

Dr. Jean Oursler 00:00:44 Welcome to Getting Results with Doctor Jean, the Results Queen. And today I am super excited to be interviewing this next guest. Mike Murphy has an uncanny ability to move from macro level strategic considerations to dirt under the fingernails. Tactical execution. Just think about that. It's so cool. He is a student of the business and continually refreshes his deep domain expertise.

Dr. Jean Oursler 00:01:10 That is actually a quote from one of the clients that he works with. And as we always do, we welcome our clients. And then we're going to start with our first question, because we really want to know what your journey is. So Mike, welcome to the show.

Mike Murphy 00:01:22 Thank you. Thanks for having me. I'm excited to be here.

Dr. Jean Oursler 00:01:24 We're excited to have you. So first question, what's your journey? How did you get to where you are today?

Mike Murphy 00:01:34 Yeah. So I would start with a lesson I got as a very, young professional. I, had joined a company right out of college and was doing well and had visions of the corporate ladder and had visions of what that journey was going to do. And I got pulled aside, by a department head, and he said, You're thinking about it all wrong. You know, I'd be thinking about kind of going up the corporate ladder and following a road often traveled. You need to think about constantly doing lots of different things, especially early on in your career and your formative years.

Mike Murphy 00:02:12 You know, to think about, okay, I'm going to get X salary or X position or title wrong. You need to be thinking about building your portfolio of skill sets. So constantly do lots of different things. And that was a hard lesson because I was like, you know, I was a hotshot. I was kind of full of myself. And I, you know, I'm going to go over to marketing or I'm going to go to sales, and I'm going to make \$1 million. He goes, no, no, no, no, no, we're going to send you over and you're going to manage 37 billing clerks. What are you talking about?

Dr. Jean Oursler 00:02:42 It sounds like fun.

Mike Murphy 00:02:43 Well, it's the proverbial back office, right? I go, I'm you're taking me off the front line. You're throwing me into the back of the factory. You get to manage and lead people, particularly in a customer service production environment, is a skill set you'll have with you for the rest of your life.

Mike Murphy 00:03:05 So that started my journey and started my thinking and everything he, he said, was spot on. You know, it was a nightmare for me emotionally to try to sort it all out and figure out corporate bureaucracy and all that. It slowed me down. It made me smarter. But more importantly, I think it started me on my journey to become a good leader because, you know, I had this kind of I'm a professional. They're not a professional thing. I was 24, 25 years old, and I was managing mostly women who had been at the company 35

Getting Results with Dr. Jean – Navigating Entrepreneurship Episode Transcript

years and wise beyond belief. I was just some young kid, and they were like, you know, they had cigarettes and they're going, well, follow you, kid, but you're in for a disappointment. So there I got the wisdom of the people. So anyway, that's what really, started my career and I constantly, with rare exception, tried to do as many left-hand turns as I could. So I went from being an underwriter, which is a heavily kind of financially oriented business, to being a manager, running a customer service unit, to jumping right into sales management without ever having towed a bag.

Mike Murphy 00:04:08 And then from there, I actually ran and started running health plans. So I had a higher doctors and nurses. And so just did a series of those things throughout my career. And so, you know, it's it's the Bryan Mills thing. I have a unique set of skills. Right? So it's kind of all these wacky things. Now, the other side of it is, is that, the more whimsical view of it is that I can't hold a job. Right? So just constantly doing all these different things.

Dr. Jean Oursler 00:04:30 But don't say that.

Mike Murphy 00:04:32 Yeah. No, no, it's a joke. Right. So, no, but yeah. And so it's that developed that unique set of skills, you know, especially early on in your career, don't, you know, don't kind of chase the road off and travel. Think about yourself long term. And, there's actually a book, which is, it was, John Irving wrote he wrote, the World According to Garp is a book called A prayer for Owen Meany, and they actually made a movie out of it.

Mike Murphy 00:05:01 And the story of Owen Meany is he goes through his entire life. He's kind of this weird little kid that develops all these really weird skills and traits to prepare him for a singular event in Vietnam, where he saves 35 little Vietnamese children because he's small and Sandra Small, he's got a high-pitched voice. And it's all these weird things that build throughout it. And, you know, I kind of look at that. I'm a prayer for Owen, meaning I've got all these weird skills to prepare me for that next thing. And, you know, as I've moved on in my career, all those things I did 20 years ago or whatever, all those skills that I developed just make me more effective at what I'm doing now. So that's, you know, that's kind of the guiding principles my career has taken me from big companies where I started to, change my turnaround stuff inside large companies. And frankly, I was just okay. Be very wary of the organization saying as our sea change in the back part of my career has been more small and mid-sized businesses, builds, fixes, turnarounds, Outward Bound ventures, exciting stuff, you know, that sort of thing.

Mike Murphy 00:06:02 So that's been my path.

Dr. Jean Oursler 00:06:03 Well, I want to know about these quirky tools that you had. You so like, I have these quirky skill sets. Tell me more about that. What's the quirky skill sets that you've got?

Mike Murphy 00:06:14 So, you know, my I think it's my ability to be a doer and a thinker. Right. So, where. And I've been in situations where, you know, you're forced to do things you don't have anybody to throw the ball to. You don't have an expert to throw the ball to. So it started like I was a young man. I go over to, you know, run a customer service unit back prior to the days of desktop computers. And we had all this handheld inventory counting and I said, gee, we should have a computer. And, you know, six months later is a purchase.

Getting Results with Dr. Jean – Navigating Entrepreneurship Episode Transcript

Reviews and PowerPoint presentations. Like we didn't have PowerPoint, but I convinced the department head to buy a computer. I didn't know how to use it.

Mike Murphy 00:06:56 So I just came in a couple of weekends with the old floppy disks and self-taught myself Lotus and figured out how to do it. And so but then flip that tool to have a broader view, a strategic view of what I was trying to do to the department. So I think that is a skill set that I developed all along the way and continue to refine to this day. I mean, I'm still doing things that are very dirt on the fingernails. In addition, strategic, and I said that the second thing I would say is one of my, superpowers is my ability to assess and read a business, its fundamentals, you know, and, and the definition of what's fundamental is different. Right. And so today, if you say AI, machine learning, then you have a market cap. You know more than Microsoft. Back in the day, it was how many web hits you got. I was always on fundamentals, which is tell me what your business is, how are you bigger, faster, better, cheaper.

Mike Murphy 00:07:55 How big is your market? And you know, tell me your why story. And my I have the gift of sight. So I've gone into a bunch of scenarios and flipped open the hood and put the hood down and go, we're going in the ground like a dart. So there's the Greek mythological character Cassandra, who can see into the future. Yeah. Problem is her gift of sight, the curses. You could see her own death, right? So? So that's the downside of it. So, yeah, I would say my ability to be very tactical to do what's required during the fingernails and, you know, pull myself out of that to be strategic. But then also the ability to see and read a business strategically, and figure out how to get that on the right track. So those I think the skills that I bring to bear.

Dr. Jean Oursler 00:08:39 Love that now there's a lot of business owners who listed to this podcast, and some of them are manufacturing some of them in service profession.

Dr. Jean Oursler 00:08:48 When you talk about under the like getting under the hood, dart in the ground like I'm like, wow. You know, and the fact is, is that folks right here, Mike's talking about that. He's a visionary and an integrator. So he can see the vision and he can do the work, which is a very unique skill to have. But as a business, I'm a little worried about the dart in the ground. And what do I need to do when you're looking under my hood, so to speak? And I don't mean that, you know, because you said it. I look under business. So as a business owner, what do I what do I need to be looking for? So I'm under the hood and not getting the dirt and the ground.

Mike Murphy 00:09:22 That's scary stuff. So, I, would say that the key thing is that business owners, entrepreneurs have this incredible will, especially innovators. Right. It's a skill set they need.

Mike Murphy 00:09:39 Right. Because they're they go back to you know, Henry Ford. You know, Henry Ford said, if I listen to my customers, I'd make better biggie whips and make everybody feel, you can't do it. You know, Elon Musk can't do it. You know, Bill Gates, you can't do it. You can't do it. You can't do it. And so you hear that all day long. And so you build this resiliency that you need to push through. That's a great skill set. That's the positive power thinking. Right. It just I can I will, you know, and I and I and I and I and I must but the flip side of that also can be that river in Egypt called "Denial", where you're so focused in and you've

Getting Results with Dr. Jean – Navigating Entrepreneurship Episode Transcript

got your dream and your vision and you're resilient, you're pushing through all the flak, but you not reading the tea leaves. In fact, most entrepreneurs and business folks, you know, start on a journey and never goes according to plan Murphy's Law, it will go horribly wrong when you least expect it.

Mike Murphy 00:10:31 So there's that ability to pivot out of that kind of, you know, you know, resiliency and be able to test what you're doing. So the old trust but verify. So I would say to business owners and then do this all the time. It's like, love your mission, love your dream, love your vision. A. Check your premise right.. So I have an unbelievable company with a great mission, great people. We're doing great things, right? B I have a market that's addressable. It's you know, I do well in it. It customers want me. See, I have a thriving, growing, fantastic business. Well, they will see. You need to go back and check your premise because there's an answer in there. And so is that dynamic, that dialectic of constantly, you know, kind of questioning yourself, without turning yourself nuts. But checking your premise, will ensure that you don't miss things and stay in, you know, on that river in Egypt for too long.

Mike Murphy 00:11:28 And so that's I find that the biggest challenge that most entrepreneurs face. And it's a tough one, right? Kenny Rogers, you gotta know when to hold and when to fold them. When to walk away, when to run. That's hard. That's really hard.

Dr. Jean Oursler 00:11:42 So then in terms of business owners that you work with, like why did they come to you? I mean, are they coming to you because they're the dart in the ground or they know everything or it's a bit of both. Like where are they?

Mike Murphy 00:11:53 Yeah, that's a great question. You know, because not all of them come. Right. So there are others where, you know, and you're and you're in that moment of, I need, this two profiles. Right. So I'm, I have a management consulting business. I have, you know, nine, ten partners, all different skill sets so folks can come to you and say, oh, I need your help.

Mike Murphy 00:12:16 And that's one aspect, but that's not most of them. Most of them are like scratching your head, going, I don't know.

Dr. Jean Oursler 00:12:22 I'm just doing my thing. It's all good.

Mike Murphy 00:12:24 I don't know, And then in you, you're in the world of being able to tell them like, nah, it's not going well. It's going to end in tears. My Irish grandmother said, it'll only end in tears. Like, okay, So you know.

Mike Murphy 00:12:37 So that's hard, right? So you're in that messaging mode of being able to say, here's what we found, here's what's under the hood, here's what's going on. And, and again, that resiliency, that strength that I can bend the rubber tree plant, you know, so not everybody, you know takes the bait. And then, you know, then we have to just say, oh all right, we'll wait for the inevitable. And so but mainly folks come to us and our mission is simple. We want to make you better.

Mike Murphy 00:13:08 How are that's defined? We are going to improve your enterprise value. And that was a journey that I went on when I decided, you know what, I'm a W-2 is great. And I loved all that stuff and I did some magical things, but I love building and fixing things. I love the joy of, I mean, even simple, stupid stuff around the house like, oh, I fixed the toilet. I'm a genius, you know? It's like that. Love that feeling. Right? And so, that became our mission. And that's why we formed our businesses just to help. And so a lot of that's really just folks call up and say, hey, can I pick your brain all day long? Love to do it, love to help. And at the end of the day, you know, if we're doing something that matters and really helping somebody, the commercial stuff will work itself out. So we basically say we're going to improve your enterprise value. We're going to make your company more valuable, whatever that looks like, whether it's improving your growth, improving your margins, doing a better job of kind of plotting your strategy or just being an extra set of hands to help you through a crunch.

Mike Murphy 00:14:03 That's our mission.

Dr. Jean Oursler 00:14:05 Yes. And here's we want to say to you, why do so many business owners say, no, I don't need that. If you find that because they say like, no, I don't. Oh yeah.

Mike Murphy 00:14:12 Well, they're conditioned to say it not because I'm a consultant, you know, it's like, yeah, you know, it's a variation on being an insurance salesman I think. And I was I'm one of those two. Right. So I'm Woody Allen and they take the money. One week with an insurance salesman. So you see him going down the street, down into the bins. Oh, we're going to sell you a term life insurance. So, yeah, I mean, consultants by nature aren't like, oh, you know, everybody just thinks of these, you know, pretentious folks with big binders and deliver a whole lot of nothing. And so and that's understandable.

Mike Murphy 00:14:51 Cynicism is a learned response. So but for me is it's just really trying to build a relationship with the, with the, with the business owner to understand that, you know, I love their mission. I'm here to help. And if I can't help, I'll be the first to say it's I can't help you. Not because, they're beyond help, but because it's not on my skill set. So. And they'll understand that I'm as motivated and excited about their journey to success, as my partner. So that's, you know, that's. And so when they when they say no, it's just I have it's on me. I didn't make the case enough. And then maybe they don't need me, but chances are I figured I could figure that out without having to get them to a yes no decision.

Dr. Jean Oursler 00:15:33 I agree with that. I mean, it's so interesting because I think of business owners is like, if there's ten people, six people don't want to do anything. Two people are out of business tomorrow because they didn't do something.

Dr. Jean Oursler 00:15:42 People who are really elite athletes who want to be on the cutting edge and and it's interesting because those two people who are implementing and working with people like you, they're making more money, they have more freedom, they're having more fun. And when they show up in the room, they're in the top 10%. Yeah. And I look at the other business owners and I say to myself, like, why do you not want to be in the top ten of sentences? Because you could think it's more work or you think it's going to be, but it's not. It's really I do myself, I have something to prove. And it's really you don't. You're just running a company, right?

Mike Murphy 00:16:13 Yeah. It's it's and I've dealt with it not just in terms of as somebody that's providing services to business owners. But back in the day as a member of the C-suite, dealing with CEOs And it's the same thing, I mean, and some of the conversations I remember having.

Mike Murphy 00:16:33 Like what? How you know, how how are we wired here? I mean, again, I, you know, I jokingly say this and you'll never confuse me for Warren Buffett. I'm not a stock picker. Right? So I, I've had at least four, maybe even five scenarios that I went in and, and literally in the first 90 to 120 days, I mean, it was like, oh my God, it's over. Like, not like, hey, you know, the perks aren't what you promise, but like, the business in deep trouble. And then watch the dynamic of the folks in charge who, you know, under their leadership that put it in the ditch, but they can get it out. But that just that changed things really hard.

Dr. Jean Oursler 00:17:08 Yeah, that and it's interesting because of those six figure this two people are going to move up to the to the elite athlete. Two people are going to move down to the slippery slope and be out of business. And two are just going to be mediocre.

Dr. Jean Oursler 00:17:19 And I just don't think business owners started a business to be mediocre, right?

Mike Murphy 00:17:23 No, they didn't. They absolutely want something more. And so, yeah, I mean, that kind of you need a little bit of that intestinal fortitude, that kind of will to win, you know, steel exterior to push through. but you have to have a sense of humility about where you are and open yourself up to be intellectually curious, constantly checking yourself, testing, trying new things. And that's where folks like, you know, those two people you talk to. They may never hire me, but they might call me once every 90 days, you know, and say, hey, you got an hour? Can I pick your brain? And they get it for free, and I'm happy to do it.

Dr. Jean Oursler 00:18:01. Because basically you want everyone to be successful.

Mike Murphy 00:18:04 And when I learned to they're doing stuff. And the other thing is I can play the role of superconductor if they're doing some sort of service entity.

Mike Murphy 00:18:12 That's really cool. That makes me smarter. I go, oh, I know somebody over here that you know, so that's great. But if you don't have that intellectual curiosity, if you're just you have that, you know, that intestinal fortitude that made you a business owner to start with, but you don't see you're not testing yourself and have it a reasonable amount of, you know, humility, confident humility. yeah. You're going to have a rough go.

Dr. Jean Oursler 00:18:36 Yeah. And I totally agree with that. And I think for business owners, you know, there's a there are two things you said. One change is hard. I'm going to vote that that change is not hard. And I'm tired of people telling me change is hard because guess what? The latest iPhone comes out and we all run to get the latest iPhone. So, you know, like I didn't grow up with an iPhone or a computer or any of that, you know, like I'm the generation X person. I'm the digital immigrant is what I tell people.

Dr. Jean Oursler 00:19:03 But yeah, yeah. Like if you're going to stay relevant. And my grandma said this to me, my grandma lived to be 104. She said, you want to stay relevant in the world, you keep up with with changing. Like you have to constantly be changing. And my grandma, like before she passed the thing she wanted next was a computer. She was 104. She wanted a computer? Right. So, like, she's like, what's the latest and greatest technology? How do I learn that? And neuroplasticity is really what keeps you going. So as business owners we have to embrace change. You cannot say change is hard. I'm just I'm on my stump on that. I'm just no.

Mike Murphy 00:19:38 100%. And I work for companies. It's the ultimate definition of madness. Until this quick story, join a company. And we were debating about the future. The company had almost gone bust for new executives, for old executives. You know a lot. I just joined a lot of tension in the room and everybody agreed with the goal was.

Mike Murphy 00:19:55 But there was this raging debate about how much change required to take there. So I said a scale of 1 to 10, ten, blow it up and start over. One fall asleep at our chair. How much change it was twos and eights. And so. And I said, okay, well we could start to we could turn up over time. Well, guess what happened. I mean, it, it needed 13, which I thought, and but the twos became minus fours, you know, they wanted to get into Delorean and go back to 1956 and so that they just could not ever wrap their brain around. I mean, to your point, you described your grandma, you know, for every one of your grandma. You know, there's others that just won't do it, just physically won't do it because they can't do it.

Dr. Jean Oursler 00:20:36 Yeah. And when that, that time comes, it's time you're going to hurt your business. Oh.

Mike M`urphy 00:20:41 And you're dead.

Dr. Jean Oursler 00:20:43 And your business and your business to me is a person like that's it's a person that you gotta love and care for.

Dr. Jean Oursler 00:20:47 And if you want to kill that person off and don't accept any change, and also what makes them so resistant? Seriously, what makes them? It's an.

Mike Murphy 00:20:56 Arrogance. I attribute it to what comes down to is a confidence and then a bit of insecurity. Right? Th lack of, willingness and temerity it takes to reinvent yourself, to go, gee, I was wrong about this or I need to go and do something completely different outside my comfort zone. And if I can't do it, I need to surround myself with people who can. It's hard, I think, for normal human beings. But it's what you do, right? It's what you have to do.

Dr. Jean Oursler 00:21:26 To be a successful business owner. And I think in terms of leadership teams I find so fascinating is, is that everybody wants the same thing. At the end of the day, you want the business to be successful, but everybody wants that. However many paths to heaven, as I as I learned in my master's degree, you can and all those paths might lead you in different directions.

Dr. Jean Oursler 00:21:44 And if you don't have an aligned leadership team, you don't have a great business. How many unaligned leadership teams have you seen versus aligned leadership teams, and what's the difference in those two companies?

Mike Murphy 00:21:53 Yeah, it what it comes down to is and that's back to my my threes and eights scenario where you had to manage a team that was going in the opposite directions. The other thing is, is that what I find is that, you can find that there's different definitions of success, and everybody wants a business to be successful. The question is, if you are running something inside of a company, and you put it in the ditch, right? And you fail. Are you willing to accept the consequences of that? And and that's hard, because what a lot of people do is they simply they simply re change the PA. Right. So you'll have management teams that aren't devoted to we need this company to go to X3X4X in terms of its exponential value. Instead it becomes around salary preservation. Right. So, Willie Nelson had a great joke where he was in charge of a golf course.

Mike Murphy 00:22:46 He owned it. And he said, well, how'd you do in the last hole? Well, he said, well, I own the golf course at the pars. That last one was a 15 and I birdied it. And so what you have is all this dumbing down and you see a management team struggle. You know they try to take the grease pan and make the fuel tank look like it's full when it's empty. And they're going into the side of a mountain. But no, no it takes full. Everything's great. And that's how they manage up. And they manage your preservation and they kick the can down the road. They don't confront reality. And so their definition of success isn't that, no, we don't have 2X3X4X5X in terms of the value of the company. It's did I preserve my salary that I preserve my bonus? That I dumbed down expectations so that I could succeed, not what what I really should succeed? As you talk about results, not goals. Yeah, well, that's where it, that's where the companies fail you.

Dr. Jean Oursler 00:23:35 I. Mike, you're so right on that. I've got a law firm, two partners started 20 years ago. One is just flying and wants the business to ten x, and the other guy is trying to preserve his salary and his legacy. And my name's on the door, so I should get this. And I just wonder how people sort of depart from the place they started into those two places. Do you see that happening in organizations?

Mike Murphy 00:23:59 Yeah. And I think what it is that it requires an external force. So I remember, and the athletes do this. So I remember somebody asking Derek Jeter once, like, because he was having a rough go, would you ever take yourself out of the lineup? And Derek Jeter said, are you out of your mind? I would never take myself out of the lineup because I, you know, not that he was in denial, but you're just not going to take him out and he's going to stay there until you rip the uniform off his back.

Mike Murphy 00:24:24 So but the difference was, is he knew that he wasn't performing and he was focusing and performing. If you have somebody that is into that preservation, into the comfort creature comforts somebody else to make. They're never going to self-select out. You know, it's a drug that's going into their arm. They're never. So it needs a, it needs a force majeure to push them out. And that's what you have to do. And it's for their own good I mean you have to do it.

Dr. Jean Oursler 00:24:50 Yeah. And I just those people that I find, they're just they're not self-aware and they're not doing business, you know, they're not doing personal development. It's not about the business. It's all about them. And when you lose sight of what the business is there for, your business is not going to be. It comes.

Mike Murphy 00:25:06 With age. And this is another lesson I had early on where I was a young sales manager. We were with a top shop in the country. We were a machine and there were a bunch of older sales folks, in their 50s.

Mike Murphy 00:25:24 but the business kind of passed them by. And the manager, who was a contemporary, saw it, and he pushed them all out. You know, he pushed them all out because that's what he had to do. And he, you know, and it was like, wow. I mean, these guys are your friends. And I mean, give them early retirement. Got him the hell out. But the problem is every one of those guys had let the business pass them by. And as a young man in my 20s, I looked. I go, I am never going to let that happen again. To your point, I'm going to be your grandma. I'm going to make sure that I'm on top of it so that I am relevant. So I'm not one of those old fools in the lunchroom telling stories from 1936, right? I don't want to be that guy. As long as I'm drawing my breath and I'm as long as I'm in, I'm going to be relevant. I'm going to stay up on things.

Mike Murphy 00:26:07 I'll have the wisdom of the ages and a curiosity of the future.

Dr. Jean Oursler 00:26:10 I love that, and I will tell you, as I've gotten older, from my 20s into my 50s, it is. It's more challenging to stay relevant, especially with all of this technology. And however, every day I think of my grandma and I'm like, okay, one foot forward because I want to stay relevant. I don't want to be the 50 year old who's putting out pasture, right?

Mike Murphy 00:26:28 100%.

Dr. Jean Oursler 00:26:29 Business owners need to be thinking about that.

Mike Murphy 00:26:31 Well, it's economic Darwinism, too. It's a survival mode. To your point. You know, you talk about the caveman brand, that caveman brain is about survival. And if you're not staying up on that, you're going to get mauled by a saber tooth. So, you know, you have to stay up on things. I don't mean, they were I don't want to be one of those guys that just telling old stories and business passed them by and they didn't learn anything new because they thought of that all figured out.

Mike Murphy 00:26:56 I want to stay hungry.

Dr. Jean Oursler 00:26:58 Yeah. And I'm telling you, if you're listening to this podcast and you're falling into the mauled by the saber tooth tiger, I think I should do a podcast. That's such a great title. Like get get yourself, like, read a book. Go to go get a coach. You know, like hire Mike to to look at your business under the hood and not be a dart in the ground. Like super.

Mike Murphy 00:27:15 Be curious.

Dr. Jean Oursler 00:27:19 It said lots of say be curious, not judgmental.

Mike Murphy 00:27:21 Yeah, yeah. That's great, I like that.

Dr. Jean Oursler 00:27:24 One of my favorite quotes from Ted Lasso. Yeah. With that said, I'm going to ask the second question because I can't believe that we've had such amazing conversation. Thank you. Well, of course, you know, you're on the results podcast.

Mike Murphy 00:27:36 That's right.

Dr. Jean Oursler 00:27:37 Yeah. So we want everyone to get results. What can the listeners do as soon as they finish listening to the podcast to get results? What's your advice for them to some action steps.

Mike Murphy 00:27:51 So, I, I think it comes down to a series of kind of checkbox things. And again, the first is the top of the dialect that I talk about, which is check your premise, you know, A, B, c, See. and if all of those things, if they don't, if they don't line up, then you need to go back in and say, do I have a great performing company and ask yourself the tough questions and, give yourself grades and don't, you know, don't gut really give yourself a hard like more D's than A's, right? Because you're not as good as you think you are. And so and the and the world is going to teach you that. So you might as a hit yourself with the bat because take control of your destiny. and then check your market. Do you and truly have a discernible advantage. Is it a red ocean? Is it a blue ocean? I don't know how many websites I go to with some of the young innovations, and I, I go through it and I go, I have no idea what you do.

Mike Murphy 00:28:47 I write you and everyone else the buzzwords. I, you know, agile and machine learning. But like tell me how your bigger, faster, better, cheaper. You know, the great George Carlin talks about all this word salad stuff. Plain simple. What do you do for your customers and why are you better than the competition? So there's some really fundamental stuff. And then can you manage the business in a way to deliver those services and products efficiently, to meet the standard that you've established for yourself in the marketplace and also generate a profit, you know, through efficiency. So I start with fundamentals, really basic fundamentals and the business purpose. Your why and and start there. And then there's all kinds of tactics and strategies around sales execution and marketing and discipline and management process and culture and all that stuff. But start at 30,000ft and ask yourself those tough questions and build off of that.

Dr. Jean Oursler 00:29:44 I actually will say that you should ask those questions every quarter.

Mike Murphy 00:29:48 Yes, absolutely.

Dr. Jean Oursler 00:29:52 And I'm going to tell you, I can't tell you how many networking groups I go with, business owners who can't describe what their business does, and they can't tell you the outcomes that you're going to get for your business. And my I want to help, like I want to introduce you to somebody. I want to give you a piece of a nugget of I come on

Getting Results with Dr. Jean – Navigating Entrepreneurship Episode Transcript

the podcast so you can't tell me what your business does and how it helps. You need to start there, right?

Mike Murphy 00:30:17 Yeah. Well, some of it's vapor and that's right. A lot of them fail because they fall in love with the technology. Right? I got this new gizmo, this new gizmo, and it's the greatest thing ever. And I remember when, when, PDAs first came out and I was talking to a CTO of the company I was at, and he goes, oh, it's so cool. And he pulled up his little Palm Pilot and he recorded, hey, Alan, give me a call. And he sending an email to me.

Mike Murphy 00:30:40 He said, not cool. I go, let's just pick up the phone. You just that's just technology for technology's sake. You know, it's supposed to be an enabler. So yeah, that's kind of the challenge right now is, is innovation and technology become ends to themselves. And it's not really clear on what their real value proposition is. And more importantly, the proprietary distinction. You get a value prop. This is what I do. But you got to be able to say why you do it. Bigger, faster, better. Cheaper than everybody else.

Dr. Jean Oursler 00:31:06 I love that, and I love how specific that is. I mean, it's such great homework, Mike. And every single person rewind. Listen to what he said, write it down and then do every quarter. Put it up on your wall in your in your office or on your computer and make it happen. That was brilliant. I love.

Dr. Jean Oursler 00:31:24 What is your favorite quote and why?

Mike Murphy 00:31:27 So I'm going to cheat because I got two of them. I kind of violate the rules, am I good?

Mike Murphy 00:31:34. I got two of them because I think they're both transformative. I love them both. So I'm a history major. and, so throughout my life, I've been trying to figure out a way to intersperse obscure historical references to everything I do to justify the the, the major. But there's there's two of them. So the first one actually is to do a history, but it really gets at I think you kind of talk about it a lot in your podcasts and things you've done, which is the pursuit of excellence. And it's, Vince Lombardi who said perfection is a goal which can never be attained. But if we pursue it with all our might and all our capability along the way, we will find excellence. So just that's always been, you know, it's always been my guiding principle, which is I'm going to constantly try to be perfect because I can never get there.

Mike Murphy 00:32:21 But I'm into the journey because I know every day I'm going to be a little bit better because I'm never going to lose sight. I'm chasing perfection. I love it. and the second thing is, which is also, I think, for to me, I find inspiration and when I've used from time to time is Winston Churchill said sometimes doing one's best isn't sufficient. Sometimes you must do what is required.

Mike Murphy 00:32:43 Right. So because there's that old stress management, oh, I can control this. You know, this is what I gotta worry about. And that's limiting. If you start thinking about there's nothing I can't do. Again, there's a balance here because you lose your mind if you start to think about boiling the ocean. But if you have that kind of mindset is like the

Getting Results with Dr. Jean – Navigating Entrepreneurship Episode Transcript

power of the, you know, positive thought, I am going to do what I need to do, not define by what I think I can do. And those are the two things that drive me everywhere I go.

Mike Murphy 00:33:10 I try to build those cultures. When I look at organizations, I try to, you know, help my clients. And still those kinds of things. You put those two fundamental things together. And some of the other discipline we talk about, I mean, you can do magic, you do magic. It's wonderful.

Dr. Jean Oursler 00:33:23 I love those two. I'm so glad you gave us two because, yeah, I cheated.

Mike Murphy 00:33:29 I know what.

Dr. Jean Oursler 00:33:30 I like that I'll buy that all day long. I listen, it's what guides you and that's so interesting because it's really what's doing what's required. And think about what you do for companies. You do the things that they can't do that's required. Right.

Mike Murphy 00:33:43 Well, I hope them see it. I mean, you know, it's a lot of it. It's there in there. Right? I just help them pull it out. Right. And so and me and it's not just me. I mean, I was like I said I got nine partners, all with different skill sets.

Mike Murphy 00:33:55 We all deploy our skill sets differently to whatever's they're looking for, but we just helped draw them, draw it out and let them see and let the light bulbs go off. .

Dr. Jean Oursler 00:34:04 I love that and just 1% better every day.

Mike Murphy 00:34:08 Just get a little bit better every day.

Dr. Jean Oursler 00:34:11 I love that, that's so great. Mike. How can people find you? How can they engage you in terms of your services?

Mike Murphy 00:34:17 Yeah, so they can get to me. Sunstone Management advisors.com/getting results so they can come to me and they can book time with me. I'm absolutely open and, you know, taking time. I'll absolutely get on the phone with folks just to chit chat and get to meet people I love. You know, I'm on that journey now, just expanding my Rolodex and talking to as many people as I can. I mean, I find it invigorating, but yeah. Sunstone Management advisors.com all one word backslash, getting result, all one word. And, they can get them, get to me.

Mike Murphy 00:34:49 And you.

Dr. Jean Oursler 00:34:50 Should remember getting results because we are on the Get Results podcast, so it should be easy for you to.

Mike Murphy 00:34:55 It should be easy.

Getting Results with Dr. Jean – Navigating Entrepreneurship Episode Transcript

Dr. Jean Oursler 00:34:57 And I'm going to say this for Mike because I used to say this one. And I do say this when I'm, when I guess on other people's podcasts, I say, please send me an email because I'd be love to talk to you if you send me an email, book time, my calendar. I'm happy to have the conversation.

Mike Murphy 00:35:10 Absolutely.

Dr. Jean Oursler 00:35:10 And in the four years that I've been guesting, no one's ever taken me up on it. So really? Yeah. So I'm going to challenge everyone who's listening. Go talk to Mike

Mike Murphy 00:35:20 I can promise I'll make it worth your while? Nothing else should be entertained for half an hour. Right. And you'll get to know somebody. We'll get each other's Rolodex. And if we but I, I like I said, my mission is to help you not not to take money from you.

Mike Murphy 00:35:32 So if I never have a commercial relationship, but I meet somebody and they're doing cool stuff, I don't do that all day long.

Dr. Jean Oursler 00:35:39 I love that. So I so Mike's going to keep the metric for me and he's got it. So I'm challenging.

Mike Murphy 00:35:44 I'm going to tell you I'll report back.

Dr. Jean Oursler 00:35:47 That said Mike, thank you so much for being on our podcast.

Mike Murphy 00:35:50 Today. My pleasure. Many thanks for having me. I really enjoyed it.

Dr. Jean Oursler 00:35:53 I'm glad,. And if you loved this podcast and you know someone who needs to listen to this podcast, please forward it to them because that's how we pay it forward to get new listeners to listen to the show. And as always, if you are looking for results, please come listen to the results. Queen. Because I am Doctor Gina. Results Queen go out and get results.