

GRAVITY

CUSTOMER INSTALLATION PLAYBOOK

How to choose, launch, control, and verify your first Gravity operating system without overwhelming the restaurant.

THE INSTALLATION RULE

**ONE REAL PROBLEM • ONE ACCOUNTABLE OWNER • 3-5 TOOLS • CHOOSE 30-DAY
ACCELERATED OR 60-DAY GUIDED**

The Gravity Restaurant Leadership System

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The goal is not to “use Gravity.” The goal is to solve a restaurant problem.

A Gravity system is useful only when it changes the quality of a real decision, standard, record, follow-up, or result. Do not measure success by how many files you opened. Measure it by whether the restaurant gained control over the pressure point you chose.

START SMALL

You do not need all 15 systems. You do not need all 30 tools inside one system. Start with the one problem that matters now and the 3–5 tools most likely to control it.

What “installed” means

- The problem is clearly defined in plain language.
- One accountable owner and one backup owner are named.
- The first 3–5 tools have been selected intentionally.
- The people using those tools have been trained before records are required.
- The review schedule is written down: daily, weekly, monthly, or as needed.
- Failures lead to corrective action, and corrective action is later verified.
- Management chooses the installation pace before launch. Day 30 is the final decision for the Accelerated path and the midpoint gate for the 60-Day Guided path.

Do not install a system because it looks impressive.

Install it because the restaurant has a repeated problem, the current method is not controlling it, and the selected Gravity tools give management a clearer way to see, decide, act, and verify.

Eight decisions take you from download to control.

STEP	DECISION	WHAT IT MEANS
1	Name the pressure point	Write the repeated problem in one sentence. Avoid broad goals such as "be better."
2	Choose one system	Use the Start Here Guide and the system chooser. Pick the system that owns the problem.
3	Set a baseline	Record what is happening now before you change the process. Use existing reports, counts, records, or observations.
4	Choose 3–5 tools	Pick only the tools that directly control the pressure point. Ignore the rest for now.
5	Assign ownership	Name one accountable owner, one backup, and who must provide information or complete records.
6	Train before launch	Explain the standard, demonstrate the tool, practice it, correct misunderstandings, and confirm who reviews it.
7	Run and review	Use the tools on schedule. Review evidence. Assign corrective action when needed.
8	Choose the pace and decision gate	30-Day Accelerated ends with a Day-30 final decision. 60-Day Guided uses Day 30 as a midpoint correction gate and Day 60 as the final decision.

STEP 1

Name the pressure point before you choose a system.

A pressure point is a repeated problem that is costing the restaurant time, money, safety, guest trust, employee stability, or management attention. The best first system is usually the one attached to a problem you already feel every week.

Strong pressure-point statements

- “Friday labor is repeatedly over budget even when sales are close to forecast.”
- “Our weekly food cost moves too much and we cannot explain the variance.”
- “New servers are being signed off differently depending on who trains them.”
- “Repairs are reactive and nobody can show what preventive maintenance was completed.”
- “Guest complaints are recovered in the moment but patterns are not reviewed afterward.”

Weak pressure-point statements

- “Fix labor.”
- “Improve training.”
- “Make managers accountable.”
- “Get food cost down.”

THE TEST

A useful pressure-point statement should tell another manager what is going wrong, when or where it shows up, and what evidence could prove whether it improves.

STEP 2

Choose the system that owns the problem.

Use this as a fast chooser. For deeper descriptions and examples, open the Gravity Start Here Guide included in this package.

CODE	SYSTEM	START HERE WHEN...
GRV-R	Guest Relationship & Retention	Regular guests are slipping away, complaints are not followed through, or guest recovery is inconsistent.
GRV-P	Restaurant Performance & Profitability	Sales may look acceptable, but leaders cannot clearly explain where profit is being gained or lost.
GRV-I	Standards & Intelligence Center	Too many versions, policies, records, or system files exist and nobody is sure what is current.
GRV-RC	Risk & Continuity	The restaurant is not truly ready for an outage, disruption, emergency, recovery, or reopening.
GRV-G	Growth & Sales Building	The operation needs more profitable sales, catering, events, local demand, or repeat business.
GRV-M	Manager Development	Managers need clearer authority, judgment, coaching expectations, accountability, and development.
GRV-IV	Implementation & Verification	Changes are started but do not stick, or nobody verifies whether the new standard is actually working.
GRV-SF	Sales Intelligence & Forecasting	Forecasts miss because sales history, local events, weather, patterns, and demand signals are not being used well.

Choose the system that owns the problem. (continued)

CODE	SYSTEM	START HERE WHEN...
GRV-F	Food Cost, Inventory & Purchasing	Food cost, inventory, waste, portions, receiving, purchasing, prep, or yield are difficult to control.
GRV-C	Labor & Workforce Control	Labor percent, overtime, coverage, schedule accuracy, deployment, attendance, or productivity keep missing.
GRV-FS	Food Safety & Sanitation	Food-safety records, sanitation checks, employee-health controls, and corrective action are inconsistent.
GRV-T	Employee Training & Certification	Training quality depends too much on who happens to train, and mastery or certification is hard to prove.
GRV-FM	Facilities & Maintenance	Equipment, repairs, preventive maintenance, utilities, and facility condition are too reactive.
GRV-LP	Cash Controls & Loss Prevention	Cash, deposits, discounts, voids, refunds, payment exceptions, or loss signals need tighter control.
GRV-HR	Hiring, Retention & Employee Relations	Hiring, turnover, attendance, employee concerns, retention, or fair documentation are unstable.

IF TWO SYSTEMS SEEM TO FIT

Choose the system that owns the primary decision or record. Add a second system later only if the first installation is stable and the second system controls a different part of the problem.

STEP 3

Set the baseline before you change the process.

Without a baseline, improvement can become opinion. Use the best evidence already available. The baseline does not need to be perfect; it needs to be honest enough to compare later.

PRESSURE POINT	POSSIBLE BASELINE	SOURCE
Labor	Labor %, overtime hours, scheduled vs. actual hours	POS/payroll/schedule
Food cost	Actual food cost, inventory variance, waste, purchase-price changes	Invoices/inventory/POS/waste
Training	Certification completion, retraining count, 30-day turnover	Training records/HR records
Guest	Complaint count, recovery categories, repeat issue frequency	Guest logs/reviews/POS notes
Maintenance	Open work orders, downtime, emergency repair cost	Repair log/invoices
Cash/loss	Deposit variance, voids, comps, refunds, unexplained exceptions	POS/deposit records

BASELINE RULE

Do not invent a number just because you want a target. Write down what the restaurant can actually prove today and note any gaps in the data.

STEP 4

Choose only the first 3–5 tools.

A 30-tool system is a library of controls, not a 30-item assignment. Choose the smallest set that creates a complete control loop: see the problem, act on it, and verify the result.

A strong first-tool mix often includes

- One setup or standard tool that defines the expectation.
- One daily or event-based record that captures what actually happens.
- One weekly review that turns records into a management decision.
- One corrective-action tool when failures repeat.
- One monthly or 30-day scorecard to decide whether the control is working.

DO NOT CHOOSE BY NUMBER

Tool 01 is not automatically the first tool you need. Choose by the problem and the operating purpose shown in the manual.

When to add another tool

Add another tool only when the current tools are being used reliably and a specific information or control gap remains. More paperwork is not the goal. Better control is the goal.

STEP 5

Assign one accountable owner.

Shared responsibility often becomes nobody's responsibility. One person should own the installation even when several people complete records or provide information.

ROLE	RESPONSIBILITY
Accountable owner	Keeps the system moving, reviews records, assigns follow-up, and reports whether the control is working.
Backup owner	Keeps the system from stopping when the accountable owner is absent.
Record users	Complete the selected checklists, logs, trackers, or forms accurately and on schedule.
Reviewer / verifier	Checks evidence, questions exceptions, and confirms corrective action was actually completed.
Owner / GM sponsor	Protects the authority, time, and accountability needed for the system to work.

AUTHORITY MUST MATCH RESPONSIBILITY

Do not make a manager accountable for a result while denying the authority, information, time, or follow-up access needed to control it.

STEP 6

Train before you require the record.

A form is not training. Before launch, the people using the tool should know the standard, what to record, what not to guess, what requires escalation, and who reviews the result.

Minimum launch training

1. Explain the problem the tool is meant to control.
2. Show the standard or definition behind each important field.
3. Demonstrate one correct example.
4. Let the employee or manager practice with a realistic example.
5. Correct misunderstandings before the tool becomes required.
6. Explain what happens to the information after it is completed.
7. Record training or certification when the system calls for it.

WHY THIS MATTERS

People are more likely to complete a record accurately when they understand the decision it supports. “Because management said so” is not an installation strategy.

STEP 7

Run the system on a written review rhythm.

The form captures evidence. The review rhythm turns evidence into management. Write down who reviews what and how often before the first tool goes live.

FREQUENCY	USE IT FOR	MANAGER QUESTION
Daily / per shift	Immediate standards, exceptions, safety, cash, staffing, waste, readiness	What needs action before the next shift?
Weekly	Patterns, forecast accuracy, labor, food, training, guest issues, open actions	What repeated this week and who owns the correction?
Monthly	Scorecards, trend review, owner/GM decisions, system health	Is the control improving the result or just creating records?
As needed	Incidents, exceptions, emergencies, unusual events	What happened, what is the risk, and what must be verified before closure?

A completed form is not a closed loop.

The loop closes only when management reviews the evidence, makes a decision when needed, assigns corrective action, and later verifies that the action worked.

CHOOSE THE INSTALLATION PACE

Use the path the team can sustain. The 60-Day Guided path is a different sequence with added learning, practice, coaching, broader adoption, and verification — not the same 30-day events stretched across twice as much time.

PATH	WHEN	PHASE	REQUIRED RESULT
30-Day Accelerated	Days 1–5	Measure / choose	Define pressure, system, baseline, 3–5 tools, and ownership.
30-Day Accelerated	Days 6–10	Train / prepare	Prepare files, teach the standard, practice, and test the selected controls.
30-Day Accelerated	Days 11–20	Execute	Use real records, coach errors, and begin making decisions from evidence.
30-Day Accelerated	Days 21–29	Stress-test / correct	Find patterns, close actions, test harder conditions, and remove low-value friction.
30-Day Accelerated	Day 30	Final decision	Keep, change, retire, expand, or pause based on evidence.
60-Day Guided	Days 1–10	Learn / Measure	Build understanding and establish a reliable baseline before changing the process.
60-Day Guided	Days 11–20	Define / Prepare	Set the standard, prepare the controls, and resolve setup confusion.
60-Day Guided	Days 21–30	Train / Practice	Demonstrate, practice, pilot, coach, repeat on another shift/sample, and confirm understanding.
60-Day Guided	Day 30	Midpoint gate	Correct training, ownership, tool choice, or definitions before broader execution.
60-Day Guided	Days 31–46	Guided Execution	Broaden live use with coaching, second attempts, repeated reviews, and documented follow-through.
60-Day Guided	Days 47–54	Stress-test	Test difficult shifts, higher volume, exceptions, and unintended consequences.
60-Day Guided	Days 55–60	Verify / Hold	Confirm the control can hold, assign ongoing ownership, and make the final Day-60 decision.

THE DECISION GATE DEPENDS ON THE PATH

30-Day Accelerated: Day 30 is final. 60-Day Guided: Day 30 is midpoint correction and Day 60 is final. If a tool is not producing useful evidence, do not keep it just because it is part of Gravity. Fix the definition, training, timing, ownership, or tool choice. Retire it if it adds no value.

WHY THE 60-DAY PATH IS DIFFERENT

The 60-Day Guided path does not double each deadline. It creates space between major events for learning, practice, coaching, another representative shift or sample, midpoint correction, broader execution, stress-testing, and verification. Those added events are the value of the longer plan.

30-DAY ACCELERATED	60-DAY GUIDED
Compressed implementation for teams ready to move quickly: baseline → definition → training/pilot → execution → stress-test → final Day-30 decision.	Paced implementation for teams that need development: learn/measure → define/prepare → train/practice → Day-30 midpoint gate → guided execution → stress-test → verify/hold → Day-60 final decision.

FILE CONTROL

Know which file to use for which job.

FILE	BEST USE	CONTROL RULE
Operating Manual PDF	Read/share the fixed system instructions	Treat as the stable reference copy.
Operating Manual DOCX	Approved local customization when provided	Keep one controlled editable master. Do not let multiple unofficial versions spread.
Forms PDF	Print, preview, or complete stable forms	Use when layout must not move.
Forms DOCX	Approved local edits to fields, names, or workflow	Save local changes as a new controlled version.
Digital Control Workbook XLSX	Live tracking, calculations, trends, action control	Keep one live working copy with a named owner and backup.
Training PPTX	Manager-led editable training	Use for live instruction; update only when the standard changes.
Training PDF	Fixed handout or presentation copy	Use when editing is not needed.

ONE SOURCE OF TRUTH

Choose where the official live records will be stored. Avoid a mix of desktop copies, personal email attachments, printed forms with no filing rule, and duplicate workbooks nobody reconciles.

Use evidence to correct the system, not to hunt for someone to blame.

Gravity is designed to make problems visible early enough to act. A variance, exception, missed check, or failed standard is a management signal. The goal is to understand why it happened and build a better control when needed.

Corrective-action loop

1. State the verified problem without exaggeration or accusation.
2. Identify the immediate risk or cost.
3. Determine the likely root cause: standard, training, staffing, authority, process, equipment, information, or follow-up.
4. Assign one corrective action to one owner with a due date.
5. Define what evidence will prove completion.
6. Verify the result after completion.
7. Change the system, SOP, training, or tool if the same failure keeps returning.

GRAVITY STANDARD

A problem is not closed because someone said it was handled. Close it when the required correction is complete and the evidence shows the risk is controlled.

DAY 30 OR DAY 60

Use the correct decision point for the chosen pace.

For the 30-Day Accelerated path, Day 30 is the final installation decision. For the 60-Day Guided path, Day 30 is a midpoint gate and Day 60 is the final installation decision. In both paths, the question is whether the system created useful control — not whether enough days have passed.

DECISION	WHEN TO USE IT
KEEP	The tool is used reliably and produces evidence that improves decisions or standards.
CHANGE	The control is valuable, but wording, ownership, timing, training, or local workflow needs adjustment.
RETIRE	The tool duplicates another record, is not needed for this operation, or creates work without useful control.
EXPAND	The first controls are stable and a specific next tool or system will close a known gap.
PAUSE	The restaurant does not yet have the staffing, authority, data, training, or stability needed to run the control honestly.

Installation completion standard

- The owner can explain why each active tool exists.
- Users know how and when to complete it.
- The reviewer knows what exceptions require action.
- Records can be found later.
- Open actions have owners and due dates.
- Management can show what changed because the system was used.

Do not build a paperwork system. Build a management system.

The Gravity System is not successful because binders are full, spreadsheets are populated, or every tool is active. It is successful when the restaurant sees the truth earlier, understands the cost of what is happening, responds with a controlled system, and verifies whether the correction worked.

TRUTH → COST → SYSTEM

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

Next: complete the Installation Forms Pack and open the Digital Installation Control Workbook included in this package.

The books teach the thinking. The operating systems run and verify the work.

Connect the restaurant problem to the best available learning companion, but never delay an operational improvement because a future title is still in development. Use completed books when they help the team understand the standard; use the operating system to own the record, decision, and follow-through.

THE GRAVITY LEARNING PATH

Quiet Gravity develops the person carrying authority. The Owner's Chair develops ownership and leader-role clarity. Systems of Service establishes operating philosophy. The Restaurant Manager's Toolkit teaches specific practices. The SOP Library supplies procedures. The 15 operating systems turn those ideas into repeatable controls.

SYSTEM	BEST LEARNING COMPANION	HOW TO USE IT
GRV-R	Guest Service, Complaints & Recovery — In Development	Install GRV-R now. The future workbook is not a prerequisite.
GRV-P	Food Cost, Waste & Inventory Control Workbook; Weekly Business Review — In Development	Use the finished food-cost workbook where profitability problems involve food cost or waste.
GRV-I	Restaurant SOP & Station Operations Builder + Gravity Restaurant SOP Library	Use when standards, SOPs, document control, and version discipline are central.
GRV-RC	Emergency & Crisis Readiness — In Development	Install the system now using current restaurant and authority requirements.
GRV-G	Sales Building & Restaurant Growth — In Development	Use GRV-G now; the future workbook will deepen sales-building practice.
GRV-M	Quiet Gravity + The Owner's Chair; Manager Certification — In Development	Use completed leadership books for judgment, authority, fairness, and role clarity.
GRV-IV	Employee Training & SOP Tracker + Restaurant SOP & Station Operations Builder	Use these to strengthen adoption, training, SOP clarity, and follow-through.
GRV-SF	Labor Control & Scheduling Planner; Weekly Business Review — In Development	Use the finished labor workbook when forecasting affects staffing and productivity.

Use the right learning resource without creating a reading requirement.

A restaurant does not need to finish a shelf of books before solving a problem. Select the smallest completed learning companion that helps the owner, manager, trainer, or employee understand the work being installed.

SYSTEM	BEST LEARNING COMPANION	HOW TO USE IT
GRV-F	Food Cost, Waste & Inventory Control Workbook	Primary finished learning companion.
GRV-C	Labor Control & Scheduling Planner	Primary finished learning companion.
GRV-FS	Restaurant SOP & Station Operations Builder + Gravity Restaurant SOP Library	Use for procedures, station standards, sanitation controls, and customizable SOP support.
GRV-T	Employee Training & SOP Tracker + Restaurant SOP & Station Operations Builder	Primary finished learning companions for training and certification.
GRV-FM	Cleaning, Maintenance & Health Inspection Readiness — In Development	Install GRV-FM now; follow manufacturer and current authority requirements.
GRV-LP	Restaurant POS, Toast & Daily Sales Control — In Development	Install GRV-LP now using verified POS, bank, and accounting records.
GRV-HR	Employee Training & SOP Tracker; Hiring & Retention — In Development	Use the finished training workbook when onboarding or training overlaps.

STATUS RULE

Use products marked Complete / Available as current learning resources. Anything marked In Development is a future companion, not a requirement. The Start Here Guide remains the master orientation resource for the full Gravity ecosystem.

THE CONNECTION

Learn enough to understand the standard → choose 30-Day Accelerated or 60-Day Guided → install the system that owns the problem → use 3–5 tools → review real evidence at the correct checkpoints → improve before expanding.