



WORKSHEET 3 | THE E-MYTH BY MICHAEL E. GERBER

Innovation, Quantification & Orchestration

The three disciplines that drive a systems-dependent business

OVERVIEW

Once you've committed to building a systems-driven business, Gerber gives you the three disciplines to make it work. Innovation is not invention — it's asking 'what is a better way?' and testing it. Quantification means measuring everything that matters so you can manage it objectively. Orchestration is eliminating guesswork by standardizing what works — so customers always get the same great experience, and your team doesn't have to reinvent the wheel. Together, these three disciplines turn a good idea into a repeatable, scalable operation.

DISCUSSION QUESTIONS

1. Gerber defines innovation NOT as invention, but as finding a better way to do what you already do. What's one thing in your business that could be done in a fundamentally better way for the customer?
2. "If you can't measure it, you can't manage it." What are you currently NOT measuring in your business that you probably should be?
3. Orchestration means removing choice from employees so the customer always gets the same experience. Where in your business is there too much inconsistency? What causes it?
4. Think of a business you love as a customer. What systems or rituals make their experience so consistent and memorable? How could you borrow that idea?
5. Gerber warns that managers rely on discipline, not systems. Have you ever tried to "manage" a problem that was really a systems problem? What happened?

HOME EXERCISE

HOME EXERCISE: Pick Three Numbers That Matter

Identify three key metrics your business should track weekly but currently doesn't (or tracks inconsistently). Examples: average response time to a lead, cost to acquire a customer, repeat purchase rate, average job profitability. Write them down with a simple method for capturing each. For one week, record those numbers daily. Come prepared to share what surprised you about the data.