



**Book: “The EMyth Revisited – Why Most Small Businesses Don’t Work and What to Do About It”**

**Author: Michael E. Gerber**

**Book Club Discussion: February 11, 2010**

*Discussions are open to CADM members only. Guest passes are available by contacting CADM. Please email George Buckley: info@CADM.org.*

This easy to read, bestseller suggests the #1 mistake most entrepreneurs commit is envisioning themselves as integral to the day to day function of their businesses. The author contends that, only by fashioning a business as if it were a turnkey franchise and designing him/herself out of the model, will the business owner be sufficiently liberated from the roles of “technician” and “manager” to be truly entrepreneurial.

Part I discusses these roles of technician, manager and entrepreneur and how small business owners invariably get bogged down in executing and managing work during the “infancy” and “adolescent” life stages of their businesses. Business concepts that survive to maturity are initially conceived within the context of growth and the idea that the business “works not because of you but without you.”

Part II suggests the Franchise Prototype as the best model for a successful business in that it provides the ultimate consistency in product/service/value for the customer and operations for the employees and owner.

Part III reviews the steps to compile and document a successful Business Development Program – from initial vision and strategic objectives, through organizational, management

and staffing plans, to marketing and systems details. The author discusses his Power Point Selling Process – a 3 step series of presentations – that feeds valuable information into the interdependent network of all business systems, thus strengthening the enterprise.

Most Book Club members thoroughly enjoyed this book. Many said they wished they had read it years ago. Others have applied the Part III planning process to their current businesses and are enjoying greater clarity in responsibilities and communication. Most felt that, although the formulas presented in the book best benefit entrepreneurs who want to scale their businesses, all businesses (whether they’re struggling or not) could benefit from Gerber’s ideas.

There was considerable discussion re: Gerber’s contention that “discretion is the enemy of organization.” Some felt that statement belied an outdated, franchise-focused business model that doesn’t easily apply to many knowledge-based businesses today. Others felt it was congruent with the rest of Gerber’s argument that standardization of process is absolutely necessary for success.

All agreed that it’s particularly difficult to extract oneself from the role of technician – especially since most of us start our careers in that role. We talked briefly about the irony of promoting excellent technicians into managerial roles. **Rating: 8 out of 10**

CADM’s Book Club meets on the second Thursday of every even numbered month.

**Next Discussion:** April 8, 2010, 8 - 9:30 a.m. “Orbiting the Giant Hairball: A Corporate Fool’s Guide to Surviving with Grace” by Gordon McKenzie.