

GRAVITY

THE RESTAURANT LEADERSHIP SYSTEM

START HERE GUIDE

How to choose the right Gravity resource, start with the right operating system, and build control without overwhelming the restaurant.

TRUTH

COST

SYSTEM

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Start with one truth, not the whole library.

Gravity is intentionally broad because restaurants are complicated. That does not mean a manager should install everything. The fastest way to make the system useless is to create more paperwork than the operation can absorb.

ONE REAL PROBLEM. ONE ACCOUNTABLE OWNER. 3–5 TOOLS. CHOOSE THE RIGHT INSTALLATION PACE.

- 01 Name the pressure** — Say it in plain language: labor is high, food is disappearing, training is inconsistent, guest complaints vanish, or repairs are always reactive.
- 02 Choose the owner** — One person is accountable for the records, review, decisions, and follow-through.
- 03 Preview before download** — Look at the forms and manual first. If the tools do not match the problem, choose a different system.
- 04 Use only what matters** — Start with the few tools that create the evidence you actually need. You do not earn points for using all 30.
- 05 Review and decide** — A completed form is not the result. The result is a better decision, corrective action, and verified follow-through.
- 06 Expand after proof** — For a 30-Day Accelerated plan, Day 30 is the final installation decision. For a 60-Day Guided plan, Day 30 is the midpoint gate; use Days 31–60 for coached execution, broader adoption, stress-testing, and verification before the final decision.

PRIORITY RULE

Immediate food-safety, legal, emergency, or serious cash-control risk comes before cost optimization, growth, or convenience.

CHOOSE YOUR INSTALLATION PACE

Same standard. Different path.

Choose the pace that matches the restaurant's management capacity. The 60-Day Guided path is not the 30-Day Accelerated path stretched across twice as many days. It is deliberately sequenced to create more learning, practice, coaching, second-shift checks, midpoint correction, broader adoption, stress-testing, and final verification.

PATH	BEST WHEN	WHAT CHANGES
30-DAY ACCELERATED	Established managers, reliable records, reasonably stable staffing, and a team able to handle concentrated daily implementation.	Measure → Define → Train/Pilot → Execute → Stress-Test → Verify/Hold → Day-30 final decision.
60-DAY GUIDED	Newer leaders, developing teams, inconsistent records, limited system experience, or an operation that needs repetition between major steps.	Learn/Measure → Define/Prepare → Train/Practice → Day-30 midpoint gate → Guided Execution → Stress-Test → Verify/Hold → Day-60 final decision.

IMPORTANT: The extra 30 days are not “more of the same.” In the guided path, the additional time is used between major control events for understanding, practice, coaching, another representative shift or sample, correction, and verification before the restaurant moves forward.

THE GRAVITY ARCHITECTURE

One system. Seven layers. Different jobs.

The books, workbooks, SOPs, and operating systems are designed to reinforce one another. They are not duplicates. Use the learning layer to understand the work and the control layer to run it.

01	THE PERSON	Quiet Gravity — Builds respect, emotional maturity, steadiness, fairness, and the way leaders treat people. COMPLETE
02	THE LEADER	The Owner's Chair — Clarifies owner/GM responsibility, decision rights, standards, accountability, and leadership truth. COMPLETE
03	THE OPERATION	Systems of Service — Explains preparation, flow, communication, timing, recovery, and consistent hospitality. COLLECTION
04	THE TOOLS	The Restaurant Manager's Toolkit — Gives managers workbooks, checklists, trackers, forms, and implementation practice. BOOKS 1-4 COMPLETE
05	THE PROCEDURES	The Gravity Restaurant SOP Library — Supplies 350 ready-to-customize full-service restaurant SOPs across two volumes. COMPLETE
06	THE CONTROL LAYER	15 Gravity Operating Systems — Creates recurring controls, evidence, review rhythms, corrective action, verification, and accountability. 15 COMPLETE
07	THE AI SUPPORT ENGINE	Restaurant AI Prompts & Systems Workbook — Will organize practical prompts around the finished system without replacing leadership judgment. IN DEVELOPMENT

SIMPLE DISTINCTION

Books teach. Workbooks help managers practice. The SOP Library supplies procedures. Operating systems create recurring management control and evidence.

What is hurting the restaurant right now?

Start with the sentence that sounds most like the operation. If several problems are urgent, choose the one creating the greatest safety risk, financial loss, guest damage, employee instability, or management time drain.

IF THIS IS THE PRESSURE	START WITH	CODE
Regular guests disappear; complaints are not followed through.	Guest Relationship & Retention	GRV-R
Sales come in, but nobody can clearly explain the profit.	Restaurant Performance & Profitability	GRV-P
Nobody knows which SOP, policy, or standard is current.	Standards & Intelligence Center	GRV-I
An outage, emergency, or reopening would force improvisation.	Risk & Continuity	GRV-RC
You need more profitable demand, events, catering, or campaigns.	Growth & Sales Building	GRV-G
Managers need clearer authority, coaching, judgment, or development.	Manager Development	GRV-M
Changes launch but fade after a week.	Implementation & Verification	GRV-IV
Forecasts miss because weather, events, school schedules, and patterns are ignored.	Sales Intelligence & Forecasting	GRV-SF
Food cost, inventory, receiving, waste, portions, or purchasing are unstable.	Food Cost, Inventory & Purchasing	GRV-F
Labor %, overtime, coverage, call-outs, scheduling, or productivity keep missing.	Labor & Workforce Control	GRV-C
Food-safety responsibility and records differ by shift.	Food Safety & Sanitation	GRV-FS
Training depends on who happens to be training that day.	Employee Training & Certification	GRV-T
Repairs and preventive maintenance are reactive or tracked from memory.	Facilities & Maintenance	GRV-FM
Cash, deposits, comps, voids, refunds, or payment exceptions need tighter control.	Cash Controls & Loss Prevention	GRV-LP
Hiring, turnover, attendance, employee concerns, or retention are unstable.	Hiring, Retention & Employee Relations	GRV-HR

IF THE ISSUE IS URGENT Food-safety risk → GRV-FS. Emergency/disruption risk → GRV-RC. Serious cash/control loss → GRV-LP. Then return to cost, people, guest, and growth priorities.

Systems 01–03: what they actually help you do.

Each system contains 30 coordinated tools. Preview before download, then begin with the few tools that directly address the current pressure.



01

Guest Relationship & Retention

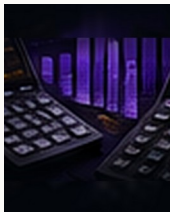
GRV-R01–GRV-R30

Turn one-time guests into repeat business—and make sure complaints do not disappear.

Use this when: regular guests are not consistently recognized, complaints are not followed through, reviews are handled as needed without a consistent process, or you want a controlled retention/reactivation process.

Examples inside: Guest Profile & Preference Record • Service Recovery Decision Matrix • Online Review Response & Escalation Log • Weekly Guest Relationship Review

First 30 days: Start with consent/contact control, one recovery record, one follow-up tracker, and the weekly guest review.



02

Restaurant Performance & Profitability

GRV-P01–GRV-P30

See where profit is actually being made, lost, or leaked.

Use this when: sales are coming in but you cannot clearly explain where profit is being made or lost, which menu/channel decisions help, or where discounts, comps, voids, and other leakage are hurting results.

Examples inside: Weekly Profitability Snapshot • Break-Even Sales Calculator • Menu Engineering Classification Matrix • Discounts, Comps, Voids & Refunds Log

First 30 days: Start with the data-source map, weekly profitability snapshot, break-even calculator, and exception/leakage review.



03

Standards & Intelligence Center

GRV-I01–GRV-I30

Keep every standard, version, audit, and change under control.

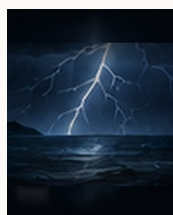
Use this when: you are using several systems, SOPs, policies, or versions and people are no longer sure which standard is current, who owns it, or whether it is actually being followed.

Examples inside: System Registry & Ownership Map • Controlled Document Master Register • Regulatory & Legal Change Monitor • System Health Scorecard

First 30 days: Start with the system registry, standards hierarchy, document register, and monthly system-health review.

Systems 04–06: what they actually help you do.

Each system contains 30 coordinated tools. Preview before download, then begin with the few tools that directly address the current pressure.



04

Risk & Continuity

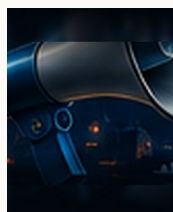
GRV-RC01–GRV-RC30

Be ready before outages, emergencies, and disruptions force improvisation.

Use this when: your restaurant does not have a clear management plan for power loss, severe weather, fire, utility failure, technology/payment outage, critical supplier failure, or controlled reopening.

Examples inside: Enterprise Risk Register • Emergency Action Plan • Incident Command & Decision Log • Phased Restart & Reopening Plan

First 30 days: Start with the risk register, emergency action plan, backup leadership/contacts, and reopening decision gates.



05

Growth & Sales Building

GRV-G01–GRV-G30

Turn scattered marketing and sales activity into measurable profitable demand.

Use this when: the restaurant is operationally stable but marketing, catering, events, promotions, local outreach, and sales opportunities are scattered and you cannot tell what is actually producing profitable demand.

Examples inside: Growth Baseline & Opportunity Audit • Sales Channel & Opportunity Pipeline • Catering Sales Development Plan • Weekly Growth & Sales Review

First 30 days: Start with the baseline, one opportunity pipeline, one controlled campaign or sales channel, and the weekly review.



06

Manager Development

GRV-M01–GRV-M30

Build managers who can decide, coach, lead, and prove readiness.

Use this when: managers have been promoted without clear authority, coaching habits, decision standards, difficult-conversation skills, or a fair way to prove readiness for more responsibility.

Examples inside: Manager Role & Decision Rights Charter • First 90 Days Manager Ramp Plan • Difficult Conversation Preparation • Manager Capability Scorecard

First 30 days: Start with the role charter, readiness assessment, one coaching/feedback routine, and the weekly development review.

Systems 07–09: what they actually help you do.

Each system contains 30 coordinated tools. Preview before download, then begin with the few tools that directly address the current pressure.



07

Implementation & Verification

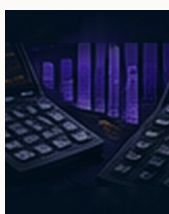
GRV-IV01–GRV-IV30

Make changes stick after rollout instead of fading after a week.

Use this when: you already know what should change but new SOPs, policies, training, or management initiatives keep fading after launch because ownership, rollout, adoption, and verification are weak.

Examples inside: Goal & Outcome Charter • Current-State Evidence Review • Launch & Controlled Rollout Plan • Observation & Adoption Verification

First 30 days: Start with one goal, one evidence baseline, one controlled rollout, and one adoption-verification method.



08

Sales Intelligence & Forecasting

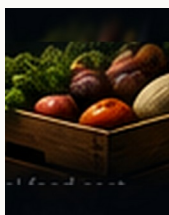
GRV-SF01–GRV-SF30

Forecast demand with sales history, weather, events, and local patterns.

Use this when: sales and staffing forecasts regularly miss because managers are relying on memory instead of combining sales history with weather, school calendars, recurring local events, promotions, and other demand signals.

Examples inside: Daily sales-history control • Recurring local event history • Forecast accuracy and bias tracking • Sales/guest/event-based labor planning

First 30 days: Load a small clean history, record the local events that change demand, compare forecast to actual, and use the result to improve the next schedule.



09

Food Cost, Inventory & Purchasing

GRV-F01–GRV-F30

Find and control food loss from purchasing through portioning.

Use this when: food cost is high or unpredictable, inventory counts do not tie out, receiving mistakes happen, waste is poorly documented, portions drift, or managers cannot explain theoretical versus actual cost.

Examples inside: Weekly Food Cost Tracking Checklist • Inventory Count Sheet • Receiving & Invoice Check Form • Theoretical vs. Actual Food Cost Variance Review

First 30 days: Start with weekly counts, receiving verification, daily waste, and one theoretical-versus-actual variance review.

Systems 10–12: what they actually help you do.

Each system contains 30 coordinated tools. Preview before download, then begin with the few tools that directly address the current pressure.



10

Labor & Workforce Control

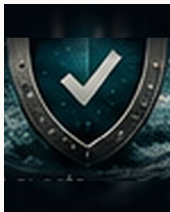
GRV-C01–GRV-C30

Match staffing to demand and control labor without flying blind.

Use this when: labor percent, overtime, coverage, call-outs, or productivity are inconsistent and schedule decisions are being made without a repeatable connection between expected business and staffing need.

Examples inside: Labor Percent Calculation Worksheet • Weekly Schedule Planning Page • Overtime Risk Tracker • Scheduled Labor vs. Actual Labor Tracker

First 30 days: Start with the sales-to-staffing review, schedule plan, overtime risk check, and scheduled-versus-actual review.



11

Food Safety & Sanitation

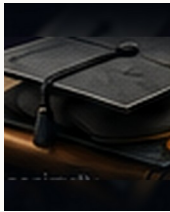
GRV-FS01–GRV-FS30

Make food-safety responsibility, records, and corrective action consistent.

Use this when: food-safety responsibility is unclear or temperature, employee-health, allergen, sanitation, inspection, and corrective-action records are inconsistent across shifts.

Examples inside: Regulatory Authority & Source Map • Employee Illness Reporting & Management Decision Record • Receiving Temperature & Condition Verification • Internal Food Safety Risk-Factor Audit

First 30 days: Start with authority/PIC assignment, employee-health reporting, one temperature-control process, and an internal risk-factor audit.



12

Employee Training & Certification

GRV-T01–GRV-T30

Train people the same way, verify mastery, and stop guessing readiness.

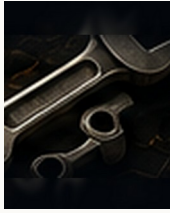
Use this when: new hires receive different training depending on who is working, managers cannot prove task mastery, trainers are not calibrated, or employees are released to work independently before competency is verified.

Examples inside: New Hire Readiness Checklist • First Day Welcome Checklist • Station Certification Page • Retraining Assignment Log

First 30 days: Start with one position, one approved trainer, the core task-mastery records, and final station certification.

Systems 13–15: what they actually help you do.

Each system contains 30 coordinated tools. Preview before download, then begin with the few tools that directly address the current pressure.



I3

Facilities & Maintenance

GRV-FM01–GRV-FM30

Stay ahead of breakdowns, repairs, maintenance, and replacement decisions.

Use this when: equipment failures, repair requests, vendor visits, preventive maintenance, facility condition, or replacement decisions are being managed from memory, texts, or scattered invoices.

Examples inside: Facility Asset Register • Preventive Maintenance Calendar • Repair-vs-Replace Decision Worksheet • Weekly Open Repair Review

First 30 days: Start with the critical equipment list, open repair register, preventive-maintenance calendar, and weekly repair review.



I4

Cash Controls & Loss Prevention

GRV-LP01–GRV-LP30

Tighten cash, deposits, voids, comps, refunds, and loss signals.

Use this when: cash drawers, deposits, discounts, comps, voids, refunds, POS overrides, payment settlements, or unexplained loss signals are not being reviewed through one consistent control process.

Examples inside: Register, Safe & Deposit Access Register • Cash Drawer Closeout & Variance Log • Void and Deleted Item Review • Weekly Exception Review Meeting

First 30 days: Start with access control, drawer/deposit verification, exception review, and one weekly pattern meeting.



I5

Hiring, Retention & Employee Relations

GRV-HR01–GRV-HR30

Hire with structure, protect retention, and handle employee issues fairly.

Use this when: turnover is high, hiring feels like guesswork, first-90-day follow-up is weak, attendance or conduct patterns are poorly documented, or employee concerns are turning into gossip and conflict instead of being handled fairly.

Examples inside: Position Success Profile • Structured Interview Guide • 30-Day Retention Conversation Guide • Turnover Pattern Analysis

First 30 days: Start with the role-success profile, structured interview, first-30-day retention conversation, and monthly turnover/retention review.

You are not downloading eight different products.

The files are different working versions of the same operating system. Most managers begin with three things: the Manual PDF, the Forms PDF, and the live Excel workbook.

1	READ Manual PDF	Understand the purpose, boundaries, ownership, review rhythm, and how the 30 tools fit together.
2	PREVIEW / PRINT Forms PDF	See all 30 checklists, trackers, audits, logs, scorecards, and planning tools without changing the source file.
3	OPERATE Digital Control Workbook (.xlsx)	Enter live restaurant data, maintain registers, calculate measures, track actions, and review the dashboard.
4	TRAIN Training Deck (.pptx + PDF)	Introduce the system to managers and explain how the controls work together.
5	CUSTOMIZE Editable DOCX / PPTX masters	Change approved wording, roles, or restaurant-specific details when controlled customization is actually needed.
6	KEEP TOGETHER Complete System ZIP	Convenience package containing the full working set so nothing is lost or separated.

FOR A BRAND-NEW
USER

Read the Manual PDF first. Preview the Forms PDF second. Open the XLSX only after you have chosen the 3–5 controls you intend to use.

THE 30-DAY ACCELERATED INSTALLATION METHOD

Prove one management habit before building a library of unused forms.

The accelerated path is a concentrated controlled test for restaurants with enough management stability to move quickly. The objective is to prove that the selected tools create clearer evidence, better decisions, and stronger follow-through without skipping training or verification.

DAYS 1-2	Define the pressure	Write one problem statement. Choose one measurable outcome. Name one owner. Capture a simple baseline.
DAYS 3-5	Choose the minimum tools	Read the relevant manual sections. Preview all 30 forms. Select only the 3-5 tools that directly control the pressure.
DAYS 6-10	Teach and launch	Explain the standard and why it matters. Demonstrate the tool. Practice once before live use when possible.
DAYS 11-20	Use real records	Use the tools in live operation. Correct mistakes quickly. Do not redesign the system every time someone is uncomfortable.
DAYS 21-27	Review patterns and act	Find one repeated pattern. Make one controlled decision. Assign corrective action and a verification date.
DAY 30	Decide what stays	Keep useful tools. Repair confusing ones. Stop low-value duplication. Expand only if the evidence justifies it.

DAY-30 QUESTION	Did this system create information or discipline that changed a management decision or verified a better result? If not, repair the implementation before expanding.
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THE 60-DAY GUIDED INSTALLATION METHOD

Use the additional time to teach, practice, correct, broaden, and verify — not simply to double every deadline.

The guided path protects the same standard as the accelerated path, but it gives developing teams time between major implementation events. Day 30 is a midpoint gate: management checks understanding, tool use, ownership, and early evidence before moving into broader live execution.

WHEN	PHASE	WHAT THE TIME IS FOR
DAYS 1–10	Learn / Measure	Understand the problem, confirm definitions, observe current work, establish the baseline, and make sure employees understand why the change matters.
DAYS 11–20	Define / Prepare	Set the standard, prepare the selected tools, clarify ownership and authority, test the setup, and resolve obvious confusion before training intensifies.
DAYS 21–30	Train / Practice	Demonstrate, practice, coach, run a controlled pilot, repeat on another representative shift or sample, and confirm affected employees understand the standard.
DAY 30	Midpoint gate	Do not declare victory. Decide what is ready for broader execution, what needs retraining, what needs correction, and what should not move forward yet.
DAYS 31–46	Guided Execution	Expand into live operation with active coaching, second attempts, second-shift checks, repeated owner reviews, and documented evidence of improvement.
DAYS 47–54	Stress-Test	Test the control during difficult conditions, different shifts, higher volume, or representative exceptions. Correct gains that create new problems.
DAYS 55–60	Verify / Hold	Confirm usability, assign the ongoing report owner, verify the standard holds without constant rescue, and make the Day-60 keep/change/retire/expand decision.

GUIDED-PATH RULE • A 60-day plan earns its extra time through better learning, coaching, repetition, and verification. If nothing meaningful happens between the major events, the plan has merely been stretched — and that is not the Gravity standard.

OWNERSHIP AND RHYTHM

A system without ownership becomes a folder.

The same form can be useful or useless depending on who owns it, when it is reviewed, and whether a decision follows. Assign the review rhythm before launch.

WHO OWNS WHAT

Owner / Operator

Sets priorities, decision rights, resources, non-negotiable standards, and the level of accountability expected.

General Manager

Normally owns installation, weekly review, manager accountability, corrective actions, and cross-department follow-through.

Department / Shift Manager

Uses relevant tools, verifies shift-level standards, coaches failures, records exceptions, and escalates what requires higher authority.

TYPICAL REVIEW RHYTHM

DAILY

Record and verify

Did the standard happen today?

WEEKLY

Find patterns and decide

What repeated, and what decision is required?

MONTHLY

Score and improve

Is the system producing a measurable result?

QUARTERLY

Trainer

Teaches approved standards, verifies practice, and records competency evidence.

System / Document Controller

For mature operations, maintains versions, archives, release records, and source authority.

Reset priorities

What should we keep, change, expand, or stop?

ANNUAL / AT CHANGE**Renew the standard**

Are sources, rules, roles, and documents still current?

HOW THE PIECES REINFORCE EACH OTHER

Pair systems only when the problem crosses a real boundary.

One system should own the record. A second system should be added only when its verified input is needed for the next decision. Do not duplicate records just because two systems touch the same topic.

PRESSURE	PAIRING	HOW THE HANDOFF WORKS
Labor planning	GRV-SF → GRV-C → GRV-P	Forecast demand → build the schedule/deployment → verify the profitability impact.
Food-cost control	GRV-F → GRV-P → GRV-I	Verify purchasing/inventory/yield/waste → use verified cost in profit decisions → control standards and versions.
Training that sticks	GRV-T → GRV-M → GRV-IV	Train and certify employees → develop managers who coach and decide → verify adoption after rollout.
Guest growth	GRV-G → GRV-R → GRV-P	Create profitable demand → retain/recover guests → verify campaign/channel economics.
Emergency readiness	GRV-RC → GRV-I → GRV-IV	Plan continuity → control current emergency standards → verify readiness and implementation.

BOOKS + SYSTEMS IN REAL USE

- 01 High Labor Percent** — Use the Labor Control & Scheduling Planner to understand the practice. Operate with GRV-SF + GRV-C. Use GRV-P to verify the profit result.
- 02 Food Cost Keeps Moving** — Use the Food Cost, Waste & Inventory Control Workbook to teach the math and count discipline. Operate with GRV-F. Use GRV-P for the profit impact.
- 03 Training Is Inconsistent** — Use the Employee Training & SOP Tracker and Book 3 when procedures need repair. Operate with GRV-T + GRV-M + GRV-IV.

What makes a strong system fail?

Most implementation failure is not caused by a missing form. It is caused by overload, weak ownership, duplicate records, unclear authority, or a review process that never turns evidence into a decision.

- 01 Do not install all 15 systems at once.** — You will create paperwork before habits and managers will stop distinguishing critical controls from optional ones.
- 02 Do not require all 30 tools because they exist.** — A tool earns its place by creating useful evidence or preventing a known failure.
- 03 Do not let everyone edit the master files.** — One current version, one owner, and a visible change history protects the standard.
- 04 Do not confuse completing a form with controlling the problem.** — The review, decision, corrective action, and verification are the actual control.
- 05 Do not duplicate the same record across systems.** — Choose one source of truth and let connected systems reference it.
- 06 Do not hard-code regulations from memory.** — Use current authoritative rules for food safety, labor, employment, tax, safety, accessibility, and licensing.
- 07 Do not use AI as the decision maker.** — AI can organize and draft, but leaders verify facts, interpret policy, and own the decision.
- 08 Do not keep a tool because it looks professional.** — If nobody uses it, nobody reviews it, or it does not improve a decision, repair or retire it.

READY TO EXPAND?

You are ready when the first system has a named owner, a predictable review rhythm, accurate records, at least one closed corrective action, and managers who can explain the purpose without reading the manual.

Control the master. Respect the source of truth.

Gravity is a management operating framework. It should strengthen the restaurant's records and decisions—not replace the authoritative systems that govern payroll, accounting, POS data, banking, food safety, employment, licensing, insurance, or law.

VERSION RULES

- Keep one protected editable master of each approved document.
- Distribute fixed PDFs for normal reading, printing, and training when editing is not required.
- Archive replaced versions instead of leaving multiple “final” copies active.
- Record meaningful changes: what changed, why, who approved it, when it became effective, and who needed retraining.
- Use the Standards & Intelligence Center when the operation grows beyond a few isolated tools or locations.

PROFESSIONAL / REGULATORY BOUNDARIES

- Follow current federal, state, local, tribal, territorial, health-department, fire, building, employment, tax, licensing, insurance, and other applicable requirements.
- Use the restaurant's actual POS, payroll, accounting, inventory, HR, vendor, banking, and legal records as the source of truth where applicable.
- For food safety, employee health, wage/hour, discrimination, accessibility, tax, emergency, and other high-stakes matters, verify the current rule with the applicable authority or qualified professional.
- Do not weaken a stricter restaurant policy or legal requirement because a Gravity template is more general.

CURRENT ACCESS

Founding Year: use the finished work before the full book catalog is complete.

At this release, the 15 Gravity operating systems and other finished digital products are available through the Founding Year. Unfinished books remain clearly identified as In Development. Optional support is never required for access to finished digital resources.

BEST FIRST VISIT

Open Operating Systems → use the problem finder → preview the 30 Tools PDF → read the Manual PDF if the tools look relevant → download the complete ZIP only when you have chosen a system to test.

Gravity — One-Page Launch Checklist

Use this page before installing any new operating system. If these answers are unclear, the restaurant is not ready to launch the tools yet.

1. PRESSURE	What repeated problem are we trying to control?
2. PACE + OUTCOME	Which path fits this restaurant — 30-Day Accelerated or 60-Day Guided — and what should be measurably better by the final day?
3. SYSTEM	Which Gravity system actually owns this problem?
4. OWNER	Who is accountable for the records, review, and follow-through?
5. BASELINE	What evidence describes the current state before we change anything?
6. TOOLS	Which 3–5 tools are the minimum useful set?
7. TRAINING	Who must understand the standard before the tool is required?
8. REVIEW RHYTHM	When will the manager review the records: daily, weekly, monthly?
9. CORRECTIVE ACTION	How will we assign an owner, due date, and proof of closure?
10. CHECKPOINT / FINAL DECISION	30-Day path: what will we keep, change, retire, or expand? 60-Day path: what did the Day-30 midpoint gate require, and what will be verified by Day 60?

FINAL TEST

If you cannot explain the problem, owner, tool set, review date, and evidence of success on one page, the rollout is probably too complicated.

Gravity terms should never make the user guess.

This glossary defines the words you are most likely to see in Gravity books, tools, forms, and operating systems. The rule is simple: when ordinary restaurant language says the same thing clearly, Gravity should use the ordinary language.

TERM	PLAIN MEANING
Accountable owner	The one person responsible for making sure a system or action is completed, reviewed, and followed through.
Action plan	A written list of what will be done, by whom, by when, and how completion will be verified.
Ad hoc	Means “as needed” or “when the situation occurs.” Gravity documents should use the clearer phrase “as needed” instead.
Audit	A structured check of whether a standard, record, process, or result is actually being followed and is accurate.
Baseline	The starting measurement. It shows where performance is before a change is made so later results can be compared honestly.
Cadence	How often something is done or reviewed. In Gravity, use plain wording such as daily, weekly, monthly, or as needed.
Certification	A documented decision that a person has demonstrated the required knowledge or skill to perform a task or role.
Checklist	A short list used to confirm that required steps were completed. A checklist proves completion only when it is used honestly.
Closeout / closure evidence	Proof that a problem or corrective action was actually finished, not merely discussed or assigned.
Control	A repeatable method that helps keep an important part of the restaurant within an agreed standard.
Corrective action	A specific action taken to fix a verified problem, assigned to an owner, given a due date, and checked afterward.
Daypart	A defined part of the operating day, such as lunch, dinner, late night, opening, or closing.
Digital Control Workbook	The live Excel file used to enter, organize, calculate, trend, and review system information.
Editable master	The controlled DOCX, PPTX, or XLSX file that can be changed when an approved update is needed.
Escalation	Moving an issue to a higher level of authority because it cannot be safely or properly resolved at the current level.
Evidence	Something that shows what actually happened: a completed record, POS report, invoice, count, sign-off, observation, photo, or other verified source.
Exception	A situation that falls outside the normal rule, limit, or standard and therefore requires review or authorization.
Fixed / print-ready version	A PDF intended to stay visually stable when printed, shared, or viewed on different devices.
Forecast	A reasoned estimate of what is likely to happen, such as expected sales, covers, labor needs, or product demand.
Forms Library	The PDF and editable collection of the system’s 30 practical tools: checklists, trackers, logs, audits, worksheets, scorecards, and review forms.

TERM	PLAIN MEANING
Implementation	Putting a system into real use: choosing the problem, assigning ownership, training people, using the tools, reviewing evidence, and adjusting.
Incident	An event that caused or could cause harm, loss, disruption, guest impact, employee impact, or operational failure.
Lagging indicator	A result measured after the fact, such as monthly turnover, food cost, labor percent, or guest complaints.
Leading indicator	An earlier signal that may predict a later result, such as missed training, rising call-outs, repeated waste, or unfinished maintenance.
Log	A running chronological record of events, exceptions, actions, or observations.
Manager on Duty (MOD)	The manager who has operational authority and responsibility for the restaurant during a specific shift or period.
Near miss	Something that almost caused an incident or failure but did not. Near misses are useful warnings and should not be ignored.
Operating Manual	The guide that explains what a Gravity operating system controls, why it matters, how ownership works, and how the 30 tools fit together.
Operating system	A complete Gravity control package for one major restaurant-management area. It combines a manual, forms, workbook, training, review rhythm, and 30 tools.
Par level	The amount of product or supply the restaurant plans to have on hand to meet expected demand without unnecessary excess.
Pressure point	A repeated problem that is costing the restaurant time, money, safety, guest trust, employee stability, or management attention.
PRN	An abbreviation meaning "as needed." Gravity should avoid this abbreviation and write "as needed" in plain language.
Reactivation	A deliberate effort to reconnect with a guest, customer, candidate, account, or opportunity that has become inactive, when appropriate and permitted.
Review rhythm	The agreed schedule for checking the system's records and results, such as daily, weekly, monthly, quarterly, or as needed.
Root cause	The underlying reason a problem keeps happening. It is deeper than the visible symptom.
Scorecard	A concise view of several important measures used together to judge performance and identify where attention is needed.
SOP	Standard Operating Procedure. A written, repeatable way to perform a task or process so expectations are clear and consistent.
Station standard	The expected way a restaurant station should be set up, stocked, cleaned, operated, and handed off.
System code / tool code	A short identifier such as GRV-F or GRV-F14 that keeps systems and tools organized and makes records easier to reference.
System owner	The person assigned to maintain a Gravity system, review its records, follow up on failures, and keep the process current.

TERM	PLAIN MEANING
Target	The result or acceptable range the restaurant is trying to reach or maintain.
Theoretical vs. actual	A comparison between what should have happened based on standards and records and what actually happened in the operation.
Tool	A practical management document inside a Gravity System. It may be a checklist, tracker, log, audit, worksheet, planner, scorecard, or review form. It does not mean software.
Training Deck	The editable presentation and fixed PDF used to teach managers or employees how the system works and what is expected.
Variance	The difference between what was expected or standard and what actually happened. A variance is a signal to investigate, not automatically proof of failure.
Verification	Checking evidence to confirm that a required action, standard, or correction actually happened.
Yield	The usable amount of product produced from an ingredient, batch, recipe, or preparation process after normal trimming, cooking, or loss.

QUICK TRANSLATION

What Gravity will say instead.

IF YOU SEE THIS	READ IT THIS WAY
Ad hoc	As needed
PRN	As needed
Cadence	Review schedule or frequency
Utilize	Use
Initiate	Start
Verify	Check and confirm
Escalate	Move to higher authority or get higher-level help
Corrective action	What will be done to fix the verified problem

How review frequency is written.

Daily = every operating day. Weekly = once each week. Monthly = once each month. Quarterly = about every three months. As needed = only when the situation occurs. Per incident = every time that specific event happens. At change = whenever the rule, vendor, equipment, process, or approved standard changes.

GRAVITY PLAIN-LANGUAGE RULE • IF A COMMON PHRASE SAYS IT CLEARLY, USE THE COMMON PHRASE.

GRAVITY

THE SYSTEM IS NOT THE FILES.

TRUTH

Name what is actually happening without hiding behind assumptions, personality, or incomplete records.

COST

Understand what the unresolved problem is costing in safety, money, time, guest trust, employee stability, or management attention.

SYSTEM

Build the smallest repeatable control that makes the standard clear, assigns ownership, produces evidence, and verifies follow-through.

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

Start with one truth. Control one cost. Build one system that works.

Thomas Butler • The Gravity Restaurant Leadership System
Published by Thomas Monroe Books • ThomasMonroeBooks.com



THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

THE FOUNDING YEAR

USE IT. TEST IT. TELL US THE TRUTH.

Published by Thomas Monroe Books

THE FOUNDING YEAR PROMISE

Every finished digital Gravity System product released on [ThomasMonroeBooks.com](https://thomasmonroebooks.com) is free through **October 1, 2027**. No purchase, donation, registration, or positive review is required. Physical supplies, if offered later, remain optional.

WHY THIS YEAR EXISTS

Gravity is being released into real restaurant work so owners, managers, trainers, and team leaders can help prove what is useful, what is unclear, and what should improve next.

Free access is not a request for praise. It is an invitation to use the material honestly and report what actually happened.

THE FEEDBACK THAT HELPS MOST

- What you used and the problem you were trying to solve
- What worked well in actual restaurant conditions
- What felt confusing, repetitive, incomplete, or impractical
- What changed after the tool, book, or system was used
- What would make the next revision more useful

WHY REVIEWS MATTER

Positive, mixed, and critical reviews are all useful. A specific review helps another restaurant decide where to begin, helps Gravity identify which tools create real value, and helps future revisions become clearer and more practical. You never owe us a favorable rating.



SHARE YOUR EXPERIENCE

Public review: thomasmonroebooks.com/review

Private feedback: thomasmonroebooks.com/contact

Please do not include guest, employee, financial, or other confidential information.



Always use the current version. Product updates and revision notes are posted at thomasmonroebooks.com/releases.

HOW THE FOUNDING YEAR IMPROVES THE SYSTEM

1

USE

Apply the current product in real restaurant work.

2

REPORT

Share the result, the friction, and what is missing.

3

IMPROVE

Gravity uses the evidence to strengthen the next revision.