THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

The Gravity Implementation & Verification System

A complete operating system for installing The Standard, verifying adoption, closing gaps, and certifying internal readiness.

OPERATING MANUAL

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How This System Works

The Gravity Implementation & Verification System is the final control layer of The Gravity Restaurant Leadership System. It turns an approved goal into an installed, owned, trained, operating, verified, and renewable standard. It does not replace the systems being implemented; it proves that their defined requirements have been installed and are working as intended.

THE CENTRAL OPERATING RULE **The Standard is not complete when it is written. It is complete when the right people can find it, understand it, use it, record it, correct exceptions, verify results, and protect it from drift.**

The Seven-Step Gravity Goal Path

1. Name the Goal - define the outcome, owner, scope, dependencies, and success measures.
2. Face the Gap - establish the current state, causes, constraints, risks, and priority sequence.
3. Set the Standard - define acceptance criteria, source authority, evidence, approvals, exceptions, and change control.
4. Build the System - design the process, ownership, resources, records, and bounded pilot.
5. Train the People - prepare each role, trainer, practice, competency, support, and reinforcement.
6. Work the Standard - launch in controlled waves, operate the review rhythm, verify adoption, and correct issues.
7. Protect the Progress - audit implementation, verify outcomes, certify internal readiness, sustain control, and renew the roadmap.

System Boundary

- GRV-IV owns implementation planning, rollout control, adoption verification, internal audit, corrective action, readiness gates, sustainment, and renewal.
- The owning Gravity system controls its subject, definitions, records, approvals, and operating decisions. GRV-IV verifies installation; it does not silently rewrite the owner system.
- GRV-IV readiness certification is an internal management sign-off against defined criteria. It is not an ISO certificate, legal opinion, regulatory inspection, food-safety permit, financial assurance, employment decision, or third-party attestation.
- Qualified reviewers retain authority over law, safety, food code, employment, labor, accessibility, privacy, accounting, technology security, and other restricted subjects.

- Worker concerns, dissent, complaints, safety reports, protected activity, and evidence limitations must remain visible and route through approved channels without retaliation.

EVIDENCE RULE **No finding is stronger than its criteria, source, sample, independence, date, limitation, and decision use. Blank, unknown, unavailable, and not applicable are different states.**

1. Control Architecture

GRV-IV provides one repeatable implementation grammar across the entire Gravity portfolio.

CONTROL TEST **Can an independent qualified reviewer identify what was required, what actually happened, what evidence supports the result, what remains uncertain, and who decided the next action?**

Required record grammar

- Controlled goal, system, standard, version, scope, owner, source date, evidence state, decision state, due date, verifier, and next review.
- One official name and ID across manual, form, workbook, meeting record, and retained evidence.

Decision grammar

- Proceed, proceed with conditions, revise, retest, pause, stop, escalate, accept risk through authorized review, certify, or renew.
- A condition must have one owner, due date, evidence requirement, and consequence if unmet.

Evidence states

- Not collected
- Collected - unverified
- Verified - limited
- Verified - sufficient for this decision
- Superseded
- Restricted/qualified review

2. Roles, Independence, and Decision Rights

Verification must be close enough to understand the work and independent enough to report an inconvenient result.

INDEPENDENCE RULE **No one should be the sole author, implementer, approver, verifier, and certifier of a material control.**

Executive sponsor

- Owns the goal, resources, risk acceptance within authority, readiness gates, and renewal decision.
- May not certify readiness when required qualified approvals or material evidence are missing.

Implementation lead

- Maintains scope, sequence, dependencies, plan, actions, rollout, and decision records.
- Coordinates owners without becoming the permanent owner of every control.

System owner

- Owns The Standard, process, tools, records, support, performance, and correction after handoff.

Verification lead

- Defines evidence and sampling, tests adoption, reports findings and limitations, and verifies corrective-action effectiveness.
- Discloses conflicts, competence limits, and unavailable evidence.

Workers and managers

- Use the standard, participate in practice, raise concerns, report exceptions, preserve evidence, and contribute improvement ideas without retaliation.

3. Name the Goal

Implementation begins with a decision-quality goal rather than a list of activities.

GATE 1 **Proceed only when the goal, owner, scope, boundaries, dependencies, baseline, measures, and decision authority are explicit.**

Outcome

- State the operational condition that must exist, who benefits, why it matters, and when the decision is due.
- Separate the outcome from the proposed solution so the team can evaluate alternatives.

Scope and boundaries

- Name locations, roles, processes, records, time period, inclusions, exclusions, dependencies, and restricted subjects.
- Identify every owning system and qualified approval before work begins.

Success measures

- Use one outcome measure, process/adoption measures, balancing measures, cost or burden, baseline, target, and decision rule.
- Do not use a measure that rewards silence, concealment, unsafe shortcuts, off-the-clock work, or inaccurate records.

4. Face the Gap

A credible current state prevents the implementation team from solving the wrong problem.

GATE 2 **Proceed only when the priority gap and likely causes are evidence-based, material barriers have owners, and the sequence respects dependencies.**

Current-state evidence

- Use approved records, direct observation, interviews, workflow tests, available measures, and known limitations.
- Distinguish documented practice, stated practice, observed practice, and result.

Cause and constraint

- Test people, process, clarity, capacity, tools, incentives, handoffs, leadership behavior, and environmental conditions.
- Do not label resistance before listening for workload, access, safety, fairness, feasibility, or prior failed-change experience.

Risk and readiness

- Review people impact, operating risk, reversibility, timing, capacity, dependencies, dissent, and qualified-review needs.

Priority sequence

- Choose the smallest high-value controllable step that unlocks later work and can be verified without unacceptable risk.

5. Set the Standard

The Standard converts intent into observable, testable, controlled requirements.

GATE 3 **Proceed only when an operator, owner, trainer, verifier, and approver can interpret the same standard the same way.**

Acceptance criteria

- Define who must do what, under which conditions, with which authority, tolerance, evidence, exception route, and result.
- Use plain language that operators can apply under actual conditions.

Source authority

- Name the issuing authority, controlling source, owner, effective date, current version, superseded material, distribution, and review trigger.
- Resolve conflicts before training or launch.

Measurement and sampling

- Define source, collection method, sample frame, sample size or rule, frequency, protection, calculation, limitation, reviewer, and decision threshold.
- Use risk-based sampling; absence of a sampled exception is not proof that none exists.

Change and exception control

- Time-limit exceptions, assign safeguards and approval, record affected tools, communicate changes, and re-verify material revisions.

6. Build the System

A standard becomes usable through process design, ownership, resources, records, and a bounded pilot.

GATE 4 **Launch only when the pilot demonstrates that the system is usable, owned, supported, measurable, and safe enough for the planned rollout.**

Process and controls

- Map triggers, inputs, steps, decisions, handoffs, outputs, control points, evidence, failure modes, feedback, and escalation.
- Design prevention and early detection before relying on end-of-process inspection.

Ownership

- Assign accountable, responsible, consulted, informed, backup, decision rights, response times, and escalation triggers.
- Every permanent control receives a permanent system owner before handoff.

Resource readiness

- Verify staffing, paid time, tools, technology, access, facilities, budget, support, capacity, contingency, and maintenance.

Record configuration

- Use controlled IDs, required fields, access, retention, workflow, integration, distribution, archive, and removal of conflicting drafts.

Pilot

- Use limited scope, explicit entry and exit criteria, trained participants, support, evidence, risk containment, learning, and a revise-retest-launch-stop decision.

7. Train the People

Training is complete when the role can demonstrate the required action with support and knows when to stop or escalate.

GATE 5 **Release role authority only when required learning is delivered, practice is demonstrated, support is active, and known competency gaps are controlled.**

Role-based plan

- Define what each role must know, do, practice, record, question, and retain.
- Provide accessible delivery, paid time where required, interpreters or accommodations through approved processes, and alternate methods where needed.

Trainer readiness

- Verify authority, competence, content version, delivery conditions, demonstration, question route, and correction of unresolved issues.

Competency

- Use real or realistic practice, observable criteria, feedback, repeat demonstration, evidence, limitations, verifier, and authority-release decision.
- Attendance, acknowledgment, quiz completion, and confidence are inputs—not complete proof of operating competency.

Reinforcement

- Provide job aids, manager coaching, help routes, reminders, listening, targeted recovery, recognition of correct practice, and review of adoption signals.

8. Work the Standard

Controlled rollout makes adoption visible and correctable while the implementation is still recoverable.

GATE 6 **Advance when adoption is demonstrated across the defined scope, material exceptions are controlled, support is sustainable, and corrective actions are effective.**

Rollout

- Use waves with entry criteria, communications, trained owners, record conversion, support, metrics, risk controls, rollback, and go/no-go decisions.

Implementation control

- Review adoption, exceptions, risks, support demand, data quality, overdue actions, complaints, and evidence gaps daily or weekly during rollout.
- Do not bury bad news in an overall percentage.

Adoption verification

- Test whether the standard is available, understood, used, recorded, supported, and producing the intended behavior under representative conditions.
- Triangulate records, observation, questions, workflow results, and people experience.

Corrective action

- Contain immediate harm, preserve reporting routes, analyze relevant causes, correct the condition, assign ownership, verify effectiveness, and monitor recurrence.
- A closed action without effectiveness evidence is administratively complete, not verified complete.

9. Protect the Progress

The final step verifies both implementation and outcomes, then transfers control into a sustainable operating rhythm.

GATE 7 Certify only the defined scope and period supported by current evidence. Renewal is a new decision, not an automatic extension.

Internal audit

- Define scope, criteria, methods, sample, timing, competence, independence, confidentiality, findings, limitations, correction, and follow-up.
- Report conformity and nonconformity; do not audit only for faults or hide material positive evidence.

Effectiveness verification

- Compare outcomes with baseline and target; examine adoption, variation, burden, unintended harm, cost, competing explanations, and evidence quality.
- Choose continue, correct, scale, narrow, pause, stop, or redesign.

Internal readiness certification

- Confirm criteria, ownership, training, adoption, issue control, evidence currency, conditions, signatories, expiration, and renewal date.
- Use status: Not ready, Ready with conditions, Ready for defined scope, Renewal required, or Certification withdrawn.

Sustainment and renewal

- Set monitoring, review cadence, drift triggers, refresher work, audit frequency, change control, improvement backlog, resources, and the next 180-day roadmap.

10. Findings, Corrective Action, and Closure

Findings must be specific enough to correct and restrained enough to avoid unsupported conclusions.

CLOSURE RULE **Do not close a finding because the due date passed, a document was uploaded, or a meeting occurred. Close it when the required condition is verified or an authorized owner accepts the remaining risk within authority.**

Finding structure

- Criteria
- Observed condition
- Evidence and sample
- Effect or risk
- Scope and limitation
- Owner and required decision

Severity

- Observation/opportunity
- Minor gap
- Material gap
- Critical condition requiring immediate protection or qualified escalation

Cause review

- Ask why the control allowed the condition, not only why a person made an error.
- Consider clarity, capacity, design, training, supervision, access, incentive, handoff, maintenance, and change.

Closure

- Verify correction, implementation, effectiveness, residual risk, recurrence monitoring, and authorized acceptance of remaining conditions.

11. Sampling, Audit Quality, and Evidence Limits

Verification quality depends on appropriate criteria, representative evidence, reviewer competence, and candid limits.

Sampling

- Define the population, period, locations, roles, shifts, risk strata, exclusions, selection method, and rationale.
- Increase attention where consequences, variation, prior failure, change, or weak controls are material.

Reviewer quality

- Confirm subject knowledge, verification skill, authority, independence, confidentiality, and conflict disclosure.
- Use qualified specialist review when the evidence exceeds the verifier's competence or authority.

Evidence limitations

- Record missing data, restricted access, self-report bias, incomplete periods, small samples, inconsistent definitions, unavailable witnesses, and changing conditions.
- Reduce the strength or scope of the conclusion instead of erasing the limitation.

12. 90-Day Installation

Install GRV-IV in stages so the control system develops at the same pace as verified ownership and evidence.

FIRST INSTALLATION **Use GRV-IV to install itself. If the implementation control cannot survive its own standard, it is not ready to certify another system.**

Days 1-30 - name, gap, standard

- Approve GRV-IV boundaries, owner roles, IDs, official source rules, evidence states, decision language, and qualified-review routes.
- Complete IV01-IV12 for one priority Gravity system and establish the workbook Settings and Checks.

Days 31-60 - build and train

- Complete IV13-IV21, configure controlled tools and records, run one bounded pilot, prepare trainers, demonstrate competency, and activate support.

Days 61-90 - work and protect

- Complete IV22-IV30, launch one controlled wave, run daily/weekly review, verify adoption, close at least one corrective action, complete an internal audit, and make the readiness decision.

Handoff

- Transfer permanent controls, records, actions, measures, review rhythm, access, resources, and authority to the system owner.
- Schedule quarterly effectiveness review and annual renewal before the implementation team disbands.

13. Complete Tool Directory

Tool	Goal step / owner / frequency
GRV-IV01 | Goal & Outcome Charter	Name the Goal | Owner: Executive Sponsor | Frequency: Per implementation
GRV-IV02 | Stakeholder & Decision Owner Map	Name the Goal | Owner: Implementation Lead | Frequency: Per implementation; update on change
GRV-IV03 | Scope, Boundary & Dependency Record	Name the Goal | Owner: Implementation Lead | Frequency: At charter; on change
GRV-IV04 | Implementation Case & Success Measures	Name the Goal | Owner: Sponsor/Finance Owner | Frequency: At approval; quarterly
GRV-IV05 | Current-State Evidence Review	Face the Gap | Owner: System Owner | Frequency: At baseline; major review
GRV-IV06 | Gap, Cause & Constraint Analysis	Face the Gap | Owner: Implementation Lead | Frequency: Per material gap
GRV-IV07 | Risk, Barrier & Readiness Assessment	Face the Gap | Owner: Risk/System Owner | Frequency: Before design and launch
GRV-IV08 | Priority & Sequencing Decision	Face the Gap | Owner: Sponsor/Implementation Lead | Frequency: At planning; on material change
GRV-IV09 | Standard Definition & Acceptance Criteria	Set the Standard | Owner: System Owner | Frequency: Before build; on revision
GRV-IV10 | Source Authority & Version Control Record	Set the Standard | Owner: Standards Owner | Frequency: Per controlled standard
GRV-IV11 | Evidence, Measurement & Sampling Plan	Set the Standard | Owner: Verification Lead | Frequency: Before pilot; on measure change
GRV-IV12 | Approval, Exception & Change-Control Plan	Set the Standard | Owner: Change Authority | Frequency: Before launch; per change
GRV-IV13 | Process & Control Design Map	Build the System | Owner: Process Owner | Frequency: During design; annual

Tool	Goal step / owner / frequency
GRV-IV14 | Ownership, RACI & Escalation Matrix	Build the System | Owner: Implementation Lead | Frequency: Before pilot; on role change
GRV-IV15 | Resource, Capacity & Budget Readiness	Build the System | Owner: Sponsor/Resource Owners | Frequency: Before pilot and launch
GRV-IV16 | Tool, Form & Record Configuration	Build the System | Owner: System/Records Owner | Frequency: Before pilot; on change
GRV-IV17 | Pilot & Prelaunch Readiness Review	Build the System | Owner: Sponsor/Verification Lead | Frequency: Before launch
GRV-IV18 | Role-Based Learning & Communication Plan	Train the People | Owner: Training/Communication Owner | Frequency: Before rollout; on change
GRV-IV19 | Trainer Readiness & Delivery Control	Train the People | Owner: Training Owner | Frequency: Before each delivery cycle
GRV-IV20 | Practice, Demonstration & Competency Record	Train the People | Owner: Trainer/System Owner | Frequency: Per required competency
GRV-IV21 | Support, Reinforcement & Adoption Plan	Train the People | Owner: Manager/System Owner | Frequency: At rollout; weekly until stable
GRV-IV22 | Launch & Controlled Rollout Plan	Work the Standard | Owner: Implementation Lead | Frequency: Per rollout
GRV-IV23 | Daily/Weekly Implementation Control	Work the Standard | Owner: System Owner | Frequency: Daily/weekly during rollout
GRV-IV24 | Observation & Adoption Verification	Work the Standard | Owner: Verification Lead | Frequency: Per sample plan
GRV-IV25 | Issue, Exception & Corrective Action Record	Work the Standard | Owner: System Owner | Frequency: Per issue or exception
GRV-IV26 | Internal Audit & Evidence Review	Protect the Progress | Owner: Audit/Verification Lead | Frequency: Quarterly/annual; risk-based
GRV-IV27 | Effectiveness & Outcome Verification	Protect the Progress | Owner: Sponsor/System Owner | Frequency: At milestone; quarterly

Tool	Goal step / owner / frequency
GRV-IV28 | Readiness Certification & Management Sign-Off	Protect the Progress | Owner: Executive Sponsor | Frequency: At gate; annual renewal
GRV-IV29 | Sustainment, Review & Improvement Plan	Protect the Progress | Owner: System Owner | Frequency: At handoff; quarterly
GRV-IV30 | Annual System Renewal & 180-Day Roadmap	Protect the Progress | Owner: Executive Sponsor | Frequency: Annual

14. Official Source and Reference Frameworks

These sources support general quality management, auditing, internal control, program evaluation, active managerial control, safety-program evaluation, control assessment, and non-retaliation guardrails. GRV-IV does not claim conformity with or certification to these frameworks. Requirements and editions change; use the controlling authority and qualified review for actual compliance or third-party certification.

Reference	Official URL
ISO 9001 - Quality management systems	https://www.iso.org/standard/62085.html
ISO 19011 - Guidelines for auditing management systems	https://www.iso.org/standard/19011
U.S. GAO - 2025 Green Book	https://www.gao.gov/greenbook
OSHA - Recommended Practices for Safety and Health Programs	https://www.osha.gov/safety-management
OSHA - Program Evaluation and Improvement	https://www.osha.gov/safety-management/program-evaluation
OSHA - Worker Participation	https://www.osha.gov/safety-management/worker-participation
CDC - Program Evaluation Framework, 2024	https://www.cdc.gov/mmwr/volumes/73/rr/rr7306a1.htm

Reference	Official URL
CDC - Program Evaluation Framework Action Guide	https://www.cdc.gov/evaluation/php/evaluation-framework/index.html
FDA - Food Code 2022	https://www.fda.gov/food/fda-food-code/food-code-2022
FDA - Supplement to the 2022 Food Code	https://www.fda.gov/media/183271/download
NIST SP 800-53A Rev. 5 - Control Assessment Procedures	https://csrc.nist.gov/news/2022/security-privacy-control-assessment-procedures
EEOC - Retaliation and Related Issues	https://www.eeoc.gov/laws/guidance/enforcement-guidance-retaliation-and-related-issues

FINAL OPERATING STANDARD **Name the goal. Face the gap. Set The Standard. Build the system. Train the people. Work The Standard. Protect the progress with evidence, correction, verification, and renewal.**

Linked Glossary

Select linked terms in the digital manual to move to their definitions. Definitions describe how the Gravity System uses each term; they do not replace qualified legal, regulatory, financial, safety, employment, or professional interpretation.

Accountable owner (GLOSS-001)

The person ultimately responsible for ensuring that a required result is achieved. Work may be assigned to others, but accountability remains with this person.

Action owner (GLOSS-002)

The person assigned to complete a specific action, provide the required evidence, and report its status by the due date.

Adoption (GLOSS-003)

Consistent use of an approved standard, process, or tool by the people and locations expected to use it.

Adoption score (GLOSS-004)

YES responses across available, understood, used, recorded, supported, and result achieved divided by six.

Used primarily in: Implementation & Verification

Approval (GLOSS-005)

A documented decision by a person with the authority to accept, reject, release, or change a defined item.

Approved version (GLOSS-006)

The currently authorized form, standard, process, workbook, or document identified through version control.

Archive (GLOSS-007)

A protected location for superseded or inactive records that must be retained but must not be mistaken for the current version.

Authority (GLOSS-009)

The legitimate right to make, approve, stop, escalate, or change a decision within defined limits.

Baseline (GLOSS-012)

The documented starting condition used to compare later performance, adoption, risk, or results.

Closeout (GLOSS-018)

The documented decision that an action, issue, incident, or implementation is complete, including evidence, verification, date, and remaining follow-up.

Competency (GLOSS-020)

Demonstrated ability to perform a defined task or make a defined decision to the required standard under appropriate conditions.

Control (GLOSS-022)

A designed action, rule, approval, check, restriction, or record intended to prevent, detect, correct, or contain an unacceptable result.

Corrective action (GLOSS-026)

A documented response intended to eliminate, reduce, or control the cause of a confirmed problem, with an owner, due date, evidence, and effectiveness review.

Corrective action complete (GLOSS-027)

Correction and effectiveness evidence are recorded with verification and close date.

Used primarily in: Implementation & Verification

Decision rights (GLOSS-029)

The defined boundaries identifying who may decide, approve, recommend, perform, stop, or escalate a matter.

Dependency (GLOSS-031)

A person, supplier, utility, system, facility, record, or resource required for an activity to operate successfully.

Due date (GLOSS-033)

The approved date by which an assigned action or decision must be completed or escalated.

Escalation (GLOSS-034)

A controlled transfer of a decision or issue to a person with greater authority, expertise, or responsibility because a threshold, deadline, risk, or boundary has been reached.

Evidence (GLOSS-036)

Reliable information showing what occurred, what was decided, whether a requirement was met, or whether a result was achieved.

Exception (GLOSS-038)

An approved, limited, and time-bound departure from a standard, supported by authority, rationale, compensating controls, and review.

Failed check (GLOSS-041)

Missing, incomplete, expired, overdue, or exception evidence requiring review.

Used primarily in: Implementation & Verification

Frequency (GLOSS-043)

The required completion rhythm for a control or tool, such as per event, daily, weekly, monthly, quarterly, annually, or when a defined change occurs.

Goal (GLOSS-044)

A defined result the restaurant intends to achieve, supported by scope, ownership, measures, timing, and acceptance criteria.

Gravity standard (GLOSS-045)

An approved Gravity requirement or operating expectation that remains subordinate to applicable law, regulation, official authority, contract, and platform rules.

Implementation (GLOSS-047)

The controlled process of turning an approved goal or standard into configured tools, trained behavior, operating practice, evidence, verification, and sustainment.

Internal audit (GLOSS-051)

A structured review of selected evidence and controls performed to determine whether an approved requirement is being followed and supported.

Internal certification (GLOSS-052)

Management sign-off for a defined scope and period against GRV-IV criteria.

Used primarily in: Implementation & Verification

Material change (GLOSS-057)

A change significant enough to affect authority, risk, results, people, guests, systems, records, training, contracts, or operating controls.

Pilot (GLOSS-072)

A limited, controlled test used to identify defects, resource needs, training gaps, and evidence before wider rollout.

Qualified review (GLOSS-075)

Review by a person with the required professional knowledge, organizational authority, license, certification, or subject-matter responsibility.

Ready record (GLOSS-078)

Required fields and approval/evidence conditions for that register are complete.

Used primarily in: Implementation & Verification

Record (GLOSS-080)

Retained information documenting an input, action, decision, approval, exception, result, or verification.

Recovery (GLOSS-081)

The controlled restoration of operations, technology, records, facilities, finances, staffing, or other capabilities after disruption.

Review cadence (GLOSS-086)

The approved schedule for examining a record, source, control, result, or standard and deciding whether action is required.

Scope (GLOSS-092)

The defined locations, roles, activities, records, time period, systems, and exclusions covered by a decision or implementation.

Standard (GLOSS-095)

An approved requirement or expectation used to guide work and evaluate conformance.

System owner (GLOSS-097)

The person accountable for the integrity, current version, controls, evidence, performance, and renewal of a defined system.

Trigger (GLOSS-100)

A defined event, condition, threshold, date, or signal that requires a tool, review, decision, action, or escalation.

Unknown (GLOSS-101)

Evidence is not known or available; it is not zero, no, or not applicable.

Used primarily in: Implementation & Verification

Verification (GLOSS-103)

A fact-based check confirming that a required action occurred and met the defined acceptance criteria.

Version control (GLOSS-104)

The method used to identify, approve, release, replace, archive, and trace changes to controlled materials.