

Plan 1: Customer Order Pacing

60-DAY OUTCOME Create a natural, controlled meal pace from greeting through payment without rushing the guest or overwhelming the kitchen.

Control	Plan Requirement
Plan owner	_____
Start and end dates	_____ to _____
Baseline period	_____
Primary shift/daypart	_____
Supporting roles	_____

Measures and targets

Measure	Baseline	Day-60 Target	Actual
Door/seating-to-greeting time	_____	_____	_____
Greeting-to-first beverage time	_____	_____	_____
Beverage-to-order-entry time	_____	_____	_____
Appetizer-to-entrée interval	_____	_____	_____
Entrée-clear-to-check-ready time	_____	_____	_____
Guest pacing complaints	_____	_____	_____

Recommended target boundaries

- 90% of tables greeted within the approved standard
- 90% of orders entered within the approved service window
- Reduce course-collision incidents by at least 30% from baseline
- No increase in pacing-related guest complaints

Likely causes to test—not assume

- Servers batch several tables before entering orders
- Courses are entered or fired without table-readiness checks
- Kitchen capacity is not considered during large arrival waves
- Food runners and servers do not communicate course status

Minimum operating standard

- Acknowledge immediately and greet within the restaurant standard
- Enter drinks and courses according to defined pacing checkpoints
- Use hold/fire controls only under approved procedures
- Communicate delays before the guest must ask

Training requirements

- Table pacing checkpoints
- POS course and hold/fire functions
- Reading guest pace without stereotyping
- Server–expo–kitchen communication

The 60-Day Guided Action Calendar

Day	Phase	Required Action
1	Learn/Measure	Define each pacing interval and select observation periods
2	Learn/Measure	Review the completed step with the plan owner; clarify questions and document what was learned
3	Learn/Measure	Time 20 complete table experiences without coaching
4	Learn/Measure	Repeat the step on a second representative shift or sample before accepting the result
5	Learn/Measure	Separate delays by host, server, bar, kitchen, runner, guest, or payment
6	Learn/Measure	Explain the purpose to the affected employees and confirm understanding in plain language
7	Learn/Measure	Map arrival waves against order-entry waves
8	Learn/Measure	Observe the process without taking over; record where additional instruction is needed
9	Learn/Measure	Review baseline and set realistic targets
10	Learn/Measure	Coach one identified gap, allow another attempt, and document the evidence of improvement
11	Define/Prepare	Share baseline findings with managers and confirm no coaching began early
12	Define/Prepare	Check the result against safety, quality, hospitality, fairness, and workload boundaries
13	Define/Prepare	Approve the target, definitions, and data owner
14	Define/Prepare	Review the completed step with the plan owner; clarify questions and document what was learned
15	Define/Prepare	Publish the pacing standard and manager observation form
16	Define/Prepare	Repeat the step on a second representative shift or sample before accepting the result
17	Define/Prepare	Train greeting, beverage, appetizer, entrée,

Day	Phase	Required Action
		dessert, and payment checkpoints
18	Define/Prepare	Explain the purpose to the affected employees and confirm understanding in plain language
19	Define/Prepare	Practice POS entry, course sequencing, and approved hold/fire controls
20	Define/Prepare	Observe the process without taking over; record where additional instruction is needed
21	Train/Practice	Assign manager monitoring positions for peak periods
22	Train/Practice	Coach one identified gap, allow another attempt, and document the evidence of improvement
23	Train/Practice	Run a controlled pilot in one section and record results
24	Train/Practice	Check the result against safety, quality, hospitality, fairness, and workload boundaries
25	Train/Practice	Observe the pilot without rescuing every difficulty
26	Train/Practice	Review the completed step with the plan owner; clarify questions and document what was learned
27	Train/Practice	Revise the standard only when evidence supports the change
28	Train/Practice	Repeat the step on a second representative shift or sample before accepting the result
29	Train/Practice	Confirm every affected employee received training
30	Train/Practice	Explain the purpose to the affected employees and confirm understanding in plain language
31	Guided Execution	Expand the standard to all sections
32	Guided Execution	Observe the process without taking over; record where additional instruction is needed
33	Guided Execution	Coach order holding, batching, and course-collision behavior
34	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
35	Guided Execution	Review bar and kitchen constraints affecting pacing
36	Guided Execution	Check the result against safety, quality, hospitality, fairness, and workload boundaries
37	Guided Execution	Recognize strong pacing that also preserves

Day	Phase	Required Action
		hospitality
38	Guided Execution	Review the completed step with the plan owner; clarify questions and document what was learned
39	Guided Execution	Compare current intervals with baseline and correct the weakest handoff
40	Guided Execution	Repeat the step on a second representative shift or sample before accepting the result
41	Guided Execution	Hold a ten-minute mid-plan review with assigned owners
42	Guided Execution	Explain the purpose to the affected employees and confirm understanding in plain language
43	Guided Execution	Document exceptions, causes, and corrective actions
44	Guided Execution	Observe the process without taking over; record where additional instruction is needed
45	Guided Execution	Recheck the highest-risk handoff
46	Guided Execution	Coach one identified gap, allow another attempt, and document the evidence of improvement
47	Stress-Test	Stress-test the standard during the busiest period
48	Stress-Test	Check the result against safety, quality, hospitality, fairness, and workload boundaries
49	Stress-Test	Review pacing by server, daypart, table size, and menu type
50	Stress-Test	Review the completed step with the plan owner; clarify questions and document what was learned
51	Stress-Test	Correct any speed gains that make guests feel rushed
52	Stress-Test	Repeat the step on a second representative shift or sample before accepting the result
53	Stress-Test	Complete final observations and calculate improvement
54	Stress-Test	Explain the purpose to the affected employees and confirm understanding in plain language
55	Verify/Hold	Publish the sustained pacing standard and weekly review rule
56	Verify/Hold	Observe the process without taking over; record where additional instruction is needed
57	Verify/Hold	Obtain employee feedback on usability

Day	Phase	Required Action
58	Verify/Hold	Coach one identified gap, allow another attempt, and document the evidence of improvement
59	Verify/Hold	Assign the ongoing report owner
60	Verify/Hold	Check the result against safety, quality, hospitality, fairness, and workload boundaries

Weekly Review Record

Review	Result	Primary Cause	Decision / Owner	Due
Day 10				
Day 20				
Day 30				
Day 40				
Day 50				
Day 60				

Day-60 Verification

- Was the baseline measured consistently? ☐ Yes ☐ No
- Was the standard trained and observed? ☐ Yes ☐ No
- Did the primary metric improve? ☐ Yes ☐ No
- Were safety, quality, hospitality, and fairness protected? ☐ Yes ☐ No
- Decision: ☐ Standardize ☐ Extend controlled test ☐ Redesign ☐ Stop

Sustainment rule: Review pacing exceptions weekly and repeat a timed table-path audit monthly.

Manager verification: _____ Date: _____ Next review: _____