



LISTENING THROUGH THE THREE BUSINESS PERSONALITIES:

Utilizing the roles of
technician, manager and
leader to increase
effectiveness

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The Three Business Personalities in Action

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<http://blog.emyth.com/the-three-business-personalities-entrepreneur-manager-technician>

Defining the business is leadership work, doing the hands-on task is technical work, and managerial work is the bridge between the two. Creating and maintaining a successful business requires the contributions of all three roles.

To view the difference between these three business personalities, let's start by looking at the application of these personalities through the lens of three vital resources—work, time, and money.

Work

- The leader's work is strategic in nature and involves focusing on the future and developing a vision of where s/he can take their business. This vision is specific in terms of what the company will do to serve the wants and needs of the owner.
- The manager's work is both strategic and tactical. The manager's focus is on the present and achieving results through others. The manager is the pragmatist, planner and organizer who turns the vision into action.
- The technician is directed by the manager and follows the guiding structure of the company's systems to get the work done. The technician's focus is on the present and performing the hands-on work of the business.

Time

- The leader organizes time so that each day is spent in doing strategic work—ensuring that the company is on course to meet the vision. This time is critical to the future success of the business.
- The manager knows that time must be utilized so that the company's personnel and other resources are maximized in every precious moment to produce results. Managers take the company's strategic vision and plot moment-by-moment tactical action to accomplish that vision. Time for the manager has both long and short-term considerations.
- The technician's time is in the present moment and concerns what can be done today. The technician strives to make as much as possible happen now. The technician knows that the more produced within the day means more money made.

Money

- The leader pays particular attention to the balance sheets, knowing that the real value of the business is reflected in the equity. The higher the equity value, the greater the price that can be commanded for the business in the marketplace. The equity value ultimately serves the leader's exit strategy or legacy.
- The manager's focus is on controlling costs and increasing profits. The manager conceives a tactical plan for growth through proper employment of people and assets. This requires up-to-date financial information that allows the manager to make adjustments when necessary. The manager is called to tactical action in order to meet strategic goals.
- The technician looks at money as earnings for work performed. Technicians are always trying to figure out how to do it better and faster in order to make more money. The technician's efforts are the source of better competitive strategies that allow for a strong, profitable position in the marketplace.

The Three Roles:

"If we could easily manage all three that live inside us, we would be incredibly productive."

Technician <i>"Without the technician, nothing would get done, but a lot of people would be thinking about it."</i>	Manager <i>"Without the manager, there would be no business, no society."</i>	Leader <i>"It is the tension between the leader's vision and the manager's pragmatism that creates the synthesis from which all great work gets done."</i>
The Doer	The Pragmatist	The Catalyst for Change
Suspicious of lofty ideas or abstractions	Provides planning, order and predictability	Has a vision and loves big ideas
Craves predictability	Craves order	Craves control or being in charge
Lives in the present	Lives in the past	Lives in the future
Loves to get stuff done for the sake of getting stuff done	Solidifies the base of operations	Turns something seemingly trivial into an opportunity
Can get frustrated by the continuous stream of new ideas and projects that the leaders are creating	May cling to status quo	Thrives in times of change
Boundaried by how much one can do on his/her own	Boundaried by how many technicians one can supervise effectively or organize into productive effort	Boundaried by how many managers s/he can engage in pursuit of the vision
"What work has to be done?"	"What work in our lane needs attention?"	"How must the business work?"
Loves interaction with every nut and bolt	Must have the fuel for sustaining the effort	Drives the business forward
Sees the business as a place in which people work to produce internal results to produce income	Tends to run after the leader to clean up the messes creates by the big ideas	Sees the business as a system of producing external results for the customer, resulting in profits
Starts with the present, looks to the uncertain future, and hopes to keep it as much as possible like the present	Anticipates problems before opportunities	Has a well-defined future and addresses the changes needed in the present to get there
Sees the business in parts, from which is constructed the whole	Wants to manage the technicians and make them part of the system	See the business in its entirety, from which is derived its parts
Looks inwardly and bases the business on the current skills	Work is a system of results as opposed to tasks to do	How will the business stand out from the rest?
The customer is always a problem – rarely wanting what is offered or at the price being offered	Focuses on having everything organized and managed, so can lose sight of the customer or vision	Has a clear idea of who the customers are and always sees them as an opportunity, understands there will be continuing and changing needs