

OWNER-GM GOVERNANCE & AGREEMENT PACK

Reusable governance, authority, evidence, meeting, conflict, and KPI tools from The Owner's Chair.

INCLUDED TOOLS

- Owner Role Clarity Check
- Owner-GM Agreement Starter
- General Manager Evidence Checklist
- Weekly Owner-GM Meeting Agenda
- Owner-GM Conflict Decision Record
- KPI Dashboard

Use with the current approved book for context and implementation guidance. Print or replenish only the tools the restaurant will actually use. Physical Fulfillment remains optional; digital access and self-printing remain available.

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 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 12

Owner-GM Conflict Decision Record

Use this when the owner and GM disagree on a material decision. The purpose is to protect authority while evidence is reviewed.

Decision being disputed:

Owner position and evidence:

GM position and evidence:

Written standard or decision right that applies:

Temporary decision while the issue is reviewed:

Final decision owner and follow-up date:

Conflict rule: Debate privately, identify the governing authority, make one operating decision, and communicate one answer to the team.

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.

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. Use measures the restaurant can actually produce consistently. A loyalty repeat rate, reservation repeat rate, guest feedback trend, review sentiment, or another locally available repeat-guest indicator may be more practical than a formal return-rate calculation.

KPI	Target	Owner	Review Marks
Labor Cost %	Budget and concept target	GM / Owner	Now ____ 30 ____ 60 ____ 90 ____
Staff Turnover	Improving annual trend	GM / People Lead	Now ____ 30 ____ 60 ____ 90 ____
Repeat-Guest Indicator	Improving local 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 ____

KPI	Target	Owner	Review Marks
Weekly Owner-GM Report	100% delivered on time	GM	Now ____ 30 ____ 60 ____ 90 ____
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.