Building a Better Highland

An Introduction to Working ON the Business, Not Just IN It

> **The Big Idea:** Being great at clinical work and being great at running a business are two different skills. We're going to build systems so Highland runs predictably, everyone knows their role, and we can grow without burning out.

The Three Personalities

Everyone has three "personalities" that show up at work. The goal isn't to eliminate any – it's to balance them.

The Entrepreneur

"What if...?"

- Focused on the future
- Sees opportunities
- Thinks about growth
- Asks "why not?"

The Manager

"How do we...?"

- Focused on order
- Creates systems
- Wants consistency
- Builds processes

The Technician

"What's next?"

- Focused on now
- Does the work
- Gets things done
- Loves the craft

The challenge: Most of us spend 70% of our time as Technicians – doing the work. That leaves little time to build systems (Manager) or plan for the future (Entrepreneur).

What We're Building Together

From This...	To This...
Figuring things out as we go	Clear processes everyone can follow
Knowledge stuck in one person's head	Documentation anyone can reference
Reacting to problems	Preventing problems with systems

Unclear expectations	Everyone knows what success looks like
Dependent on heroics	Runs smoothly by design

What's In It For You

- **Less chaos** – Know what to expect each day
- **Clearer roles** – Understand exactly what you're responsible for
- **Better support** – Documented processes to back you up
- **More meaningful work** – Less time on confusion, more time on what matters
- **Your voice matters** – We're building this together

"The system runs the business. People run the system."
- Michael Gerber, The E-Myth Revisited

Highland Longevity Clinic | This is a journey, not an overnight change.