



E-Myth Principles Quick Reference

Highland Longevity Clinic | One-Page Summary

1. The Entrepreneurial Myth

The Fatal Assumption: If you understand the technical work of a business, you understand a business that does that technical work.

Reality: Being a great physician doesn't automatically make you a great business owner. These are two entirely different skill sets.

The Trap: Most business owners spend all their time DOING the work instead of BUILDING the business.

2. The Three Personalities

Every business owner has three internal personalities:

Personality	Focus	Key Question	Time Orientation
Entrepreneur	Vision, opportunity, change	"What if?"	Future
Manager	Order, systems, predictability	"How?"	Past/Present
Technician	The work itself, getting things done	"What's next?"	Present

Typical Owner: 70% Technician, 20% Manager, 10% Entrepreneur

Ideal Balance: 33% each (as business matures, Technician % decreases as systems take over)

Your Assessment:

- Entrepreneur: ____%
- Manager: ____%
- Technician: ____%

3. Working ON vs. Working IN

Working IN (Technician)	Working ON (Entrepreneur/Manager)
Seeing patients	Designing patient experience
Answering questions	Creating systems that answer questions
Solving today's problems	Preventing tomorrow's problems
Being indispensable	Making yourself optional

The Math: 10 hours building a system that saves 2 hours/week = 104 hours saved in Year 1, 520 hours by Year 5. **Working ON creates compound returns.**

4. The Franchise Prototype

Key Question: "How would I run this business if I were going to franchise it?"

Build your business as if you'll open 100 locations:

- Every process documented step-by-step
- Anyone can be trained to do any role
- Quality is consistent, not person-dependent
- Results are measured objectively
- The system runs the business

5. The E-Myth Test (Weekly)

1. Could someone else run this business for 30 days without me?
2. Is every critical process documented step-by-step?
3. Do I know my numbers (KPIs) without looking them up?
4. Am I spending more time ON the business than IN it?
5. If I wanted to open a second location, could I replicate exactly what we do?

Scoring: Each "No" is a priority to address.

Key Quotes

"If your business depends on you, you don't own a business - you have a job."

"The system runs the business. People run the system."

- Michael Gerber, *The E-Myth Revisited*

Action Summary

1. **Track your time** for one week (E/M/T split)
 2. **Block 4+ hours weekly** for "ON the business" work
 3. **Document one process** that only you currently do
 4. **Ask:** "What would need to be true to take a month off?"
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