

THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

The Owner's Chair

Leadership Tools Companion Pack

Practical leadership worksheets, checklists, sample agreement, case study, and KPI dashboard.

19 ORIGINAL RESOURCE PAGES

Extracted from The Owner's Chair

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Founding Year digital companion • Version 1.0 • September 2026

How to Use This Companion Pack

This pack separates the reusable forms, worksheets, checklists, exercises, and control tools from the current source book so managers can print the operating pages without reprinting the full book. Read the source book for instruction, examples, context, and current use guidance.

Included resource groups

- Leadership truth and owner-role audits
- Decision-rights and leadership reset tools
- Weekly owner-GM meeting and standards worksheets
- Sample owner-GM agreement and KPI dashboard

Control note

Use only the tools that solve a real operating need. Assign an owner, train the standard, preserve required records, and return to ThomasMonroeBooks.com for current approved releases. This pack does not replace legal, safety, employment, accounting, or regulatory guidance.

Reader Tools

Practical Worksheets and Checklists for The Owner's Chair

These tools are designed to help the reader turn the book's central ideas into written decisions. They are not meant to make leadership complicated. They are meant to make it visible.

Use them in order, or return to the one that matches the problem the restaurant keeps repeating.

Truth asks what is really happening. Cost asks what the restaurant is paying because of it. System asks what must be built so the same problem does not keep repeating.

Tool 1

Leadership Truth Audit

Use this when a problem keeps returning and the restaurant is paying for a truth that has not been named clearly enough.

What problem keeps repeating in this restaurant?

Where does this problem show up most clearly: labor, training, standards, accountability, communication, guest experience, or owner-GM tension?

What truth might this problem be showing us?

What explanation have we been using that may no longer be enough?

Who currently has authority over this issue?

Is that authority written, understood, and supported?

What is the restaurant paying because this truth has not been faced?

What decision, standard, agreement, or follow-up process would prevent this problem from repeating?

Decision for the next 30 days:

Tool 2

Owner Role Clarity Check

Use this when the owner is not sure whether to lead directly, step back, rebuild structure, or redefine the general manager's authority.

What role does the restaurant need the owner to carry for the next 90 days?

What role does the owner believe they are currently carrying?

What role does the team believe the owner is carrying?

Where does the owner's involvement create clarity?

Where does the owner's involvement create confusion?

Which decisions should remain with ownership?

Which decisions should belong to the GM or manager team?

What must be written down before the owner steps back?

Owner role for the next 90 days:

- Active operator
- Strategic overseer
- Final decision-maker only
- Leadership rebuild role
- Mentor/support role
- Investor/owner with reporting rhythm

Tool 3

Owner-GM Agreement Starter

Use this before giving a general manager authority, during a leadership reset, or whenever owner-manager confusion keeps showing up in the operation.

Agreement Area	Write the Decision Clearly
Owner Role	What does the owner still own, approve, review, and protect?
GM Role	What does the GM fully own in daily operation?
Decision Rights	Which decisions fall under GM Decides, GM Informs, and Owner Approves?
Non-Negotiable Standards	What must be trained, inspected, corrected, and protected?
Reporting Rhythm	What does the GM report weekly or monthly?
Meeting Rhythm	When do the owner and GM meet, and what agenda will they use?
Accountability Authority	What can the GM coach, document, discipline, retrain, or recommend?
Owner Boundaries	What will the owner stop doing so the GM's authority can hold?

Agreement Area	Write the Decision Clearly
Emergency Exceptions	When must the owner step in immediately?
Review Date	When will this agreement be reviewed and adjusted?

TOOL 4

General Manager Evidence Checklist

Use this before deciding that a person is ready to carry the general manager role. A title is not evidence. The restaurant needs visible proof.

- Can explain labor percentage, labor dollars, staffing plan, and cut decisions in practical terms.
- Can explain food cost basics, waste control, portion discipline, and ordering rhythm.
- Can train or verify training without relying only on memory or personality.
- Can protect standards consistently across shifts and departments.
- Can have accountability conversations without drama, humiliation, favoritism, or avoidance.
- Can review numbers and turn them into decisions.
- Can communicate clearly with the owner without hiding bad news.
- Can support managers and still hold them accountable.
- Can keep guest experience consistent when the owner is not present.
- Can admit what they do not know and ask for help before the cost grows.

Evidence seen in the last 30 days:

Support or training still needed:

Tool 5

Owner Dependency Score

Score each item from 0 to 4. A score of 0 means the restaurant depends almost completely on the owner. A score of 4 means the system is documented, trained, inspected, and functioning without owner rescue.

Area	Score 0-4	Evidence / Notes
Opening and closing can happen without the owner.	— —	
Labor is planned, adjusted, and reviewed without owner rescue.	— —	
Training is documented and sign-offs are used.	— —	
Standards are written, visible, and inspected.	— —	
Guest issues are handled by trained leaders.	— —	
Food quality and portion standards are protected.	— —	
Managers understand their authority and limits.	— —	
The GM reports numbers without being chased.	— —	
Accountability happens consistently without owner pressure.	— —	
The restaurant could operate for two weeks without owner presence.	— —	

Total Score: ____ / 40

0-12: Owner-dependent. Begin with role clarity and written standards. 13-25: Building. Focus on training, reporting, and manager authority. 26-34: Stabilizing. Reduce owner rescue and strengthen accountability rhythm. 35-40: Standards-run. Protect the system and plan for scale, transition, or exit readiness.

TOOL 6

90-Day Leadership Reset Plan

Use this when the restaurant needs a reset without panic. The goal is not to fix everything at once. The goal is to create visible progress tied to truth, cost, and system.

Period	Focus	Actions
Days 1-30	Truth	Name repeated problems. Clarify the owner's role. Identify authority gaps. Choose three non-negotiable standards. Begin the weekly owner-GM meeting.
Days 31-60	Cost	Measure labor, training gaps, missed standards, owner rescue hours, and accountability failures. Decide what the restaurant is paying and where the cost is highest.
Days 61-90	System	Write the Owner-GM Agreement. Build standard checklists. Use training sign-offs. Establish the reporting rhythm. Review progress and reset the next 90 days.

The one truth we will face first:

The one cost we will measure first:

The one system we will build first:

The next review date:

Tool 7

Weekly Owner-GM Meeting Agenda

Use this to keep the owner informed without turning oversight into interference. The same questions every week create rhythm, evidence, and accountability.

- Review last week’s sales, labor, food cost concerns, and guest issues.
- Review staffing, training progress, and open positions.
- Review standards that slipped and what follow-up happened.
- Review accountability conversations that occurred or were avoided.
- Review owner decisions needed this week.
- Review GM decisions made this week.
- Review any owner boundary issues or GM authority issues.
- Choose the top three priorities for the next seven days.

Top three priorities before the next meeting:

1.

2.

3.

Tool 8

Standards-to-System Worksheet

Use this when a standard exists in someone's head but not yet in the restaurant's actual operating system.

What standard needs to become clearer?

Where should this standard be written or posted?

Who needs to be trained on it?

Who verifies the training?

How often will it be inspected?

What happens when it slips?

Who owns follow-up?

How will we know the standard is holding after 30 days?

Closing Note

The purpose of these tools is not to make the restaurant perfect. The purpose is to stop allowing the same confusion to return without language, decision, and structure.

A restaurant does not become standards-run in one meeting. It becomes standards-run when truth is written down, cost is measured, and the system is reviewed until the new standard becomes normal.

The Owner's Chair still has weight. These tools help the owner decide how that weight will be carried.

The Owner's Chair in Practice

A Sample Agreement, Composite Case Study, and KPI Dashboard

This final practical section was added to make the book easier to use after the reader closes the last chapter. It takes the strongest ideas from the book and shows what they look like when an owner, a general manager, and a restaurant team begin turning unclear leadership into written agreement, visible evidence, and measurable rhythm.

The goal is not to add more theory. The goal is to show what clarity looks like on paper and in operation.

Truth names what is happening. Cost shows what the restaurant is paying. System decides what will be built so the same problem does not keep repeating.

Completed Sample Owner-GM Agreement

This sample is fictional, but it is written to feel like a real independent full-service restaurant. Owners should use it as a model, not as a legal document. Employment, partnership, compensation, and liability terms should be reviewed by qualified professionals.

Restaurant: Harbor Table Grill | Owner: Dana | General Manager: Marcus | Review Period: 90 days

Agreement Area	Sample Entry
1. Owner Role	The owner will remain responsible for vision, final budget approval, vendor contracts over \$2,500, brand direction, capital repairs, monthly financial review, and protection of non-negotiable standards.
2. GM Role	The GM owns daily operations, manager direction, shift execution, weekly schedule draft, training follow-up, staff accountability, guest recovery within policy, labor review, and implementation of written standards.
3. GM Decides	Daily section assignments, cuts during service, shift correction, guest recovery up to \$75, station retraining, manager checklists, and routine schedule adjustments inside the approved labor plan.
4. GM Informs	Call-outs, overtime risk, guest complaints above the normal pattern, repeated standard failures, employee conflict, vendor issues under \$2,500, and manager performance concerns.
5. Owner Approves	Manager hiring or termination, wage changes, vendor changes above \$2,500, menu price changes, major policy changes, capital purchases, legal concerns, and any decision that changes the restaurant's long-term direction.
6. Non-Negotiable Standards	Clean kitchen handoff, manager pre-shift, recipe and portion adherence, labor review by noon every Monday, no unapproved overtime, documented training sign-offs, respectful accountability, and same-day guest recovery.

Agreement Area	Sample Entry
7. Reporting Rhythm	Every Monday by 2:00 p.m., the GM sends sales, labor percentage, labor dollars, overtime risk, staffing gaps, training completions, guest-issue trends, and three priorities.
8. Meeting Rhythm	The owner and GM meet every Tuesday at 10:00 a.m. for 45 minutes. The meeting covers numbers, people, standards, guest patterns, owner approvals needed, and one system improvement.
9. Owner Boundaries	The owner will not override the GM in front of employees, change the schedule directly, make exceptions to standards without telling the GM, or rescue avoided accountability without reviewing the facts first.
10. Reset Clause	If the GM misses two weekly reports, avoids repeated accountability, or cannot explain labor and training progress, the agreement moves into a 30-day reset. If the owner repeatedly overrides the GM publicly, the owner will review the boundary section and recommit in writing.

Decision Rights Key

GM Decides means the GM owns the decision and does not need permission. GM Informs means the GM acts, then communicates. Owner Approves means the GM gathers information but the owner makes or approves the final decision.

How to Use the Agreement

A written agreement is not meant to create distance between the owner and general manager. It is meant to remove guessing. The restaurant should not have to interpret authority in the middle of a busy shift.

- Review each section out loud before the agreement begins.
- Remove vague words such as handle, help, support, and oversee unless they are followed by specific behaviors.
- Choose a 90-day review date before anyone signs or agrees to the plan.

- Use the same meeting agenda every week so the relationship becomes evidence-based instead of emotional.
- Do not use the agreement as a weapon. Use it as a mirror. When confusion returns, ask which section was unclear, missing, or ignored.

The agreement works only when both sides protect it. If the owner continues to override the GM, the agreement becomes symbolic. If the GM accepts authority but does not report, train, correct, and follow through, the agreement becomes unsafe. Clarity must be carried from both chairs.

Composite Case Study

From Owner-Dependent to Standards-Run

The following case study is a realistic composite. It is not one restaurant. It represents a pattern many independent restaurants live with: an owner who cares deeply, a manager with confidence but uneven evidence, and a team that has learned how to work around unclear authority.

The Restaurant

Harbor Table Grill is a 95-seat independent full-service restaurant with a loyal local following, inconsistent weeknight sales, high employee turnover, and a kitchen that performs well only when the owner is in the building. The owner, Dana, opened the restaurant after years of working in hospitality. The general manager, Marcus, has been trusted by the owner for four years and is liked by most of the staff.

The Problem Beneath the Problems

On paper, the restaurant has a general manager. In practice, every meaningful decision still returns to Dana. Marcus writes the schedule, but Dana changes it. Marcus corrects employees, but Dana softens the consequence when the employee complains. Marcus says labor is under control, but cannot explain the difference between labor percentage, labor dollars, and sales-volume staffing. Dana says she wants Marcus to lead, but steps in whenever pressure rises.

The team feels the truth before either leader says it: Marcus has the title, Dana has the real authority, and no one knows which standards are permanent.

Truth

The first truth Dana has to face is that the restaurant is not resisting structure because the employees do not care. It is resisting structure because authority changes depending on the situation. The second truth is harder: Dana has been calling her involvement support, but some of it

has become control. She is not trying to hurt the restaurant. She is trying to protect it. But the impact is still confusion.

Marcus has to face truth too. Confidence is not competence. He can talk about leadership, but his results are uneven. He does not yet prove command of labor, training, accountability, and standards without Dana nearby. He may become the right GM, but the title alone is not enough.

Cost

- Labor runs high because managers are afraid to cut staff without owner approval.
- Training slips because employees learn by whoever happens to be working that day.
- Good employees lose trust when accountability depends on who complains loudest.
- Marcus loses credibility each time Dana reverses him publicly.
- Dana loses freedom because every system still depends on her presence.
- Guests receive different versions of the restaurant depending on who is managing.

The restaurant is not paying for one dramatic failure. It is paying weekly for unclear leadership.

System

Dana and Marcus do not begin with a motivational meeting. They begin with a written Owner-GM Agreement. They separate decisions into three categories: GM Decides, GM Informs, and Owner Approves. They agree that Marcus owns daily cuts, shift correction, manager checklists, and training follow-up. Dana owns capital spending, menu price changes, final manager hiring, brand direction, and monthly financial review.

They create one weekly meeting rhythm. Every Monday, Marcus sends sales, labor, overtime risk, open training items, guest complaints, and three priorities. Every Tuesday, they meet for 45 minutes. Dana agrees not to change the schedule directly or correct employees in front of Marcus unless safety or major misconduct is involved. Marcus agrees

to document training and bring difficult accountability issues to the meeting instead of avoiding them.

The First 90 Days

Period	What Changed	Evidence Reviewed
Days 1-30	Owner role clarified. GM decision rights written. Three non-negotiable standards selected: labor review, manager pre-shift, and training sign-off.	Weekly reports received. Owner override incidents tracked. Training gaps listed.
Days 31-60	Managers trained on cuts, guest recovery, and station follow-up. Dana stops schedule changes outside the GM process. Marcus begins accountability documentation.	Labor trend, overtime risk, training completion, and guest-complaint patterns.
Days 61-90	Owner-GM Agreement reviewed. Marcus keeps some authority and gains more in training and labor, but still needs support in food-cost analysis.	Owner hours reduced. More GM decisions made without rescue. Standards held on more shifts.

The Result

By the end of 90 days, Harbor Table Grill is not perfect. That matters. The goal was not perfection. The goal was visible movement from personality-run to standards-run. Dana is still involved, but less reactive. Marcus still has gaps, but the gaps are now named. The team no longer has to guess who is in charge of every decision. Labor is reviewed before it becomes a complaint. Training is tracked before the employee is blamed. Owner interference is discussed before it becomes culture.

The most important result is not one number. It is a new rhythm of leadership. Truth is written down. Cost is measured. System is reviewed. The restaurant has begun to carry more weight through structure and less through one person’s constant rescue.

This is what The Owner’s Chair asks of every leader: not to know everything, not to fix everything overnight, but to stop letting the restaurant pay for the same truth in silence.

KPI Dashboard

Ongoing Performance Metrics

Use this dashboard monthly. The numbers are not meant to shame the restaurant. They are meant to reveal whether the leadership system is becoming clearer, steadier, and less owner-dependent.

KPI	Target	Owner	Review Marks
Labor Cost %	Budget and concept target	GM / Owner	Now ____ 30 ____ 60 ____ 90 ____
Staff Turnover	Improving annual trend	GM / HR Lead	Now ____ 30 ____ 60 ____ 90 ____
Guest Return Rate	Improving 90-day trend	GM / Marketing	Now ____ 30 ____ 60 ____ 90 ____
Training Completion	100% of required training	GM / Trainer	Now ____ 30 ____ 60 ____ 90 ____
Owner Hours On-Site	Owner-defined sustainable range	Owner	Now ____ 30 ____ 60 ____ 90 ____
GM Autonomous Decisions	Within written decision rights	GM / Owner	Now ____ 30 ____ 60 ____ 90 ____
Weekly Owner-GM Report	100% delivered on time	GM	Now ____ 30 ____ 60 ____ 90 ____

KPI	Target	Owner	Review Marks
Documented Standards Reviewed	3-5 standards per week	Manager Team	Now ____ 30 ____ 60 ____ 90 ____

What the Dashboard Means

If the numbers improve but the owner is still rescuing the restaurant every week, the system is not finished. If the owner is stepping back but the GM cannot explain the numbers, the handoff is not safe. If training completion rises but standards still slip under pressure, the training system is not yet strong enough. The dashboard should always lead to a leadership conversation, not just a report.

Final Practical Note

A standards-run restaurant is not a restaurant without people, personality, care, or judgment. It is a restaurant where those things are supported by written clarity, trained expectations, measured cost, and steady follow-up.

The Owner’s Chair will always have weight. The question is whether that weight is carried by confusion, rescue, emotion, and unspoken authority—or by truth, agreement, standards, and accountable leadership.

Do not wait until the cost becomes obvious. If the restaurant keeps repeating the same problem, the truth is already speaking. Sit in the chair. Name the truth. Count the cost. Build the system.