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# E-Myth Principles Quick Reference

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Highland Longevity Clinic | One-Page Summary

## 1. The Entrepreneurial Myth

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**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

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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

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*"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

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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?"