

NAMED
The World's
#1 Small Business
Guru
BY
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Magazine

#1 NEW YORK TIMES
BESTSELLING AUTHOR

MICHAELE E.
GERBER

**MAKING IT
ON YOUR OWN
IN AMERICA**

(or wherever you happen to live)

*A Journey Toward
Radical Self Employment™*

Making It on Your Own In America or
Wherever You Happen to Live: A Journey toward
Radical Self-Employment™

“I will not learn about fire by thinking about fire but by burning.”

—Carla Needleman, *From The Work of Craft*

“I would have you consider that the highest purpose of the human species is to justify the gift of life.”

—Norman Cousins, *The Celebration of Life*

“The ultimate aim was for every human being to be immensely creative.”

—Norman Mailer, *On God*

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To Luz Delia Gerber, my partner, my wife, my inspiration, and my life . . .

Thank you for your perseverance, your indomitable will,

And your kind and generous soul . . .

You're spectacular!

–Michael E. Gerber

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Prologue

Michael E. Gerber

“You may be a millennial, a biennial or a Superswatch Indian; I don't care. Who you are, what your occupation is, or why you do it doesn't matter to me. **Neither should it matter to you.** Because—no matter what everyone tells you to the contrary—it *doesn't* matter. In fact, if you pay too much attention to it, it'll prevent you from doing what you're really here to do—*create*. You were born to create. We all were.

Because what it takes to be fully human is what I call “A Blank Piece of Paper and Beginner's Mind. “And that's why I'm about to show you *how* to create! Not *what* to create—that's up to you to choose. I caution you, what I'm about to share with you here is radical! So must *you* be! Not *a* Radical, mind you. Just radical! And that means off the freaking wall!



Part One
An Introduction

Chapter 1

Beginning

The intensity with which you impress your subconscious with a picture of your plan directly affects the speed with which the subconscious will go to work to attract the picture's physical counterpart by inspiring you to take the right steps.

—Napoleon Hill, Napoleon Hill's Keys to Success

This is going to be a painful book for you to read.

Not painful because it is difficult to understand.

Actually, quite the contrary.

This book is very easy to understand.

The painful part comes from the fact that what I'm about to share with you here flies in the face of everything you've been told is important—yea, essential—to leading a successful life.

What your parents have told you.

What your teachers have told you.

What your psychologists, your pastors, your rabbis, your imams, your politicians have told you.
What your experts of all stripes have told you.

This book flies in the face of all of them.

So why should you believe what is written in this book?

Because as you read further, you'll know, at the very core of your being, that this book is telling you the inalienable, undeniable truth.

And, even worse, that everyone else has been lying to you!

That's the painful part. Trying to reconcile what you will soon know to be the truth with the lies you've been told by everyone you've been told to trust up to this point in your life. Because, as you'll soon see, when it's all said and done, it's all up to you.

In fact, it's always been all up to you.

And everybody else has told you the opposite.

That's it's been all about them. The Family. The Group. The Tribe. The Political Party. The Company. The Institution. The Country. Your Boss. Your President. Your Professor. Your Education. Your Parents. Your Teachers. It's gone on and on.

They've all been lying to you.

But, here's the thing . . . It's not their fault.

They were lied to, too.



Chapter 2

Radical Self-Employment™

I can't myself raise the winds that might blow us, or this ship, into a better world. But I can at least put up the sail so that, when the wind comes, I can catch it.

—E.F. Schumacher, *Good Work*

Yes, as you'll soon understand, it's time for each of us to reconstruct our lives toward what I call Radical Self-Employment™.

From believing in the lie that it's all about higher education.

From believing in the lie that it's all about a better job. A better career. A better place to go to work.

From believing in the devastatingly disastrous lie that we're social beings (which is what everyone has told you we are) to recognizing the inalienable truth that all things—good, bad, and indifferent—in our lives are created by individuals, not by groups.

Indeed, all group affiliations do is deplete human creativity, rather than what the social inebriates among us would have us believe—that being a part of a group, a part of a “Tribe,” is essential to our wellbeing.

Despite what you've been led to believe, and contrary to our contemporary addiction to it, the Tribe is destructive of individual growth.

Whether that Growth is spiritual, emotional, physical, mental, economic, or social—measuring ourselves by how well we pass muster as a participant in the Tribe, a group, a class, or a community is the *worst* of all measures for individual performance.

The only true measure of individual performance is the one we hold sacrosanct within ourselves. By ourselves. For ourselves. Alone with ourselves. That is the only true measure of what it means to be a human being.

All Great and Not-So-Great Results are created by individuals.

Thus, all Growth is personal, not social.

We could take it one step further and say that all efforts to seduce us individuals into joining a group, a club, a fraternity, a movement, a political party, a bureaucracy is society's way of defusing any and all aspirations we have to live as accomplished individuals.

The price we pay for joining is beyond belief.

We give up our purpose for being.

All of our accomplishments or failures become relative.

We are reduced to becoming part of the crowd.

Measuring ourselves by crowd statistics.

Trammeling any internal measure we might have discovered within had we persisted in our pursuit of it.

Conscribing our self-nature to what the crowd deems important.

Rather than what truly is.

Chapter 3

What's Truly Most Important

They see the pattern, understand the order, experience the vision.

—Peter Drucker, *The New Society*

If we were to look at Albert Einstein, Steve Jobs, Mary Kay Ash, or the guys who created Google, we would discover what's truly most important—that within oneself lays the power to create, to grow, to expand one's awareness, to discover and then add value to a truth others have failed to discover before us . . .

And then to create something with it!

The measure of that discovery lies in only one place—within.

It does not add to Einstein's truth when it's accepted by everyone else.

It does not add to Steve Job's truth when it's accepted by everyone else.

It only *affirms* it.

The affirmation from the outside, however, is never essential to the truth that is discovered.

Yes, it's important that others “buy” what has been discovered. Otherwise, the creator—or who we might better call the discoverer of the truth—is left to live with it on his own.

Folks had to see Einstein's theory of relativity as a reality in order for Einstein to become Einstein.

But Einstein *was* Einstein before anyone else caught on.

Just like *you* are!

Get it?

Everything you want. Everything you do. Everything you hope for . . . It all depends upon you.

Nobody else. Just you.

That means your entire economic future lies within your hands—and only your hands.

No matter what anybody tells you, nobody is going to do anything for you.

If you want it, you're going to have to do it yourself.

If you intend to make it on your own in America or wherever you happen to live, you're going to have to create it yourself. Imagine it yourself. Produce it yourself. Earn it yourself.

Because anything given to you, also kills a part of you.

Anything you haven't personally earned kills the part of you determined to earn it.

That's the great news about the founding of America.

It created the freedom for each of us to discover and pursue our own destiny.

Note that I didn't say that that's the great news about America today.

No, America today is a completely different world from America at its founding.

America today wants you to believe that you need to depend upon everyone *else*.

The Government. The Tribe. The Experts. The Bank. The Universities. Higher Education. The 99 percent as opposed to the 1 percent.

Yes, America today believes in the crowd.

A mass march on Washington D.C.

Black Lives Matter.

Antifa.

Radical Islamists.

The Left. Or the Right.

Democrats, or Republicans.

Hollywood. Silicon Valley.

Not one of them says that it's up to you.

All of them say it's up to them.

That your fate is in *their* hands, and that the only choice you have in the matter is which group to join.

“Join the Movement,” they say.

Ask every single individual who has taken his or her life in his or her own hands, and you’ll discover what’s missing in this terribly destructive picture.

What’s missing is *you*.

What’s missing is what you need to learn how to do.

What’s missing is making it on your own in America or wherever you happen to live.

What’s missing is Radical Self-Employment™.

Chapter 4

Coming to Grips With Being On Your Own

New ways of thinking about familiar things can release new energies and make all manner of things possible.

—Charles B. Handy, *The Age of Unreason*

Does that mean you're all alone?

That you're going to have to do it (whatever "it" is) all by yourself?

No. Of course not.

Nobody ever did it all by themselves.

What it *does* mean, however, is that you're going to have to take personal responsibility for whatever you choose to do.

Meaning, you're not going to do what someone else has chosen for you to do.

You're going to have to pick it out on your own.

In short, it's about choice.

About making one.

About learning how to make one.

About your choice.

Not *their* choice, but *your* choice.

About being intimately connected with the part of you that makes choices.

And making choices from within you, not from what everybody or anybody else said you should do.

Whatever that choice is, it better be really important to you. Something that holds deep and precious meaning for you.

We'll be talking about that word “meaning” a lot in this book.

Because “meaning” is the ball game when it comes to making it on your own.

And “meaning” isn't something you buy at a seminar or discover on freaking Facebook.

The meaning I'm talking about in this book is the feeling you have when you muscle through a terribly difficult riff on your tenor saxophone.

Or you muscle your way through writing a terribly complicated paragraph in your very first book.

Or you discover what sales really is as you're walking out of your new client's office with a signed contract in your hand.

“Meaning” is every time you experience being fully alive and alone.

Get that?

Fully alive and alone.

The muscular tenacity of being.

Not with all those high fives, everyone dribbles about today.

No.

No high fives at all.

Just you.

At the end of a quarter-mile dash.

High fiving on your own.

Inside!

Knowing you just did it!

You know that thing you couldn't fully describe before you did it? And then you experienced the payback as a result of all that practice, from all that persistence, from all that tenacity, from all that wishing it to be so, with all of that determination to hang in there without any guarantee whatsoever that it will all work out?

That's what we're going to work on in this book.

Taking yourself on in a way you've never before been told you could.

How else did you think you were going to actually make it on your own in this unfathomably cruel world?

Think I'm exaggerating when I call it a cruel, cruel world?

I just read a news release announcing the murder of 185 people in one Mexican county . . . just this month alone!



Chapter 5

How I Made It

You must do the things you think you cannot do.

—Eleanor Roosevelt

So, here we are, just you and me.

Let me tell you about me so you can trust that what I'm about to share with you here is the real thing.

I've made it on my own my entire life. As a musician, a shoe salesman, an insurance salesman, and an encyclopedia salesman. As a sales manager, as a seller of art, and finally, as a framer of homes, working in construction to learn how to make a living with my body rather than with my mind. (Or so I thought!)

Whatever I did—music, shoes, insurance, encyclopedias, art, carpentry—I did it with a vengeance. I was never casually this or indecisively that. For whatever reason, everything I did, I did with a fervor. With a fierce determination to make something happen.

And as I was doing it, I was always thinking about the implications of what I was doing—the meaning of it.

The importance of it.

The significance of it.

Or the lack of significance.

Not to me, but in what I thought of as “*The All*.”

When I speak about “The All” I mean just that—the whole of it, the entirety of it, the life of it, the *raison d'état* of it.

When I tell you that, I'm not flattering myself, far from it. I tell you that so you can better understand who I am, and why I'm speaking to you the way that I am.

At the end of my building-houses period, I took my then-wife, Sue, and our two dogs, a Great Dane and a Poodle, put everyone in my '52 Chevy pickup truck, and drove us all from Southern

California far north, to Mendocino County, where I intended to turn my newfound framing skills into a business.

Never happened.

Instead, my good friend and brother-in-law, Ace, who owned an advertising Agency in Palo Alto, asked me if I would visit Bob. Bob was one of Ace's clients—he owned a high-tech startup in Silicon Valley—and he was having trouble converting sales from the leads Ace created for him.

I resisted.

“Ace,” I said, “I don't know anything about business, and certainly nothing about high tech.”

“You know more than you think you do,” Ace replied. “Please?”

So please, I did.

And it was there in that client's office that the world changed for me.

Maybe change isn't the right word. It was more like a transformation.

Bob couldn't convert leads into sales, and he didn't know why.

I did.

And that's what I told him.

I told him that selling is a system. As soon as he was able to understand that, and to learn to use the system for achieving sales, then everything he was having trouble with would change—almost overnight.

He didn't believe me, but what did he have to lose?

If I was right, then his salespeople would convert the leads Ace generated for him into sales.

If I was right, his small company would begin to experience the growth which up until then had somehow eluded him.

So he asked me to do it for him.

And I did.

Chapter 6

A Complete Transformation

The place to improve the world is first in one's own heart and head and hands, and then work outward from there.

—Robert Persig, *Zen and the Art of Motorcycle Maintenance*

In that very moment, the trajectory of my life took on a complete transformation.

Unasked for, unimagined, unbelievable.

I suddenly went from being a framer of houses to a business consultant!

From a jack of all trades to an expert in business.

From a guy who didn't have a path, to a guy creating paths for everyone I met with every day.

When I said "Yes!" to Bob, I suddenly became Radically Self Employed™.

Not just self-employed mind you, but radically so.

What's the difference? I'll tell you in a moment.

But in that one special, unanticipated moment, I walked into a completely new world.

Literally new.

Literally unanticipated.

I literally hadn't given a thought to it before I was in it.

In one uninhibited, intuitively creative, untrammelled hour, I found myself committing to something *I had never done before!*

With the complete confidence that I could do it.

I didn't know how.

I didn't know for how long.

I didn't have a picture in my mind about what I would have to do to make what I committed to doing—create a Selling System for a guy named Bob whom I'd never met before that very hour—I just took it on and began it.

“Just do it!” the shoe guys say.

And so . . . I just did it.

And here I am saying you can just do it, too.



Chapter7

Radically Different

Given the right circumstances, from no more than dreams, determination, and the liberty to try, quite ordinary people consistently do extraordinary things.

—Dee Hock, *Birth of the Chaordic Age*

When I started out in that very first radical job—not my first job, mind you, but the first job that was radically different from anything I had ever done before—I started out with questions.

Everything I have ever done in my life started out with questions.

So, must it be with you.

What I've discovered over the long years of this radical career of mine is that everyone else starts out with answers.

With, “This is who I am.” “This is what I want.” “This is how much I need to make.” With, “I can only . . .” “I will only . . .” “I will commit to only . . .” And on and on and unradically on.

Shaping reality before even investigating it.

Shaping the future, based upon the past.

Shaping every experience, they're about to have based upon every experience they've already had.

Is it any wonder everyone is so dismally depressed?

Chapter 8

What is Radical Self-Employment?

Your arrows do not carry," observed the Master, "because they do not reach far enough spiritually.

—Eugen Herrigel, Zen and the Art of Archery

To become Radically Self Employed™, you've got to give up the past.

You've got to ask about them—the ones you're there to serve.

About who they are.

About what they do.

About why they do it.

About where they're going, where they hope to go, why they're going there, about what their frustrations are.

About what they expect of you.

About why they expect it.

About how they expect you to behave.

About why they expect you to behave that way.

About results.

About the most important results.

About the measure of those results, the quality of those results, the form those results show up in.

About the world as they see it.

Now, here's the most important thing about all this:

You're not asking all those questions to serve yourself. You're asking all those questions in order to best understand the picture they've got in their heads.

Because, without getting a clear picture of what their picture looks like, you'll replace *their* picture with *your* picture.

This is what just about everyone on the planet starts out doing whenever they're uncertain about what steps to take next.

When you start out here, with me, know this: I'm about to transform the picture you've got in your head, *with nothing to replace it!*

Indeed, the good news about taking this leap into Radical Self-Employment™ is that it is *is* Radical.

It asks nothing of you, other than your commitment to discovering what's next.

And the very, very good news about all this is that I'm going to assist you in taking each and every step as each and every step shows up—*by creating your very own step.*

But you're only going to do that by *asking* the most important questions, as opposed to sharing what you *believe* are the most important answers.

In short, you're entering a Radical New World, rather than replicating the One You've Already Got!

Yahoo!!

Chapter 9

The Rules of the Game

Begin as a creation, become a creator. Never wait at a barrier. In this kitchen stocked with fresh food, why sit content with a cup of warm water?

—Jalal ad-Din Muhammad Rumi

So here we are in a Radical New World.

Your Radical New World.

And what makes it truly Radical is that you're not bringing all of your old garbage with you.

You're beginning with "a Blank Piece of Paper and Beginner's Mind."

You're stripped bare of all your preconceptions, that this is good and that is bad, that this is right and that is wrong.

The only thing you have to take with you is this:

The Ten Principles are our rules for this game.

Game?

Yes, a game.

We're playing the game we've been handed to play, and we're playing it by the rules we've been given to play it.

And those rules are what I call The Ten Principles.

This means that, if you don't accept these Rules, these Principles, then you don't get to play this game with me.

So here we are at your very first choice.

Play or not?

Your choice.

If you choose not to play, then you can put down this book, forget what you have read so far, and move forward with your life more or less intact as it was before.

But if you choose to play . . .



Chapter 10

Why Rules?

To me the desire to create and to have control over your own life, irrespective of the politics and the time or the social structure, was very much part of the human spirit. What I did not fully realize was that work could open the doors to my heart.

—Dame Anita Roddick, *Body and Soul*

You are, of course, familiar with the Ten Commandments (so much so that I'm not going to share them with you here).

Our Ten Principles don't at all aspire to challenge the original Ten Commandments. Instead, they follow on the heels of the original.

Our Ten Principles are written in the spirit of the original—that there are, and must be, rules we agree with at the outset of any game we commit ourselves to play.

That, in itself, is a primary rule: there must be rules.

Because without rules, there are no standards.

And without standards, there is no preferred behavior.

And without preferred behavior, it is impossible for us to work together, to plan together, to create together, to aspire together, to play together, to be inspired by each other, to produce exceptional Results together.

Without preferred behavior, anything goes.

And, if anything goes, then everything will go along with it.

As is evident everywhere we look in America.

America today is the product of no rules, no standards, anything goes, and, as said above, where anything goes, everything goes along with it!

At RadicalU™, we *do* have rules. We have our very own Ten Principles.

Think of them as the Ten Principles of the creator, or The New Entrepreneur. Let's take a look at them.

Chapter 11

Our Ten Principles

The chief characteristic of the volitional act is the existence of a purpose to be achieved; the clear vision of an aim.

—Robert Assagioli, *The Act of Will*

The First Principle: If, as it's said, we were each born in the image of God, it is understood that we were each born to create. To create what? A world fit for God.

The Second Principle: It is our first and primary role to discover what we were born to create.

The Third Principle: It is our primary responsibility to learn *how* to create.

The Fourth Principle: It is our primary purpose to discover who our most important audience is.

The Fifth Principle: It is our primary accountability to serve our most important audience better than they have ever been served before

The Sixth Principle: It is our primary strategic objective to teach others to utilize These Ten Principles in the creation of their lives, utilizing the method we've made available to them.

The Seventh Principle: It is our primary and indelible responsibility to design, build, launch, and grow a great replicable system upon which the Great Result we've committed our lives to produce can be implemented by ordinary people.

The Eighth Principle: It is our dedication to complete our first enterprise so that it may be scaled beyond the One to achieve the Many.

The Ninth Principle: It is our responsibility to honor our creation as we honor the gift of life, not just as an ordinary skill but as a Godly one.

The Tenth Principle: It is our objective to continue on this path until our path culminates as done, to not only be a follower of it but to be as a leader for everyone who is so inspired to follow this path.

Now you know the rules of the game. Let's look more closely at how you play.

Chapter 12

The Beginning (How to Play the Game)

To venture causes anxiety, but not to venture is to lose one's self. And to venture in the highest is precisely to become conscious of one's self.

—Soren Kierkegaard

We are all here to discover a path and then to follow that path so that we may lead others to successfully fulfill their role on it.

Thus, the path must serve the totality of our lives, not just one or two or three components.

The totality of our lives comprises the Spiritual, the Emotional, the Social, the Relational, the Physical, the Mental, and the Economic reality of our lives.

This is true for every single human being born, no matter when or where they're born, no matter who they're born to, or how they've come to be born.

Think of these as the Seven Qualities of Being Human.

We call them The Seven Essential Skills.

They are:

- 1) **The Spiritual Skills**
- 2) **The Emotional Skills**
- 3) **The Social Skills**
- 4) **The Physical Skills**
- 5) **The Relational Skills**
- 6) **The Mental Skills**
- 7) **The Economic Skills**

You can also think of each of these Seven Qualities and Seven Essential Skills as Skill Sets.

Skill Sets are systems, which can be learned, practiced, developed, and mastered by all human beings.

Our intention at RADICAL U™, the school designed to inspire and lead the New Entrepreneur within each and every one of our students, is to lead you into the discovery of these Seven

Essential Skill Sets from the top down. From the strategic to the tactical, from the top of the game to the very bottom of the game.

Not all at once, goodness no.

But over time.

It is our knowledge, our experience, which says that these Skill Sets appear as you're ready for them, simply by obeying the singular principled action which brings them to you. In short, by doing, you will experience what you're called to do.

By experiencing what you're called to do, you will be inspired to begin it.

As you're inspired to begin it, you will be inspired to master it.

Allow yourself to take all this in.

Allow yourself to allow yourself to be open to the possibility that what I've just shared with you is not for very special people, but for every single human being on the planet.

That it can be taught, and it can be learned.

That it can produce a supreme capability in every student on the planet to grow to become someone they have rarely—if ever—met before.

We're now at that beginning.

We're now simply whetting your appetite.

The wonderful news is that everything I've just shared with you is and will be revealed within the process we're about to unfold for you.

We call it The Eightfold Path™.

Chapter 13

The Eightfold Path™

The awakening to the mystery of life is a revolutionary event; in it, an old world is destroyed so that a new and better one may take its place, and all things are affected by the change. We ourselves have become mysterious strangers in our own eyes, and tremblingly we ask ourselves who we are, whence we came, whether we are bound. Are we the being who is called by our name, whom we thought we knew so well in the past? Are we the form we see in the mirror, our body, offspring of our parents? Who, then, is it that feels and thinks within us, that wills and struggles, plans and dream, that can oppose and control this physical body which we thought to be ourselves? We wake up to realize that we have never known ourselves, that we have lived as in a blind dream of ceaseless activity in which there was never a moment of self-recollection.

—J.J Van Der Leeuw, *The Conquest of Illusion*

To pursue independence, you must first understand that independence follows the Skill Sets we discussed in the previous chapter.

That is, independence is not just one thing—it's seven things.

Spiritual Independence.

Emotional Independence.

Social Independence.

Relational Independence.

Physical Independence.

Mental Independence.

Economic Independence.

And for one to be true, all must be true.

That is, to experience economic independence, you must experience spiritual, emotional, social, relational, physical, and mental independence.

But know that it's not critical to have mastered each before you can achieve some level of mastery of the others. Remember what I've said to you—this is a process.

There is a set of methods everyone can aspire to learn, practice diligently, and eventually master all of them.

If not this time around, then ultimately.

Which means you're here to do only that—to evolve.

And without the *determination* to evolve, to become an independent-minded human being, it will never happen. You will never evolve.

We created The Eightfold Path™ to inspire the evolution of every human being who is called.

But first, before we travel that path, let's get ready for the journey. Let's get down to the heart of the matter . . . economics.

Chapter 14

An Economy of One

The greatest crisis of our lives is neither economic, intellectual, nor even what we usually call religious. It is a crisis of imagination. We get stuck on our paths because we are unable to reimagine our lives differently from what they are right now. We hold on desperately to the status quo, afraid that if we let go, we will be swept away by the torrential undercurrents of our emptiness.

—Marc Gafni, *The Mystery of Love*

To step out on this path, to make it on your own in America or wherever you happen to live, it's essential that you accept the tenets of this paradigm, The Paradigm of One. This speaks to the Economy of One, which says that every single one of us must if we're to thrive, approach our economic reality with the determination not just to survive, but to thrive.

That doesn't mean that economics is the *reason* for being human—it's not.

But economics is essential for *being* human.

However, the social fabric of our world today, along with the world that has led up to it, will tell us all under no acceptable possibility for doubt, that while some of us have conquered the economic reality of abundance, the vast majority of us have not.

Indeed, the vast majority of us are economic paupers.

Some better, and some worse, but economic paupers all.

Not as measured by *The Millionaire Next Door* or *Rich Dad Poor Dad*, but as measured by our own internal clock.

And by that internal clock, and that measure alone, each and every one of us are living far too close to the bone.

A tragedy by any other name.

Radical Self-Employment™ is our strategy for overcoming that tragedy for everyone who is called. And that is why The Eightfold Path™.

Because the difference between Radical Self-Employment™ and being self-employed is the notion of scale.

That means the ability to design one's job so that many others—other than the Producer, other than you, the Self-Employed, the Company of One—can actually do it.

And because the Radically Self-Employed™ Job is then designed, built, launched, and grown with the immense capability of being successfully and faithfully reproduced by countless others, every individual among us then possesses the extreme ability to do what Ray Kroc did at McDonald's: to design an emerging enterprise that, by the very nature of that design, enabled McDonald's to become the most successful small business in the world.

Think “every job an enterprise,” and you'll immediately see why our paradigm is so radical.

It's radical because it presumes that every human being possesses the innate ability to grow beyond the Company of One, the Economy of One, each and every one of us is born to become.

The Economy of One then possesses the innate ability to become the Economy of Many.

The Company of One becomes The Company of One Thousand.

Said another way, each and every one of us possesses the ability to awaken the New Entrepreneur within.

And, by so doing, to evolve into an abundant enterprise, rather than simply a perpetually struggling individual.

It means that no matter where we live, what we know, what we possess, who we are, what circumstances seem to control our day-to-day existence, each and every one of us can grow exponentially beyond where the majority of us live today.

A radical notion, yes.

But demonstrably true nonetheless.

Chapter 15

The Question of Energy

When a man journeys into a far country, he must be prepared to forget many of the things he has learned, and to acquire such customs that are inherent with existence in the new land; he must abandon the old ideals and the old gods, and oftentimes he must reserve the very codes by which his conduct has hitherto been shaped.

—Jack London, *In a Far Country*

This potential for exponential growth presumes that we're each blessed with the quantity and quality of energy needed to fuel our personal growth.

Unfortunately, we're not always so blessed.

Indeed, given how distracted we all are—given our flipping and flopping from one emergency to another, one attraction to another, one desire to another—the abundant energy we need to lead the life of a creator becomes consumed instead by the flood of uncontrollable impressions which fill our mind, body, and imagination every day, from dawn to sunset, uncontrollably.

Yes, we're consumed by our moods, by our reactions, by our frustrations, by our failures, successes, and urges, by all of the obstacles and promises that pop up in front of us, every single moment, every single day, the questions that beg answers, by what everybody wants of us, from our shifting priorities, by the confusion that assails us continually from the day we're born until the day we die.

And all of that confusion consumes our energy, our life force, our ability to conceive and create and pursue one passion over all the other passions. One direction over all the other directions. One life over all the other lives. One love over all the other loves.

That is why I say that, in order to thrive as an Economy of Many, we must first learn how to thrive as an Economy of One. That thriving calls for intense attention, focus, deliberation, and a process, above all. A process through which we can move forward, step by irreversible step, ascending the hierarchy of growth, both personal and structural. The very first step creates the foundation for the very next step, and the very next step creates the foundation for the very next step, and so on, and so on. Each and every step requires the energy needed to fuel it—yes, fuel it, for that's what our life force is and does. It's both the fuel and the engine which consumes it, always ascending beyond where it resides to become what it sees in its mind's eye.

And where does all that energy come from? From you taking that first step.

Chapter 16

The First Step

For this is what we do. Put one foot forward and then the other. Lift our eyes to the snarl and smile of the world once more. Think. Act. Feel. Add our little consequence to the tides of good and evil that flood and drain the world. Drag our shadowed crosses into the hope of another night. Push our brave hearts into the promise of a new day. With love: the passionate search for a truth other than our own. With longing: the pure ineffable yearning to be saved. For so long as fate keeps waiting, we live on. God help us. God forgive us. We live on.

—Gregory David Roberts, *Shantaram*

Remember, the subtitle of this book is *The Journey toward Radical Self-Employment™*. And that means we must move forward on this radical economic journey of ours.

In the rest of this book, I'm going to describe exactly how you're going to make it on your own, become independently self-employed, grow a radically scalable enterprise, develop your seven essential skills, master the language of radical independent-mindedness, and lead an abundantly creative life—all while asserting the state of entrepreneurship to be the force for economically spiritual growth, worldwide.

Yes, you are going to do that.

If you dare.

Because that's what it will take for you to do all this: daring.

Again, this is why we have designed The Eightfold Path™. Though we can walk it with you, we can't walk it *for* you.

We need *you*.

For you to say yes to the very first step.

And then, as you take it, to say yes to the second step.

And then, as you take that step, to say yes to all the steps waiting ahead of you on this most remarkable five-year journey.

Before we begin the journey down The Eightfold Path, however, we must consider our destination. The end of the path. The point of the game. And to do that, we must first ask a question: What is Radical Self-Employment™?

Let's do that now.

What *is* Radical Self Employment?

You've heard, certainly, the incessant chatter about jobs, jobs, jobs. Our government never ceases talking about it. Our parents never cease talking about it. We, ourselves, never stop thinking about it, because jobs create income. We need income to live an ordinary life, let alone an extraordinary one. So companies who hire people are the subject of continuous conversation from the top of the world to the bottom of it, simply because fewer and fewer and fewer jobs are available to ordinary people like the vast majority of us.

Indeed, the pitch for higher education is all about preparing us to qualify for the higher jobs, which are repurposed as careers, which, ironically, fewer and fewer and yet fewer of us are called to pursue.

And we're not called to pursue careers because fewer and fewer of us are inspired to seriously study a path requiring serious skills. The attention it takes, the intention it calls for, the sweat it produces, working, working, working, studying, studying, studying, practicing, practicing, practicing. The meaning of it all—the invisible and getting much more invisible as the days go by American Dream, which nobody is inspired to pursue—has become to get more than the status quo while doing something one could only define as the status quo. Everyone wants to get more for doing less.

This is why getting a job has become deleterious to all of our wellbeing.

And this is how the “gig economy” came to pass.

Millions of us have become self-employed as independent contractors. As solopreneurs. As makers and producers of all kinds of things, of all kinds of services, not just on behalf of one employer-now-contractor, but with two, three, four, or even more. We're making it “on our own”—but not truly on our own. Because we're deeply dependent upon the next contractor, and the next, the customers for our independently provided services, as coaches, as graphic designers, as architects, as engineers, as consultants, as window dressers, as painters, as plumbers, and on and on and on.

One side of an increasingly expanding problem is that as the gig economy grows—and it's growing incessantly as the job market shrinks (and it's shrinking incessantly)—the competition between independent contractors increases incessantly as well. This makes it harder and harder for

everyone to make it on their own. And that is why we've created Radical Self Employment. It is the global answer to the economic disaster that is flooding all countries worldwide.

There just aren't enough jobs for ordinary people, and the jobs that are available simply don't pay enough.

We must transform the state of economic development worldwide by awakening the entrepreneur within everyone caught up in the trauma of not-enough-jobs-and-if-there-are-they-simply-don't-pay-enough. Why?

Because entrepreneurs do the one thing that can get us out of this entire quandary that has been created: entrepreneurs invent new jobs!

Allow me to say that again: Entrepreneurs invent new jobs!

If that's true (and we all know it to be), then what would happen if we were able to create a trade school for new entrepreneurs? By so doing, we can inspire, teach, train, coach, mentor, and guide each and every one of our millions of students to awaken the new entrepreneur within. What if we didn't stop at just teaching them what entrepreneurship is and what they must learn to be one? Instead, what if we assisted each and every single one of them to invent their very own Company of One? And then what if we go far beyond that, to assist them to step by step to grow it into a Company of One Thousand, each and every single one of them doing jobs nobody has ever done the way they are now doing them, and then replicating that process so many others just like them could do those jobs as well as the creator could and did?

That is Radical Self-Employment™.

Not becoming another barely functional part of the gig economy but creating an economic reality a thousand times more productive than that—yea, a million times more! A new, ambitious, stunningly creative economy where growth and invention and imagination aren't rare commodities, but where they're the norm.

See the energy flowing as Radically Self-Employed™ New Entrepreneurs flood the new marketplace, inventing solutions to all the old problems, and then creating new more radical solutions. As all people begin to feel what the American Dream was always all about—the transformation of the planet, one person at a time, one creator at a time, one inspired human being at a time. Not created from the top down, no, but by every single one of us living joyously and creatively and energetically on our own at the grassroots of our economy, growing it by our very own bootstraps, just as America was built way back then starting out in the Founder's Days.

Radical Self-Employment is a commitment to grow beyond the ordinary. Beyond where each of us finds ourselves. Beyond looking for an uninspiring job, working in an uninspiring company, working for an uninspiring boss, just to make a living.

Radical Self-Employment™ is a commitment to personally grow, to develop the Seven Essential Skills I spoke about earlier, while, at the very same time, entering into The Eightfold Path™. Radical Self-Employment™ is a commitment to grow a preternatural Company of One on its way to becoming an even more preternatural Company of One Thousand, kicking ass, day after day after day, to literally transform the world of dead and dying marketplaces and replacing them with vividly inventive, boldly provocative ones.

Welcome to RADICAL U™.



Chapter 17

The Eightfold Path™

. . . *always the beautiful answer who asks a more beautiful question.*

—e.e. cummings, *Complete Poems*

At the heart of RADICAL U™ and Radical Self-Employment™, at the heart of *Making It on Your Own in America or Wherever You Happen to Live™*, lies The Eightfold Path™.

Allow me to summarize the steps of it, so that you can prepare yourself for this amazing journey of one.

The Eightfold Path™: **From a Company of One** **To a Company of 1,000**

To make it on your own, to become Radically Self-Employed™, and to create a Great Growing Company™, you will need several essential ingredients:

First, is **Passion**. You've got to want it like crazy, despite your fear.

Second, is **Determination**. You've got to possess the will to pursue it like crazy—despite your fear.

Third, is **The Way**. You need the process for pursuing it, despite your resistance.

This is why we have designed The Eightfold Path™.

The Eightfold Path™ comprises eight consecutive steps we've identified in our work assisting more than 100,000 small-business-owner clients we've worked with over the past forty-plus years.

You can find these clients in over 145 countries, where they're applying our E-Myth protocol toward the evolution of their small companies on their way to healthy, inspiring growth.

Without The Eightfold Path™, they couldn't do it.

With The Eightfold Path™, however, they have a process that enables them to go to work *on* their company, not just *in* their company. A system that allows them to become what we call a Great

Growing Company™ and, in the process, to transform their lives, the lives of those they love, and the lives of their customers and clients in their business community.

Allow me to share The Eightfold Path™ with you.

It lives at the heart of what we now call RADICAL U™!

The Eightfold Path™

We want you to see your economic path as the creation of an economic engine that produces capital in a continuous, effulgent manner.

Most of us see economics as the ideal career. We work for others, produce income, invest in a 401k or the stock market, to produce profit, which in turn becomes capital over a long period of time. When we arrive at retirement age, that capital can become the asset our old years turn into income for the rest of our, and our children's lives.

The Eightfold Path™ is the alternative way to rise beyond that well-worn idea.

The Eightfold Path™ is the path of The New Entrepreneur.

It says that instead of seeking a job, every single one of us can become—*should* become—a New Entrepreneur.

That instead of seeking a job, we should be looking to become Radically Self-Employed™, creating our very own Company of One, and then turning that economic engine into a Company of One Thousand.

The Eightfold Path™ provides you with the process for doing that.

The First Step is your Dream.

At the outset of your Company of One, you have to fuel it with a Dream. What's a Dream? It's the Great Result you intend to produce by forming your Company of One and then growing it. It's about the market you're determined to serve.

At the outset of my company, Michael E. Gerber Companies, way back in 1977, my Dream was—and still is— “To transform the state of small business worldwide!” We've been busy pursuing that Dream, fulfilling that Dream, and nourishing that Dream ever since. RADICAL U™ is the means for bringing that Dream to life for millions of individuals worldwide at a cost everyone can afford, and through a method, everyone can use.

The Second Step is your Vision.

Now that you know what your Dream is, the second step is to discover your Vision. Your Vision is the form your new company will take in order to realize its Dream.

At Michael E. Gerber Companies, way back in 1977, my Vision was to invent “The McDonald’s of small business consulting.” Why McDonald’s? Because it’s the most successful small business in the world. It also provided me with a turnkey model I could replicate to bring the intelligence, knowledge, systems, and passion every small business owner needs in order to design, build, launch, and grow their small company—just like Ray Kroc did as a fifty-two-year-old New Entrepreneur at McDonald’s.

The beauty of that is so can you.

The marvel of that is so can everyone.

The Third Step is your Purpose.

Your Purpose is the profound impact your company intends to have on your most important customer/client.

At Michael E. Gerber Companies, our Purpose was to enable every small business owner called to our method to become as successful in their business as a McDonald’s franchise has been.

The Fourth Step is your Mission.

Your Mission is to invent the stunningly effective Operating System at the heart of your growing enterprise.

At Michael E. Gerber Companies, way back in 1977, we invented the Small Business Development System that has stood at the heart of our E-Myth Mastery Program. Today, at RADICAL U™, we’ve grown far beyond that system and transformed it to make it affordable and available to everyone. Yes, everyone!

The Fifth Step is your Job and your Client Fulfillment System.

Now it’s time to go to work on your Company of One to create your Client Fulfillment System. It’s what you deliver to your customer or client.

As you know, way back in 1977, I called my first Client Fulfillment System The Michael Thomas Business Development Program. Today, it’s The Eightfold Path™ at RADICAL U™. Back then, we delivered it by telephone and a Business Development Coach. Today, we deliver it online, 365 days a year, twenty-four hours a day, through fifty-two weekly video sessions, walking our students

through The Eightfold Path™ to design, build, launch, and grow a Company of One to a Company of One Thousand. Back then, we charged monthly tuition of \$1,500. Today, we charge *annual* tuition of only \$479.40! That's \$479.40 once each year! Wow has time changed us. Wow has life been transformed for you!

The Sixth Step is your Practice and your Client Acquisition System.

Now that your Client Fulfillment System is documented and scalable, it's time to wrap your head around attracting and securing a flood of new clients to deliver it to. We call that your Client Acquisition System. We call that Your Practice. See it as your Three-Legged Stool: lead generation, lead conversion, client fulfillment. Your franchise prototypes. The Core Operating System of your ready-to-scale growing company. (Think McDonald's, and you'll immediately understand what I mean. This is your "store," ready to deliver, ready to replicate.)

In 1977, we had guys walking down the street, calling on every small business insight. Today, we've got social media, TV, and radio. Ain't life grand!

The Seventh Step is your Business and your Turnkey Management System.

What's a Business? It's a Practice times seven. Seven Three-Legged Stools, plus a Turnkey Management System!

The Eighth Step is your Enterprise and your Turnkey Leadership System.

What's an Enterprise? It's a Business times seven, which equals forty-nine Three-Legged Stools, plus a Turnkey Management System, plus a Turnkey Leadership System!

And that's our Eightfold Path™: a Dream, a Vision, a Purpose, a Mission, a Job, a Practice, a Business, an Enterprise.

An almost infinitely scalable Enterprise.

Step One through Step Eight.

From a Company of One to a Company of One Thousand!

Are you ready to take the first step on that path?

Let's begin.



Part Two:
DOING IT

Chapter 18

Pursuing Your Dream

Mysteries are irresistible to me, and a trail is something that must be followed until it gives up its secret or puts me onto the trail of something even more amazing. Tracks fascinate me.

—The Tracker: *The True Story of Tom Brown, Jr.*

Four essential personalities live at the heart of an entrepreneur: the Dreamer, the Thinker, the Storyteller, and the Leader.

The Dreamer has a Dream.

The Thinker has a Vision.

The Storyteller has a Purpose.

The Leader has a Mission.

These are not fictitious personalities. They are real. Each of these personalities plays an essential role in the design, build, launch, and growth of an emerging enterprise. Without them, a small business owner is paying his or her ownership role with an incomplete deck. With each of these four essential personalities at heart, however, the entrepreneur can go forth and make great strides down the Eightfold Path.

Allow me to explain each of them here, as we walk the path together.

Chapter 19

Step One: The Dreamer and the Dream

This dream is the natural state of man. We live in this dream as we live in the air, and would be hopeless if we were not able to realize sometimes that we live not only in this world, but also in another world, where it is possible for us to awaken to different perceptions, to another way of being, of thinking and of feeling. The act of waking up can change everything; it is to be born to another world within oneself.

—Henri Traco, *The Taste of Things That Are True*

Having a Dream isn't like practicing the saxophone.

Your teacher can't tell you how to hold a Dream like he or she can tell you exactly how to hold your saxophone.

Indeed, your saxophone was designed to be held, designed to be played, designed to fill its instantly recognizable role either as a soloist or as a part of the orchestra.

Its sound was, too.

It's mouthpiece.

It's ligature.

It's reed.

Perhaps that's what God had in mind when he created the lot of us.

You don't necessarily get better at Dream work by practicing a skill like you do when you run through scales on your saxophone.

You get better, get closer, discover your Dream by doing the inner work necessary to find it.

Dreams happen on their own, through the desire, determination, and will necessary to put your heart, soul, and mind to it.

The beginning of Dream work in our Eightfold Path™ at RADICAL U™ is like flexing your inner imagination to pursue questions there are no easy answers to.

It's difficult to describe, and not easy to do, because the answer isn't right there in black and white like your saxophone is.

This first step will help you understand the role of the Dreamer, discover your Dream, and begin your transformation.

The Dreamer

The Dreamer is the product of our humanness, our mind, our soul, our imagination, which is born with each and every one of us, ready to be played, if only we could learn how to understand it, how to play it, to exercise it, to explore it, to unwind it, to inspire it.

That's the work of The Dreamer.

To respond to the call to rise above the ordinary.

To explore the ineffable.

To pursue the potential artistry born within each of us.

Some call it soul work. Others call it living it out. Still, others call it music.

Here at RADICAL U™, we call it “a blank piece of paper and beginner’s mind. “It is the living intention to discover why you’re here on the planet.

We began this exercise by believing that every single person on the planet has a reason for being. You have your very own reason for being.

We believe that our work, our reason for being, is to help you discover yours.

We have expended an enormous amount of energy, capital, practice, passion, and intelligence on the means to discover why you’re here on this planet.

Not for *us* to discover it, but for *you* to discover it.

Because, as I’ve said throughout the earlier chapters in this book, it’s your path to discover—not mine.

My path was to discover the Way to assist you in discovering your path.

And your path, everyone’s path, we fervently believe, always starts with a Dream.

Each Dream plays a very specific and identifiable role in the process we’ve identified as The Eightfold Path™.

Without a Dream, there is no reason for doing it.

Without a Dream, there is no energy for pursuing it.

Without a Dream, there is no way to remember why you're here, why you're working so hard, why you're pursuing what you say you're pursuing, other than the sheer ordinariness of it.

Like "making a living."

Is there any more ordinary compulsion than being driven to simply make a living?

At RADICAL U™, we don't make a living—we make a life.

— — —

Your Dream

Making a life, of course, calls for a Dream.

And the structure of your Dream at RADICAL U™ is easy to understand.

As I said earlier, at The Michael Thomas Corporation—my very first Company of One—my Dream was, "to transform the state of small business worldwide."

I've been working for forty-plus years to fulfill that objective.

Inside E-Myth and out.

Fortunately, your Dream's *structure* will be identically the same as mine: "To transform the state of (blank) worldwide."

Just fill in the blank.

You might say "relationships" worldwide.

Or "marriage" worldwide.

You might say "education" or "music" or "libraries" worldwide.

You see what I mean?

The structure of your Dream is identically the same as the structure of my Dream.

That's the easy part of RADICAL U™.

We provide the structure for everything that must be done to grow a Company of One to a Company of One Thousand™.

The structure, you might say, is the platform for growth.

But the structure, while making it easy to determine *what* you intend to do, doesn't at all tell you *why* you intend to do it, *how* you intend to do it, or *what's going to happen* should you successfully pursue it.

That's the work of discovery I spoke about earlier.

That's where "the blank piece of paper and beginner's mind" comes in.

Every student on the planet at RADICAL U™ could very well begin with the very same Dream, "To transform the state of small business worldwide."

Every single student at RADICAL U™, however, would be faced with the very same individual responsibility for discovering his or her very own answer to the question, "How do we fulfill our Dream?"

Mary might have one answer.

John might have another.

Judy yet another.

And while that's true, understand that none of us are in competition with each other. We're all on the search to produce a stunning result—the transformation of the world as we know it.

Imagine millions of students in pursuit of transformation.

Imagine every single one of us pouring our energy into our own personal, deeply convicted process to invent the impossible, to produce the impossible, to discover the possible despite the fact that it shows itself up to be impossible.

Imagine, if you can, the unequivocally intense energy produced by millions of students going out on their own to discover themselves, to discover why they were born, to discover the shape and the form of it.

See all those Ray Krocs pursuing their very own McDonald's!

And as I share this with you, I hope you get that I'm sharing my Dream with you.

So that you can better internalize what I mean when I say, "To transform the state of small business worldwide."

How freaking exciting, it is!

How thrilling.

After forty-plus years of doing it!

Still.

At eighty-two years of age!

Transformation

But why transform?

Why does everything—literally *everything*—call for transformation?

Each and every one of us has to answer that question, in order to be inspired to create and then pursue a Dream of our very own.

So why are we pursuing this?

What's wrong with small business that it needs to be transformed?

In order to answer that question, you need to be interested in it.

You need to pursue it with the passion it takes to transform it.

You need to make your case.

Underlying your Dream is the research you need to do to enable you to make your case, for why your entrepreneur is so passionate about solving the problem you're setting out to solve.

And you need to do that research with a vengeance.

You need to be able to justify your commitment to everyone you share it with.

You need to be able to convince everyone who's ready to argue with you, that what you're setting out to do—to transform, no less—is the most important objective anyone could have on this planet.

You need to convince everyone of why your path is so immediately and intensely essential to the planet.

If you could transform the state of small business worldwide—the way you intend to do it—what would happen in the world and why would it be so important?

If you could transform the state of relationships, or education, or fill-in-the-blank worldwide—the way you intend to do it—what would happen in the world and why would it be so important?

You see what I mean?

The creation of your Dream depends upon your deep pursuit of the reasons you're so hotly determined to do it.

Not just any reasons.

But the most important reasons.

And if it only takes you a day to come up with your Dream and research why it's so important, then—believe me—you haven't done it. Not even close.

Everything is broken on this planet, and it's just waiting to be fixed.

That's why at RADICAL U™, we take an entire year to pursue your Dream, your Vision, your Purpose, and your Mission.

An entire year!

That's how important this grounding work is.

Chapter 20

Step Two: *The Thinker and the Vision*

We are stronger than we know. Like deep wells, we have a capacity for sustained creative action. Our lost dreams can come home to us.

—Julia Cameron, *Finding Water:
The Art of Perseverance*

So now you see why you have to have a Dream.

You have to know what the Great Result is.

You have to be driven to pursue it with everything you've got.

It's the one thing you're here to do.

It's the Great One Thing you're here to create.

The next question is, so if that's your Dream, what's your Vision?

Your Vision is the form your new company—your Radical Self-Employment™—is going to take, in order for your company to be able to realize your Dream.

The form your Company of One is going to take is therefore critical for you to be able to pursue your Dream, if there will be any expectation that your company will achieve it.

That's why, at Michael E. Gerber Companies, way back then in 1977 as The Michael Thomas Corporation, we decided that its Vision was to become “The McDonald's of Small Business Consulting Services.”

And I'm going to show you how you can use Ray Kroc's vision *and* my vision to create *your* vision.

A Golden Vision

You asked the question before: “Why McDonald's?”

Well, the answer is that McDonald's inspired me to go to work *on* my personal consulting business, rather than just *in* it as I was accustomed to doing. This allowed me to invent the system that would enable me to replace myself with countless other “consultants.” I thought of them as

the kids who made the burgers at McDonald's, rather than the professionals who made them in expensive restaurants.

And it was the immense success of the McDonald's business model that inspired me to replicate it in my business.

Not sort of, but exactly—that's how inspired I was by the genius of it.

The McDonald's success model wasn't built upon the extraordinary genius of the people who ran it but on the extraordinary genius of the systems that made it possible.

"This is how you do it here," meant everything at McDonald's.

Not, "This is who you are."

McDonald's wasn't built upon A-players. It was built upon an A-player *systemology*, The McDonald's Way.

McDonald's itself was the A-player behind its stunning success.

McDonald's itself was the reason its franchisees were so thrilled with the opportunity to own and operate a McDonald's restaurant.

Yes, I know it's a lot more complicated when described by the experts who confound everything when it comes to designing, building, launching, and growing a great scalable enterprise.

But when it comes right down to it, it's blatheringly simple at the core of it all.

Your Vision

When you create your Vision for growing your stunningly successful Company of One with the intention of growing it to become your stunningly successful Company of One Thousand, you've got to get it right at the outset.

This is why your Vision is so important.

The ball game is to invent the McDonald's of fill-in-the-blank.

But let me go on to say, don't confuse yourself.

Follow the McDonald's paradigm, the McDonald's model, the McDonald's case study, the McDonald's worldwide example, and you can never go wrong.

It's the System, Stupid.

It always has been.

Chapter 21

Step Three: The Storyteller and the Purpose

I gazed gratefully at the ocean. It was so enormous, and my boat was very small. It could crush me as easily as I could swat a fly. But it hadn't. It had let me sneak out, get my fish, and return with nothing worse than a wetting. What a teacher it was! How much better than the human teachers with their endless talk about higher consciousness and the sense and significance of life and of man. The ocean did not talk of higher consciousness. But woe betides those who did not watch what they were doing, who came in or went out carelessly through the surf, who failed to watch out for the rising of the wind.

—Robert S. de Ropp, *Warrior's way:
A Twentieth Century Odyssey*

A Story underlies the success and failure of every company.

The Story we're speaking about here, however, isn't the story as it unfolds, the history of the company's trials and tribulations and results.

The Story we're speaking about is the intention set out at the outset of the company, the journey it intends to pursue, the path it intends to travel down, the results it intends to produce for the people it intends to produce them for.

The Storyteller, then, isn't a historian—he's a prophet.

The Story is the entrepreneur's prophecy about what he is setting out to create.

That prophecy, above all, is about the remarkable results the entrepreneur intends to create on behalf of his most important customer.

That prophecy is the living legend the entrepreneur sets out to produce in the world of very few living legends, in the world of struggle and distress, in the world where few people get what they want, or where what they get is never what they want, deep down inside.

The Storyteller lives at the very heart of all entrepreneurial endeavors, in front of all entrepreneurial endeavors, around all entrepreneurial endeavors, behind all entrepreneurial endeavors, inspiring everything that needs to be done in all entrepreneurial endeavors.

That is to say that every entrepreneurial endeavor is a Story, driven by that Story, and possesses no meaning without that Story.

The Dream is the overriding reason for driving the Story. The Vision is the overriding logic of the Story. The Purpose is the ultimate result, for the singular customer, for the personal outcome, of the Story.

Let's look closer at how to tell a story. I'll go first.

My Story

At The Michael Thomas Corporation, our Story promised that each and every small business owner called to our Story, who activated our Story in the operation and growth of his or her company, would be at least as successful as a McDonald's franchisee.

But there was much more to the Story than simply the financially successful outcome of it.

Far more.

There was the pure joy of it, the extraordinarily effulgent life-fulfilling meaning of it, the purposeful intelligence of it, the brain-stunning morality of it, the never-ending and resounding ethical tenets upon which it was born and then built, the equally resounding sense of personal and organizational satisfaction that arises from the demonstrably productive accomplishment of it.

All of that resounded in the paragraphs and the language and the structure of the Story that preceded the entirety of the journey.

Tell Your Story

Yes, it is time for you to consider your Purpose and become a Storyteller in your own right.

The Story I'm speaking of here, however, is not the iconic "elevator pitch" all the quick guys talk about so reverently.

It's not to be told on your way from the lobby to the fourth floor.

Of course, there is that calcification of the Story, meaning the reduction of the humongously inspired to the pragmatically abbreviated.

Yes, we want to be able to stimulate others to ask for more of the Story.

But when they do—and we hope they do—we've got to be ready with the whole of it.

In short, the Story can't be told in an hour from the stage.

It can be intimated, but it can't be told.

Equally, it can't be told in a three-hour conference.

Yes, it can be intimated, but it can't be told.

That's because the Story has countless permutations to it, countless colors, countless riffs and rapids and songs.

The Story, as it must be told, is about how an entire world of people is affected by the wonder, which is founded upon the Story; the enterprise, which is the machinery; and the technology through which the Story becomes a storied reality.

With that in mind, it becomes obvious that the Story is the Fuel.

The Story is the Driver.

The Story lives at the heart of the one who reads it, who is moved by it, who is exalted by it, who finds his or her meaning within it. The Storyteller is the one who desires with everything he's got to live the Story, to make it his Story.

The Story, when writ well, exemplifies the singular meaning of one's life.

There is only one way to tell the Story, which is to write it well, to feel it as deeply as the way one loves.

The Story can only be lived when it's loved deeply and well.

Chapter 22

Step Four: The Leader and the Mission

The most important figures that one needs for management are unknown or unknowable, but successful management must nevertheless take account of them.

—W. Edwards Deming

At the heart of the Story, of the Vision, of the Dream is a System.

And at the heart of the System is The Leader. This is the individual within the Entrepreneur whose role it is to lead the enterprise forward, from the Company of One at the very beginning of it, to the Company of One Thousand™, it is intended to become.

The Leader, therefore, is the interpreter of the Dream, Vision, Purpose, and Mission. He or she puts the pieces together in such a way as to paint the entire operating picture of the enterprise in all its glory.

Would you like to see the steps I took to paint my picture? Let's look closely at those brushstrokes of our system, and then look at how a Leader brings Purpose to a System.

Our System

At the Michael Thomas Corporation, we invented the first Business Development System.

It contained an entire library of Business Development Tools, which—when applied in our small business client companies—transformed the operating effectiveness of those companies and the people who lived in them.

An important part of that system was our Business Development Coaching System, which—when applied by our Certified Michael Thomas Business Development Coaches—inspired, taught, trained, coached, mentored, and guided our business development clients to utilize our Business Development Tools most effectively to design, build, launch, and grow their companies.

That entire system was thoroughly documented. It included the methodology utilized to recruit, hire, train, certify, manage, and lead our Business Development Coaches as they worked with our clients. It also included the entire toolset we designed, built, launched, and grew to apply toward the fulfillment of our Dream, Vision, Purpose, and Mission at The Michael Thomas Corporation. That corporation evolved into the Gerber Business Development Corporation. Then that

corporation evolved into E-Myth Worldwide. And now, at Michael E. Gerber Companies, we continue the journey forward with Radical Self-Employment at RADICAL U™.

The entire process—growing from the Company of One we launched in 1977 to the Company of One Thousand we’re engaging in today—has led to the transformation of millions of small companies worldwide. As RADICAL U™, it will now lead to many, many, many millions more—all emerging small companies over the next five years, all starting out with the smallest of the small, high school dropouts, high school graduates, college dropouts, college graduates, returning veterans separating from the service, veterans retiring from the service, unemployed parents who can’t make a living, self-employed everyone who find it difficult to grow, solopreneurs who thought there was a future doing it all alone only to find out that there wasn’t one other than being alone, folks working for minimum wage, people who have to work two jobs because one doesn’t pay enough, and so forth and so on.

All over the world, people suffering as an Economy of One, challenged by the impossible task of growing economically, will all be served by RADICAL U™ in a way they have never been served before.

The Leader’s Job

Serving the underserved is the Leader’s job over here where we are.

That’s the Leader’s job over there where you are, too.

That’s the Mission wherever we are.

It’s the System behind the realization of your Dream, Vision, and Purpose.

But what generates that System?

How do you know what to create?

It all resides in the Great Problem you intend to solve, and the Great Result you intend to produce.

It all resides in the reality that has inspired you to set out on this path of Radical Self-Employment™.

In my case, the tragic failure rate of small businesses worldwide.

The discovery that small business owners weren’t the entrepreneurs or the creators everyone thought them to be.

Small business owners are something quite different than that.

Small business owners are, in the main, what I've come to call "technicians suffering from an entrepreneurial seizure."

Every small business owner starts out with the intention of making a living on his or her own.

By selling a service they personally provide—as an architect, an interior designer, a plumber, an auto mechanic, an internet coach, a marketing consultant, and so forth.

Thinking that they can generate more money on their own, working for themselves, rather than working for a boss, at Starbucks, or McDonald's, or for another plumber, architect, or marketing consulting firm.

Unfortunately, while they may have the technical skills needed to do the work they know how to do, they almost never have the technical and strategic skills needed to do the work they *don't* know how to do.

They don't know how to design, build, launch, and grow a true business's elemental operating system.

So, most often, the way they started is the way they end it:

Doing, doing, doing it . . .

Busy, busy, busy . . .

Doing the work, they know how to do, but failing at work they don't know how to do.

Understand, I didn't know this before I launched The Michael Thomas Corporation, not as securely as I know it today. I just knew that the small companies I was asked to help were incapable of helping themselves.

Something serious was missing in their companies.

I didn't know what that was at the outset.

All I knew was that they couldn't convert leads into sales.

And then, once we created a lead conversion system for them, they didn't know how to work with their clients to optimize the outcome of their relationship with them.

And *then*, once we created a client optimization system for them, they didn't know how to optimize their relationship with their own people to sustain their relationship with them.

It went on and on.

Everything continually falling apart.

Everyone trying to fix a broken business.

But something entirely different was needed.

Your System

To truly design, build, launch, and grow the Systems essential to transforming the state of whomever you're focused on serving, you've got to develop a deep, deeply satisfying, intelligent relationship with them.

Understand that the overriding Story underlying the creation of your System can and will *define* the result you intend to produce . . . But it won't *produce* that result.

This was the case with the launch of my very first company, The Michael Thomas Corporation, when we said, "Our Dream is to transform the state of small business worldwide!"

What we meant by "the state" was the disorganization, the dysfunctionality of every small business on the planet.

This became better understood when we named our Vision, "To invent The McDonald's of Small Business Consulting Services worldwide."

McDonald's is synonymous with order.

Small business is synonymous with disorder.

To transform the state of small business worldwide is to bring order to the world.

And the only way to do that is to invent the System through which order will be revealed and manifested, worldwide.

Thus your Mission defines the great overriding picture of what you intend to produce and deliver.

It sets the stage for what's about to happen next: the final four steps in The Eightfold Path™.

The Operating Steps.

Let's do it!

Chapter 23

Step Five: The Job and Your Client Fulfillment System

“I am not an idea man,” says Dr V. “The task is not to aspire to some heaven but to make everyday life divine.”

—Harriet Rubin, *The Perfect Vision of Dr. V.*

Everybody tells me that Client Acquisition is more important than Client Fulfillment.

“What idiocy is this?” I ask.

After having worked with well over 100,000 small business clients, in 145 countries, in every industry imaginable—services, products, online and brick and mortar, tiny one-person operations and ultra-large capital-intensive operations—the rule has become transparently clear: their problems never truly stemmed from their inability to get enough customers. Their problems more dramatically stemmed from the fact that what they were trying to sell was totally inadequate to the circumstances their customers or clients faced every day.

The only way to begin to grow a healthy, responsive, loving-them-up enterprise is to design, build, launch, and grow your Mission-Centric System with knowledge, empathy, and unwavering attention to the detail of your Client Fulfillment System. This Client Fulfillment System, then, is tested, validated, and world-class in its capability to truly transform your most important customer’s experience of you with the ability to quantify and qualify that disruptively elegant process, time and time and time again.

Creating a Client Fulfillment System takes two things: unwavering commitment and the perspective to see all of a broken business—and how it can go back together again.

On It, Not In It

Creating a Client Fulfillment System takes a commitment far beyond the ordinary.

It takes what I’ve come to call “working *on* it, rather than just working *in* it.” Now, everybody’s saying it. To create a Client Fulfillment System you have to design it, build it, launch it, and grow it with everything you can muster, with everything you’ve got.

To better relate to the process, let's imagine your Dream is "to transform the state of marriage worldwide."

You're going to invent the McDonald's of Marriage Consulting Services.

This means that you're going to make your service turnkey. It will be replicable by ordinary consultants, people who have no particular marriage-development skills when you hire them. They will utilize your Marriage Development System, which can be applied to every single marriage on the planet—no matter who the husband and wife may be, no matter how long they've been married, no matter what problems they've got or how much rancor they may have grown between them, no matter where they live or how many kids they do or don't have, and so forth.

For our purposes here, I'm simply creating a problem that most would say is impossible to solve, given the standards I've pre-established for our supposedly ingenious McDonald's of Marriage Consulting Services.

"No way," most marriage experts would tell you. "No freaking way!"

Well, let's see.

What would it take for us to design, build, launch, and grow this impossible-to-do system?

It takes a process, that's what.

A process starting out with your Dream.

Moving forward to your Vision.

Then moving ever-more-forward to your Purpose.

And continuing on to your Mission.

Our Dream is to transform the state of marriage worldwide. We've just described who our most important customer is—a married couple of any kind. In short, our Dream didn't say, "people who have been married for at least five years." Our Dream didn't say, "people who are planning on getting married, but haven't hired a marriage consultant yet." Our Dream didn't specify what kind of marriage, how long marriage, or what problems exist in the marriage. No, our Dream says, "To transform the state of marriage worldwide."

We plan on becoming the world's leading expert on how to create a great, ever-loving marriage that possesses the wherewithal to last happily ever after. And that's what we intend to do.

Which leads us to our Vision.

Our Vision is to invent the McDonald's of Marriage Consulting and to grow it worldwide.

Meaning, turnkey, replicable, etc., etc., etc.

Get it?

Our Purpose is that every single, married couple who's called to our paradigm will successfully overcome any and all differences their marriage was suffering from when we met them. They will go on to lead an inspired and inspiring married life, committed "until death do us part," just like their marriage vows said at the very beginning of this blessed relationship.

In short, we've got to write the best marriage Story ever told and then produce it, over and over and over again.

And finally, we've got to design the entire marriage renewal and development process to bring our married couples to a newly inspired, deeply thrilling space, one to one, praise God like their marriage was intended to be when they took those marriage vows, way back then at the beginning.

Which brings us to the Client Fulfillment System.

The System begins with the Dream, moves on to the Story, and sets the stage for the work that the two need to do. It is a series of commitments that are defined by our Story, and which detail with empathetic care and clarity about how relationships go wrong in the first place. It garners agreement between the husband and the bride about how their relationship has become broken—that they failed to honor the Seven Essential Agreements every great marriage is built upon. And then it provides the Process for the couple to walk through the Seven Essential Agreements, once step at a time, to come into a harmoniously balanced and empathetic agreement about how their marriage—indeed every marriage—must always honor each of them, the bride and groom, by committing to grow and to excel at honoring each of their roles on the way to the perfectly human, God-blessed union, again, step by step by step.

Easy?

No.

Impossible?

Never.

From Broken Business to Fulfilled Clients

This is exactly how we at The Michael Thomas Corporation—way back in 1977—approached the reality of broken businesses. Over time, we transformed those clients who practiced our System and Standards day by day by day.

Did everyone succeed back then?

Of course not.

But those who committed themselves to honor the system did—and better than we ever imagined they would.

Every Job and every Client Fulfillment System is essentially designed, built, launched, and grown in the very same way.

By understanding the reality of your most important customer.

By understanding how it came to be that way.

By understanding what was missing in this picture, and what needed to be put into place if this picture was ever to improve the way we intended it to.

And by then creating a step-by-step process to undo what was broken and start anew with what was not, on a blank piece of paper and with a true beginner's mind.

Such is the way that a Client Fulfillment System is designed, built, launched, and grown.

And only *after* that's been done . . .

Only when you've delivered that to a small set of clients with great, ever-loving detail and commitment to excel . . .

Only when you've documented the entire System so that you can train somebody other than yourself to learn it, practice it, excel at it, and then use it . . .

Only when you've replicated your ability to deliver your Marriage Consulting Service whole hog plus the postage . . . Only then are you ready to design, build, launch, and grow your Client Acquisition System.

Only then!

Chapter 24

Step Six: The Practice and Your Client Acquisition System

He wandered far from the accustomed haunts of boys and sought desolate places that were in his spirit.

—Mark Twain, *The Adventures of Tom Sawyer*

Now we come to the part everyone else always starts with—client acquisition.

With client acquisition, you'll also begin to understand why the Story is so important.

You'll begin to tell the Story in the irrefutably essential, many, many ways it must be told to attract your most important customer to you. The Story will convey the wonder of the work you've been doing, to inspire your clients to see that the only thing lacking in their lives is exactly what you've created. It will begin the enlightening process of transforming their lives, in all the many ways a life can be transformed by working *on* their lives, rather than just living *in* them. And the Story will do all of this in the very special way you've conceived of it.

Client Acquisition is all about reaching out and pulling in.

Reaching out is called Lead Generation.

Pulling in is called Lead Conversion.

In the normal world of business development, Lead Generation is called marketing, advertising, and promotion.

In the normal world of business development, Lead Conversion is called sales.

So let's see what must happen for you to produce the result we're now committed to produce—a growing, enthusiastic body of new emerging clients or customers.

Customers versus Clients

We typically refer to those who buy from us as clients when we are providing a service and as customers when we're selling a product.

Today, however, I'd like to define the terms differently.

Customers are those who buy one time.

Clients are those who come back for more.

In short, your most important job is to convert all of those who buy from you once—your customers—into those who come back for more—your clients.

And whether you provide a product or a service, the distinction between customer and client is a critical one.

Your job is to create a deep and abiding relationship with your customers, to provide them with much more than simply a product or service.

Your job is to win them over.

To make it transparently clear that your company is much more than a simple purveyor of products.

Your company is a purveyor of life. Of good energy. Of conscious attention on the day-to-day things most companies never remember because, to most companies, they're out of sight, out of mind.

And of course, that's where your Story comes in.

Your Story Is the Sum of Its Parts

Your story is vital to Client Acquisition.

That's why you've spent so much time creating it, developing it, communicating it, and telling it. The Story work, the work you have to do to infuse a great Story into your consciousness, is intense and never subsiding.

Your Story is what wakes up your people—the people in your company—every day.

The Story is what wakes you up every day. And you are essential if your Dream, Vision, Purpose, and Mission are to come alive in your company day to day.

The Story is what inspires your customers to become clients, your clients to become fans of what you do and how you do it, your fans to become true believers, your true believers to become fanatics—people who are viscerally committed to your brand.

And that's what your Story will become over time—your brand.

The McDonald's Story.

The Starbucks Story.

The Google Story.

The Apple Story.

The Facebook Story.

Once you've written your Story, and once you've practiced telling your Story countless times, to the point where you wonder if anyone is hearing you—they are (or they're not, you'll be able to tell)—at that point in this process, you'll come to the most important question: “How do I organize my Story into the key components that will wake people up, inspire them to think about what I've said, and get them to react to my offer to find out more?”

Think of the components of your Story as triggers. Each component is designed to trigger an internal experience and response in the people who hear you. They see the Story as it's visually played out, and they feel the Story as their internal antenna triggers an emotional response.

Yes, your Story is visual, emotional, functional, and financial. It triggers those responses in the people you're most interested in. And those triggers must be artfully created so that, standing together, they make holistic sense, whether on Twitter, Facebook, Instagram, on a podcast, or in a handout at a local tradeshow. Whatever the method, these campaigns—because continuous communications in your Lead Generation System are campaigns—must be thoughtfully, righteously, designed and figured out, all to influence your most important customer to stop waiting and come check you out.

The Three-Legged Stool

As you begin the process of attracting customers to you and converting them into clients, your very next—and most important attention—is, of course, how your Client Fulfillment System does the job it was designed to do.

When I speak about The Practice, and the Client Acquisition component of it, it's important to see that your Practice is a three-legged stool. It combines the three essential systems of every company on the planet: lead generation, lead conversion, and client fulfillment. When seen from that perspective, your Practice suddenly becomes your Franchise Prototype. The Core Operating System of your Company of One. The key focus of your newly developing entrepreneur—to design, build, launch, and grow through an iterative process of perfection over time, with great all-abiding attention, all for the purpose of attracting customers, converting them into clients, converting those clients into fans, your fans into true believers, your true believers into addicts of your brand.

As you go to work on (not in!) your franchise prototype, you're simultaneously going to work on (not in!) your brand—your company's ability to blow people's minds.

And your company will not be capable of blowing people's minds until and unless it develops the turnkey systems of your franchise prototype—your brand. Your McDonald's hamburger stand, your Starbucks coffee shop, your Apple iPhone, your Google search, your Facebook phenomenon.

Which is how and when your Company of One begins in earnest on its hopefully inevitable path to become the Great Growing Company, we've been talking about all this time.



Chapter 25

Step Seven: The Business and Your Turnkey Management System

In martial arts we say..." Put it on the mat," which means to take your philosophy and see what it looks like in action and deed.

—Richard Strozzi Heckl, *The Anatomy of Change*

Having built, tested, validated, and improved upon your franchise prototype—just like Ray Kroc did at McDonald's—we're now ready to grow.

It doesn't mean you have to franchise it, no.

It simply means you've organized your Company of One to grow to become the Great Growing Company we set out to develop.

This depended upon the Three-Legged Stool to achieve the balance needed, the harmony needed, the capability needed to do the three jobs that "stool" was designed to do, in the hands of ordinary people now capable of producing extraordinary results, over and over and over again.

Now, we must apply our extreme growth principle: that until and unless you have created an extreme platform for growth—your franchise prototype; your turnkey, intelligent operating systems of lead generation, lead conversion, client fulfillment; until you've operated your franchise prototype with the level of fervor and attention needed to make certain it works in the hands of ordinary people; until you've recruited those people, trained those people, managed those people utilizing the Systems those people have mastered, to deliver the very same results to your most important client, in exactly the same way, one to each other . . . Until that has happened with great, reliable persistency, you've not been ready for growth. But given that you have, and all that's true, now you are, indeed, ready for growth. The numbers have quantified and qualified your ability to do so.

Said in another way, you've now invented and perfected your operating system for Company Number One.

Which means you're now ready to replicate it with Companies Number Two, Three, Four, Five, Six, and Seven.

All of which add up to what we call a Business.

Now you need a system to manage it, which is what we'll look at next.

The Business of Management

A Business is the sum total of seven turnkey Practices, plus a turnkey Management System.

Why a Management System?

Because you've now increased the complexity of your Operating Platform times seven.

And you've got to manage it.

You've got to manage it because it doesn't stop there.

It's just the beginning of a Great Growing Company.

And unless it is manageable, you can't ever expect to truly grow it.

So what do you need to know in order to manage it?

You need to know the Systems upon which your franchise prototype depends.

You need to know how to recruit, hire, train, and manage all of the new people you're going to develop in order to make the growth possible, to make certain the growth is responded to as effectively as it was when you designed, built, launched, and grew your Franchise Prototype—your Practice.

That's why you rehearsed with such dedication the delivery of what your company promised to your most important clients.

That's why you went through the extreme dogged process of discovering your Dream, your Vision, your Purpose, and your Mission.

That's why you went to work *on* your Job with such determination.

Why you developed your Client Fulfillment System with such dedication.

Why you created and perfected your Lead Generation System and your Lead Conversion System with such diligence.

That's why you've made such a compelling personal investment.

Not of money—that's for later.

But of time and patience and creativity and innovation.

All for the creation of your turnkey Business, which calls for your turnkey Management System, which is all to prepare you to grow your Business into a turnkey Enterprise . . . Which is the next stunning assignment at hand.

And which will depend, of course, upon the numbers.

Upon the results of all that you've accomplished.

Upon the number of leads generated every day, the number of leads converted every day, the number of clients created every day, which comes out of the number of customers created every day.

It depends upon the number of hours each of your people was required to spend to produce those results every day.

Upon the number of dollars, each result produced and each result cost every day.

. . . And on and on and on and on.

We don't have to spell out the entirety of that.

It's enough to say that for a Management System to work, it must understand and respond to the results it is intended to produce.

Because the results your Business is intended to produce will not be produced if you fail to manage the Processes which produced them.

Hear me out.

It is the Processes, utilized by your people in a masterful way, that produce all of the results your company is expected to produce each and every day.

And if you haven't orchestrated those Processes to the degree we've discussed up until now, your company will be incapable of producing those results in a consistent and credible manner day after day after day.

But because you *have* gone to work on your Client Fulfillment System . . .

. . . And your Client Acquisition System . . .

. . . And your turnkey Management System . . .

. . . Toward the evolution of your eventual turnkey Enterprise and Leadership System . . .

Why, *then* “if this, than that” will become the mantra your company lives by, swears by, commits itself to live by, sweats by, from the very beginning to the very end.

Need we say it once more?

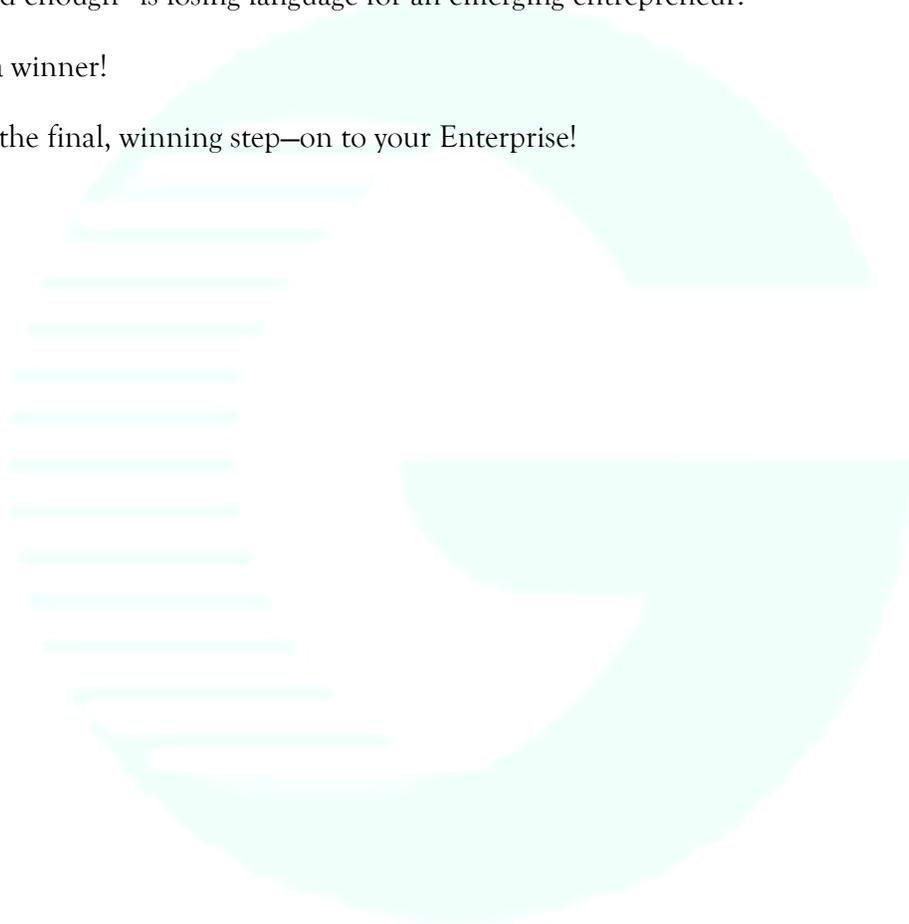
Day after day after day after day!

Ultimately, what I’m trying to say is you should strive to invent a scalable company—which means a saleable enterprise—where the words “good enough” are never used.

Because “good enough” is losing language for an emerging entrepreneur.

And *you* are a winner!

So, let’s take the final, winning step—on to your Enterprise!



Chapter 26

Step Eight: The Enterprise and Your Turnkey Leadership System

Truth and change have a powerful similarity. They both deal with a constantly unfinished task. It is the perennial pursuit of this unfinished task to which both the philosopher and the chief executive's inspiration must be directed.

—Theodore Levitt, *Marketing for Business Growth*

This is where this process finds its resolution.

As an Enterprise.

Which is expressed in reality, on the street, just like McDonald's has—as nothing more nor less than seven businesses.

Each of which, as you recall, represents seven Practices.

Which means your enterprise is up to forty-nine Practices.

Think forty-nine chiropractors, or attorneys, or business coaches, or forty-nine of whatever it is you do on a Client Fulfillment basis.

Your Enterprise possesses the capability to sustain up to forty-nine of whatever you do, busy, busy, busy, fully productive, because your turnkey Client Acquisition System works, works, works.

You see why we've been working on your Company of One to grow it into a Great Growing Enterprise, don't you?

To orchestrate the process for growth, the evolution of your enterprise, the hierarchy of growth, to fine tune the systems which bring all the pieces and parts and funnels of your work into alignment, where *this* produces *that*, every single time, again and again, just like McDonald's does. So you can depend upon it, just like your most important customer can depend upon it. Because your Enterprise possesses the aptitude, the resilience, the confidence, the capability to produce, produce, produce, exactly what you promised you would produce when you walked into your most important customer's door and said, "Let me tell you a Story."

And then you told them your Story.

And then they said, “Yes.”

And then you kept your promise.

A System of Leadership

It’s the Leader’s job to remind everyone in the organization of your Story. Of why you created your Story. Of why you’ve worked so hard to become the spitting image of your Story. Of what it means to make a promise—and to keep it.

And that Leadership System is just like the rest of your systems—turnkey.

It’s not up to one remarkably charismatic guy or lady to inspire your people, to jack everybody up. It’s a System that every aspiring manager can master to become an inspirational Leader as well.

It’s a System that every aspiring supervisor can master to become an inspirational Leader also.

It’s a System that every new, aspiring employee can internalize and master to become an inspirational Leader as well.

Because inspiration doesn’t just arise from the top—it lives at the heart of the organization.

It’s produced at the very beginning of the organization, just like we began at the beginning of this book. (Do you remember the beginning of this book?) We persisted at it, page by page, chapter by chapter, quote by quote, sentence by sentence, throughout this book, all to inspire you to lead yourself, to awaken yourself, to inspire yourself, to come to the realization for yourself that there’s monumentally more to living your life than you’d ever imagined before you picked up this book.

And now you can begin it.

The rest of your life.

RADICAL U™ is the process for taking this book in hand and in mind to actually *do* what it is we’ve been promising you—to transform the state of your life by creating a true Company of One™, and then growing it far beyond your Company of One™ to become The Great Growing Company every single one of our lives were intended to become.

It has been my pleasure to walk side by side with you.

It will be my greatest honor to awaken the New Entrepreneur within you to transform the world.

Let’s do it now!

ABOUT THE AUTHOR

Michael E. Gerber

Michael E. Gerber is the international legend, author, and thought leader behind the E-Myth series of books, including *The E-Myth Revisited*, *E-Myth Mastery*, *The E-Myth Manager*, *The E-Myth Enterprise*, *The Most Successful Small Business in the World*, *Awakening the Entrepreneur Within*, and *Beyond the E-myth*.

Collectively, Mr. Gerber's books have sold millions of copies worldwide. Michael E. Gerber is the founder of E-Myth Worldwide, and the Co-Founder of Michael E. Gerber Companies™, The Dreaming Room™, Design, Build, Launch and Grow™ and the newest venture, Radical U™. Since 1977, Mr. Gerber's companies have served the business development needs of over 100,000 business clients in over 145 countries. Regarded by his avid followers as the thought leader of entrepreneurship worldwide, Mr. Gerber has been called by Inc. Magazine, "the world's #1 small business Guru." A highly sought-after speaker and strategist, who has single handedly been accountable for the transformation of small business worldwide. Michael lives with his wife, Luz Delia, in Carlsbad, California.

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