THE E MYTH MANAGER

SEMINAR

Workbook

IMPORTANT

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The E-Myth Manager's Point of View

The E-Myth Manager's point of view is a perspective: a way of thinking about your business, your life, and the relationship between the two.

Successful management requires a strategic view—an integrated view of the whole business as it exists today and as it will exist in the future. Businesses commonly fail because management tends to understand how to make a product or deliver a service, but not how to build and run the business—*the system*—that drives the product or service.

Five core principles represent the E-Myth Manager's point of view. They are:

1. The Principle of Life
Your business is more than just a job; it's a way to get more out of life.

2. The Principle of Leadership
The E-Myth Manager is a leader, not just a senior employee. She shapes the vision of the future, she is the role model,

and her spirit sets the tone for the operations in her area of accountability.

3. The Principle of Working *on* It, Not *in* It

The business as a whole is the product, not the things a business produces or the services it provides. The E-Myth Manager needs to focus on building the business, not merely cranking out products or services.

4. The Principle of Systemization

View your business as an integrated system. The system does the work, the people run the system.

5. The Principle of Business Development

The task of the E-Myth Manager is continuous development of the business through the ongoing process of Innovation, Quantification, and Orchestration.

Organizational Levels

There are three main levels to every organization. The entrepreneur is the primary visionary for his enterprise. The manager translates that vision into a process or system for doing business. The technician carries out the details that keep the business running like clockwork at the practice level.

Level	Function	Role
1. Enterprise	Vision	Entrepreneur
2. Business	Process	Manager
3. Practice	Details	Technician

Enlightened Management

The enlightened manager looks to a small business model, even within a large organization. In large organizations, the enlightened manager will break his organization or division into small business units. Working in a system of smaller, manageable parts enables everyone involved to feel less like a "number" and more like a valued participant in the process.

A small business model helps people to:
- preserve their spirits, dignity, and integrity
- maintain balance and their sense of values
- wholeheartedly support the company's mission

If reorganization is necessary, the enlightened manager makes every effort to redeploy people and educate them for their new roles, rather than "reengineer" or "right-size" their positions.

The 7 Steps of Business Development

1. Determine Your Primary Aim—the Essence of Your Purpose in Life

Your Primary Aim reflects the source from which you derive your vitality, commitment, and passion. This step is about putting your life first, so that you have a strong center from which to operate in work and personal pursuits. The ways to discover your Primary Aim include:

- Making a list of what you don't want in your life
- Making a list of what you do want in your life
- Prioritizing items in your want list and identifying your self-imposed limitations (Be honest!)
- Writing your own eulogy—describe exactly how you want to be remembered (a powerful way to find focus in your life)

The point of the Primary Aim is to become aware of who you truly are and what you truly want. Living in your truth will make your life a rich and rewarding experience.

2. Know Your Strategic Objective—the Vision of the Business

A manager's Strategic Objective must be in alignment with the organization's Strategic Objective. The manager's role is to help manifest the entrepreneurial vision of the company. This is why the manager's Primary Aim is so important. It allows him to commit himself to someone else's Strategic Objective while remaining true to himself.

3. Recognize the Seven Essential Functions of an Organization

They are:

(1) *The Financial Management System*, where each person is a profit center and understands his significance in the attainment of the Strategic Objective.

(2) *The Operating Management System*, which observes four categories of preference—visual, emotional, functional, and financial—as they affect your customers, employees, suppliers, and lenders.

Remember to manage the process, not the people. The Operating Management System manages four processes:

- How we work
- How we recruit, hire, and train people
- How we manage
- How we improve

(3) *The Management (Leadership) System* involves Innovation (creating new systems or improving existing ones), Quantification (testing the success potential of the new system, putting numbers to its impact, and tracking it over time), and Orchestration (performing the new system predictably every time, until a better innovation comes along).

(4) *The Marketing System*, which oversees functions 5, 6, and 7.

(5) *Lead Generation*—finding potential customers

(6) *Lead Conversion*—converting leads into customers

(7) *Client Fulfillment*—keeping the customers you acquire

4. Organize the Management System around the Following Inquiries:

- What results are we here to produce?
- How are we producing results now?
- How can we improve the current process?
- How are the improvement measures performing?

Test by quantifying the impact of the improvement. If the improvement is positive, orchestrate it. Train everyone in the successful use of the newly orchestrated system. Monitor people's use of the new system, and cycle back to step one to continue evaluating the process.

5. Determine the People Development Strategy

Begin with the recruiting seminar to attract new employees or reengage existing ones. There are three stages of people development:

- Apprenticeship—(key word: "faith")
- Craftsmanship—(key word: "hope")
- Mastery—(key word: "charity")

6. Develop the Marketing Strategy

The Marketing Strategy is driven by lead generation (attracting customers) as determined by the target demographics, psychographics, and geographics.

7. Develop the Hard and Soft Systems of Your Business

Hard systems refer to the physical components of the business, and soft systems refer to the flow of information and the comprehension of that information.

The E-Myth Manager has the tools and the follow-through to invent a business that is truly transformative. Apply the suggestions in this program to your business by taking notes while you listen. We suggest you purchase a notebook and carry it with you so you can jot down any thoughts or ideas that will help you. This booklet should be saved to your computer for future reference. There is additional space here for you to record additional thoughts and ideas.

May the E-Myth experience bring you fulfillment in your work . . . and your life!

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