



Point of View

Dear Marketplace Friend,

When leaders enter **The Master's Program**, they often catch their breath with the first few sessions' *take-aways*. Not necessarily the "action plans," though those can be fetching. Instead, I mean their *take-aways*: the intellectual "doggie bags" they have under their arms as they head out the door. *Books...*

There are lots of books that accompany the quarterly curriculum in **TMP**. One senior pastor completed his three-year stint in **TMP** and confessed to his colleagues upon graduation that he had read more books - on more divergent subjects - during his three years in **TMP** than he had in the last 20 years of his pastoral/pulpit ministry. And, he added, they were not books that were read in preparation for his next preaching series. *Books...*

"*Could you send me your book list?*" is a frequent request from folks who are trying to catch the essence of **TMP** without investing themselves into it. Their theory is "read the textbooks and avoid the class time." (In a leadership mentoring program, good luck.) Doing that would be akin to reading about romance in lieu of attending one's honeymoon. *Not even close...*

A brand-new book that is finding its way into our curricula was just written by a young business entrepreneur, Tim Ferriss. A provocative title is worth a lot: **The Four Hour Work-**



week. Ferriss writes, not as a theorist, but as a practitioner... a practitioner who did it *differently* before he did it *distinctively*. In its first form, his company demanded his focused attention, and he responded by micromanaging the enterprise. It meant 70 and 80 hour workweeks, but it was his understanding of "the way it was done."

Then, Ferriss had an entrepreneurial epiphany: he had allowed himself to fall into *living to work*, rather than *working to live*. To use the phraseology of Michael Gerber from **The E-Myth**, Ferriss was working *in* his business rather than *on* his business. Instead of running up the value through leveraging his talents, he was running up his timecard through trading time for money. He soon suffered "an emotional meltdown," as he describes it. "I telescoped out 10 to 15 years, and it was a very, very depressing picture." Congratulations, Mr. CEO: *the business you thought you owned really owns you...*

Tim redesigned his business around a very different originating principle: delegate power, trust subordinates, and remodel systems to the point that they function without hovering management. Create an enterprise that generates money and margin, not just money.

For Ferriss, working less is worth the effort because of the adventures it affords him as a young man with wanderlust. His book offers great insights about the mechanics of designing business systems, but it offers no perspectives on the most valuable investments of one's life. *If freeing up time to tango in Buenos Aires or mountain climb in Nepal is worth the effort, what would it be worth to create margin allowing the serious pursuit of Kingdom initiatives?*

The Four Hour Workweek will be on our reading list, but - as is true of most of our texts in **TMP** - it offers only part of the story. It will spark creative thinking for leaders who have authority to remodel their commitments; it will provide stimulation for senior managers who are under authority to find ways to renegotiate their professional assignments in ways that will benefit their employer as well as themselves, leading to the freedom to include eternal pursuits among their earthly pursuits.

The concept of the "tithe" is a breakthrough for many "TMPers" when it applies to their financial resources. In the same light, the idea of a tithe of *time* can be an innovative challenge, as well. What if, in a typical 20-workday month, you were to set-aside two Monday-Friday days to invest in Kingdom causes - at a leadership level - without expectation of income? What if your career was allotted 90% of your working time, and your calling received 10%? If that allocation became workable,

what if the next stage was 80/20; then, 70/30; leading to 60/40? Could you conceive a day when "HalfTime" described your calendar, with equal investments in *career* and *calling*?

The Four Hour Workweek. It works for Tim Ferriss; *would it - could it - work for you?*

Bob Shank

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