

OWNER STABILITY & CONTINUITY PACK

Owner-dependence, leadership reset, standards, family authority, financial visibility, and owner-absence controls.

INCLUDED TOOLS

- Owner Dependency Score
- 90-Day Leadership Reset Plan
- Standards-to-System Worksheet
- Family Authority Governance Check
- Owner Financial Visibility Rhythm
- Owner Absence Readiness Test

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 5

Owner Dependency Score

Score each item 0-4: 0 = owner-dependent; 4 = documented, trained, inspected, and functioning without owner rescue. For internal self-assessment only; not a validated diagnostic.

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: clarify roles and standards. 13-25 Building: strengthen training, reporting, and authority. 26-34 Stabilizing: reduce owner rescue and strengthen accountability. 35-40 Standards-run: protect the system and plan for scale or transition.

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	Face and Stabilize	Face the truth and stabilize serious exposure. Clarify the owner's role and decision rights, identify repeated problems, choose immediate safety/legal/cash/authority controls, and begin the weekly owner-GM meeting.
Days 31-60	Build and Test	Build and test the highest-priority corrections. Install reporting and operating controls, develop or test leadership capability, measure the cost of recurring failures, and verify that decision rights are holding.
Days 61-90	Verify and Transfer	Verify what holds under normal pressure. Review the Owner-GM Agreement, expand authority where it has been earned, correct what failed, confirm training and reporting rhythms, and set the next review cycle.

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 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?

Tool 9

Family Authority Governance Check

Use this before placing, promoting, or retaining a family member in a position of authority. Relationship does not replace readiness, and ownership must not create a protected second chain of command.

If this person were not related to me, would I still put them in this position?

Who is this person accountable to during the shift?

Can that manager coach, schedule, discipline, demote, or remove them without family interference?

What decisions can the family member make, and what decisions remain with the GM or owner?

What evidence will prove that the role is being carried well after 30 days?

Owner commitment: No employee should have to guess whether family relationship outranks the written standard.

Tool 10

Owner Financial Visibility Rhythm

Use this to stay financially informed without taking daily operating authority back from the GM. Adjust the exact measures to the restaurant and professional accounting guidance.

Daily exceptions I need to know immediately:

Weekly numbers the GM reports:

Monthly financial statements and trends I review:

Quarterly capital, debt, maintenance, and risk decisions:

The financial condition that requires immediate owner involvement:

Owner test: I can explain the difference between sales, profit, cash, obligations, and the operating decisions those numbers should change.

Tool 11

Owner Absence Readiness Test

Ask what would happen if the owner could not enter the restaurant for 30 days. The purpose is business continuity, not proving the owner is unnecessary.

Who carries daily operating authority?

Who can protect payroll, purchasing, deposits, and critical vendor relationships?

What decisions still require owner approval, and how would they be handled during an emergency?

What knowledge exists only in the owner's memory?

What single dependency must be transferred or documented first?

Readiness test: The restaurant should not have to invent leadership in the middle of an owner emergency.