

The Entrepreneurial Myth

by Gary Tomlinson

Learning from the school of hard knocks can be very informing, but often the tuition is too high! We should learn from other people's experiences. The purpose of this column is to share great business wisdom from the experiences of authors like Jim Collins, Michael Gerber, Gary Harpst, Michael LeBoeuf, Ron Willingham, Stephen M.R. Covey and others. Because when you combine great business education with your own business experiences the outcome you'll receive is far greater than the sum of its parts.

The wisdom of Michael E. Gerber's *The E-Myth Manager* has been chosen to share with you this week. The Entrepreneurial Myth is that most businesses are started by entrepreneurs. Gerber says the truth is that most businesses are started by 'technicians' suffering from an entrepreneurial seizure. In the *E-Myth Manager*, Michael Gerber extends the concepts he explored in the *E-Myth Revisited* to the manager within the organization.

Gerber says most managers often feel trapped and underappreciated. "They no longer derive any purpose or meaning from what they do, nor do they feel any investment or ownership in the organization for which they work. What many of these managers don't realize is that to effect true change within the organization, they must first change within, and that the ability to do that and to subsequently reinvent the very jobs in which they find themselves is primarily a matter of mind-set rather than of performance. So, if your business is to change – as it must continuously to thrive – you must change first. If you are unwilling to change, your business will never be capable of giving you what you want."

Gerber's premise is the manager should see himself as an entrepreneur (small business owner) within his areas of responsibility in the organization. The philosophy of the *E-Myth Manager* is that each and every entrepreneurial manager must assume the task of creating the Vision, the System, and the Results for his team. What Gerber has discovered is that no matter what the size of the organization, it is the ability to treat the organization as a small business – and the manager as a small-business owner – that produces a profound shift in the mind-set within that organization, from the very top to the very bottom.

The crux of this book is about the "what of it." Most managers want to jump to the "how of it." The key is to plan, envision, and articulate what you see in the future both for yourself and for your employees. Gerber says you must analyze your business as it is today, decide what it must look like when you've finally got it just like you want it, and then determine the gap between where you are and where you need to be in order to make your dream a reality. He says the gap will tell you exactly what needs to be done to create the business you've envisioned.

Gerber says the E-Myth Manager is one who:

- Understands the profound difference between creating a business that works and getting a person to work.
- Understands how critical it is to adopt an entrepreneurial mind-set, not only for the development of the business for which he is accountable, but for the lives of the people with whom he works.
- Understands the profound difference one can make in any organization through the development and use of a management *system*.
- Understands the need to forsake forever the use of management rhetoric in order to produce a true transformation of everything he is committed to do.

The single most interesting aspect of this book is the potential Gerber's program has for success. It doesn't challenge you to change your entire organization. It doesn't require that you leave everything you have and start fresh, or start your own perfect company. Gerber focuses on helping you learn how to develop your own vision within the company's vision that will serve the needs of your organization while still fulfilling your own needs.

To learn more about Gerber's *The E-Myth Manager* you can download Gary's 19 page book report at: http://www.gary-tomlinson.com/index.php?pr=Book_Reports_Covers. Enjoy the education and feel free to share it with others because as Alvin Toffler says; "The illiterate of the 21st Century will not be those who cannot read or write, but those who cannot learn, unlearn, and relearn."

Gary Tomlinson is an entrepreneur and founder of five successful businesses. Today he is an accountability consultant and professional speaker. He works with executive teams to help clarify and achieve their organizational initiatives. His speaking topics include "Top Ten Messages from Ten Top Books" and the "Art of Telling – Communicating Your Way to the Top." You can engage Gary at gary@gary-tomlinson.com or visit his website at www.gary-tomlinson.com