



THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

The Gravity Manager Development System

How to install, operate, review, and renew the complete GRV-M01–GRV-M30 system

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A title does not develop a manager

Promotion gives a person responsibility. It does not automatically create judgment, communication, coaching skill, or readiness evidence.

Unclear authority

Managers either hesitate or overreach because decision rights are not explicit.

Uneven practice

Feedback and coaching depend on personality instead of one observable standard.

No verification

Training activity is mistaken for capability without observed results.

GRV-M converts management responsibility into bounded authority, deliberate practice, evidence, support, and verified readiness.

Manager development has six tests

- | | | |
|---|--------------------------|---|
| 1 | Role clarity | The manager knows the purpose, authority, limits, and escalation path |
| 2 | Observed practice | Capability is seen in real or realistic work—not merely discussed |
| 3 | Useful evidence | Facts, sources, limitations, and results support the judgment |
| 4 | Available support | Coaching, tools, time, and safeguards match the development need |
| 5 | Fair verification | The same criteria are applied consistently with qualified review |
| 6 | Renewed readiness | Authority is continued, changed, expanded, or paused by evidence |

GRV-M owns capability—not employment action

GRV-M

Role clarity, capability practice, observation, coaching, leadership rhythm, readiness, bench development

Authorized HR

Protected data, accommodations, leave, investigations, discipline, termination, compensation, classification

GRV-T

Employee task training, station certification, trainer evidence, and SOP skill completion

Operating systems

Service, staffing capacity, food/product execution, financial definitions, source authority, and risk

Protected concerns, rights, safety, complaints, representation, wage, leave, or accommodation issues route to qualified review—never through a development workaround.

Six operating areas cover the full path

01–05

Role clarity & readiness

Charter, assessment, ramp, conduct, goals

11–15

Communication & trust

One-on-ones, listening, direction, difficult conversations, repair

21–25

Team leadership & rhythm

Delegation, shift briefs, meetings, climate, handoffs; Daily Manager Log support

06–10

Self-management & judgment

Impact, pressure, decisions, priorities, reflection

16–20

Coaching & accountability

Observation, coaching, feedback, support, recognition

26–30

Bench strength & renewal

Weekly review, scorecard, succession, experiments, roadmap

The sequence starts with authority, develops behavior, and ends with verified renewal.

Thirty tools share one operating grammar

THE ID CONNECTS EVERY SYSTEM COMPONENT

GRV-M01 through GRV-M30

- One official name and purpose
- One owner and review frequency
- One evidence and limitation standard
- One decision and next-review path
- No uncontrolled local duplicates

Tool ID	Central Area	Tool Name	Owner	Frequency
GRV-M01	Role Clarity & Readiness	Manager Role & Decision Rights Charter	Owner:GM	At appointment, annual
GRV-M02	Role Clarity & Readiness	Manager Readiness & Evidence Assessment	GM/People Owner	At selection, semi-annual
GRV-M03	Role Clarity & Readiness	First 90 Days Manager Ramp Plan	GM/Manager Coach	At appointment
GRV-M04	Role Clarity & Readiness	Manager Standards & Conduct Commitment	GM/People Owner	At appointment, annual
GRV-M05	Role Clarity & Readiness	Manager Development Agreement & Goals	Manager Coach	Quarterly
GRV-M06	Self Management & Judgment	Self Assessment & Leadership Impact Review	Manager Coach	Quarterly
GRV-M07	Self Management & Judgment	Trigger, Pressure & Response Plan	Manager	Quarterly, after event
GRV-M08	Self Management & Judgment	Decision Quality & Escalation Worksheet	Manager	Per material decision
GRV-M09	Self Management & Judgment	Time, Attention & Priority Control	Manager	Weekly
GRV-M10	Self Management & Judgment	Manager Learning & Reflection Log	Manager Coach	Weekly
GRV-M11	Communication & Trust	One-on-One Meeting Guide	Manager	Biweekly/monthly
GRV-M12	Communication & Trust	Active Listening & Understanding Check	Manager	Per significant conversation
GRV-M13	Communication & Trust	Clear Direction & Expectation Planner	Manager	Per assignment/change
GRV-M14	Communication & Trust	Difficult Conversation Preparation	Manager/People Owner	Per conversation
GRV-M15	Communication & Trust	Conflict Navigation & Repair Plan	Manager/GM	Per conflict
GRV-M16	Coaching & Accountability	Observation & Evidence Record	Manager	Per observation
GRV-M17	Coaching & Accountability	Coaching Conversation Planner	Manager Coach	Per coaching cycle
GRV-M18	Coaching & Accountability	Feedback Quality & Follow-Through Review	Manager Coach	Monthly
GRV-M19	Coaching & Accountability	Performance Expectation & Support Plan	Manager/People Owner	Per assigned need
GRV-M20	Coaching & Accountability	Recognition & Reinforcement Planner	Manager	Weekly/monthly
GRV-M21	Team Leadership & Operating Rhythm	Delegation & Decision Handoff	Manager	Per delegation
GRV-M22	Team Leadership & Operating Rhythm	Pre-3rd Leadership Brief	3rd Manager	Each shift
GRV-M23	Team Leadership & Operating Rhythm	Manager Meeting & Decision Record	GM/Chair	Weekly
GRV-M24	Team Leadership & Operating Rhythm	Team Climate & Spin-Up Review	GM/People Owner	Monthly/quarterly
GRV-M25	Team Leadership & Operating Rhythm	Cross-Functional Handoff & Alignment Plan	GM/Manager	Per recurring handoff
GRV-M26	Benchmark Strength & Renewal	Weekly Manager Development Review	GM/Manager Coach	Weekly
GRV-M27	Benchmark Strength & Renewal	Manager Capability Scorecard	GM/People Owner	Monthly/quarterly
GRV-M28	Benchmark Strength & Renewal	Succession & Bench Strength Map	Owner:GM	Quarterly
GRV-M29	Benchmark Strength & Renewal	Manager Practice Experiment & Learning Log	Manager Coach	Per experiment
GRV-M30	Benchmark Strength & Renewal	Annual Manager Development Renewal & 180-Day Roadmap	Owner:GM	Annual

Install role clarity before authority

**30-DAY
ACCELERATED**

Bound the role

Start with one pressure, one owner, 3–5 tools, clear decision rights, readiness evidence, and one development goal

60-DAY GUIDED

Observe practice

Use the same controls more gradually, with additional practice, observation, coaching, and support between checkpoints

DECISION GATE

Verify and release

Review evidence, close material gaps, and decide the next authority, support, or development step

The 60-day path is differently sequenced—not a doubled 30-day plan. Release only authority supported by evidence and safeguards.

Every tool follows the same six-step cycle

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

COACHING & ACCOUNTABILITY | OPERATING TOOL

Coaching Conversation Planner

Tool IDGRV-M17

OwnerManager/Coach

CategoryCoaching & Accountability

FrequencyPer coaching cycle

Purpose: Structures inquiry, evidence, self-assessment, practice, support, commitment, and verification around one capability or behavior.

COACHING

Cycle ID

Capability

Coach

Manager/employee IDs

Date

CONVERSATION

Evidence

Self-assessment

Practice

Open question

Desired behavior

Support

COMMITMENT

Action

Evidence

Decision

Frequency

Checkpoint

MANAGEMENT REVIEW

Reviewed by

Decision/action

Review date

Next review

Control note: Use the approved version of GRV-M17. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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- 1

Select the GRV-M tool
- 2

Confirm authority and boundary
- 3

Record evidence and limitations
- 4

Assign practice and support
- 5

Observe and verify the result
- 6

Continue, change, stop, escalate, or expand

The form captures the decision record; the workbook manages recurring evidence and control.

Controlled IDs protect fairness and restraint

MGR-0042

ROLE-07

COACH-2026-018

OBS-2026-044

ACT-2026-031

- Record observable facts—not labels or diagnoses
- Name the source, date, context, and limitations
- Apply approved criteria consistently
- Keep protected and confidential details in authorized systems
- Mark unknown evidence as unverified

A score is a development signal—not an automatic promotion, discipline, or employment decision.

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Role-based learning releases authority in stages

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

ROLE CLARITY & READINESS | OPERATING TOOL

Role-Based Manager Learning & Ramp Plan

Tool ID	GRV-M03	Owner	GM/Manager Coach
Category	Role Clarity & Readiness	Frequency	At appointment

Purpose: Sequences the learning, practice, observation, decision rights, support, and verification required for the manager's actual responsibility level.

ROLE & PATH

Manager ID	_____	Role level	Shift Leader / MOD / Assistant GM / GM
Coach	_____	Start date	_____
Authority at start	_____	Location	_____

LEARN → PRACTICE → DEMONSTRATE

Foundation & standards	_____	Shift control & handoff	_____
People / guest leadership	_____	Business / systems control	_____
Representative practice	_____	Required certifications	_____

VERIFY → AUTHORITY DECISION

Knowledge check	_____	Independent verification	_____
Support needed	_____	Authority decision	_____
Next review	_____	Evidence	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Choose Shift Leader, MOD, Assistant GM, or GM. Define only the knowledge, practice, verification, and decision rights required for that role. This is a role ramp, not a fixed calendar. Advance authority only after representative practice is observed and verified.

THE GRAVITY SYSTEM

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SHIFT LEADER

Shift readiness, clear communication, deployment, basic guest recovery, handoff, and escalation.

MANAGER ON DUTY

Full-shift control, labor and sales awareness, guest recovery, coaching, corrective follow-through, and manager-log continuity.

ASSISTANT GM

Standards verification, training/competency follow-up, cross-functional closure, basic labor/food-cost review, and manager coaching.

GENERAL MANAGER

Business control, system installation, manager development, owner alignment, financial/operating review, and verified results.

Listening comes before direction

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

COMMUNICATION & TRUST | OPERATING TOOL

Active Listening & Understanding Check

Tool ID

GRV-M12

Category

Communication & Trust

Owner

Manager

Frequency

Per significant conversation

Purpose: Tests whether the manager heard the issue, meaning, need, facts, limits, and agreed next step before responding or deciding.

CONVERSATION

Context

Speaker/role

Listener

Date

Urgency

UNDERSTANDING

Facts heard

Meaning/concern

Need/request

Unknowns

Limits

Restatement confirmed

RESPONSE

Answer/decision

Action owner

Due date

Escalation

Follow-up confirmation

MANAGEMENT REVIEW

Reviewed by

Review date

Decision/action

Next review

Control note: Use the approved version of GRV-M12. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

COMMUNICATION & TRUST | OPERATING TOOL

Clear Direction & Expectation Planner

Tool ID

GRV-M13

Category

Communication & Trust

Owner

Manager

Frequency

Per assignment/change

Purpose: Defines outcome, standard, reason, authority, resources, checkpoint, evidence, and confirmation of understanding.

DIRECTION

Assignment ID

Outcome

Why it matters

Owner

Due date

EXPECTATION

Standard/source

Authority

Constraints

Resources

Checkpoint

Evidence

CONFIRMATION

Understanding checked

Questions

Risk

Support

Completion review

MANAGEMENT REVIEW

Reviewed by

Review date

Decision/action

Next review

Control note: Use the approved version of GRV-M13. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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TWO-SIDED CONTROL

- Hear facts, meaning, needs, and limits
- Restate understanding before deciding
- Define outcome, authority, resources, and deadline
- Ask the receiver to explain the expectation
- Confirm evidence, support, and escalation

Evidence before difficult conversations

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

COMMUNICATION & TRUST | OPERATING TOOL

Difficult Conversation Preparation

Tool IDGRV-M14

OwnerManager/People Owner

CategoryCommunication & Trust

FrequencyPer conversation

Purpose: Prepares a fair, evidence-based conversation that distinguishes conduct, performance, impact, support, policy, emotion, and qualified escalation.

PREPARATION

Conversation ID	-	Issue	-
Manager	-	Date	-
Qualified reviewer	-		

EVIDENCE

Observed behavior/result	-	Standard/source	-
Impact	-	Employee perspective needed	-
Support available	-	Policy/rights boundary	-

CONVERSATION

Opening	-	Questions	-
Expectation	-	Agreement/action	-
Documentation/follow-up	-		

MANAGEMENT REVIEW

Reviewed by	-	Review date	-
Decision/action	-	Next review	-

Control note: Use the approved version of GRV-M14. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

PREPARE

Separate observed facts, impact, source, support, and policy boundary

CHECK

Identify protected issues, representation rights, safety, or qualified review

CONVERSE

State purpose, ask open questions, listen, explain expectations

AGREE

Document action, support, due date, evidence, and escalation

FOLLOW THROUGH

Verify the result and correct the manager's own commitments

A development conversation must never suppress a complaint, protected activity, safety report, or right to representation.

THE GRAVITY SYSTEM

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Coaching closes the practice loop

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

COACHING & ACCOUNTABILITY | OPERATING TOOL

Observation & Evidence Record

Tool ID

GRV-M16

Owner

Manager

Category

Coaching & Accountability

Frequency

Per observation

Purpose: Captures specific behavior, context, standard, impact, source, and limitations before coaching, recognition, or accountability action.

OBSERVATION

Observation ID

Person/role ID

Observer

Date/time

Context

EVIDENCE

Specific behavior

Standard/source

Observed result

Operational impact

Limitations

Corroboration

ROUTE

Recognition

Coaching

Correction

Qualified review

Follow-up date

MANAGEMENT REVIEW

Reviewed by

Review date

Decision/action

Next review

Control note: Use the approved version of GRV-M16. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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OBSERVE

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

COACHING & ACCOUNTABILITY | OPERATING TOOL

Coaching Conversation Planner

Tool ID

GRV-M17

Owner

Manager/Coach

Category

Coaching & Accountability

Frequency

Per coaching cycle

Purpose: Structures inquiry, evidence, self-assessment, practice, support, commitment, and verification around one capability or behavior.

COACHING

Cycle ID

Manager/employee IDs

Capability

Date

Coach

CONVERSATION

Evidence

Open question

Self-assessment

Desired behavior

Practice

Support

COMMITMENT

Action

Frequency

Evidence

Checkpoint

Decision

MANAGEMENT REVIEW

Reviewed by

Review date

Decision/action

Next review

Control note: Use the approved version of GRV-M17. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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PRACTICE

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

COACHING & ACCOUNTABILITY | OPERATING TOOL

Feedback Quality & Follow-Through Review

Tool ID

GRV-M18

Owner

Manager/Coach

Category

Coaching & Accountability

Frequency

Monthly

Purpose: Tests whether feedback was timely, specific, respectful, actionable, understood, supported, documented, and revisited.

FEEDBACK SAMPLE

Feedback ID

Provider/receiver IDs

Date

Topic

Context

QUALITY CHECK

Timely

Specific evidence

Respectful

Actionable

Understanding checked

Support offered

FOLLOW-THROUGH

Commitment

Due date

Observed change

Follow-up

Coach review

MANAGEMENT REVIEW

Reviewed by

Review date

Decision/action

Next review

Control note: Use the approved version of GRV-M18. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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VERIFY

Accountability includes manager commitments

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

COACHING & ACCOUNTABILITY | OPERATING TOOL

Performance Expectation & Support Plan

Tool IDGRV-M19

OwnerManager/People Owner

CategoryCoaching & Accountability

FrequencyPer approved need

Purpose: Clarifies the approved expectation, evidence, resources, support, checkpoints, progress, and HR or qualified-review boundary.

EXPECTATION

Plan ID	-	Employee/role ID	-
Manager	-	Start date	-
Approved standard	-		

SUPPORT PLAN

Required result/behavior	-	Evidence	-
Resources/training	-	Reasonable support	-
Checkpoints	-	Qualified review	-

PROGRESS

Observed progress	-	Employee input	-
Manager action	-	Next checkpoint	-
Outcome route	-		

MANAGEMENT REVIEW

Reviewed by	-	Review date	-
Decision/action	-	Next review	-

Control note: Use the approved version of GRV-M19. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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EMPLOYEE / ROLE

Required result, observable behavior, evidence, checkpoints, input

MANAGER

Clear standard, resources, training, reasonable support, timely review

SYSTEM

Qualified route, approved criteria, confidential records, non-retaliation

DECISION

Continue, change, escalate, complete, or transfer to the owning process

The plan is developmental unless the authorized owner deliberately transfers the matter into an approved personnel process.

Delegation needs return conditions

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

TEAM LEADERSHIP & OPERATING RHYTHM | OPERATING TOOL

Delegation & Decision Handoff

Tool ID

GRV-M21

Category

Team Leadership & Operating Rhythm

Owner

Manager

Frequency

Per delegation

Purpose: Transfers outcome, authority, constraints, resources, checkpoints, evidence, and return conditions without abandonment or micromanagement.

DELEGATION

Delegation ID

Delegator

Due date

Outcome

Owner

HANDOFF

Authority granted

Resources

Checkpoints

Constraints

Decision limits

Return/escalation triggers

VERIFICATION

Evidence

Result

Close date

Support

Learning

MANAGEMENT REVIEW

Reviewed by

Decision/action

Review date

Next review

Control note: Use the approved version of GRV-M21. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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- 1

Define outcome
- 2

Grant bounded authority
- 3

Provide resources
- 4

Set checkpoints
- 5

Name return triggers
- 6

Review evidence

The delegating manager retains accountability for clarity, support, monitoring, and escalation.

Speak-up climate is a management control

MANAGER DEVELOPMENT SYSTEM | EDITABLE FORMS

TEAM LEADERSHIP & OPERATING RHYTHM | OPERATING TOOL

Team Climate & Speak-Up Review

Tool ID

GRV-M24

Category

Team Leadership & Operating Rhythm

Owner

GM/People Owner

Frequency

Monthly/quarterly

Purpose: Reviews whether people can raise safety, service, fairness, workload, harassment, or operating concerns without retaliation.

REVIEW

Review ID

Period

Sources/limits

Team/location

Reviewer

CLIMATE EVIDENCE

Safety concerns raised

Fairness concerns raised

Harassment route known

Service concerns raised

Workload concerns

Retaliation concern

RESPONSE

Immediate protection

System action

Feedback to team

Qualified escalation

Owner/due date

MANAGEMENT REVIEW

Reviewed by

Decision/action

Review date

Next review

Control note: Use the approved version of GRV-M24. Record relevant evidence, limitations, owners, due dates, support, and verification. Keep protected and confidential employment details in authorized systems and use qualified review where required.

THE GRAVITY SYSTEM

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SAFE ROUTE

People know how to raise service, fairness, workload, harassment, safety, and operating concerns

IMMEDIATE PROTECTION

The manager addresses urgent risk without prejudging or over-investigating

QUALIFIED ESCALATION

Protected issues move to the authorized owner using minimum necessary information

NON-RETALIATION

The manager monitors the environment and corrects retaliation risk

A quiet team is not automatically a healthy team.

The workbook turns forms into live control

WORKBOOK FLOW

- 1 Read Start Here and Settings
- 2 Enter approved evidence in yellow cells
- 3 Read formula outputs in blue-gray cells
- 4 Review exceptions and due dates
- 5 Use Dashboard and Checks for decisions

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	THE GRAVITY MANAGER DEVELOPMENT DASHBOARD													
2														
3	Version 1.2 Role clarity, observed practice, supported correction, verified readiness, and bench strength													
4														
5														
6	CONTROLLED ROLE CHARTERS					READINESS ASSESSED			ACTIVE DEVELOPMENT GOALS				READY MANAGERS	
7	0					0			0				0	
8														
9														
10	OPEN COACHING CYCLES					AVERAGE CAPABILITY			BENCH COVERAGE				PRACTICE DECISION	
11	0					0.0			0%				0	
12														
13														
14	CLIMATE ACTIONS OPEN					OVERDUE ACTIONS			DELEGATION GAPS				FAILED CONTROL C	
15	0					0			0				3	
16														
17														
18														
19														
20														

30 sheets | 24 operating registers | 20 control checks | 2 decision charts

Do not rename sheets or type over formula columns.

- 1 Verify the source, date, evidence, and boundary
- 2 Inspect practice, coaching, climate, bench, and actions
- 3 Decide: continue, change, stop, escalate, or expand
- 4 Assign owner, due date, support, evidence, and verifier

A new workbook intentionally fails the first three installation checks.

Start with three records

GRV-M01 Charter the manager's role and decision rights

GRV-M02 Assess readiness with observable evidence

GRV-M05 Approve the first development goal and practice

Then run GRV-M26, clear the installation checks, and choose the next evidence-based development action.

