THE GRAVITY SYSTEM

Sales Intelligence and Forecasting System

Thirty printable operating tools for daily intelligence, forecasting, labor planning, and continuous learning

Record → Explain → Compare → Forecast → Staff → Review → Preserve

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How to use these forms

Use the digital workbook for calculations and ongoing control. Use these pages for field capture, meetings, approvals, coaching, backup, or locations that need a printable workflow. Enter facts before interpretations; sign approvals where required; transfer material decisions into the workbook.

01 System Charter

Location: _____ Period/Date: _____ Owner: _____

Purpose	Scope	Locations/ channels	Forecast owner	Approvers	Definitions adopted	Review cadence

Success measures

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

02 Data Definition Register

Location: _____ Period/Date: _____ Owner: _____

Metric	Business definition	Source system	Cutoff	Owner	Known limitation	Effective date

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

03 Daily Sales Intelligence Journal & Revision Record

Location: _____ Period/Date: _____ Owner: _____

Original date / weekday	Sales / guests / labor	Weather and timing	School / event / promotion	Operating conditions	Sales effect	Lesson for next year

Discovery date	Late factor learned	Prior understanding	Revised understanding	Evidence / editor / approval

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

04 Weather & Condition Log

Location: _____ Period/Date: _____ Owner: _____

Date	Temperature range	Precipitation	Timing	Severity	Travel/traffic effect	Observed sales effect

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

05 School Calendar

Location: _____ Period/Date: _____ Owner: _____

School/system	Date	Status or event	Expected demand effect	Actual effect	Next-year note

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

06 Searchable Event History

Location: _____ Period/Date: _____ Owner: _____

Event name	Event type	Occurrence date	Weekday/ weekend	Start/end time	Weather/ temperature/ rain	Attendance/ traffic

Sales/guests/labor	Next-year lesson

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

07 Promotion & Pricing Log

Location: _____ Period/Date: _____ Owner: _____

Offer/change	Channel	Start/end	Target	Expected lift	Actual lift	Margin note

Decision

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

08 Operating Disruption Log

Location: _____ Period/Date: _____ Owner: _____

Date/time	Disruption	Affected capacity	Duration	Sales/labor effect	Response	Follow-up

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

09 Comparable-Day Candidate Register

Location: _____ Period/Date: _____ Owner: _____

Forecast date	Candidate date	Weekday	Season	School/event/ weather match	Disruption	Use/exclude
Reason						

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

10 Comparable-Day Scoring Sheet

Location: _____ Period/Date: _____ Owner: _____

Candidate	Weekday score	Season score	Calendar score	Weather score	Promotion score	Capacity score
Total			**Weight**			

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

11 Comparable-Day Approval Record

Location: _____ Period/Date: _____ Owner: _____

Forecast period	Selected dates	Weights	Excluded outliers	Approver	Approval date	Notes

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

12 Daily Forecast Builder

Location: _____ Period/Date: _____ Owner: _____

Forecast date	Comparable baseline	Trend %	Price/mix %	Weather %	Event %	Promotion %

Capacity %	Incremental known sales	Low	Most likely	High	Confidence

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

13 14-Day Forecast

Location: _____ Period/Date: _____ Owner: _____

Date	Weekday	Low	Most likely	High	Confidence	Primary driver

Labor hours	Owner

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

14 Weekly Forecast Summary

Location: _____ Period/Date: _____ Owner: _____

Week	Forecast sales	Prior-year comparable	Budget/goal	Forecast guests	Recommended hours	SPLH
Risk/opportunity						

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

15 Monthly Forecast

Location: _____ Period/Date: _____ Owner: _____

Week	Low	Most likely	High	Actual	Variance	Revision note

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

16 YTD Trading-Day Analysis

Location: _____ Period/Date: _____ Owner: _____

Metric	Current YTD	Prior YTD normalized	Variance	Variance %	Explanation

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

17 Guest & Average Check Bridge

Location: _____ Period/Date: _____ Owner: _____

Period	Sales change	Guest-count effect	Average-check effect	Price/mix effect	Channel effect	Unexplained

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

18 Daypart Forecast

Location: _____ Period/Date: _____ Owner: _____

Date	Daypart	Sales	Guests	Avg check	Orders/ reservations	Driver
Confidence						

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

19 Channel Forecast

Location: _____ Period/Date: _____ Owner: _____

Date	Dine-in	Takeout	Delivery	Catering	Other	Total
Capacity issue						

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

20 Labor Standards Register

Location: _____ Period/Date: _____ Owner: _____

Role/daypart	Target SPLH	Target GPLH	Minimum people	Minimum hours	Effective date	Approver

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

21 Minimum Coverage Matrix

Location: _____ Period/Date: _____ Owner: _____

Daypart	Manager	FOH	BOH	Driver/other	Opening hours	Closing hours

Rationale

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

22 Labor Demand Calculator

Location: _____ Period/Date: _____ Owner: _____

Daypart	Forecast sales	Forecast guests	Sales-based hours	Guest-based hours	Minimum coverage	Fixed work

Event hours	Recommended hours	Manager adjustment

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

23 Daypart Labor Deployment Plan

Location: _____ Period/Date: _____ Owner: _____

Time block	Forecast demand	Required roles	Scheduled roles	Required hours	Scheduled hours	Gap

Action

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

24 Production & Prep Translation

Location: _____ Period/Date: _____ Owner: _____

Item/category	Forecast units	On hand	Prep need	Yield	Labor minutes	Start time
Owner						

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

25 Forecast Assumption Register

Location: _____ Period/Date: _____ Owner: _____

Assumption	Evidence	Direction	Magnitude	Owner	Confidence	Expiration/ review

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

26 Forecast Revision Log

Location: _____ Period/Date: _____ Owner: _____

Timestamp	Original forecast	Revised forecast	Change	Reason	New evidence	Changed by
Approved by						

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

27 Forecast-vs-Actual Review

Location: _____ Period/Date: _____ Owner: _____

Date	Forecast	Actual	Variance	Error %	Labor plan	Actual labor

Root cause	Corrective action

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

28 Accuracy & Bias Scorecard

Location: _____ Period/Date: _____ Owner: _____

Period	Forecast days	MAPE	Bias	Within 5%	Within 10%	Largest miss
Learning						

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

29 Annual Intelligence Calendar

Location: _____ Period/Date: _____ Owner: _____

Recurring date/event	Typical timing	Weather sensitivity	Historical sales effect	Labor effect	Planning lead time	Next action

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

30 Management Action & Learning Log

Location: _____ Period/Date: _____ Owner: _____

Date	Finding	Decision/action	Owner	Due date	Status	Verified result
Knowledge preserved						

Manager review / explanation: _____

_____

Decision / next action: _____

Approved by: _____ Date: _____

See the linked glossary in the operating manual for controlled definitions.

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

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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

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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.