

THE GRAVITY RESTAURANT LEADERSHIP SYSTEM



The Gravity Manager Development System

Thirty editable, print-ready operating tools for developing fair, capable, steady, and accountable restaurant managers.

FORMS AND TEMPLATES LIBRARY

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How to Use This Forms Library

Customize restaurant names, roles, decision rights, policies, qualified reviewers, timing, criteria, evidence sources, and access controls before approval. Keep one controlled editable master, distribute only approved working versions, and connect active records to the digital control workbook.

1. Select the required tool by GRV-M ID.
2. Confirm the owner, authority, evidence, confidentiality boundary, and qualified-review route.
3. Customize the operating standard without deleting fairness, rights, support, or verification controls.
4. Approve the official version and remove conflicting drafts.
5. Complete the record where the development work occurs.
6. Review the evidence and choose continue, change, stop, escalate, support, or expand authority.

DATA BOUNDARY Use controlled IDs and minimum necessary development evidence. Keep medical, accommodation, investigation, protected-trait, complaint, wage, leave, discipline, and other confidential employment records in authorized systems.

Tool Index

Tool	Category / owner / frequency
GRV-M01 Manager Role & Decision Rights Charter	Role Clarity & Readiness - Owner/GM - At appointment; annual
GRV-M02 Manager Readiness & Evidence Assessment	Role Clarity & Readiness - GM/People Owner - At selection; semiannual
GRV-M03 Role-Based Manager Learning & Ramp Plan	Role Clarity & Readiness - GM/Manager Coach - At appointment
GRV-M04 Manager Standards & Conduct Commitment	Role Clarity & Readiness - GM/People Owner - At appointment; annual
GRV-M05 Manager Development Agreement & Goals	Role Clarity & Readiness - Manager/Coach - Quarterly
GRV-M06 Self-Awareness & Leadership Impact Review	Self-Management & Judgment - Manager/Coach - Quarterly

Tool	Category / owner / frequency
GRV-M07 Trigger, Pressure & Response Plan	Self-Management & Judgment - Manager - Quarterly; after event
GRV-M08 Decision Quality & Escalation Worksheet	Self-Management & Judgment - Manager - Per material decision
GRV-M09 Time, Attention & Priority Control	Self-Management & Judgment - Manager - Weekly
GRV-M10 Manager Learning & Reflection Log	Self-Management & Judgment - Manager/Coach - Weekly
GRV-M11 One-on-One Meeting Guide	Communication & Trust - Manager - Biweekly/monthly
GRV-M12 Active Listening & Understanding Check	Communication & Trust - Manager - Per significant conversation
GRV-M13 Clear Direction & Expectation Planner	Communication & Trust - Manager - Per assignment/change
GRV-M14 Difficult Conversation Preparation	Communication & Trust - Manager/People Owner - Per conversation
GRV-M15 Conflict Navigation & Repair Plan	Communication & Trust - Manager/GM - Per conflict
GRV-M16 Observation & Evidence Record	Coaching & Accountability - Manager - Per observation
GRV-M17 Coaching Conversation Planner	Coaching & Accountability - Manager/Coach - Per coaching cycle
GRV-M18 Feedback Quality & Follow-Through Review	Coaching & Accountability - Manager/Coach - Monthly
GRV-M19 Performance Expectation & Support Plan	Coaching & Accountability - Manager/People Owner - Per approved need
GRV-M20 Recognition & Reinforcement Planner	Coaching & Accountability - Manager - Weekly/monthly
GRV-M21 Delegation & Decision Handoff	Team Leadership & Operating Rhythm -

Tool	Category / owner / frequency
	Manager - Per delegation
GRV-M22 Pre-Shift Leadership Brief	Team Leadership & Operating Rhythm - Shift Manager - Each shift
GRV-M23 Manager Meeting & Decision Record	Team Leadership & Operating Rhythm - GM/Chair - Weekly
GRV-M24 Team Climate & Speak-Up Review	Team Leadership & Operating Rhythm - GM/People Owner - Monthly/quarterly
GRV-M25 Cross-Functional Handoff & Alignment Plan	Team Leadership & Operating Rhythm - GM/Manager - Per recurring handoff
GRV-M26 Weekly Manager Development Review	Bench Strength & Renewal - GM/Manager Coach - Weekly
GRV-M27 Manager Capability Scorecard	Bench Strength & Renewal - GM/People Owner - Monthly/quarterly
GRV-M28 Successor & Bench Strength Map	Bench Strength & Renewal - Owner/GM - Quarterly
GRV-M29 Manager Practice Experiment & Learning Log	Bench Strength & Renewal - Manager/Coach - Per experiment
GRV-M30 Annual Manager Development Renewal & 180-Day Roadmap	Bench Strength & Renewal - Owner/GM - Annual

Manager Role & Decision Rights Charter

Tool ID	GRV-M01	Owner	Owner/GM
Category	Role Clarity & Readiness	Frequency	At appointment; annual

Purpose: Defines the manager’s purpose, controlled responsibilities, decision authority, required handoffs, limits, and escalation path.

ROLE

Position/level	_____	Manager ID	_____
Location	_____	Reports to	_____
Role purpose	_____		

DECISION RIGHTS

May decide	_____	Approval required	_____
Must consult	_____	Must inform	_____
May not decide	_____		

CONTROL

Critical handoffs	_____	Escalation trigger	_____
Evidence required	_____	Review date	_____
Approved by	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M01. 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.

Manager Readiness & Evidence Assessment

Tool ID	GRV-M02	Owner	GM/People Owner
Category	Role Clarity & Readiness	Frequency	At selection; semiannual

Purpose: Assesses observable readiness against approved competencies and evidence without substituting protected traits, popularity, or unsupported impressions.

ASSESSMENT

Candidate/manager ID	_____	Role assessed	_____
Assessor	_____	Assessment date	_____
Criteria version	_____		

EVIDENCE

Role knowledge	_____	Judgment	_____
Communication	_____	Coaching	_____
Accountability	_____	Operational reliability	_____

DECISION

Ready status	_____	Evidence gaps	_____
Development action	_____	Qualified review	_____
Next assessment	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M02. 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.

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.

ROLE CLARITY & READINESS | OPERATING TOOL

Manager Standards & Conduct Commitment

Tool ID	GRV-M04	Owner	GM/People Owner
Category	Role Clarity & Readiness	Frequency	At appointment; annual

Purpose: Translates leadership standards, confidentiality, fairness, safety, non-retaliation, and reporting duties into observable manager commitments.

COMMITMENT

Manager ID	_____	Role	_____
Effective date	_____	Policy references	_____
Acknowledged by	_____		

STANDARDS

Fairness and respect	_____	Confidentiality	_____
Safety and reporting	_____	Non-retaliation	_____
Honest records	_____	Boundary conduct	_____

CONTROL

Question/exception	_____	Escalation contact	_____
Corrective action	_____	Review date	_____
Approval	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M04. 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.

Manager Development Agreement & Goals

Tool ID	GRV-M05	Owner	Manager/Coach
Category	Role Clarity & Readiness	Frequency	Quarterly

Purpose: Creates a shared development contract with priority capabilities, practice assignments, support, evidence, and review dates.

GOAL

Manager ID	_____	Coach	_____
Period	_____	Priority capability	_____
Desired outcome	_____		

PRACTICE

Current evidence	_____	Practice assignment	_____
Support/resource	_____	Frequency	_____
Safeguard	_____		

REVIEW

Success evidence	_____	30-day check	_____
60-day check	_____	90-day decision	_____
Next goal	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M05. 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.

Self-Awareness & Leadership Impact Review

Tool ID	GRV-M06	Owner	Manager/Coach
Category	Self-Management & Judgment	Frequency	Quarterly

Purpose: Compares intent with observed impact and converts strengths, blind spots, and feedback patterns into specific development actions.

IMPACT

Manager ID	_____	Period	_____
Feedback sources	_____	Context	_____
Known limits	_____		

PATTERNS

Strength observed	_____	Blind spot	_____
Intent	_____	Observed impact	_____
Repeated trigger	_____		

ACTION

Behavior to continue	_____	Behavior to change	_____
Practice	_____	Verifier	_____
Review date	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M06. 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.

SELF-MANAGEMENT & JUDGMENT | OPERATING TOOL

Trigger, Pressure & Response Plan

Tool ID	GRV-M07	Owner	Manager
Category	Self-Management & Judgment	Frequency	Quarterly; after event

Purpose: Identifies pressure patterns and defines pause, regulation, communication, safety, and escalation responses before judgment deteriorates.

PRESSURE PATTERN

Trigger/context	_____	Early signals	_____
	—		—
Typical reaction	_____	Impact on others	_____
	—		—
Safety risk	_____		
	—		

RESPONSE PLAN

Pause action	_____	Regulation step	_____
	—		—
Words to use	_____	Decision delay	_____
	—		—
Support/escalation	_____		
	—		

REVIEW

Event date	_____	What happened	_____
	—		—
Repair required	_____	Lesson	_____
	—		—
Next practice	_____		
	—		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M07. 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.

Decision Quality & Escalation Worksheet

Tool ID	GRV-M08	Owner	Manager
Category	Self-Management & Judgment	Frequency	Per material decision

Purpose: Separates facts, assumptions, authority, options, affected people, risk, evidence, decision, and escalation before material action.

DECISION

Decision ID	_____	Issue	_____
Owner	_____	Due time/date	_____
Authority level	_____		

REASONING

Verified facts	_____	Assumptions	_____
Options	_____	People affected	_____
Risk/rights check	_____	Required consultation	_____

CONTROL

Decision	_____	Reason	_____
Escalation	_____	Evidence retained	_____
Review result	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M08. 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.

SELF-MANAGEMENT & JUDGMENT | OPERATING TOOL

Time, Attention & Priority Control

Tool ID	GRV-M09	Owner	Manager
Category	Self-Management & Judgment	Frequency	Weekly

Purpose: Protects the manager's attention for people, standards, service, verification, and follow-through instead of reactive task accumulation.

WEEK

Manager ID	_____	Week ending	_____
	-		-
Top outcomes	_____	Fixed commitments	_____
	-		-
Capacity limits	_____		
	-		

ATTENTION

People time	_____	Standards/verification	_____
	-		-
Service leadership	_____	Development practice	_____
	-		-
Work to delegate	_____	Work to stop	_____
	-		-

REVIEW

Interruptions	_____	Missed priority	_____
	-		-
Recovery action	_____	Owner/support	_____
	-		-
Next review	_____		
	-		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M09. 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.

SELF-MANAGEMENT & JUDGMENT | OPERATING TOOL

Manager Learning & Reflection Log

Tool ID	GRV-M10	Owner	Manager/Coach
Category	Self-Management & Judgment	Frequency	Weekly

Purpose: Captures a real leadership event, evidence, impact, lesson, changed behavior, and verification instead of vague reflection.

EVENT

Reflection ID	_____	Date	_____
Context	_____	People/roles	_____
Decision/action	_____		

LEARNING

Evidence	_____	Impact	_____
What I assumed	_____	What I learned	_____
What I would change	_____		

PRACTICE

Next behavior	_____	Practice date	_____
Verifier	_____	Result	_____
Follow-up	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M10. 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.

COMMUNICATION & TRUST | OPERATING TOOL

One-on-One Meeting Guide

Tool ID	GRV-M11	Owner	Manager
Category	Communication & Trust	Frequency	Biweekly/monthly

Purpose: Creates a consistent conversation for priorities, obstacles, support, feedback, commitments, and follow-through while protecting confidential information.

MEETING

Meeting ID	_____	Manager/employee IDs	_____
Date	_____	Purpose	_____
Confidentiality boundary	_____		

CONVERSATION

Priorities	_____	Progress	_____
Obstacles	_____	Support	_____
Feedback both ways	_____	Development interest	_____

COMMITMENTS

Employee action	_____	Manager action	_____
Due dates	_____	Escalation	_____
Next meeting	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M11. 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.

COMMUNICATION & TRUST | OPERATING TOOL

Active Listening & Understanding Check

Tool ID	GRV-M12	Owner	Manager
Category	Communication & Trust	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.

COMMUNICATION & TRUST | OPERATING TOOL

Clear Direction & Expectation Planner

Tool ID	GRV-M13	Owner	Manager
Category	Communication & Trust	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.

COMMUNICATION & TRUST | OPERATING TOOL

Difficult Conversation Preparation

Tool ID	GRV-M14	Owner	Manager/People Owner
Category	Communication & Trust	Frequency	Per 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.

COMMUNICATION & TRUST | OPERATING TOOL

Conflict Navigation & Repair Plan

Tool ID	GRV-M15	Owner	Manager/GM
Category	Communication & Trust	Frequency	Per conflict

Purpose: Controls safety, facts, perspectives, shared purpose, boundaries, repair, agreements, monitoring, and escalation in workplace conflict.

CONFLICT

Conflict ID	_____	Parties/roles	_____
Manager	_____	Date	_____
Immediate safety concern	_____		

UNDERSTANDING

Verified facts	_____	Perspective A	_____
Perspective B	_____	Shared purpose	_____
Boundary	_____	Rights/representation check	_____

REPAIR

Agreement	_____	Owner/due date	_____
Repair action	_____	Monitoring	_____
Escalation	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M15. 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.

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.

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.

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.

Performance Expectation & Support Plan

Tool ID	GRV-M19	Owner	Manager/People Owner
Category	Coaching & Accountability	Frequency	Per 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.

Recognition & Reinforcement Planner

Tool ID	GRV-M20	Owner	Manager
Category	Coaching & Accountability	Frequency	Weekly/monthly

Purpose: Connects timely recognition to specific values, standards, contributions, fairness, and the behavior worth repeating.

RECOGNITION

Recognition ID	_____	Person/team ID	_____
Manager	_____	Date	_____
Channel	_____		

EVIDENCE

Specific contribution	_____	Value/standard	_____
Impact	_____	Source	_____
Fairness check	_____	Privacy/preference	_____

REINFORCEMENT

Recognition action	_____	Timing	_____
Behavior to repeat	_____	Team learning	_____
Review	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M20. 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.

Delegation & Decision Handoff

Tool ID	GRV-M21	Owner	Manager
Category	Team Leadership & Operating Rhythm	Frequency	Per delegation

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

DELEGATION

Delegation ID	_____	Outcome	_____
	-		-
Delegator	_____	Owner	_____
	-		-
Due date	_____		
	-		

HANDOFF

Authority granted	_____	Constraints	_____
	-		-
Resources	_____	Decision limits	_____
	-		-
Checkpoints	_____	Return/escalation triggers	_____
	-		-

VERIFY → AUTHORITY DECISION

Evidence	_____	Support	_____
	-		-
Result	_____	Learning	_____
	-		-
Close date	_____		
	-		

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
	-		-
Decision/action	_____	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.

TEAM LEADERSHIP & OPERATING RHYTHM | OPERATING TOOL

Pre-Shift Leadership Brief

Tool ID	GRV-M22	Owner	Shift Manager
Category	Team Leadership & Operating Rhythm	Frequency	Each shift

Purpose: Aligns the team around conditions, priorities, risks, assignments, standards, support, and speak-up routes before service.

SHIFT

Date/shift	_____	Leader	_____
Conditions	_____	Demand/service picture	_____
Staffing/capacity	_____		

BRIEF

Top priorities	_____	Assignments	_____
Standards focus	_____	Known risks	_____
Support plan	_____	Speak-up route	_____

CLOSE LOOP

Understanding check	_____	Open question	_____
Escalation	_____	Post-shift result	_____
Next action	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M22. 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.

Manager Meeting & Decision Record

Tool ID	GRV-M23	Owner	GM/Chair
Category	Team Leadership & Operating Rhythm	Frequency	Weekly

Purpose: Converts management meetings into controlled decisions, owners, due dates, evidence, escalation, and verified closure.

MEETING

Meeting ID	_____	Date	_____
Chair	_____	Attendees	_____
Data through	_____		

DECISION RECORD

Issue	_____	Evidence	_____
Decision	_____	Owner	_____
Due date	_____	Escalation	_____

CLOSURE

Verification method	_____	Status	_____
Verified by	_____	Close date	_____
Next review	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M23. 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.

TEAM LEADERSHIP & OPERATING RHYTHM | OPERATING TOOL

Team Climate & Speak-Up Review

Tool ID	GRV-M24	Owner	GM/People Owner
Category	Team Leadership & Operating Rhythm	Frequency	Monthly/quarterly

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

REVIEW

Review ID	_____	Team/location	_____
Period	_____	Reviewer	_____
Sources/limits	_____		

CLIMATE EVIDENCE

Safety concerns raised	_____	Service concerns raised	_____
Fairness concerns raised	_____	Workload concerns	_____
Harassment route known	_____	Retaliation concern	_____

RESPONSE

Immediate protection	_____	Qualified escalation	_____
System action	_____	Owner/due date	_____
Feedback to team	_____		

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	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.

Cross-Functional Handoff & Alignment Plan

Tool ID	GRV-M25	Owner	GM/Manager
Category	Team Leadership & Operating Rhythm	Frequency	Per recurring handoff

Purpose: Clarifies ownership and evidence when work crosses FOH, BOH, training, staffing, food, sales, safety, or leadership boundaries.

HANDOFF

Handoff ID	_____	Work/process	_____
From role	_____	To role	_____
Trigger/timing	_____		

ALIGNMENT

Outcome	_____	Inputs	_____
Authority	_____	Standard/source	_____
Evidence	_____	Exception route	_____

REVIEW

Failure point	_____	Correction	_____
Owner	_____	Due date	_____
Verification	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M25. 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.

Weekly Manager Development Review

Tool ID	GRV-M26	Owner	GM/Manager Coach
Category	Bench Strength & Renewal	Frequency	Weekly

Purpose: Creates one decision forum for practice, evidence, support, risks, overdue actions, and next development commitments.

REVIEW

Review ID	_____	Week ending	_____
Chair	_____	Manager ID	_____
Data through	_____		

EVIDENCE

Practice completed	_____	Coaching/feedback	_____
Decision quality	_____	Team leadership	_____
Risk/concern	_____	Overdue action	_____

DECISION

Continue/change/stop	_____	Next practice	_____
Support owner	_____	Due date	_____
Verification	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M26. 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.

Manager Capability Scorecard

Tool ID	GRV-M27	Owner	GM/People Owner
Category	Bench Strength & Renewal	Frequency	Monthly/quarterly

Purpose: Summarizes evidence-backed capability, practice frequency, progress, risk, support, and decision readiness without false precision.

SCORECARD

Manager ID	_____	Role	_____
Period	_____	Assessor	_____
Criteria version	_____		

CAPABILITY EVIDENCE

Role clarity	_____	Judgment	_____
Communication	_____	Coaching	_____
Accountability	_____	Team leadership	_____

DECISION

Overall status	_____	Evidence quality	_____
Priority gap	_____	Support action	_____
Next review	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M27. 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.

Successor & Bench Strength Map

Tool ID	GRV-M28	Owner	Owner/GM
Category	Bench Strength & Renewal	Frequency	Quarterly

Purpose: Identifies critical roles, readiness evidence, gaps, exposure, development moves, and review dates without making an automatic promotion decision.

ROLE

Critical role	_____	Location	_____
Incumbent/owner	_____	Vacancy exposure	_____
Required date	_____		

BENCH EVIDENCE

Candidate ID	_____	Readiness status	_____
Strength	_____	Gap	_____
Development move	_____	Qualified review	_____

CONTINUITY

Interim coverage	_____	Risk	_____
Support owner	_____	Next assessment	_____
Decision boundary	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M28. 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.

Manager Practice Experiment & Learning Log

Tool ID	GRV-M29	Owner	Manager/Coach
Category	Bench Strength & Renewal	Frequency	Per experiment

Purpose: Tests one manager behavior through a controlled practice, measure, safeguard, result, limitation, and adopt-revise-stop decision.

EXPERIMENT

Experiment ID	_____	Manager ID	_____
Behavior hypothesis	_____	Context	_____
Dates	_____		

DESIGN

Baseline	_____	Practice/change	_____
Primary measure	_____	Safeguard	_____
Minimum evidence	_____	Verifier	_____

RESULT

Observed result	_____	Limitations	_____
Impact	_____	Adopt/revise/stop	_____
Next test	_____		

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M29. 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.

Annual Manager Development Renewal & 180-Day Roadmap

Tool ID	GRV-M30	Owner	Owner/GM
Category	Bench Strength & Renewal	Frequency	Annual

Purpose: Renews priorities, retires weak activity, assigns capability outcomes, support, milestones, evidence, and review cadence.

ANNUAL REVIEW

Planning year	_____	Manager group	_____
Owner	_____	Review date	_____
Evidence sources	_____		

RENEWAL

Capability to protect	_____	Activity to stop	_____
Priority gaps	_____	Bench risk	_____
Support/budget	_____	Authority	_____

180-DAY ROADMAP

Priority	_____	Owner	_____
30-day milestone	_____	90-day milestone	_____
180-day outcome	_____	Review cadence	_____

MANAGEMENT REVIEW

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

Control note: Use the approved version of GRV-M30. 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.