

# FINDING BRAVE

with Kathy Caprino

## Transcript

### Finding Brave Episode #40

### Key Steps to Make Your Business Run Itself

### With Mike Michalowicz

- Mike Michalowicz: I think what we do need is something that gives us a degree of comfort in our lives, however we define that financially, a degree of comfort in our lives time-wise. I think there's these elements. A business is meant to serve us, not the other way around.
- Kathy Caprino: Hello, everyone. This is Kathy Caprino, and welcome to my podcast, *Finding Brave*. I've created this show for everyone who longs to create something bold and brave in their life, to rise up, speak up, and stand up for who they are, and to reach their highest and biggest visions. Each week, I'll be speaking with inspiring guests from all walks of business, leadership, entertainment, the creative arts, and the entrepreneurial world, and they'll be sharing their intimate stories of Finding Brave and offer their best strategies for building your most rewarding, joyful, and meaningful life, business, and career.
- Hello, everybody. Welcome to *Finding Brave*. This is Kathy Caprino. How's the week going? I hope you're finding it especially brave, or if it's not, you know why, and maybe there's something you can do to tweak that.
- I am so excited to share with you my inspiring guest, Mike Michalowicz. Did I get that right, Mike?
- Mike Michalowicz: Nailed it, nailed it.
- Kathy Caprino: Good, all right, off to a good start. I think I've interviewed you ... This is the third time, maybe, once before.
- Mike Michalowicz: I was going to say second, but I think you're right. I think it is the third, yeah.
- Kathy Caprino: We had you on *Best Work, Best Life* podcast a few years ago, and I ... You know how I learned of you? I think you were talking to Marie Forleo years ago, right?

Mike Michalowicz: Yes, I actually did a pilot TV show with her about six, seven years ago, yeah.

Kathy Caprino: A pilot TV show.

Mike Michalowicz: A pilot TV show. It never aired, but it was at least a pilot. Then, she's in my newest book, too. She's awesome.

Kathy Caprino: Oh, wow! Oh! Oh, no, she is inspiring. I'm seeing your book right there, *Clockwork*. Well, before we launch in here, folks, let me tell you all about Mike, because, boy, he inspires, for anyone who's in the entrepreneurial world or even wants a more entrepreneurial mindset. I think that's you, so let me tell you about him.

Mike Michalowicz is the author of *Profit First, Surge, The Pumpkin Plan* ... That's what I interviewed you on, loved it, still use a lot of those tips, and his newest release, *Clockwork*, which came out August 21st. Congrats. That's like birthing baby number four, right?

Mike Michalowicz: Yeah.

Kathy Caprino: It's a baby. By his 35th birthday, Mike had founded and sold two companies, one to private equity and another to a Fortune 500. Today, he's running his third multimillion dollar venture, wow, Profit First Professionals. Holy cow, that's amazing. Mike is the former ... I didn't know this ... small business columnist for the Wall Street Journal, and the former business makeover specialist on MSNBC. Gosh, you've got a lot of experience in this world. I'm sure you can ... You know everything there is to know about triumphs and the tragedies of entrepreneurs, right?

Mike Michalowicz: Yeah, I've experienced a lot of it. I've seen a lot. I don't think I know it all. I'm hoping to learn more.

Kathy Caprino: No, I'm glad you're saying you don't know it all, but I think you probably do. Over the years, Mike has traveled the globe, speaking with thousands of entrepreneurs, and he's here today to show the best and most brave of what he's learned. Let's just cut to the baby, *Clockwork*. What's the key, overarching theme of this, Mike?

Mike Michalowicz: Yeah, so the subtitle is Design Your Business to Run Itself. I've found that there is a hierarchy of needs that entrepreneurs have, and it's sort of like Maslow's Hierarchy of Needs, but I just see an entrepreneurial definition. I think, at the base level, if you own a business or aspire to own a business, sales is the oxygen for business. If you don't have sales, stick a fork in you. You're done. You're gasping for air.

The next level up is profitability. That's the nutrition for a business. We need that to sustain, to be healthy. The next level up, what I call the shelter, is actually sheltering time, protecting ourselves. Too many entrepreneurs, Kathy, are so embedded in their business that every waking hour is devoted to working in the business, or their mind's chugging away at it. The only resource that is not replenishable, in any form, is time. This book is designed to help entrepreneurs, at that level, to recapture time, so they can do what they want when they want, both in their lives and in their business.

Kathy Caprino: Oh, gosh, I can learn so much from this. Do you have a niche sweet spot about who you talk to?

Is it a certain revenue level? Is it a certain number of employees? Just so people know what the-

Mike Michalowicz: Yeah, it's definitely sub-million dollar companies, usually solopreneurs.

Kathy Caprino: Really?

Mike Michalowicz: They call it microenterprise. That's my peeps.

Kathy Caprino: I love that.

Mike Michalowicz: Oh, I love it.

Kathy Caprino: Didn't you once say ... Can you tell me about this? I think a lot of women listen, and that's my peeps typically. Didn't you say that ... something about how women work differently from men? What did-

Mike Michalowicz: Oh, yeah, yeah, yeah, so I had the privilege, when I first became an author 10 years ago, to really be embraced by the female entrepreneur community and relished that.

Kathy Caprino: Why do you think that is?

Mike Michalowicz: You know, I think I don't pander. I'm not trying to hurt the feelings of any guys out there, but I think a lot of us pander to the female entrepreneurial community.

Kathy Caprino: Like talk down to? Like-

Mike Michalowicz: Talk down to, like, "Good luck."

Kathy Caprino: "Nice little side thing. You're not worth it."

Mike Michalowicz: Yeah, yeah, really a side and not taken seriously, and I think that's nonsense.

Kathy Caprino: Wow.

Mike Michalowicz: I think any entrepreneur's got a shot at this, and I think women actually have an advantage. What I've found is women are naturally more collaborative than men, and men are more competitive, like, "This is my stuff. That's your stuff," where women are more collaborative. That's a generalization. I think this economy we're in is a collaborative community, meaning I can grow faster if I'm willing to reach out. I'm not saying olive branches, but really seek ways to reach out to others, even competitors, and join forces. I think that's just a natural tendency of women.

I mentioned that a while ago. The fastest growing segment in entrepreneurship is women. There's more women millionaires now, as from entrepreneurship, as a ratio or as a percentage, than men, on any given month. Females ... yeah, female market.

Kathy Caprino: No way! That's changed so much since I won my ... I won an award, Make Mine a Million Dollar Business, years ago.

Mike Michalowicz: Yeah, it's changed dramatically. The other point I wanted to make, too, is a million dollars is an arbitrary number, and I am adamant now that we can have the right sized business find us.

Kathy Caprino: I love it.

Mike Michalowicz: I think it's true for all of us. We don't need to have a million dollar business. Just, if that's what happens, great. I think what we do need is something that gives us a degree of comfort in our lives, however we define that financially, a degree of comfort in our lives time-wise. I think there's these elements. A business is meant to serve us, not the other way around. That's what I'm trying to help you with there.

Kathy Caprino: God, Mike, that's going to be the lead quote, I think, and I just want to hit home there. So many times, you'll read. Somehow the implicit message is if you're not making over a million dollars, you're not having a business. I don't make over a million dollars in my business, but, my God, it's a business. I love that you're saying that, because I feel like ... Again, not to paint all men with the same brush or all women with another brush, but I feel like that's a male construct, that it has to be-

Mike Michalowicz: It could be. It could be, because it's very measurable. It is like a trophy, and being a male, I aspired to that for the longest time, like, "I have to have the million dollar business." If another counterpart of mine, man or woman, was doing more than I was, that became the new setting, like, "I have to beat them." I think, yeah, so I-

Kathy Caprino: Do you still feel that?

Mike Michalowicz: No, I don't think that way anymore. I think what I need to do is serve a purpose. I have a very clear life's purpose. I think my business is an amplification of that, and I think whatever money flows through the business, I need to use, to the best of my ability, to further amplify what I'm doing, and at the same time live a comfortable lifestyle. I'm not looking to live the life of a pauper. I don't think contribution translates to sacrifice. I think a lot of people see that, too, saying, "If I'm going to be of service to others, I need to destroy myself." Put your oxygen mask on people! Put your oxygen mask on.

Kathy Caprino: I love it!

Mike Michalowicz: Yeah, so I don't really care about the million. I actually don't even measure it so much. What I do care about is the sustainability, and to me that's profit and time. If I have enough revenue to support a comfortable lifestyle for myself and my family, so I feel comfort, I can use that, then, to contribute. That makes me feel good, and if I have time, now that's balance. I don't care about what the top line number is. That's tertiary.

Kathy Caprino: I totally love it. We're going to hit on your 4D Mix. I can't wait to hear, but I do want to say this. Having been a corporate person, then a therapist, then a coach, would you say yes to this? If not, say no. I think that so many people that feel like contribution means I'm flattening myself is because there's a bit of a rough conflict in people's mind about what doing good is and when to put myself first, you know, your book, *Profit First*. When is that good, and when is it not good? Do you feel that you hear-

Mike Michalowicz: I totally feel that, and I think there's a little bit of martyrship in there, because I have the tendency to lean toward that. If I'm failing at something, I use that to say that I'm a martyr, and I don't say that as a compliment. I mean, I'll speak negatively about that reaction.

I think a lot of people behave that way, saying, "Look at all the sacrifice I've made of myself to give to others," and think that the reward is in the recognition of sacrifice. I don't think that's true. I think people don't understand, too. We see Gandhi or Mother Teresa, and we're like, "Look! Such sacrifice, they gave it all away!" They were billion dollar moguls. They managed, over their lifetimes, billions of dollars and directed it.

Kathy Caprino: Wow, wow.

Mike Michalowicz: They defined what a comfortable lifestyle for them was. I think that we define our own comfortable lifestyle. I don't think we look at someone else and say, "Well, that's their definition. Therefore, it's mine." No, define what it is. If you feel the most comfort in living in a mansion, and it brings you joy ... That's what I define as comfort. It has to bring a joyous state to you. If it brings joy to you, and it's living in a mansion, awesome! Go! Do it! The thing is, that is not necessarily the definition of joy for everyone. Some people have mansions, and they hate their possession, folks.

Kathy Caprino: It's like it's an albatross. It's too much.

Mike Michalowicz: Yeah, it's an albatross. The goal is give yourself comfort and joy. If you're having that, then all that energy now is freed up to do what you want to do to serve others. That's what I'm seeking to do.

Kathy Caprino: These are beautiful messages, love every word. All right, the 4D Mix ... What are we talking about there? Tell us.

Mike Michalowicz: In my new book, *Clockwork*, I'm trying to help people find time. I evaluate businesses, and I see that there's four stages in businesses. I now call it the 4D Mix. Every business goes through all these elements, and it always has to do some of it, but we, as entrepreneurs, need to navigate.

Here's what the four Ds are. The first level of every business is doing. It's the foundational level. We must be doing things for our clients, whoever our benefactors are of our services or products, and we must be doing activities that support the delivery of those, the beneficial things that we deliver. Those are all called doing. We do invoicing. We do marketing. We do the service. We do the product. Every business needs to do that, but as an entrepreneur, we need to start going up this chain.

The next level is called deciding. Deciding is where you hire that first couple employees, and you start giving them tasks to do, but you notice they come back a second later with a million questions. At first, it's like, oh, that's good. They're inquiring. They're learners. It feels good. Within a few weeks, it becomes very frustrating. It's like, are they idiots? They can't figure this out now? Well, they're not idiots. The system we're using, called the deciding system, is the idiocy.

When someone comes to me and asks for a decision, and I give it to them, they go off on their

merry way and do what I've told them to do. It's painless for them, and they can make no mistakes. I mean, whatever decision I make, it's now my fault if it's wrong, so therefore, it's the easiest path. Also, it satisfies the entrepreneur's ego. So many entrepreneurs love to make decisions, because they feel empowered, like a superhero swooping in and fixing things again, but it's very limiting. There's a Hindu goddess, named Kali. Kali has a single head, with those eight arms. You've-

Kathy Caprino: Kali! I've seen Kali.

Mike Michalowicz: Yeah, we become Kali, which is-

Kathy Caprino: Stop!

Mike Michalowicz: Ironically is the Hindu goddess of death and time, or death by time, I call it. We put so much time into decision making, we get no work done. We get frustrated. Many of us revert back to the first day of just, "I'll do everything myself," the doing phase.

To get through designing, we need to go to what's called the delegation phase. True delegating is the assignment, not of tasks, which most people think it is. It's the assignment of outcomes. It's like, "Here's what we want to achieve. Here's the best practice we've followed. Now, you get us the outcome that we've agreed to, and when you hit roadblocks, problems, our system isn't working, use your head. That's why I've hired you in the first place. Use your head to make decisions. Whatever you decide, as long as you feel it's in the best interest of the company, that's the way we're going to proceed."

The key to this is the entrepreneur needs to watch their own ego. I have to watch my own fat ego, for my ... I have 10 colleagues here. When they make a decision, I've got to stop listening and stop inserting myself, and if they make a wrong decision, and this is key, I need to still acknowledge they made a decision that they felt was in the best interest of the company, and reward it, saying, "Good job. Maybe the outcome's not what we wanted. The fact you made a decision is good, which empowers decision making. Now, go fix it."

Kathy Caprino: All right, wait, don't go. I've got a question for you. I hate micromanaging. In the corporate world I wanted, my head would explode. I don't want to be a micromanager, but what I have found, and I have contractors and teammates, and sometimes I have felt that where they're going, or the decision processes hasn't been what it needs to be. I'm guessing that you would say, "Well then, instruct on the decision making process, not that particular thing," but do you have a nice little tip for us about when is it that you can see, okay, they can't make these decisions?

Mike Michalowicz: Yeah, so basically it becomes ... We keep asking questions. When they come in for a decision and say, "What do I do now?" We say, "Well, what do you think we should do?" They'll say, "Well, I don't know." Then we'd say, "Well, if you did know, what would you decide to do? Just give me a hypothesis." We keep pushing it back.

At a certain point, they say, "Listen. I'm exhausted of all the resources. I've come to you, because you're the only resource." Then I say, "Okay, I'll give you my input and direction, but before I do this, will you be able to capture this knowledge you're about to glean from me and

use it, going forward, independently of me?" I want to make sure that people are not-

- Kathy Caprino: You ask that outright?
- Mike Michalowicz: Yeah, and they say, "Yeah, of course." I say, "Great. I just don't want to become a crutch for you." Then I tell them, "Here, from my experience, this is what we did and what served us best," and they replicate it.
- Kathy Caprino: You know, quickly, I just did a Forbes post on the five things I wish I knew before I left corporate life and started my business. One of them is how to start thinking like a leader, before you are leading your business.
- Mike Michalowicz: Yes.
- Kathy Caprino: We don't ... Even in the corporate world, I was a vice president, managing \$30 million budgets. I didn't lead like that. I didn't ... wasn't encouraged to do that.
- Mike Michalowicz: Which points us actually to the last D. We talked about the three Ds. The highest level is designing, and this is what leadership is. I believe entrepreneurs need to navigate to the design phase. The design phase is where you have clarity on the outcome you want to achieve. For business, small businesses usually call it vision. If you're a corporate leader, it's the project outcome or whatever, but you have clarity on what the outcome's like.
- Then we have to go back and look, on a very tactical and strategic basis, on a monthly, weekly, daily basis, on coordinating and choreographing the resources we have in our organization, the people, the software tools we have, vendors, and organize them so they, as efficiently as possible, can achieve the common outcome. Designing means communication and lots and lots of thinking, so much thinking that there's actually a statue now dedicated to this key entrepreneurial process, a very famous statue, called The Thinker. There's a naked guy out there thinking, and that's what we need to do more of, a lot of time thinking, a lot of time strategizing.
- Kathy Caprino: Yeah.
- Mike Michalowicz: Abraham Lincoln said, "If I had eight hours to cut down a cherry tree," or something, "I would use seven hours to sharpen the ax." That's what I'm talking about.
- Kathy Caprino: Right, sharpen the ax. Good grief, within that nice little framework, there's a lot of work we all have to do that's internal, external, mindset, right?
- Mike Michalowicz: Yeah.
- Kathy Caprino: Wow, it's ... I mean, you make it sound easy, and it sounds like it is easy for you, but for some of us, there's work. That's why we need your book.
- Mike Michalowicz: Right, it's the perfect guide, yeah, yeah. It's not ... It's simple, but not easy.
- Kathy Caprino: Right, no.
- Mike Michalowicz: For me, it's not easy, too. I struggle with this, but I have implemented this process, like I do with

all my books, in my own business.

Kathy Caprino: God, I'd want to work with you. I'd want to work for you.

Mike Michalowicz: Awesome, I'd like you on it. I'm going to give you a job interview in a second, Kathy.

Kathy Caprino: All right, now talk about QB.

Mike Michalowicz: QBR, yeah QBR.

Kathy Caprino: QBR.

Mike Michalowicz: QBR.

Kathy Caprino: QBR, yeah.

Mike Michalowicz: QBR is the Queen Bee Role.

Kathy Caprino: I thought it was Quarterback Role.

Mike Michalowicz: Oh, no, no. Well, QB, well yeah, that's true. It could be, but no. It's the Queen Bee Role.

Kathy Caprino: The Queen Bee Role.

Mike Michalowicz: I derived this from studying what I believe is now the most efficient organization in the world, which are beehives. Beehives, extraordinarily efficient in their use of energy, are able to scale, build their hives very quickly. They've done this by identifying the most important function that the entire hive's survivability, and therefore, thriving, depends on. What it is, is the laying of eggs.

The queen bee happens to be the bee serving this function. The lesson here, though, is the role of laying eggs is the most critical to a beehive. The queen bee, and this is where entrepreneurs get confused, aren't necessarily the most important part of the hive. They're absolutely critical, but so is every other bee. If the queen bee is failing to produce, they will remove her, and they'll spawn another queen bee. Everything's about laying eggs.

Kathy Caprino: Really? Who decides that?

Mike Michalowicz: Yeah, the hive's predefined rules. It's not like one bee sits there and says, "Got to get rid of the queen. Off with her head." No, the bee says, "No, she's failing to produce. Spawn a new bee," and then she's expunged, so-

What happens with organizations is every organization has a Queen Bee Role function. There's a critical function that your business's success, your survivability and thriving depends on. Sadly, 99.9% of businesses don't have any clue what the Queen Bee Role is, that critical function.

Here's how to find it. Here's how you address it. I'll give everybody an example. FedEx ... I use that name, because everyone recognizes the brand. Their brand promise, their commitment to



their customers, the number one commitment, is delivering packages on time, right?

Kathy Caprino: Right, on time.

Mike Michalowicz: Okay, when you peel the onion back from that promise ... That's their promise to us, as the customer. You peel back the onion one layer. What is the activity that supports it? Logistics. It's the movement of packages. Well, for us, as business owners, we have to define, what is the one big promise we make? As an author, I make complex business concepts simple. Peel that back. What's the one function that supports it? Well, writing books that are super simple to read and engaging. That's it. The production of books is the laying of eggs for my organization.

Kathy Caprino: Wow.

Mike Michalowicz: That's the role that needs to be protected. As the books go, so does my entire organization. Instead of me saying, "Oh, am I getting to that speaking engagement? Do I have that podcast done?" All these different things and jumping around, the one thing that can never be compromised is my books. If anything I'm doing is compromising the production of books, game over. The entire organization is being compromised. If I've put every effort into elevating the production of excellent books, the entire organization goes up. We need to identify that one thing.

The last thing, though, is the queen bee is expendable. It doesn't even need to be served by one person. Yet, even for creative work, like writing books or painting paintings, I can be replaced.

Kathy Caprino: You can be replaced?

Mike Michalowicz: There's a reason there's ghostwriters and all these different people. I am choosing right now not to remove myself. I write my own books, at the risk, knowing that if one day I am unable to write books, I become injured, sick, or die, game over. My organization's done, but I'm making an election to remain in that role, and we all have that right.

First, identify what that critical role is in your business, the Queen Bee Role, and then you decide. Do you want to serve as the entrepreneur? If you do, the business is contingent upon your sweat and effort. If you don't, now the business can grow without you.

Kathy Caprino: My head is spinning. I need to understand this better. Hang on here, now. The Queen Bee Role is the single-most pivotal-

Mike Michalowicz: Function.

Kathy Caprino: Function-

Mike Michalowicz: Yep.

Kathy Caprino: That your ... Now, can I ask you this?

Mike Michalowicz: Yeah.

Kathy Caprino: I'm aware of our time. We've got 10 minutes, right? Five minutes. How do you determine that?

Is it finance?

Mike Michalowicz: Yeah, so, no.

Kathy Caprino: Is it joy? What is it?

Mike Michalowicz: Not necessarily. I ask, well what's the ... In your business, what's the most important?

Kathy Caprino: Yeah, so why I'm all tangled up here is ... I read your *Pumpkin Plan* and watch your stuff. I want to get out of being so necessary within the functions and the services that I provide. First, it was a coach. Then it's teaching, but I have a curriculum that I'm licensing, so I'm getting out of the Queen Bee function.

Mike Michalowicz: Right.

Kathy Caprino: It's the second book, but-

Mike Michalowicz: The most important thing your organization does, what I'm hearing, is the delivery of excellent content, knowledge.

Kathy Caprino: Transformational content, let's say that.

Mike Michalowicz: Transformational content, okay, there it is. That's your brand promise, so-

Kathy Caprino: Yes.

Mike Michalowicz: We always start off with that. What is the customer gaining from you that is extraordinary? Transformational content. Then we peel back the onion and say, of all the functions ... I know you do speaking. You do amazing podcasts.

Kathy Caprino: Right.

Mike Michalowicz: You do tons of stuff. Of all those things, if you could only do one, what one is elevated the most? Which one is the most important function?

Kathy Caprino: Important in terms of financial or-

Mike Michalowicz: No, important as in it delivers on that promise. If all the ... What most delivers-

Kathy Caprino: Huh! I think it would probably be one-on-one coaching and/or my courses.

Mike Michalowicz: Okay.

Kathy Caprino: That's why I don't want it to be coaching, because I need to back off.

Mike Michalowicz: Okay, so let's say it is coaching right now. We have to refine it down to that one thing. Once you know it, then we say, okay, that's the Queen Bee Role. Your organization is known to deliver transformational content, and you're known to deliver it through extraordinary coaching. That's what we're known for. If the coaching gets elevated and does even better, your entire

organization and reputation will climb, but you are the one serving the coaching, which means ridiculous hours, constant. It's very draining work, because you have to insert yourself in someone else's business, big energy drain.

Now we know the Queen Bee Role. That can't stop. We need to just now put other people in and extract you out. The thing is, extracting you out of podcasts, all the other work you're doing, is not necessary until we take care of the Queen Bee Role. That's the first thing we want to protect and make sure it continues on in your absence.

Kathy Caprino: Tell us the one thing ... You've worked with how many thousands of entrepreneurs in all these years? Hundreds.

Mike Michalowicz: Well, yeah, I don't know ... Speaking? Who knows?

Kathy Caprino: Yeah, thousands and thousands and hundreds of thousands.

Mike Michalowicz: Thousands and thousands, maybe hundreds of thousands, I don't know.

Kathy Caprino: If you had a magic wand and could wave it for all of us, about what we should be doing differently, the one thing-

Mike Michalowicz: Oh.

Kathy Caprino: Besides your Queen Bee, besides everything you've just shared, is there something that pops into your mind?

Mike Michalowicz: Yeah, instantly. I haven't written the book yet. I speak-

Kathy Caprino: Oh, you've got another thing? You're so prolific.

Mike Michalowicz: Yeah, already I'm pitching this to my publisher next month, but-

Kathy Caprino: Before you answer, Mike, let me ask you this.

Mike Michalowicz: Yeah.

Kathy Caprino: You say your books are the Queen Bee function. Why is that? Is that because everybody wants to work with you after reading that book?

Mike Michalowicz: No, oh no, I don't even care about that. That'd be nice, but I don't really like to do that. I realize that the biggest impact ... My promise to my customers is that I'm going to make very complex things very simple. When I look at all the ways to make complex business topics simple, the best way I can do it is through books. That's why it's the Queen Bee Role.

Kathy Caprino: You're a writer. You're a natural.

Mike Michalowicz: I know if I did nothing else but write books, and they're extraordinary, and that's the key, that it'll support the lifestyle I want and serve the community in the greatest way. That's why it's the ... Is there residual income that comes out of it in other things? Absolutely, but it's not my core

intent, and I'll never do those things and compromise the quality of my books, if that makes sense.

Kathy Caprino: But they must be making you some money, to have the joy that you have.

Mike Michalowicz: Oh, the books make me a tremendous amount of money. It's actually my primary source of revenue, which most authors would say, "You can't make money writing books," but I'm like, yes, you can, if that's what you devote yourself to elevating the game on. I also make income through other things is what I was saying, but those other things are secondary to writing extraordinary books.

Kathy Caprino: Gosh, you're giving-

Mike Michalowicz: I've got to write extraordinary books.

Kathy Caprino: My head hurts, which is a good thing. It means I have a lot to think about. I cut you off. The one magic wand thing that we need ... What is it?

Mike Michalowicz: Seek out your purpose and have your business be an amplification, a platform for your purpose.

Kathy Caprino: Platform for your purpose.

Mike Michalowicz: I believe I exist on this planet, through this experience we're having, to eradicate entrepreneurial poverty. I believe the outside world, the day you declare you're an entrepreneur, thinks you're a millionaire and have all the time in the world. The reality is we're impoverished, typically. We're broke, and we're strapped for time. We're desperate to get out of the business. I call that entrepreneurial poverty.

There's this fake aura around us, which is not real. I want to fix that, and I want to fix it through my books. We all have a purpose on this planet, and I ... The words eradicate entrepreneurial poverty, that took me 10 years to find. I just came up with that. It's known as the tag line. It doesn't matter how consolidated it is or how you say it. All that matters is what you're doing inspires you, that you feel inspired of being of service in some way. Once you find your purpose, or at least once you start seeking out your purpose ... By the way, if you don't know your purpose, seek out your purpose.

Once you know what your purpose is, have your business be a platform for it. As you're seeking your purpose, whatever business you do, have that be a platform for exploration, to find your purpose, but I will tell you, once you find it, it brings so much energy. People ask me, "Mike, where do you get all this energy? You speak so quickly. You move so fast. You're always working." I'm like, "I just love ... I mean, I love being of service. I've found what I need to do. I feel so compelled to write." I know there's not enough time left in my lifetime to achieve what I need to do. That excites me, because it motivates me to get more done.

Kathy Caprino: You know what I so love about this? I feel the same way, but that's not what. I'm so effing sick of people debunking purpose. You don't need a purpose. You're going to go broke following your purpose. Purpose is crap.

Mike Michalowicz: Oh, that drives me nuts.

Kathy Caprino: Passion is crap. What?

Mike Michalowicz: Yeah.

Kathy Caprino: I mean, anyone who writes that has never felt it.

Mike Michalowicz: Exactly.

Kathy Caprino: Don't you think?

Mike Michalowicz: Well, I agree 100%, and I think there's a lot of terminology being thrown around right now about grind, hustle, pivot, change, pursue the customers' needs. It's all about the short-term focus on money, and I think it's put blinders on many an entrepreneur, who would've been successful, who's just trying to work their butts off, and they loathe their business.

Getting rich hating what you do is no way to live, no way to live! It's about getting rich inside, right? That richness then comes out. Maybe it returns in richness in cash, but it's being soulfully rich. That's what it's about! I'm adamant about that.

Kathy Caprino: Boy, I so love it. I'm going to let you go in a minute, but you've got to tell me this. Were you always a writer? Did you always know you had more ideas than you could do with? Do ... Yeah, that's the word.

Mike Michalowicz: Yeah, I was always a writer. I was never, and still am not, a natural writer, meaning this is a labor of love. It took me six years to write *Clockwork*. I think professional authors can get stuff like that done in six months, so-

Kathy Caprino: What kind of authors?

Mike Michalowicz: I always-

Kathy Caprino: Professional authors?

Mike Michalowicz: Professional authors, yeah.

Kathy Caprino: I think you're a professional author, no?

Mike Michalowicz: Well, maybe I'm professional with amateurish skills, so to write a page, it literally takes me a day to write half a page. I have to labor over it and back and forth, but I love it, and I feel it's critical.

Kathy Caprino: What a blessing.

Mike Michalowicz: No, I wasn't always an author, I guess, but I am now.

Kathy Caprino: For anyone, who doesn't know, to come up with a methodology, a framework, like you have, that's incredibly rich but succinct, is so difficult, so you're so in the right profession. Of course, you don't need me to tell you that.

Mike Michalowicz: Thank you.

Kathy Caprino: You are. I deeply appreciate that.

Mike Michalowicz: Thank you, Kathy.

Kathy Caprino: Where do people learn from you? Where can they come to your courses? What do they do?

Mike Michalowicz: Since we talked about *Clockwork*, I have a site specifically for *Clockwork*, tons of free resources. Go to [clockwork.life](http://clockwork.life). That's dot L-I-F-E.

Kathy Caprino: Oh, that's beautiful.

Mike Michalowicz: Tons of free downloadable stuff that complement the book and will get your business, hopefully, running on automatic.

Kathy Caprino: Wonderful, we'll link to that. Anything else? You said you're starting a course, did you?

Mike Michalowicz: Yeah, well, yeah.

Kathy Caprino: You had a course, mastermind, what is it?

Mike Michalowicz: Oh, yeah, so I have another website, [mikemichalowicz.com](http://mikemichalowicz.com) or you can go to Mike Motorbike. That was my nickname in high school, because Michalowicz is too hard to spell, so [mikemotorbike.com](http://mikemotorbike.com). The irony, Kathy, is that I never drove a motorcycle, but whatever.

Kathy Caprino: But there you are. Are you going to change that?

Mike Michalowicz: But go to [mikemotorbike.com](http://mikemotorbike.com).

Kathy Caprino: Oh, I love it. That teaches what? What are we going to learn there?

Mike Michalowicz: Well, I have all my books up there. My books are foundationally for everything. Anything you ... If you are looking to explore rapid growth, that's *The Pumpkin Plan*. If you're looking to become profitable, that's *Profit First*, and so forth. Under each one, I actually have businesses that do personal consulting. It's not online courses. We have that too, but it's person-on-person consulting around all these books, and that's all available through [mikemotorbike.com](http://mikemotorbike.com).

Kathy Caprino: Mike, I love it. I just want to hug you up. You're a breath of fresh air, and we so need these messages, because we're beleaguered ... we, the entrepreneurial world. You're right about, I just want to say, this veneer. It's so damaging, because people are buying into that veneer and thinking, if I'm not making a million, in that mansion in Miami, I'm failing, and you're not failing.

Mike Michalowicz: Yeah, exactly.

Kathy Caprino: Right, folks?

Mike Michalowicz: Far from it.

Kathy Caprino: Thank you for joining me!

Mike Michalowicz: Thank you.

Kathy Caprino: I feel braver already!

Mike Michalowicz: Yes.

Kathy Caprino: Thank you so much. Good luck with your book, and we will, everyone, link to all of these resources, so you're going to have a field day, becoming a braver and happier and more joyful entrepreneur. Thanks, everybody, and we'll see you next time.

Thanks so much for joining us today. Please don't forget to check out [findingbrave.org](https://findingbrave.org) for more programs, resources, and tips. Tune in next time for your weekly dose of *Finding Brave*.