THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

Master Glossary of Controlled Terms

Authoritative definitions used across the seven Gravity operating systems

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How to Use This Glossary

This glossary standardizes terminology across the seven Gravity systems. Digital manuals contain internal links to applicable entries. Each manual also carries its own controlled subset so links remain functional when files are moved or downloaded separately.

These are operational definitions. Applicable law, regulation, official authority, contract, platform requirements, accounting policy, professional standards, and qualified judgment take precedence.

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Controlled Definitions

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.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Action owner (GLOSS-002)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Adoption (GLOSS-003)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Adoption score (GLOSS-004)

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

System use: Implementation & Verification

Approval (GLOSS-005)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Approved version (GLOSS-006)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Archive (GLOSS-007)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Audit pass rate (GLOSS-008)

Passed audit records divided by all populated audit records.

System use: Standards & Intelligence Center

Authority (GLOSS-009)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Authority hierarchy (GLOSS-010)

Applicable law/regulation; code or regulator guidance; contract/platform rule; industry standard; Gravity standard; approved local practice.

System use: Standards & Intelligence Center

Average check (GLOSS-011)

Net sales / checks.

System use: Restaurant Performance & Profitability

Baseline (GLOSS-012)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Bench coverage (GLOSS-013)

Critical-role records with a readiness state beginning READY divided by critical-role records.

System use: Manager Development

Benchmark (GLOSS-014)

A comparison point used to understand performance; it is not automatically a required target or an applicable standard.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Break-even sales (GLOSS-015)

Fixed costs / contribution margin ratio.

System use: Restaurant Performance & Profitability

Business continuity (GLOSS-016)

The planned ability to continue or restore critical restaurant operations during and after a disruption.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Campaign conversion (GLOSS-017)

Campaign conversions divided by reach/delivered.

System use: Growth & Sales Building

Closeout (GLOSS-018)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Compensating control (GLOSS-019)

An approved alternative safeguard used when the preferred control cannot be applied, with limits, ownership, review, and an expiration or replacement plan.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Competency (GLOSS-020)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Contribution margin ratio (GLOSS-021)

Contribution margin dollars / net sales.

System use: Restaurant Performance & Profitability

Control (GLOSS-022)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Control gap (GLOSS-023)

A required field, authority, evidence, support, qualified review, or verification is missing.

System use: Manager Development

Control owner (GLOSS-024)

The person responsible for maintaining a control, confirming that it operates as designed, and correcting failures.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Controlled change (GLOSS-025)

Approved change with impact review, test, training, rollout, rollback, evidence, and verification.

System use: Standards & Intelligence Center

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.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Corrective action complete (GLOSS-027)

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

System use: Implementation & Verification

Current source (GLOSS-028)

Source record has an owner, current-as-of date, review cadence, next review, and accessible evidence.

System use: Standards & Intelligence Center

Decision rights (GLOSS-029)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Decision-ready coaching (GLOSS-030)

Evidence, self-assessment, practice, support, verifier, completed status, and observed result exist.

System use: Manager Development

Dependency (GLOSS-031)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Development goal active (GLOSS-032)

Approved capability outcome with practice, support, evidence, and next review.

System use: Manager Development

Due date (GLOSS-033)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

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.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Event contribution (GLOSS-035)

Event revenue less approved direct event costs.

System use: Restaurant Performance & Profitability

Evidence (GLOSS-036)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Evidence currency (GLOSS-037)

Current when a location exists and the valid-until date is today or later.

System use: Standards & Intelligence Center

Exception (GLOSS-038)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Exercise pass rate (GLOSS-039)

Exercises with overall objective Met / populated exercises.

System use: Risk & Continuity

Experiment lift (GLOSS-040)

Result minus baseline divided by baseline; interpret with test limitations.

System use: Growth & Sales Building

Failed check (GLOSS-041)

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

System use: Implementation & Verification

Forecast accuracy (GLOSS-042)

MAX(0, 1 - ABS(actual - forecast) / actual).

System use: Restaurant Performance & Profitability

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.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Goal (GLOSS-044)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Gravity standard (GLOSS-045)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Gross profit (GLOSS-046)

Net sales less approved cost of sales.

System use: Restaurant Performance & Profitability

Implementation (GLOSS-047)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Incident (GLOSS-048)

An event or condition that causes or could cause harm, disruption, loss, control failure, or an unacceptable operating result.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Incremental contribution (GLOSS-049)

Estimated incremental sales less discount, variable cost, and other campaign cost.

System use: Restaurant Performance & Profitability

Inherent risk score (GLOSS-050)

Exposure before considering current control strength.

System use: Risk & Continuity

Internal audit (GLOSS-051)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Internal certification (GLOSS-052)

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

System use: Implementation & Verification

Lapsed and reactivated guests (GLOSS-053)

Records with the matching controlled status.

System use: Guest Relationship & Retention

Leakage rate (GLOSS-054)

Recorded exception amount / net sales for the same period.

System use: Restaurant Performance & Profitability

Listing readiness (GLOSS-055)

All required listing accuracy and ownership controls complete.

System use: Growth & Sales Building

Margin of safety (GLOSS-056)

Actual or forecast sales less break-even sales; percent divides by actual or forecast sales.

System use: Restaurant Performance & Profitability

Material change (GLOSS-057)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Maturity score (GLOSS-058)

Average of governance, currency, evidence, adoption, risk control, and closure scores, 0 to 5.

System use: Standards & Intelligence Center

Maximum tolerable downtime (GLOSS-059)

Longest interruption management believes can occur before impact becomes unacceptable.

System use: Risk & Continuity

Menu classification (GLOSS-060)

High/low popularity and high/low contribution based on restaurant-set thresholds.

System use: Restaurant Performance & Profitability

Metric (GLOSS-061)

A defined measurement calculated from identified data using an approved formula, period, scope, source, and interpretation rule.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Net sales (GLOSS-062)

Approved gross revenue less contra-revenue; exclude tax and tips unless policy differs.

System use: Restaurant Performance & Profitability

Objective (GLOSS-063)

A specific result or condition that supports a larger goal and can be evaluated through defined evidence.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Offer guardrail failure (GLOSS-064)

Offer missing any required financial, capacity, authority, staff, tracking, or exclusion control.

System use: Growth & Sales Building

Open and overdue actions (GLOSS-065)

Open actions; overdue actions are open with due date before today.

System use: Guest Relationship & Retention

Open event leads (GLOSS-066)

Leads with status Open.

System use: Guest Relationship & Retention

Open recovery cases (GLOSS-067)

Cases with status Open.

System use: Guest Relationship & Retention

Operating owner (GLOSS-068)

The person responsible for the day-to-day operation, review, and maintenance of a defined process or control.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Operating profit (GLOSS-069)

Net sales less the operating expenses included in the approved statement.

System use: Restaurant Performance & Profitability

Overdue action (GLOSS-070)

Open action with due date before today.

System use: Growth & Sales Building, Manager Development

Permissioned email and text (GLOSS-071)

Contacts explicitly marked Yes for the applicable channel.

System use: Guest Relationship & Retention

Pilot (GLOSS-072)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Pipeline coverage (GLOSS-073)

Weighted pipeline divided by approved quarterly goal.

System use: Growth & Sales Building

Qualified pipeline (GLOSS-074)

Estimated value for records with Qualified? = Yes.

System use: Growth & Sales Building

Qualified review (GLOSS-075)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Readiness (GLOSS-076)

Required fields and a current passing test are present according to workbook logic.

System use: Risk & Continuity

Readiness average (GLOSS-077)

Average of six scored capability fields; interpret with evidence quality and role context.

System use: Manager Development

Ready record (GLOSS-078)

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

System use: Implementation & Verification

Ready with support (GLOSS-079)

Evidence supports bounded authority with defined support and verification.

System use: Manager Development

Record (GLOSS-080)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Recovery (GLOSS-081)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Recovery closure rate (GLOSS-082)

Closed cases divided by all recorded cases; interpret with age and severity.

System use: Guest Relationship & Retention

Residual risk (GLOSS-083)

Exposure remaining after current controls.

System use: Risk & Continuity

Restart ready (GLOSS-084)

All nine restart gates Pass or Not Applicable.

System use: Risk & Continuity

Returned after recovery (GLOSS-085)

Cases where a subsequent guest return is verified Yes.

System use: Guest Relationship & Retention

Review cadence (GLOSS-086)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Risk appetite (GLOSS-087)

The amount and type of risk an authorized decision-maker is prepared to accept, reject, condition, or escalate.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Risk level (GLOSS-088)

Qualitative combination of impact and likelihood used for triage.

System use: Standards & Intelligence Center

Root cause (GLOSS-089)

The underlying condition or combination of conditions that produced or materially contributed to a confirmed problem.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

RPO (GLOSS-090)

Maximum tolerable data-loss period.

System use: Risk & Continuity

RTO (GLOSS-091)

Target time to restore a function or service.

System use: Risk & Continuity

Scope (GLOSS-092)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Signal (GLOSS-093)

Observed external or internal change that may require a decision.

System use: Standards & Intelligence Center

Single point of failure (GLOSS-094)

One dependency whose loss can stop the critical function without adequate alternative.

System use: Risk & Continuity

Standard (GLOSS-095)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

System health score (GLOSS-096)

Average of standard, evidence, and adoption scores for a dimension, 0 to 5.

System use: Standards & Intelligence Center

System owner (GLOSS-097)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Total guest profiles (GLOSS-098)

Count of nonblank Guest IDs.

System use: Guest Relationship & Retention

Training currency (GLOSS-099)

Current training rows divided by all populated training rows.

System use: Standards & Intelligence Center

Trigger (GLOSS-100)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Unknown (GLOSS-101)

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

System use: Implementation & Verification

Validation (GLOSS-102)

Confirmation that a design, requirement, tool, or method is appropriate for its intended purpose before or during use.

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Verification (GLOSS-103)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Version control (GLOSS-104)

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

System use: Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

Visits — last 30 days (GLOSS-105)

Visits dated within the current rolling 30-day period.

System use: Guest Relationship & Retention

Weighted pipeline (GLOSS-106)

Estimated value multiplied by stage probability.

System use: Growth & Sales Building

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 is available at no cost through October 1, 2027. Registration is required before digital downloads. No purchase, donation, credit card, paid subscription, 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.