

Card 3: The thresholds

The thresholds and decision rules, in the order the book teaches them.

Threshold	The line	Taught in
Prime cost zones	Under 62% hold and grow. 62 to 66 fix the biggest dollar gap this period. Over 66 act inside 7 days. Over 70 on day 1, re-run the diagnosis; a working turnaround stays above 70 for months	Ch 6
Turnaround trigger	Losing money at the current run rate, or prime cost over 70% on day 1: run the turnaround plan regardless of the mood in the room. No producible numbers counts as losing until the numbers exist	Ch 3
First visible win	By day 10 in a turnaround, day 21 coasting, day 30 realignment, opening week in a pre-opening	Ch 3
The day 14 re-check	If 2 of 3 evidence streams (numbers, building, team) disagree with your day 1 label, switch plans that week	Ch 3
The day 7, 30, and 60 gates	Day 7: all 4 core numbers (prime, food, pour, labor) written and dated. Day 30: a visible win the crew can name, or stop and re-diagnose. Day 60: the systems survive 2 consecutive days off, 1 of them a top 2 volume day, or stop adding and fix the ones you installed	Ch 1, 4
Coverage cap	No more than 3 shifts a week as floor labor, at most 1 a close	Ch 1
Usage variance	Over 5% of theoretical means product left without a sale, or the count missed a location. Always by category, never blended. Rule out paperwork first, then over-pouring, unrecorded comps, and theft	Ch 7
Count discipline	Same day, same time, every week. Sheet in shelf order. Cases in the storeroom, tenths behind the bar, by eye. Liquor counted weekly; beer and wine monthly unless the numbers say otherwise	Ch 7
Comps and voids	Full service: 1% to 2% of sales, read as a pair. In band with voids rising is miscoding	Ch 6
Contribution margin	Under your fixed costs over sales (about 22%), fix costs first. At 32% or better, slow daypart sales compete with your best cost project	Ch 7
Building walk triage	Safety, active leak, or under \$200 and 1 call: fix now. Anything else costing money: budget for, quote this week, decision by day 30. Costs nothing yet: watch, dated, re-walked at day 30	Ch 4
Drink ticket time	Timed through the peak hour: in a bartender's hands inside 2 minutes. Sitting past 4 on 2 peak nights, the bar is under-built or under-staffed for its menu	Ch 4
The listening tour	Every supervisor and key hourly heard inside 14 days (week 1 in a turnaround), 15 minutes each, away from the floor. The loop closes in public inside 7 days, honest noes included	Ch 5
The five mentions rule	5 or more independent tour mentions makes the quick win shortlist. 1 mention might be a grudge; singletons get dated and re-read at day 45	Ch 5
Quick win tests	Felt by the crew inside 14 days, under \$500 or zero unearned authority, no committee, no quote	Ch 8
Labor rebuild trigger	Labor over 35% fully burdened (about 30% on the flash): rebuild next week's schedule against the sales curve before cutting a single shift	Ch 8
One change at a time	Nothing new announced until the last change runs week 2 with no reminders and is still running at day 14. Failing changes get redesigned or re-sourced, never re-announced louder. A miss is walked back inside a week, named as yours, goal kept, method changed, retry dated	Ch 9
One system, one owner	Every system gets exactly 1 named owner. Needing your push more than once a week means redesign, reassign, or kill	Ch 10
Readiness walk	10 checks scored 0, 1, or 2 before every service. Target 18 of 20 with no zeros by day 60, on shifts you did not open	Ch 10
Receiving	Weigh, temp, count, spec before any signature. No credit slip, no signature	Ch 11
Vendor cadence	Rebid the top 3 lines quarterly. An item over 5% in a period, or a whole line over 2% this quarter at the same pars, gets a call that week; fill rate under 95%, see Ch 11	Ch 11
Bad news	Inside 24 hours, sized and owned, from you first. Payback over 2 years means find the cheaper fix	Ch 12
Onboarding	Named trainer, checklist, check-ins at day 3, 7, and 30. Target zero departures inside 30 days, and both high potentials carrying a stretch project by day 75	Ch 13
Underperformer plan	Every underperformer gets the conversation, a written 30 day plan with 2 or 3 named behaviors, and the date held. No plan, no exit path; a second failed plan is the box changing itself, not a third plan	Ch 13
The day 90 review	One page, four sections, misses first, at most 3 asks, at least 1 for a person. Nothing enters the roadmap without an owner and a date within 2 weeks	Ch 15