

Does Your Business Need You for Every Decision?

Many entrepreneurs start a business hoping to create greater freedom, flexibility, and opportunity. Yet somewhere along the way, the business can begin demanding more of them rather than less.

The owner becomes the person everyone calls when there is a problem. They make the important decisions, solve customer issues, review the numbers, manage employees, oversee operations and step in whenever something needs to get done.

The business may be growing, but the owner has become its most important system.

This is at the heart of Michael Gerber's **E-Myth** concept: the mistaken assumption that someone who is highly skilled at the technical work of a business will naturally know how to build and lead the business itself.

In reality, business owners often find themselves moving between three distinct roles: **the Entrepreneur, the Manager, and the Technician.**

The Entrepreneur sees what could be.

The Entrepreneur is the visionary. This role looks toward the future, identifies opportunities, imagines what the company could become and pushes the business forward.

The Manager creates order.

The Manager brings structure to the vision. This role plans, organizes, establishes processes and creates the consistency needed to operate a healthy business.

The Technician gets the work done.

The Technician is the doer. This role understands the products, services and day-to-day work that make the business function.

All three roles matter. The challenge comes when the Technician takes over. Gerber describes the typical small-business owner as heavily weighted toward the Technician role, spending much more time working **in** the business than working **on** it.

That creates a difficult question for any CEO:

If you stopped doing the work tomorrow, how much of your business would continue operating effectively without you?



That question can reveal a great deal.

If every important decision comes back to you, your business depends on you.

If employees need you to solve problems that should be handled through established processes, your business depends on you.

If growth requires you to work longer hours rather than strengthening the organization, your business depends on you.

The goal is not to eliminate the Technician, Manager or Entrepreneur within you. The goal is to recognize which role the business needs from you at its current stage and intentionally create the systems, people and processes that allow you to spend more time leading the business.

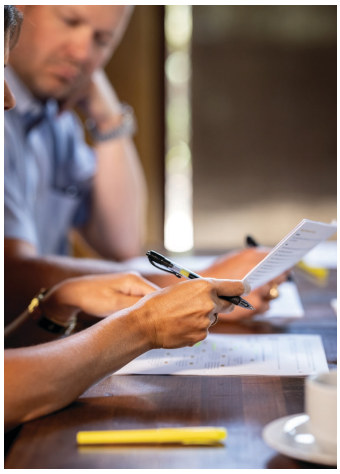
Start with two questions:

What percentage of your time are you spending as the Entrepreneur, Manager and Technician?

Where, specifically, would your company struggle to function if you stepped away for 30 days?

Those answers can point directly to the areas where your business needs stronger systems, clearer roles or additional leadership.

You don't have to figure it out alone.



This is one of the reasons **C12 Business Forums** are so valuable. Business owners have a place to step away from the daily demands of running their companies and work on the business alongside other CEOs who understand the challenges firsthand.

C12 brings together Christian business leaders for meaningful peer discussion, practical business development, accountability and conversations that connect leadership, business and faith.

Sometimes the most valuable thing a CEO can do for the business is step out of the day-to-day long enough to see the business from a different perspective.

Your business needs you to lead it. C12 gives you a place to step back, think strategically and grow as the leader your business needs.