THE GRAVITY SYSTEM

Improvement Implementation Kit

ASSESS • LAUNCH • MEASURE • COACH • VERIFY • SUSTAIN

The complete companion for the 30-Day Accelerated and 60-Day Guided plan libraries

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Welcome to the Gravity Improvement System

A practical system for turning operating concerns into measured, teachable, sustainable improvement.

Thank you for trusting The Gravity System. This kit was designed so a manager can begin with clarity, protect employees and guests during change, and finish with evidence—not assumptions. It supports every plan in both improvement libraries.

THE GRAVITY PROMISE Improvement must never come at the expense of food safety, hospitality, product quality, employee dignity, fairness, legal compliance, or a workload the team cannot sustain.

What this kit helps you do

- Choose the correct first plan instead of chasing the loudest complaint.
- Establish trustworthy definitions and a representative baseline.
- Explain the project without blaming or threatening employees.
- Train, observe, coach, and document consistently.
- Decide whether to standardize, extend, redesign, or stop the change.
- Carry improvement forward after the calendar ends.

Your first five actions

Step	Action	Complete
1	Choose the correct edition and improvement area.	☐
2	Name one accountable manager and supporting roles.	☐
3	Define the metric and collect the baseline before coaching.	☐
4	Explain the purpose and protections to employees.	☐
5	Start the selected calendar and document each checkpoint.	☐

Choose the Right Edition

Edition	Best Fit	Use When
30-Day Accelerated	Established managers and disciplined teams	Reliable data exists; daily follow-through and compressed training are realistic.
60-Day Guided	Beginning managers, newer teams, or lower implementation capacity	The team needs additional explanation, repetition, observation, coaching, and correction.
SAME STANDARD Both editions use the same measures, operating protections, and intended outcomes. The 60-day edition is not a reduced standard; only pacing and implementation support differ.		

Do not run both versions of the same plan

Choose one edition based on current management capacity. Switching is appropriate only when documented conditions show that the chosen pace is unrealistic. Preserve completed evidence and restart from the equivalent phase—not automatically from Day 1.

Capacity test

☐ A manager can protect daily ownership and documentation.

☐ Baseline data can be collected without changing employee behavior early.

☐ Required employees can be trained and observed within the selected pace.

☐ Scheduled reviews will occur even during demanding operating weeks.

☐ The operation can correct setbacks without abandoning the standard.

If three or more statements cannot be confirmed, begin with the 60-Day Guided edition.
Selected edition: ☐ 30-Day Accelerated ☐ 60-Day Guided Approved by: _____

What Every File Is For

File	Purpose	Open It When
README FIRST	Explains package contents and recommended order.	Immediately after extraction.
START HERE	Introduces the library, sequence, and rules.	Before selecting a plan.
Complete Master PDF	Contains all 12 plans in one printable reference.	For management review or complete printing.
Editable Word Master	Allows local notes and approved customization.	When preparing an internal working copy.
Individual Plan PDFs	Provides one clean plan without unrelated material.	When launching a selected plan.
Implementation Kit	Provides assessment, training, measurement, forms, glossary, and support.	Before and throughout implementation.
Printable Forms	Provides clean reusable records.	When more than one copy is needed.
Expansion Roadmap	Shows future improvement categories.	After the Priority 12 are stable.

Improvement-Area Assessment

Score observed operating evidence—not personalities. Use 0 if no concern is present and 4 if the concern is frequent, costly, or damaging.

Improvement Area	Evidence to Consider	Score 0–4
Customer Order Pacing	Courses collide, long gaps occur, or guests feel rushed.	___
Table-Turn Time	Preventable delays exist in payment, pre-bussing, resetting, or table release.	___
Kitchen Ticket-Time Consistency	Ticket times vary widely or peak-period production becomes unpredictable.	___
Order Accuracy and Remakes	Incorrect items, missed modifications, or avoidable remakes occur.	___
Labor-Hours Forecasting	Scheduled hours do not reliably match expected demand and workload.	___
Shift Deployment	The right number of people may be present but positioned poorly.	___
Station and Pre-Shift Readiness	Shifts begin without verified pars, tools, product, or assignments.	___
Average Guest Check	Appropriate recommendations and add-ons are inconsistent.	___
Guest Complaint Recovery	Complaints are handled inconsistently or learning is not documented.	___
Food-Waste Reduction	Waste, spoilage, overproduction, or portion variance lacks control.	___
Training Completion and Task Mastery	Completion is mistaken for demonstrated competence.	___
Daily Sales and Operating-Factor Review	Sales, weather, events, calendar effects, and labor needs are not connected.	___

Highest score: _____ Evidence verified by: _____ Date: _____

Plan-Selection Decision Record

Decision Factor	Finding
Highest assessment score	
Estimated financial or guest impact	
Food-safety or legal urgency	
Quality and hospitality risk	
Management capacity	
Data currently available	
Recommended edition	☐ 30-Day Accelerated ☐ 60-Day Guided
Selected plan	

Selection rules

☐ Address immediate safety, legal, or severe guest harm before ordinary improvement work.

☐ Verify that the highest score reflects representative evidence rather than one unusual shift.

☐ Choose the plan with the strongest combination of urgency, controllability, and management capacity.

☐ Name one accountable owner before announcing the project.

☐ Record why another high-scoring plan was deferred.

Deferred priority and reason: _____
_____

Launch authorization

Required Approval	Name / Signature	Date
Accountable manager		
General manager / owner		
Data or reporting owner		

READY TO BEGIN Launch only after the measure, baseline period, protections, ownership, and employee explanation are prepared.

Manager Launch Checklist

Before announcement

☐ Select the plan and edition using evidence.

☐ Define each measure, start point, stop point, exclusions, and data owner.

☐ Choose representative baseline dates and dayparts.

☐ Name the accountable manager and supporting roles.

☐ Confirm the project protects safety, quality, hospitality, fairness, and workload.

☐ Prepare forms, tools, training materials, and approved targets.

Before Day 1

☐ Explain the purpose to employees without blame.

☐ State what will and will not be measured.

☐ Explain how unusual circumstances and exceptions will be recorded.

☐ Confirm managers will coach privately and consistently.

☐ Schedule required observations and review meetings.

☐ Record the official start and end dates.

During and after

☐ Complete daily actions in order.

☐ Record coaching, exceptions, and evidence.

☐ Hold every scheduled review.

☐ Complete final verification.

☐ Document the sustained standard and ongoing owner.

Employee Project Explanation

A plain-language manager script that can be adapted without changing its protections.

SAY THIS We are working on [improvement area] because we want the operation to be more consistent for guests and easier for the team to execute. This is not an attempt to blame employees for every delay or mistake. We will measure the full process, including staffing, tools, communication, workload, leadership decisions, and unusual circumstances. You will be shown the standard, given an opportunity to practice, and coached fairly. Please tell us when the process or tools make the standard difficult to achieve.

Manager commitments

☐ We will explain the measure and standard before holding anyone accountable to it.

☐ We will separate system causes from individual performance.

☐ We will record unusual circumstances and legitimate exceptions.

☐ We will coach privately and recognize improvement publicly when appropriate.

☐ We will not trade safety, quality, hospitality, or dignity for a better number.

Employee questions and concerns

Question or Concern	Response / Follow-Up Owner	Due

Measurement Guide: Build Trustworthy Evidence

Define before measuring

Element	Required Definition
Measure	Exactly what will be counted or timed.
Start point	The observable event that starts the measurement.
Stop point	The observable event that ends it.
Unit	Minutes, dollars, count, percentage, rate, or another stated unit.
Population	Which shifts, checks, tables, tickets, employees, or items are included.
Exclusions	Conditions excluded in advance and the reason.
Data owner	Who records, checks, and reports the information.
Review rhythm	When results are reviewed and by whom.

Representative baseline rules

- Use enough observations to reflect normal variation; never select only the best or worst moments.
- Include relevant dayparts, weekdays, weekends, volume levels, and event conditions.
- Record weather, holidays, school schedules, local events, outages, staffing gaps, equipment problems, promotions, and other known operating factors.
- Do not coach the targeted behavior until the baseline is complete unless immediate safety or legal risk requires action.

Measurement Guide: Calculations and Interpretation

Term	How to Calculate or Use It	Restaurant Example
Rate	Events ÷ opportunities × 100	4 remakes ÷ 160 entrées × 100 = 2.5% remake rate.
Average	Sum of values ÷ number of values	Total ticket minutes ÷ tickets measured.
Median	Middle value after sorting	Useful when a few extreme tickets distort the average.
Percentage change	(New − baseline) ÷ baseline × 100	Waste falls from $400 to $320: −20%.
Forecast variance	Actual − forecast; also show percentage	Actual sales $12,000 vs. $11,500 forecast: +$500 or +4.35%.
Outlier	A value materially outside the normal pattern	A 70-minute ticket during an equipment failure; record, explain, and review separately.
INTERPRET CAREFULLY A better number does not prove a better operation. Check whether quality, safety, hospitality, employee workload, or another metric worsened at the same time.		

Minimum evidence standard

☐ Definitions stayed consistent.

☐ Baseline and current periods are comparable.

☐ Exceptions were documented rather than erased.

☐ Results are shown by relevant shift, daypart, volume, or category.

☐ The conclusion matches the evidence available.

Completed Example: Customer Order Pacing

Illustrative example only. Each restaurant must establish its own baseline and approved target.

Control		Completed Example	
Plan owner		Jordan Lee, Assistant Manager	
Dates		March 2–31	
Baseline period		February 16–22; dinner shifts	
Primary area		Friday and Saturday dinner; Sections B and C	
Supporting roles		FOH manager, expo, lead server, kitchen manager	
Measure	**Baseline**	**Target**	**Final**
Median seating-to-greeting	3.8 min	≤ 2.5 min	2.3 min
Median beverage-to-order entry	11.2 min	≤ 9.0 min	8.7 min
Course-collision incidents	14 per week	≤ 9 per week	8 per week
Pacing complaints	5 per month	No increase	2 per month

What the baseline showed

- Servers batched greetings after simultaneous seating waves.
- Orders were sometimes held without an approved pacing reason.
- Expo and servers lacked a consistent course-readiness call.
- Saturday weather and a nearby event increased walk-in volume beyond forecast.

Completed Example: Decisions and Sustainment

Checkpoint	Evidence	Decision
Day 5	Baseline confirmed across 42 complete table paths.	Proceed with standard design.
Day 10	Definitions, responsibilities, and observation form approved.	Train two pilot sections.
Day 15	Pilot improved greeting time; expo handoff still inconsistent.	Coach handoff and expand gradually.
Day 23	Targets met on normal volume; one peak-period breakdown.	Stress-test Saturday peak.
Day 27	Peak test passed after host–manager seating call.	Prepare sustained standard.
Day 30	Primary metrics improved without quality or complaint harm.	Standardize and review weekly for four weeks.

Documented sustained method

- Host alerts the floor manager before seating a third table into one section within five minutes.
- Servers acknowledge newly seated tables immediately and follow the approved greeting standard.
- Expo uses the course-readiness call before firing held entrées.
- Manager reviews pacing exceptions each Monday and completes a monthly timed table-path audit.

WHY THIS EXAMPLE PASSES The conclusion uses comparable evidence, identifies system and staffing causes, records an event-related factor, verifies protections, and assigns continued ownership.

Master Progress Dashboard

Plan	Edition	Owner	Start	Target End	Status
Customer Order Pacing					
Table-Turn Time					
Kitchen Ticket-Time Consistency					
Order Accuracy and Remakes					
Labor-Hours Forecasting					
Shift Deployment					
Station and Pre-Shift Readiness					
Average Guest Check					
Guest Complaint Recovery					
Food-Waste Reduction					
Training Completion and Task Mastery					
Daily Sales and Operating-Factor Review					

Status definitions

Status	Meaning
Not Started	No baseline work has begun.
Baseline	Definitions and representative evidence are being established.
Training	Standard is defined and employees are learning or practicing.
Active	Controlled execution, observation, and coaching are underway.
Verification	Results and protections are being confirmed.
Sustained	Improved method is documented with an ongoing owner and review rhythm.
Stopped / Redesigned	Evidence did not support continuation in the current form.

Weekly Review Record

Project Information	Entry
Plan	
Edition	☐ 30-Day ☐ 60-Day
Owner	
Review date	
Days covered	
Primary measure	

Result	Primary Cause	Decision	Owner	Due

Required review questions

☐ Did definitions or data collection change?

☐ What evidence improved, remained unchanged, or worsened?

☐ What unusual operating factors affected the period?

☐ Did another metric or protection deteriorate?

☐ What one action must be completed before the next review?

Coaching and Observation Record

Project Information	Entry
Plan / Standard	
Employee or role observed	
Observer	
Date / shift	
Operating conditions	

Observed Behavior or Condition	Expected Standard	Coaching / Support Given	Follow-Up

Fair-coaching verification

☐ The standard had already been explained and practiced.

☐ Tools, staffing, workload, and system barriers were considered.

☐ Feedback described observable behavior rather than character.

☐ The employee had an opportunity to ask questions and try again.

☐ Follow-up evidence and ownership were documented.

Troubleshooting Guide

Problem	Check First	Corrective Response
Employees resist the change	Were purpose, protections, and employee input explained?	Re-launch the explanation; address valid barriers; coach observable behavior privately.
Data is incomplete	Are definitions, tools, observation times, and ownership clear?	Pause conclusions; repair collection; extend the baseline or test.
Results initially worsen	Is this a learning effect, capacity problem, or genuine harm?	Reduce scope, retrain, and use a controlled pilot; stop if protections are threatened.
Managers stop following through	Is one owner accountable and are reviews scheduled?	Reset ownership, due dates, and visible review rhythm.
Target appears unrealistic	Was it based on baseline evidence and operating constraints?	Adjust only with documented evidence and approval—not to hide weak execution.
One shift improves and another does not	What differs in volume, staffing, leadership, mix, or conditions?	Segment the evidence and correct the specific constraint.
Speed improves but quality declines	Was a boundary metric omitted?	Reverse the harmful method and redesign with quality protection.
An event distorts results	Was it documented and is it likely to recur?	Report both ordinary and event-affected results; retain the event for future forecasting.

Final Verification and Sustainment Record

Project Information	Entry
Plan	
Edition	☐ 30-Day ☐ 60-Day
Owner	
Start / end	
Primary measure	
Baseline / final	

☐ Measurement definitions remained consistent.

☐ The baseline was representative and trustworthy.

☐ The standard was documented, trained, practiced, and observed.

☐ The primary result improved or the final decision explains why it did not.

☐ Safety, quality, hospitality, fairness, legal compliance, and workload were protected.

☐ Exceptions and operating factors were recorded.

☐ The ongoing owner and review rhythm are documented.

Final decision

☐ Standardize ☐ Extend controlled test ☐ Redesign ☐ Stop

Evidence supporting decision: _____

_____

Ongoing owner: _____ Review rhythm: _____ Next review: _____

Certificate of Verified Improvement

THE GRAVITY SYSTEM

VERIFIED IMPROVEMENT

This record confirms that

Restaurant / Location: _____

Improvement Plan: _____

Accountable Manager: _____

Implementation Dates: _____

Verified Result: _____

completed the Gravity measurement–standard–training–execution–verification process and documented continued ownership of the improved method.

Manager Signature: _____ Date: _____
Owner / GM Verification: _____ Date: _____

Gravity Terms Glossary

Use these definitions consistently across both plan libraries.

Term	Plain-Language Definition
Accountable manager	The one manager answerable for completion, evidence, decisions, and follow-through; supporting roles do not divide this accountability.
Actual	The verified result recorded after implementation for comparison with baseline and target.
Average	The sum of values divided by the number of values; useful but vulnerable to distortion by extreme results.
Baseline	The documented starting condition measured before targeted coaching or process change begins.
Boundary metric	A measure used to ensure improvement in one area does not damage safety, quality, hospitality, fairness, or workload.
Cause	A condition supported by evidence that contributes to a result; it should be tested rather than assumed.
Constraint	The factor currently limiting performance or capacity.
Controllable cause	A cause the restaurant can reasonably influence through decisions, tools, staffing, training, design, or execution.
Controlled pilot	A limited test with defined scope, ownership, measures, protections, and review conditions.
Course collision	Courses arriving too close together for the guest or operation to manage comfortably.
Daypart	A defined operating period such as breakfast, lunch, dinner, late night, or another locally meaningful period.

Gravity Terms Glossary — Continued

Use these definitions consistently across both plan libraries.

Term	Plain-Language Definition
Deployment	Where and when available employees are positioned and what responsibilities they hold during the shift.
Exception	A documented circumstance handled outside the ordinary standard for a legitimate stated reason.
Forecast	A documented estimate of future sales, volume, demand, workload, or labor need using available evidence.
Forecast accuracy	How closely a forecast matches the actual result, normally expressed as an amount and percentage variance.
Governing factor	A condition such as weather, events, school schedules, holidays, construction, outages, or promotions that materially influences operations.
Handoff	The transfer of information, responsibility, product, or status from one person or station to another.
Hospitality boundary	The requirement that operational improvement must preserve respectful, attentive, guest-centered treatment.
Labor percentage	Labor cost divided by sales and multiplied by 100; definitions must state which labor costs and sales are included.
Median	The middle value after observations are sorted; often more representative when extreme values distort an average.
Metric	A specifically defined measure used to understand performance and change.
Observation	A documented review of actual conditions or behavior without relying only on opinion or memory.

Gravity Terms Glossary — Continued

Use these definitions consistently across both plan libraries.

Term	Plain-Language Definition
Operating factor	Any internal or external condition that helps explain a result, including volume, staffing, menu mix, equipment, weather, or events.
Outlier	An observation materially outside the normal pattern that should be investigated and explained, not automatically erased.
Owner	The person assigned responsibility for an action or result; in a plan this may mean task owner, not restaurant proprietor.
Pilot	A limited implementation used to learn before expanding the standard.
Primary measure	The main metric used to evaluate whether the plan achieved its intended operating result.
Rate	The number of events divided by the number of opportunities, normally multiplied by 100.
Representative sample	Observations that reasonably reflect the shifts, volume, days, categories, and conditions relevant to the decision.
Remake rate	Remade items divided by applicable items produced, multiplied by 100, using a stated definition of remake.
Sales per labor hour	Net sales divided by labor hours worked for the defined period.
Standard	The documented, trainable, observable method or result expected under stated conditions.
Stress test	A controlled attempt to verify that the process can hold under demanding but relevant operating conditions.

Gravity Terms Glossary — Continued

Use these definitions consistently across both plan libraries.

Term	Plain-Language Definition
Sustainment	The ownership, review rhythm, documentation, and corrective response used to prevent improvement from disappearing.
Table-turn time	The defined time from the selected occupancy start point through the selected departure or reset-ready endpoint; definitions must be consistent.
Target	The approved intended result, established from evidence and operating boundaries rather than wishful thinking.
Ticket time	The defined time from an approved order event to an approved completion event; start and stop points must be stated.
Training completion	Evidence that required instruction and practice occurred; it is not the same as demonstrated mastery.
Variance	The difference between expected and actual results, shown as an amount and often a percentage.
Verification	The final evidence-based confirmation that measurement, training, execution, protections, results, and ownership satisfy the plan requirements.
Waste percentage	Defined waste cost or quantity divided by the applicable production, purchases, or sales base, multiplied by 100.
Year-to-date sales	Cumulative sales from the beginning of the current year through the selected date, used with comparable prior periods and operating factors.

Frequently Asked Questions

Can we run more than one plan?
Yes, only when trained management capacity can protect ownership, data, training, coaching, and review for every active plan.

What if we miss a day?
Complete the missed required action before moving forward when sequence matters. Document the delay; do not pretend the action occurred.

Can we change a target?
Yes, when evidence shows the original target is unsafe, unrealistic, poorly defined, or no longer relevant. Record who approved the change and why.

Can we edit the Word file?
Yes. Preserve the original definitions, protections, evidence requirements, and decision logic. Save a clean original copy.

What if the baseline is unreliable?
Do not draw conclusions. Correct the measure and extend or repeat baseline collection.

What if results do not improve?
Determine whether execution, training, tools, capacity, or the selected cause was wrong. Extend a controlled test, redesign, or stop.

Should every outlier be removed?
No. Investigate it. Report ordinary and exceptional conditions separately when that improves understanding.

When is a plan complete?
When the result and protections are verified, the method is documented, and ongoing ownership is assigned—not merely when the calendar ends.

Which edition is better?
Neither universally. The correct edition is the one the current team can execute with integrity.

Can this replace professional advice?
No. Restaurants remain responsible for applicable laws, regulations, food-safety requirements, employment practices, accounting, and professional advice.

What Comes Next

After completing one plan

☐ Confirm the sustained owner and review rhythm.

☐ Continue boundary metrics long enough to detect regression.

☐ Update the assessment using current evidence.

☐ Select the next constraint without abandoning the prior standard.

☐ Carry forward useful operating factors, lessons, and employee feedback.

A disciplined improvement cycle

Stage	Question
Assess	What verified condition matters most now?
Measure	What is happening, under which conditions, and how do we know?
Standardize	What should happen and what protections must hold?
Train	Can people explain and demonstrate the method?
Execute	Does it work during representative operations?
Verify	Did the result improve without hidden harm?
Sustain	Who keeps the standard alive and when is it reviewed again?

FINAL PRINCIPLE The calendar creates momentum. Evidence creates confidence. A usable standard and continued ownership create lasting improvement.

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.