

THE **small** BUSINESS BIG **MARKETING**

show

INSANELY EFFECTIVE
MARKETING

Episode #467

**The E Myth's Michael
Gerber on how to build
an extraordinary
business**

**"EXTRAORDINARY
BUSINESS
OWNERS HAVE
A SECRET"**

- Michael Gerber,
The E Myth Revisited



www.SmallBusinessBigMarketing.com

Michael Gerber Interview Transcription

Tim

So I started off by asking him what's missing in the way most businesses are run.

Michael

That's a great question Tim. I want my answer provocative as it may seem is just about everything. Just about anything and everything that has to be done isn't being done. And if it's being done it's being done for the wrong reason and being done in the wrong way. And that sounds as I say provocative but it's so true. So I've been in this business world you might say of small business for 40 years. It was an afterthought. I didn't start this until I was 41. So you understand before that I wasn't even interested in business.

Tim

Can I just ask you what were you doing in that first sort of 20 years of your working life?

Michael

Oh I was a beatnik when they were hippies. I was a poet. I was a saxophone player I sold encyclopedias. I framed houses. I did this I did that I did just about everything.

Tim

Which one of those always things that you did Michael puts you in the best position to do what you did with the E myth?

Michael

All of them.

Tim

Really. I would've thought encyclopedia selling would have been pretty good.

Michael

Every single one of them. Well you've got to understand every single teacher I've had and I've been so blessed by this. Every single one of those worlds I lived in were populated or led you might say by a master at it. So my saxophone teacher was in fact one of the best saxophone teachers on the planet and he only taught guys who worked in the studios and during the time when I was eleven and I was born in 1936. So during the 40s then the studio guys played in all the bands and orchestras that you even heard of. Nobody knew that. These guys just went from gig to gig to gig to gig because there was nobody better than them.

Tim

Did you have a knack for attracting great teachers?

Michael

I have no idea.

Tim

Did you know at the time that you were attracting great teachers?

Michael

I had no idea. Tim I wasn't attracting anything but just a kid who was doing what I was doing. But however it happened. Call it serendipity. I had great teachers. So my saxophone teacher was a monster. I mean he was just brilliant and he demanded more of me than anybody would ever demand of eleven year old saxophone student because he didn't teach kids. He taught professionals. And he said at the very beginning because I'd been referred to him by my saxophone teacher in New Jersey whose name was Al Chester this saxophone teacher's name was Merle Johnston and Al Chester rified me in to Merle Johnston understanding embolden and teach kids. He taught prose but he sent me up there to meet him and so Merle said to me my mother my father standing there he said I only teach people who want to become the best saxophone players in the planet in order to do that you gotta practice you gotta practice what I tell you to practice. Got to practice how I tell you to practice and you got to practice how long I tell you to practice.

Tim

Well as an eleven year old guy that would have been very impressionable. An did you find this happened in then other parts of your life where you were lucky maybe people saw something in you that you didn't see to yourself and I am interested to just understand with the fire in the belly you did all those disparate things all of them not specifically related to thing going and writing one of the most famous small business books ever. Can you remember the point where you were sitting somewhere you were having a conversation standing somewhere and you've just felt the fire in the belly to go and write something that's going to change the way people look at their business?

Michael

It didn't happen that way.

Tim

I was hoping for some romantic.

Michael

That didn't happen that way. This is exactly how it happened. On my way having completed my episode learning how to work with my hands that was essentially what I'm going to start working with my mouth and start working with my hands. So I went down and pitched and pitched and pitched and got a gig in a kitchen and then I got a gig in a development and then I got it and I kept on getting fired fired fired as I began to learn how I needed to do this. It's called framing houses. And then I finally settled in and I had this great teacher who was actually a guy who in his off times worked in Hollywood. He was an absolute brilliant Carpenter. And other times when the Hollywood gig was off he would go pick up a gig running the framing of a development. And he got saddled with me and so I

went to school learning how to do that and I became a pickup man on the track meaning I would go around and pick up all the mistakes the framing mistakes on the track to the point I really understood. So I was in Southern California. I took my young wife and we decided we're going to move to Northern California as far north as we can go into Mendocino County where all the dope was and I'd become a contractor and live the idyllic life with horses and goats and you know a little three acres and on the way up there we stopped by my brother and Mom's house. His name was and is Ace owned a small high tech ad agency in Palo Alto. And one day ace says to me I'm there for about a week. Michael would you come visit one of my clients. He's having difficulty converting leads into sales. Just meet with them see what happens. So of course I said days Ace I don't know anything about high tech I don't know anything about businesses you know more than you think you do just meet with a guy. Let's see what happens. So he takes me to bob and introduces me to Bob the owner of this little company and then he says I'm take off for about an hour you guys get to know each other. So Bob naturally says. So Michael what do you know about my business. Nothing Bob. So Michael what do you know about our product less than that Bob. Well you don't know anything about our business don't know anything about our product. How can you help me I haven't a clue Bob but Ace thinks I can you like Ace I like Ace and we have an hour to kill so let's figure it out.

Tim

I don't know whether you realize but what I see there is Ace is just another person in your early years that saw something in you that you didn't see and he put you in front of Bob and the rest is history.

Michael

And the rest is history.

Tim

I hope you gave Bob a signed copy of the E myth

Michael

In fact we just saw each other at Disney.

Tim

Bob or Ace?

Michael

My brother in law was just awarded a Lifetime Achievement Award by the Disney family. Because Marty Sklar that's his name was the vice chairman of Disney Imagineering and is the only guy at Disney who actually opened every one of the parks throughout the world. Disney Imagineering created the parks Marty was in charge of Disney Imagineering. So we went for his celebration at Disney. And Ace was there.

Tim

Fantastic. A few Cherise or brandies.

Michael

It was an extraordinary time.

Tim

At the start of this conversation you said that when I asked you what's missing in most small business you said most things. Does that leave you saying the opportunity is huge for someone like you. Does it leave you feeling frustrated or saddened?

Michael

Oh no. The biggest opportunity on the planet. The biggest opportunity in the planet is really fixing that problem. And that's why I'm publishing this new book.

Tim

So that new book talks about the idea it frames the problem that you raised as being a company of one. What does that mean?

Michael

Well a company of one is defined in the book as a company that completely depends upon the owner. If the owner isn't there the company dies that is representative of ninety nine percent of all small companies. Their owner dependent. The owner builds it around himself or herself around his personality or her personality and essentially started the company to create a job for himself. Never thought of it that way effectively started the company to become his or her own boss and they go to work doing it. Busy busy busy busy. That's a company of one. I'm saying the transformation will occur when you can take that company one and transform it into an enterprise of 1000. And the job for doing that is so clear cut Tim and that's what beyond E myth introduces.

Tim

Before you go into the system. Just exploring that company of one. Is it flawed every time. Because you talk about going from a company of one to a company of 1000. Two things come to mind. One is I think some people start a small business a company of one because we want to be our own bosses but because we see there's a freedom in not having to answer to someone else. And so therefore they kind of happy with that patch. And then of course there's some people I'm guessing you use the word thousand the number thousand as demonstrative. I mean you're not suggesting that every company goes and builds themselves to a thousand people. I'm guessing is the idea that it's not for everyone surely this idea from going from one to a thousand.

Tim

But Tim actually what I'm saying is something quite different. What I'm really saying is until you truly capture the idea that I just shared with you of 1 to 1000 that indeed the whole process of preparing a company for growth is a highly sensitive regimen that is documented. That every single company on the planet can go through then effectively what I'm really saying is that when you start your company you're starting your company

to eventually get it ready for sale because there's an exit strategy implicit in starting anything. And to the degree one is not privy to aware of the method through which that will occur. They ultimately are failing to complete the cycle which is a natural inbred cycle to grow. So I'm saying that it's implicit upon every one of us to grow. Now let's not think company right now. Let's just think human being. Right now it's implicit upon every one of us to grow to go beyond where I am. To discover what I haven't discovered. To search and seek out something that I'm not aware of today and ultimately can only become aware of as I open my mind. So that might sound terribly optimistic but you understand it's only optimistic or terribly optimistic. If somebody has already decided to settle down into their comfort zone and I'm suggesting Tim that comfort zone living is dead I'm saying to live in your comfort zone and to be satisfied with living in your comfort zone means you stopped climbing.

Tim

But just because I really want this company of one thing to sink in before I get you to talk about what you call the hierarchy of growth because what if a company of a thousand people. I spent a lot of small business owners on the show Michael. And one of the greatest gripes is guess what. People

Michael

That's their obsession. Their obsession is that growth is bad. Big is bad. Small is better.

Tim

I don't know that I think growth is bad.

Michael

I'm not saying you think that. Implicit in that relationship with the whole idea of growth a company of 1000 is the resistance to it and the resistance to it comes from negative emotions. Not positive emotions. Negative emotions. Meaning when I say growth is bad. Any experience they've had related to growth was a negative experience. Because it challenges their confidence. It challenges what they've accepted as true about themselves. A challenge to their comfort zone.

Tim

Hence the phrase growing pains.

Michael

Yes. So when my saxophone teacher says I only teach people who want to become the best saxophone players in the world you understand the guy you're talking about. I don't want to do that.

Tim

Sounds like a whole lot of hard work.

Michael

Yeah. I just want to play the saxophone.

Tim

But isn't that where a lot of business owners stop they good at something. The carpenter is really good at building houses. The guy flipping burgers makes a mean burger. The vet is wonderful at caring for cats and dogs.

Michael

Tim. That's a true myth. The fact of the guy is really great at it. I'm saying bullshit.

Tim

Michael Gerber has called bullshit. But why.

Michael

I'm not saying he's not good. I'm just saying he's not as good as you make him out to be.

Tim

Or is he makes himself out to be.

Michael

That's the mythology. I'm simply saying well he does that because he's so great at it. Well no he's not so great at it.

Tim

What's he great at? He's got to be good at something.

Michael Well he probably could be but of course you gotta go to school you've got to begin to learn something you don't know you got to even discover to ask the questions that in fact drive you to ask further questions about this extraordinarily complicated thing called My Life. So I have a saying that goes along with my book every life a legacy and every life a legacy every small business a school. So if that mantra that I'm using and I use it very frequently is true. I'm just saying if it's true then effectively what's lost by not approaching your life that way. What's missing by not approaching your business that way.

Tim

Okay so what is missing?

Michael

Everything. Think Steve Jobs. Everything. What's missing. Everything.

Tim

What do you mean when you say think Steve Jobs in that context?

Michael

But just think Steve Jobs. Here's a guy who had no business starting a business. He dropped out of college in his first year. He dropped out of a spiritual search to India before he completed it. He took a job he was completely unprepared for and he has an idea enrolls his partner to go start apple in his father's garage. No experience in business whatsoever in management marketing and nothing. And he was not the best technologist around. So the least likely guy in the world. So what does he do. He sets out on a journey to create the wealthiest company on earth. How do you do that Steve?

Tim

I'm guessing he had a dream.

Michael

I'm guessing he had a dream and a passion for pursuing the impossible that drove him. And I'm suggesting everyone every single human being can go further than they've gone can find other than they've found can produce something they never imagined they were capable of producing but they've got to be wanting to do that. So we're not looking for people who don't want to do that. We're looking for people who are moved by the spirit of doing that and say Teach me teach me teach me teach me. That's all I'm looking for. The hundred thousand clients we've had. That's all I'm looking for and I want to find an easier way to make it possible for them to succeed. And that's what beyond the image is about.

Tim

Michael we've framed the problem. I think we're very very clear clearly framed the problem that most small businesses have around the world 99 percent as you said. You've got this hierarchy of growth which is effectively your Solution to it assuming the business side is listening. Have the mindset and are ready to implement this. This is your way of taking them from a company of one to a company of 1000. Can you walk us through the hierarchy of growth and if possible time allowing. Give us a little story or example

Michael

I don't have the time for the stories to back up.

Tim

This is a four hour interview

Michael

I will be glad if they can the process and its really clean clear and simple and it begins in what I call the dreaming Room and The Dreaming room is really the venue within which we awaken the entrepreneur within every small business owner. So you've got to understand that's the end game of the Dreaming room. The end game of the Dreaming room is to create a platform for growth and the platform for growth is in sync with the four very clear personalities that live within a true entrepreneur. Now you've got to understand when I say that I'm saying that within every human being it's just that most of us don't develop these personalities to the degree that they can become truly serviceable to what we're out here trying to reduce. So let me describe what they are. So there's the dreamer there's the

thinker there's the storyteller and there's the leader so the dreamer has a dream. The thinker has a vision. The storyteller has a purpose and the leader has a mission. The dream is the great result. Martin Luther King I Have A Dream. If you listen to Martin Luther King's recording of I Have A Dream. When he first said it. Washington D.C. to all of those people out there in that audience when he said that you'll immediately experience what I mean by this is missing in ninety nine point nine percent of all small companies. But it's also missing in most people. I have a dream. It's the great result. The vision is different than the dream. The vision is the business model that is essential for us to realize or manifest that great result. So in my case my dream was to transform the state of small business worldwide. My vision was to invent the McDonald's of small business consulting. You get it. In order to realize to transform the state of small business worldwide. I had to invent the McDonald's of small business consulting. That means turn key scalable. With kids at minimum wage not experts at high cost kids at low cost. I had to be able to deliver something to a small business owner. Nobody had ever figured out how to deliver yet. I called it the McDonald's of small business consulting but that wasn't sufficient. The third step is the purpose. So the dreamer has a dream. The thinker has a vision. The storyteller has a purpose and our purpose in our company years ago was to teach every independent small business how to become as successful as a McDonald's franchisee. Our consumer was an independently owned small business and that independently owned small business. I'd call a company of one and I call it a company of one because it was completely and is completely dependent upon the guy who started it and owns it. It's Tim's company. It's Jack's company. Jack leaves Tim leaves Judy leaves the company stops working. Why. Because Jack and Tim are all the energy behind that small company and primarily the chief expert in that small company. So that's the third step.

Tim

Michael can I just pause you there before we get to the fourth step. Can Michael Gerber leave his company?

Michael

Michael Gerber left his company years ago. Mike Michael Gerber left his company years ago. Michael Gerber always leaves his company but he doesn't leave his company to leave his company leaves his company. Built the system through which he can replicate what he has the ability to do to produce the result. The company was designed to produce to realize the dream the vision and the purpose

Tim

I'm just thinking out loud here. So I'm sure you'll pull me up I feel like I'm talking to my headmaster too which has taken me back a long time. Your on this promoting your new book. I imagine the success of this book is dependent upon the amount of publicity that you generate not your CEO who's in the hot seat now. Am I wrong in saying that?

Michael

Well yes you are.

Tim

Thank you. I'm going to call you Mr. Dyer. He was my headmaster

Michael

You understand I'm the chief spokesperson for it but I'm not it. So you've got to understand I'm not the book and the book isn't me. The book is a means to communicate a point of view that's been created that now can be scaled in the hands of an infinite number of individuals to deliver exactly what the book promises from a company one to a company of 1000. Absolutely. That's the system. If this system works there Tim this would be a fool's game. Because all I'd be doing here is sitting here selling books.

Tim

Gotcha. Dreaming Step 1 step 2 vision Step 3 purpose. At that point we're teaching all small business owners how to become as successful as a McDonald's franchisee. That's a very clear purpose. Step four mission?

Michael

Yes step four mission. So the first is the dream. The second is the vision. The third is the purpose and the fourth is the mission. My mission at the Michael Thomas corporation was to invent the intellectually congruent system that was absolutely critical for us to be able to go out and say to a small business owner let me show you how it works let me show you how it works it works so you don't have to. A business development system so I could then recruit hire and train relative novice coaches to deliver that turn key system which then was called the Michael Thomas business development system to deliver that turnkey system to every single company of one on the planet.

Tim

Michael Thomas by the way sorry. That's a name you've just introduced to me. Michael Thomas is the name of the company that delivers the E myth is that right?

Michael

Michael Thomas was the company I first founded in 1977.

Tim

Who is Michael?

Michael

I'm Michael who's Thomas. Thomas no longer with us.

Tim

Tell me just to be clear on the mission so that mission is where the rubber hits the road. Is it the how?

Michael

It's the how it's the what the how the Who that has it's everything it is the mission it's the absolute clear content that is absolutely critical if we're going to realize our dream our vision and our purpose each of them dragging along the question well how are you gonna do that. How you do that how you can do that how you can do that you understand the dream we're not concerned about it at the vision we're not concerned about how other than the great how McDonald's at the purpose we're not thinking about how we're thinking about what we're going to produce this result for every single one of our independently owned small business clients worldwide. Now we're at the mission and the mission is to develop the how. How we do what we promised to do in a way that will enable us to do it better than anybody who's ever thought it could be done before and when you see that you understand why that is so critical as the platform for any company that's going to go from one to 1000.

Tim

Michael before you take us through the other four steps the way you've described those first four is crystal clear. I get it the penny has dropped for me. Hallelujah says Michael but here's the thing. I'm an ad guy originally spent 10 years at BBDO and you know I've set through branding workshops core values workshops. You got it right. And I think I have a bit of a bad taste in my mouth when I hear things like visions and Missions and core values you have mentioned it because you roll up to for example one if let's not mentioned brands but you're all up to head office and on the wall at reception is the mission statement. Sorry I fell asleep then I'm back I'm back and it's motherhood statements. It's lip service. And my question is usually is how does the vet or the plumber or whoever's listening to this. That goes I want a company of a thousand but how do I get such succinct answers to those big questions those first four steps that Michael's posing?

Michael

Very very simple. You go into the dreaming room and you come out whole. Now I understand everything's a process Tim. If we hadn't created a process for all of this it would just be phantasmagoria. It would just be rhetoric. It would just be empty speak. It would just be more of the same. This is anything but more of the same as you've experienced and I know you have when you talk about small business owners you know who speak about the e myth and speak about Michael Gerber. You know the profound impact it's had on those people. Those are the people we're looking forward Tim. We're looking for people who respond to what I've said from their heart from their imagination from their passionate desire to go beyond where they are. If they are not those people we can't have or make an impact on them just can't.

Tim

What you're saying is you've got to go in with the right mindset. You've got to walk into that dreaming room which sounds like a wonderful place by the way it just I'm seeing cotton wool and marshmallows. I don't know why.

Michael

Blood and guts and fighting and arguing.

Tim

You've got to go in with the right mindset?

Michael

Yep. But I understand that if we haven't spoken to that individual and created the right mindset the grounding for the conversation then shame on us. So understand nobody's sitting out there. Grow me grow me grow me. Nobody's doing that. But let me give you a perfect example you said give me an example. You're familiar with the company infusionsoft?

Tim

I am.

Michael

Yes. So the boys infusionsoft the founders of infusionsoft the executives of infusionsoft. Came to me to participate in a dreaming room. This is about six and a half years ago and one of them Scott Martineau came to me before it started and he said Michael we know e myth. We believe in it systems thinking man I'm telling you it's the greatest book. But what's this dreaming stuff. So Tim essentially he's saying I see it as pillows and muscles and Mark. What did you call it?

Tim

Marshmallows and cotton wool.

Michael

Right. All that he said we don't need that. We need to figure this out the operation what we're doing. And I said Scott shut up sit down and when we're done in two and a half days then come up to me and tell me what happened. Well that's what happened.

Tim

The rest is history.

Michael The rest is history they say. Scott all the boys at Infusionsoft say three things have contributed to the profound impact we've had growing from a company when they walked into the dreaming room very very very very very small to a company today doing one hundred million plus in revenue thirty five thousand clients worldwide with close to a thousand people employed on its way to becoming a billion dollar company. But I understand when I met them, they had no idea that's what they were gonna do nor were they even agreed that's what they were going to do.

Tim

It's lucky you said at the start of that meeting that you just all you wanted was 20 percent of the company.

Michael

Right. You do understand but you do understand that I'm not expecting that in quotes. Small business owners Oh wow yeah. I want to get to 1000. I'm not suggesting that of course they don't look at me like I'm crazy but that's the game.

Tim

That's the game.

Michael

The game is wakeup. Now I'm not somebody who's selling a bill of goods. I mean I work the best of the best of the best of the best of the best. I've applied my mind set to millions of small companies around the world. One hundred and forty five countries. I'm not just some guy saying whatever. I'm Peter Drucker of small business. So when I say this to you you've got to understand this is not only possible. It's absolutely probable that if you were to get it that's all just if you were to get it something you've never expected to happen will happen.

Tim

Michael I love that. Has that from a song from the big chair I call that. That was wonderful. I'm conscious of time. Step five of the hierarchies of growth.

Michael

OK. So let's talk about the four steps in the process of creating a company of 1 to a company of 1000 the first step is called the job.

Tim

Can I just be clear here because now I'm a simple man Michael is the hierarchy of growth eight steps or they two lots of four steps.

Michael

Four steps. It's eight steps. We just finished fourth.

Tim

So this is really step five?

Michael

This step five. It's called the job. Now understand we're going to take our company. Our company of 1 and we're going to separate the company into two parts. I call them OLD CO capital OLD Capital CO. That's what you do today. And new CO capital N E W capital CO blank piece of paper and beginners mind we're not going to work on OLD Co. We're not going to fix broken businesses we're going to create new ones. So hear me now we've got separation. Got it. One part of your attention is on old co. Yes that's where you're making your money that's where you're making a living. That's all the stuff you're doing doing and one part of your job is focussed on new co call NewCo the enterprise to become. And so when we go to work on new co we're going to start at the very beginning. Now old co over

there doing what its doing. Not going to spent a lot of money on it. Not spend a lot of time on it. You're just allowed to do what it does.

Tim

So then we've got new co which is basically a white canvas right.

Michael

Job is your product. Mm hmm. You understand you're designing that product to serve whom your dream your vision your purpose and your mission. So the platform isn't for oldco. The platform is for NewCo. I now have a dream. Now a vision and now the purpose now of the mission. Now I'm going to create a client development system. It's what I'm going to deliver to our most important customer. That's going to transform the state of whatever they do in a way they never expected before. We're gonna design build launch and grow our client fulfilment system so that when I'm done it's turnkey. You got that?

Tim

Yeah I have. That's taking it from being a job to a whole new company that is less dependent upon you the owner right.

Michael

Of course. Because until you turn key you can't hand it off to anybody else. So what most often happens in old CO is they want to fix old CO. But they don't want to fix old co to the point where the owner isn't there anymore. We don't want the owner there anymore.

Tim

He's getting in the way. He or she is getting in the way of herself.

Michael

Yeah he's getting in the way of impossible. So the job. Client fulfilment system turnkey. See the manual. See the book. See the binder. See the steps in the process. This is how we do it here. This is how we do it here. This is who we are built. Done proven.

Tim

This is the whole the whole system the whole blueprint of how we do things around here that relies on a number of people not just the owner.

Michael

How you do client fulfilment. Client fulfilment is the product you sell. If you're a chiropractor client fulfilment if you're an attorney client fulfilment if you're a graphic designer client fulfilment if you're a copywriter client fulfilment you follow me.

Tim

Yep got it.

Michael

Whatever it is you're going to deliver. We're now about to design build launch and grow it so it's scalable.

Tim

Step six?

Michael

The next step is called the practice. So we go from the job to the practice to the business to the enterprise. The practice I call the three legged stool. The practice is actually the franchise prototype. The practice is three legs lead generation lead conversion together client acquisition. And the third leg. Client fulfillment. So we're not going to go to work on client acquisition by creating a turnkey lead generation system and a turnkey lead conversion system to provide the optimal number of clients that our client fulfillment system needs to flourish right. Just one guy. Just one practice just one coach just one consultant and just one graphic designer just one. You follow me.

Tim

Yeah I do.

Michael

Lead generation lead conversion client fulfillment. Turnkey turnkey turnkey absolutely replicable. We've now prepared ourselves to grow a business because a business in this logic tree is nothing other than a subset of up to seven turnkey practices. You follow me.

Tim

Why 7?

Michael

7 because this scale of reach meaning I can't manage more than 7. So to create a business with eight practices is pushing against my ability to manage it most effectively. So we stop at seven. A business is seven practices turnkey plus a turnkey management system. See it see it very very clearly.

Tim

You've completely quantified it and this applies just to be clear to any type of business?

Michael

Anything.

Michael

Tim We've done it in every business face on Earth. Every company on the face of the planet the minute you begin to think like this and plug it into your brain to think like this it's maths.

Tim

I get it can apply the most. Look at my business which I mean on a podcast. And I speak at conferences. And for me I mean I have to show up to most things that I do.

Michael

Tim That's because you called it a business. It's not a business. It's a job.

Tim

It's a job.

Michael

It's a job. Tim speaks it's a job.

Tim

Yeah. It's a good job.

Michael

Hear this when it speaks not Tim it it's a business. So you have to go from Tim speaks to it speaks. You got it.

Tim

Yeah got it. I got it.

Michael

The minute you see the possibility of doing that Tim you have the ability to grow your company by immense numbers.

Tim

Is there a massive hurdle along this process Michael where you're dealing with. There's many many hurdles but I imagine a big one is ego where the business owner goes.

Michael

You just called that I said Yeah. There is a massive obstacle in the way and it's a guy we're talking to.

Tim

Yeah.

Michael

That's the massive obstacle.

Tim

So how do you overcome that. Again it's only a four hour interview so I'm conscious of time.

Michael

But you overcome that by being an aggravator. I just piss people off. What can I tell you. Understand as they begin to see it as you begin to see this you can't deny what I'm saying you can't.

Tim

How quickly can you aggravate me based on what I just told you?

Michael

Tim I've just shared with you the next phase of growing from a job to a practice to a business to an enterprise. I just shared with you the hierarchy of growth that Tim Reid can apply to your existing company by creating a new model of the universe.

Tim

Tim Reids in his own way.

Michael

All you have to do Tim is stop thinking about old CO and simply start playing with new co.

Tim

Yeah yeah yeah. Nice nice. You should write a book about this.

Michael

Yes I know you've got it. Tim I heard you hear it.

Tim

Yeah you did. You did. Beautiful. Wow. The hairs on the back of the shoulder right now. Well I don't have any hair on my shoulder. Step 8 is enterprise right?

Michael

Let me ask you a question. How many people when you go speak do you typically have any audience?

Tim

Anywhere between 100 and 800.

Michael

OK well that's a big between 180

Tim

Yeah well it is just the conferences of small business owners so it anything.

Michael

I got it. So I just want you to imagine just for the moment you're not big speaker comes to Wisconsin but little big idea comes to Wisconsin in every one of the little cities in Wisconsin. And now you have turnkey scripting a turnkey presentation a video audio

speaker performance all turnkey. And now you're producing that in every community where there are a sufficient number of small businesses to justify it. And the back end of that is what the business really is.

Tim

Yep. So the idea there. There's a lot of challenges but the main challenge is to find people who can deliver.

Michael

No. The main challenge is to create the system. People are easy to find Tim. Easy easy easy easy. You can do this in a heartbeat.

Tim

Wow.

Michael

People are easy to find.

Tim

Well people are. Yes they are easy to find good people aren't.

Michael

Great people are easy to find who are great performers and yet they've never had the chance to do it you are giving them a turn key performance that you're going to train them to do selectively choosing them to go out and be a star.

Tim

I get it.

Michael

Come on you kidding me. How many people want to be a star. Everybody. But with system it's not only to be a star it's to have a profound impact on small business worldwide.

Tim

Yeah I get it. And that's the enterprise. Is that right. When you get to that point you're the enterprise. Wow. Boy oh boy Michael. It's not often I do an interview where the penny drops are delightful and The thing is there's just there's too many questions to ask right now. Well we'll have to meet again. Can we finish by asking you five quickies which completely unrelated to what we've just spoken about.

Michael

Five quickies and then we got to tell everybody how to get the ball.

Tim

Oh yeah. Don't worry about that. Don't worry about that. Oh I'm not even the book. I mean I want them to know how to get beyond the E myth but I'm actually interested and also it's all very well to read a book but there must be workshops around the world where one enters the dream room and comes out with it.

Michael

Let me tell you on December 9 10 and 11 in La Hoya California I'm leading my first three day dreaming room leading into a beyond the E myth the program so anybody who's listening to you and really really is hot to get started. They can come hear me directly for three days go through the dreaming room to discover their dream their vision or purpose their mission and to get started beyond the aim is to transform the state of their lives and the world in what they choose and like to do.

Tim

Is that program gonna go worldwide?

Michael

Oh yeah absolutely.

Tim

Next year 2017?

Michael

Absolutely.

Tim

Australia?

Michael

Absolutely.

Tim

Michael Gerber won't be appearing I'm guessing.

Michael

No no no no. Of course not. So what are your five questions.

Tim

What's the one bad habit you're trying to get rid of?

Michael

Oh. Eating good food.

Tim

What's that go to food that you just know you shouldn't go to?

Michael

Well I just know I shouldn't do it. I just know I shouldn't do it but you know when I've got so much on my mind and my imagination when I'm so turned on by good food. I just gotta say no that's the bad habit.

Tim

What's at the top of your bucket list?

Michael

Well the top my bucket list is transform the state of small business worldwide. To truly roll this out to millions of people in the world.

Tim

What about your personal bucket list? Do you have a personal bucket list?

Michael

To leave my wife when I finally leave her with the most magnificent life any woman could lead. I would like to leave my wife with what Ray Kroc left Joan Kroc.

Tim

Yeah. What a legacy that was. What what gives you a real belly laugh?

Michael

I don't know. You gave me a belly. I get a belly laugh all the time. You just gotta laugh.

Tim

What's your favourite holiday destination?

Michael

I don't have destinations I don't have holidays that I go to celebrate I've never liked that. I've never really enjoyed travel when I travel all over the world. So unlike most people I was a guy who went to Indonesia Bali Indonesia spoke in the afternoon and got on the plane that evening to come home.

Tim

You are a homebody.

Michael

Nobody does that.

Tim

Last one is who's the most famous person I'm looking forward to this who's the most famous person you've ever met?

Michael

My wife.

Tim

Oh Michael you are a romantic. Is she in the room with you?

Michael

That's the one and anybody out there she's the CEO of our company she's the most absolutely passionate magnificent woman I've ever met and she is so committed to my legacy. And that's where I come to saying every life is your legacy. Every small business school and I want you Tim and every single person you know who is truly determined to have this profound of an impact on small business and the people in your country everywhere in the world to work with us and join us in our movement.

Tim

The passion that you exude Michael. I have no doubt you'll achieve it in order for people to be a part of the movement. Am I right in saying they should head over to beyondemyth.com.

Michael

Beyondemyth.com or if they want to just reach me and say I want to play your game Michael. All they have to do is go to Gerber@MichaelEGerber.com

Tim

Michael it's been an absolute pleasure and thank you for doing what you are doing for small businesses around the world. We need it.

Michael

Thanks Tim. Thank you very much.