabilize the operation, define the segment and offer, build the pipeline, test, and measure margin.
Profit is unclear	GRV-P	GRV-F; GRV-C; GRV-LP	Verify data, find break-even, separate mix and leakage, assign action, and retest.
Standards are out of control	GRV-I	GRV-IV; SOP Builder	Create the registry, identify authority, approve one version, train, audit, and verify change.
Emergencies rely on memory	GRV-RC	GRV-FM; GRV-FS; GRV-I	Define triggers, protect life, preserve minimum operations, communicate, restart, and learn.
Cash or exceptions do not reconcile	GRV-LP	GRV-P; GRV-HR; GRV-I	Tighten custody and authority, reconcile, review patterns, preserve boundaries, repair controls.
Equipment failures repeat	GRV-FM	GRV-RC; GRV-FS; GRV-P	Register assets, rank criticality, plan preventive work, verify service, and plan replacement.
Hiring and retention are weak	GRV-HR	GRV-T; GRV-M; GRV-C	Define the real role need, interview consistently, support the first 90 days, and review loss patterns.
A rollout keeps fading	GRV-IV	Lead subject system; GRV-I; GRV-T	Define success, assess readiness, pilot, teach, verify adoption and effect, then sustain.
Forecasts miss obvious events	GRV-SF	GRV-C; GRV-F; GRV-G	Record context, approve comparables, translate demand, measure error, and preserve learning.

Food safety records do not
close the loop

GRV-FS

GRV-T; GRV-FM; GRV-RC

Confirm authority and limits,
monitor, correct immediately,
verify, and review risk
factors.

38. The weekly management rhythm

25. Review the previous commitments and unresolved exceptions.
26. Compare planned demand, staffing, purchasing, production, and maintenance with actual conditions.
27. Review the few measures tied to the active installation.
28. Examine record quality before drawing conclusions.
29. Identify the largest controllable gap and its likely cause.
30. Assign one owner, action, deadline, and verification method.
31. Carry unresolved commitments into the manager log and next review.
32. Escalate system changes through the controlled version and implementation route.

39. What Gravity should feel like to employees

Employees should experience clearer expectations, better preparation, consistent training, predictable management, fairer correction, useful voice, and less chaos. If the system is experienced mainly as surveillance, surprise paperwork, shifting rules, or punishment, leadership has failed the Gravity standard even if the forms are complete.

40. What Gravity should show owners

Owners should receive earlier truth, clearer ownership, better evidence, fewer hidden exceptions, stronger management development, and a visible connection between operating causes and financial consequences. The system should reduce dependence on rescue, memory, personality, and rumor.

Appendix A — Controlled Vocabulary

TERM	WORKING MEANING
Accountable owner	The one role answerable for the outcome and required review.
Approved version	The current authorized form, standard, workbook, or procedure.
Corrective action	A documented response that addresses a verified gap and includes follow-up.
Decision gate	A scheduled point to sustain, adjust, expand, pause, or retire an installation.
Evidence	A record, observation, calculation, source, or other verifiable basis for a conclusion.
Exception	A departure from the standard that requires recording, authority, and review.
Frequency	The schedule or trigger that determines when a tool is used.
Lead system	The operating system primarily responsible for the current problem.
PRN / as needed	Use when the defined condition occurs; it does not mean optional or whenever convenient.
Standard	The approved expectation for behavior, output, condition, limit, or decision.
Temporary Target	A time-limited operating target used for a known condition; it does not silently replace the approved par or standard.
Theoretical	What should have occurred under approved recipe, yield, mix, or standard assumptions.
Verification	Independent confirmation that the action, record, adoption, or result meets the requirement.

Appendix B — Source and Release Note

This customer overview booklet was developed from the live pages and linked downloadable resources published at <https://thomasmonroebooks.com> and reviewed through September 5, 2026. The research set included the public books and workbooks, operating-system manuals and forms, system release packages, the two SOP volumes, installation resources, improvement plans, the AI workbook, daily control forms, operational logs, release notes, and supporting guides.

The site changes as Gravity develops. Before printing, distributing, or using this booklet as a customer-facing release, compare it with the live What's New page and current controlled download names. Update the booklet version whenever a product status, system release, access date, tool family, or customer route changes.

CURRENT PUBLIC ADDRESS

ThomasMonroeBooks.com

About Thomas Butler

Thomas Butler built the Gravity System from decades of restaurant experience and from the conviction that better systems must protect both operating performance and human dignity. His work is published by Thomas Monroe Books.

Closing standard

Do not install Gravity to create more paperwork. Install the smallest clear system that helps people control chaos, makes the truth easier to see, and gives leadership enough evidence to make the next decision better.