

“EMyth Principles” Part 2

In this article I want to continue exploring the EMyth perspective by discussing the final three EMyth principles described by Michael Gerber in his book “The EMyth Manager.”

The third EMyth principle involves **working on the business rather than in it**.

This flows from the first two principles in that if you can see the business as apart from you, that your business is not your life, then you will recognise that the primary purpose of your life is not to serve your business, but rather the *primary purpose of your business is to serve your life*.

Once this is truly understood, you can go to work *on* your business rather than *in* it with a full understanding of why it’s absolutely necessary for you to do so.

This needs to become the central theme of your daily activity, the prime catalyst for everything you do going forward. It means stepping out, taking the helicopter view so that you can more easily see what work you’re currently doing, and whether it is moving you towards the business you want, because your role is to create a business that manifests the strategic objectives.

Systemisation, by which I mean developing an integrated system that does the work *of* the business whilst the people run the system, is the fourth EMyth principle.

Gerber advocates The Franchise Prototype model where you pretend your business is (or will be) the prototype for thousands more just like it (not almost like it, but exactly like it) i.e. you pretend you’re going to franchise your business! (Note I said pretend – you don’t have to, unless of course you own the business and you want to.) This franchise prototype model must follow certain rules:

- It must provide consistent value to customers, employees, suppliers and lenders, beyond what they expect.
What could your prototype do to provide consistently outstanding value?
- It must be operated by people with the lowest possible level of skill (i.e. necessary to fulfil the function.)
How can you give your customer the results he wants systematically, rather than personally?
How can you create a business whose results are system dependant rather than people or expert dependant?
- It must stand out as a place of impeccable order.
How can you create structure and order?
How can you create a business that says to its customers, your people know what they’re doing; a business that says to your people, you know what you’re doing?
- All work in the model must be documented in Operations manuals. This is your bible for “How we do it here.” It documents the purpose of the work, the specific steps to be taken, and the standards relating to both the process and the result. It is crucial for your prototype.
‘How do you do ‘it’ in your organisation?’

- It must provide a uniformly predictable service to customers. Looking orderly is not enough; the business must also act orderly – it must do things in a predictable, uniform way.
How can you ensure that what you do, you do the same way each and every time?
- It must utilise a uniform colour, dress and facilities code. The model must be thought of as a package for your one and only product – your business.
How can you package your business as carefully as a box of cereal?

Building the prototype of your business is a continuous **business development** process and this is the fifth and last EMyth principle. Business Development from the EMyth perspective consists of 3 distinct but integrated processes – innovation, quantification & orchestration.

Innovation is the ability to create what could be. Quantification is recording and truly knowing the numbers in your organisation, so that you can recall the relationship between one event and another and a string of events that follow the same action. Orchestration is organising the work into replicable systems for consistent results.

So, from the EMyth perspective, and the principles described in these two articles:

- What is your primary aim
- What are your strategic objectives?

In order to leverage your time you need to be analysing your daily activities and asking yourself:

- Am I serving my primary aim (purpose of life) through the fulfilment of strategic objectives (purpose of business) by the work I'm doing at this moment?

Visit www.theleadershipcoachingco.com to read about the first two EMyth principles

Visit www.theleadershipcoachingco.com to get more detailed information on the final 'business development' principle and management strategy of Innovation, Quantification and Orchestration.

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About The Author:

Julie Johnson, formerly a manager and development specialist, created The Leadership Coaching Company to help managers solve one of their biggest business problems: how to get the most from themselves and their staff. She is now a leadership success specialist and has attracted a loyal following who praise her down to earth yet inspiring approach.

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