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THE SMALL BUSINESS OWNER'S GUIDE

TO EFFECTIVE DELEGATION

NEW EBOOK

@theexceptionalskills

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INTRODUCTION

As a business owner, when you hire employees, your responsibilities change. Before you hire, you are likely doing everything yourself. You are doing the work. When you hire others, however, that changes. You are no longer responsible for doing the work yourself and getting the results yourself: you are responsible for the people who do the work and get the results.

Sometimes, though, even when you hire, you can still have that individual performer mindset. You feel like you must do the work and you must get the results. You may not trust your employees to do it right, so you do it yourself. You may not know how to delegate well, so you don't. That, of course, keeps you from getting the results you should be getting.

That's what this ebook is about – to teach you how to delegate well. It's divided into five sections: why you need to delegate; why you don't delegate; what and when you should delegate; how to delegate effectively; and other tips to help you delegate effectively.

Each section is important for various reasons (which is why we didn't just list the "steps" to delegate). It's important, especially if you don't know, to know why you need to delegate and the benefits of it. It's important to know why you don't so you can fix the issues you personally face.

It's important to know when and what to delegate to make sure you delegate the right tasks. It's important to know the steps to delegating because, well, it's kind of hard if you don't. The other tips are important because they can give you advice that can help you delegate better and get greater results.

Let's dive in.

WHY YOU NEED TO DELEGATE

Here are the reasons why you need to delegate (and the benefits thereof).

IT'S ABOUT RESULTS

As mentioned in the introduction, as a business owner hiring employees, your task is now to get results through other people. You can't do that by trying to do it all yourself. If you do, your results will be limited. You only have a set amount of hours you can work. When you get results through others, the results you can get increases exponentially.

IT HELPS YOU FOCUS ON YOUR MOST IMPORTANT TASKS

As a business owner, there are certain tasks only you can do and that are important for you to do. When you don't delegate, and try to do everything, then your time is split between the most important and the less important. You either do less of the most important tasks or just don't do them well.

When you delegate effectively, you then have the time to focus more on what's most important, multiplying your productivity and outcomes.

IT REDUCES STRESS AND OVERWHELM

As business owners, we do a lot, especially starting out. Over time stress and overwhelm can occur. When you continue to try to do everything yourself, that only increases. When you delegate effectively, then you are able to let go of many of the tasks you were doing, reducing overwhelm and stress.

When you try to do it all, you can get caught in a negative loop of producing less because of the stress, which brings more overwhelm, which leads to working more hours and more stress, and the loop continues.

IT REDUCES BOTTLENECKS

If you try to do it all, then everything depends on you. Any other work that needs to be done is dependent on you getting something else done. And, if you are trying to do it all, who knows when you will get to that particular task.

Delegating and trusting others with the projects and tasks reduces bottlenecks and can help your company run and get results faster and better.

IT SHOWS TRUST IN OTHERS

When you delegate, it shows trust to your team, to your employees. You are showing them that you believe in them and that they can do it. Showing them trust can help build your influence with them as well.

If you always try to do everything yourself or try to micromanage and control it, you are telling your team that you don't trust them and that you don't find them capable enough to do it or learn to do it. That demotivates and hurts your influence with them.

> ## DELEGATION IS A TOOL YOU CAN USE TO HELP DEVELOP YOUR PEOPLE.

IT DEVELOPS OTHERS

Your employees are your greatest assets. The greater your employees' abilities are, the greater the outcomes your company will have. Delegation is a tool you can use to help develop your people. It allows you to teach them and grow them as individuals and employees.

IT ALLOWS YOU THE FREEDOM TO STEP AWAY AND HAVE THE COMPANY RUN WELL WITHOUT YOU

One reason some owners have a hard time taking a vacation or taking time off without looking at their phone every 5 minutes is that everything depends on them for things to function. You don't want that.

When you develop your team and delegate effectively, you set up your company to run well without you. When it runs well without you, you can take time off or even leave and know it will continue to do well

WHY YOU DON'T DELEGATE

There are multiple reasons you may not delegate. See which one(s) resonate with you.

YOU DON'T KNOW HOW

One big reason you may not delegate is that you just don't know how. You know it's important, but you aren't sure about the best way to do it. The rest of this guide will help you do that.

YOU'VE HAD BAD EXPERIENCES "DELEGATING"

Maybe you've tried to delegate in the past. You did the best you knew how, but it just did not work out well. The work didn't get done, things fell apart, or mistakes happened that you want to avoid in the future. Whatever the reason, you've been hesitant to try again.

Don't give up on it because it may not have worked out the way you wanted in the past. Learn from this guide, work on delegating effectively, and, in the long run, it will be worth it.

YOU DON'T TRUST OTHERS

You may not delegate because you don't trust others to get it done and done right. You don't feel they have the skill, ability, dedication, or whatever it may be to do it "right", so you do it.

If that's where you are at, it's something you definitely need to work on. Your lack of trust will hinder your future growth. You can always start small and build. If they don't know how to do something, you can help them learn. Have set check-ins to see where the task is at (we'll discuss this more later). Work on your trust in others so that you can move your company forward.

YOU FEEL LIKE NO ONE CAN DO IT AS GOOD AS YOU

You may feel like no one can do it as good as you. It may be a control or perfectionist issue (it must be done a certain way, exactly), it may be that you love the task and don't want to let go, or it may be that you don't trust the skills of your employees.

Whatever the reason, as long as you continue to try to do it all yourself, it's going to cost you. Make sure to check out the 70% rule when we get to it below.

"IF YOU WANT IT DONE RIGHT, DO IT YOURSELF"

You may say this phrase as an excuse to maintain control. It could be because you feel like the outcome must match exactly like you want (as said above) or that you don't trust others to do it well. It could also be a sign that you just don't know how to teach it well, so this is the excuse you give. Whatever this reason, if you maintain this mentality, it will hinder the growth of your company.

"IT WILL TAKE TOO LONG TO TEACH SOMEONE, SO I'LL DO IT MYSELF"

That's another common excuse people give for not delegating. And true, it may be quicker this time to do it yourself, but over time, you will save yourself a lot of time by teaching others how to do those tasks.

"IT TAKES TOO MUCH UPFRONT EFFORT (IT'S EASIER, QUICKER IF I DO IT)"

True, it does take more time upfront to delegate; however, long-term, you will produce more than ever before.

> " **WHEN YOU DELEGATE TASKS, YOU GIVE YOUR EMPLOYEES AN OPPORTUNITY TO GROW AND ADVANCE THEMSELVES.**

YOU ARE DEDICATED TO, GOOD AT, OR LOVE THE TASK, AND YOU DON'T WANT TO GIVE IT UP

Sometimes there are tasks you may love to do or are good at, so you want to keep doing them. They may be tasks you feel comfortable doing or that you just enjoy.

However, they may not be the MOST important tasks for you anymore. If they aren't part of your most important tasks, if it can be passed on to someone else, if it keeps you from your most important tasks, then it's probably time to pass those along so you can focus on the more important ones.

YOU FEEL GUILTY PASSING THE TASK ON TO SOMEONE ELSE (ESPECIALLY IF THEY ARE ALREADY BUSY)

You may feel guilty passing tasks on. You may feel it's wrong to ask someone to do something that you can do. While that feeling is understandable and many sometimes have it, it's misguided.

As we discussed earlier, when you delegate tasks, you give your employees an opportunity to grow and advance themselves. It also makes you and your team more productive. When you don't pass tasks on, you hurt everyone.

Change your mindset about passing on tasks. Instead of feeling guilty when you do pass tasks on, feel guilty when you don't.

YOU'RE NERVOUS ABOUT LETTING GO

You may be nervous about passing on the tasks. You know you can do it well, but you fear how someone else will do it. You fear it not turning out the way you hope.

That's why the way you delegate is important. You also need to remember that, even if someone does mess up and make a mistake (and people will), taking the time to have others learn to do it is worth it.

YOU FEAR PEOPLE WILL THINK YOU ARE NOT ON TOP OF IT (OR LAZY) IF YOU PASS ON TASKS

You may fear people will look down on you if you pass on tasks. Maybe you see business owners as always overwhelmed or busy, and if you are ever not overwhelmed or overly busy, you will look bad. You may fear others will think you are not a hard worker or that you are incapable because you pass it on.

That's false for several reasons.

First, what matters is results. When you delegate effectively, that's being a good leader, you are likely developing and growing your team, and you will be getting more results than you ever could have by yourself.

Not only that, the "hustle" mentality that that says as an entrepreneur and business owner you must put in all these hours to meet some standard is wrong. Yes, we do at times put in hours and hard work, but we are doing it to grow our companies. We also delegate and take time to rest, because that also helps us grow our companies.

What matters is, again, the results, not the image of an overworked entrepreneur.

WHAT & WHEN YOU SHOULD DELEGATE

Here are some guidelines to follow in deciding what tasks you should delegate or do yourself.

KNOW WHAT YOUR MOST IMPORTANT TASKS ARE (AND WHAT ONLY YOU CAN DO)

What are your most important tasks for you as the business owner? What can only you do? If it's something that's important for you in your role and that only you can do, then of course you won't delegate those. Tasks that aren't important to you or that someone else can do, those you consider delegating.

Also, think Pareto's Rule. What is your 20% of tasks that produce 80% of your results? What are the 80% tasks that produce only 20% of results? Tasks that aren't in your 20%, that aren't your most important tasks, are tasks that you need to look at possibly delegating.

KNOW YOUR STRENGTHS AND WEAKNESSES (AND LIKES AND DISLIKES)

Some tasks you are good at and some you are not. Some tasks you enjoy doing; other tasks you despise. If, for example, you are not good at event planning, but someone else is, it may be a good idea to pass that task on to that person. If you don't like a task, but someone else does, even if they aren't that great at it (yet), you might start passing it on to them, training them how to do it.

However, just because you like a task a lot doesn't mean you should keep doing it. If it's not important to you as the business owner, you probably want to pass it on. Also, on the flipside, just because it's not your strength or something you like doesn't mean you shouldn't do it. As a leader, it's not about you and your wants, it's about you doing what you need to do for your team and your business. If that means doing some tasks that you don't like, then you do them. If it means growing in a weak area, you do that.

You don't decide based on likes/dislikes/strengths/weaknesses, but you can use them to help guide you in it.

KNOW WHY YOU HIRED/ARE HIRING SOMEONE

What did you hire this person to accomplish? What is their role? Make sure you give the tasks related to that role to that employee.

KNOW WHAT YOUR EMPLOYEES ARE SKILLED AT AND ENJOY DOING

In the same line as earlier, know what your employees are skilled at and enjoy doing. If they are good at doing a certain kind of work, you may want to pass tasks that relate to that to them. If they enjoy or want to learn in certain areas, you may want to start helping them learn how to do those tasks and develop them in those areas.

If they are weak in areas, it may mean you want to develop them in those areas some, or it may be that you want to pass tasks in those areas to someone else. It would depend on the person and their role and areas of responsibility.

The more you can put tasks with people who enjoy it or want to learn and grow in it, the more motivated they will be in those tasks.

WHAT AREAS DO YOUR EMPLOYEES NEED TO DEVELOP IN?

If you know your employees need to develop in certain areas, you can begin to delegate and train them in tasks related to those areas to help them begin to learn, grow, and take ownership of those tasks.

ARE THE TASKS TEDIOUS AND TIME-CONSUMING?

If you have some tasks that are tedious and time consuming that drain you or keep you from more important tasks, you may want to see about delegating those.

CONSIDER FOLLOWING THE 70% RULE

Brian Tracy in his book Delegation & Supervision suggests that if someone can do a task 70% as well as you, you should delegate it to them. They can then learn and grow in that area, and you can focus on more important tasks and developing in other areas.

It doesn't have to be 70%, but you also don't need to wait till everyone can do everything as good as you before passing it on to them. They may not be as good at it first, but practicing is part of learning. If their work is good enough, then passing it on can help free you to focus on something else. When you checkup and meet with them, you can also help teach them so they can continue to grow in that task.

IS THERE SOMEONE WHO CAN HANDLE PARTS OF A PROJECT OR TASK?

You may not always want to delegate everything related to a project or task, but only part of it. Are there certain parts someone else could do? Could they, for example, write out the report and you edit it and finish it up?

ASK, "WHO ELSE CAN DO THIS TASK?"

When you start looking at the tasks to do, ask yourself, "Is there someone else who could do this task?" If so, you may want to pass it on.

IS IT A ONE-TIME TASK OR A RECURRING TASK?

- If it's a recurring task, you probably want to delegate it so that you don't always have to do it.
- If it's a one-time task, and you would have to do a lot of training and teaching, you may just want to do it yourself.

IF IT'S EXTREMELY CRITICAL, YOU MAY NOT WANT TO PASS IT ON TO SOMEONE WHO IS NEW AND LEARNING THOSE TASKS

CAN SOMEONE DO THE TASK BETTER THAN YOU?

Unless it's one of your critical tasks that you need to do yourself or grow in, pass it on.

WHAT'S THE TIME LIMIT AND HOW CRITICAL IS THE JOB?

Do you have time to teach someone the task before it's due? How critical is the job?

If it's extremely critical, you may not want to pass it on to someone who is new in and learning those tasks. If someone is experienced and can do it well, you may want to pass it to them and just check up on the task, especially if it's critical.

HOW TO DELEGATE EFFECTIVELY

Now that you know why you need to delegate, why you don't, and when and what to delegate, let's look at how to delegate.

NOTE: Delegation is not abdication

First, it's important to point out that delegation is not abdication. You are not giving up a task and removing yourself completely from it and the responsibility for it. Ultimately, the outcome of the task is still your responsibility. You still need to be involved to make sure it's done well (we'll cover how a little bit further down).

FIRST, BE CLEAR ABOUT WHAT NEEDS TO BE DONE

One reason delegation fails is because the person delegating doesn't take the time to plan out what needs to be done and what the expected outcomes are.

They say, "Hey, you, do this", then wonder why the task didn't get done the right way. Or they get upset at the person for not doing it "right" and start doing it all themselves when really the fault lies with them.

Take time to think and map out what exactly needs to be done with the task. Not the activity the person has to do necessarily, but the results and outcomes that you are looking for.

What are the outcomes, the results, that you need from this task or project? What does it look like? What is the timeline? Make sure you are completely clear about what you are looking for.

SECOND, FIND THE RIGHT PERSON FOR THE JOB

The right person for the job depends on several factors. First, if the project/task fits into their role and job duties, it would make sense to pass it to them. There can be other factors to consider, though.

If it's time-criticalhigh-priority or a high priority task, you likely want to give the task to someone who is experienced with the task and who can do it well. However, if it's not time critical or high priority, you may want to give it to someone to learn and train in. They may not be good at it yet, but you may believe it's something they can be good at and want to help them develop that skill.

What you choose will depend on the task, the people you have, how critical the task is, and the amount of time you have for that task to be completed. You may also look at the person's current workload and see if they have room to do that project or if you may have to move tasks around to allow them to do that project.

Note: In some cases, with some tasks, it may be more appropriate, cheaper, and more effective to outsource to another company that specializes in those tasks. That's okay as well. We'll discuss this a little more later.

THIRD, MEET WITH THE PERSON AND DISCUSS THE TASK

When you meet with the person, you want to make sure you are clear about what the task is you want to be accomplish. Don't let your focus be on how to do it, the activity, but let your focus be on the results.

You want to be clear about what your expectations are for the results and the outcome of the task. This doesn't mean you can't help people with the how (especially if they are new), but you aren't about controlling the how, which is often seen as micromanaging.

Make sure to explain the why of the task, why this task is important, what it means in the big picture, and why you are asking them to do it. Discuss with the person the task, expected outcomes, the why, timelines, milestones, budget, how often you will meet about the project, and so on.

Encourage questions and feedback. Make sure to let the other person talk and give input where appropriate. The more the other person feels involved, the more committed they will be to the task.

Make sure they clearly understand what they are expected to do. Ask them to repeat back and make sure you both are on the same page. An easy way to do this is something like, "Just to make sure I was clear about everything, would you repeat back what I said? I want to make sure I explained it well."

FOURTH, DELEGATE THE RESPONSIBILITY AND AUTHORITY TO DO THE TASK

Don't just tell them that they must do the task and to make it work, give them the authority to do it as well. If the person needs help and assistance from others, make sure the others know that the person is in leading whatever project and will be coming to them for that help.

If decisions will need to be made, give them the authority to make them, at least to a certain degree. There may be some major decisions that need to come through you, but if they must always come to you or someone else for approval, you are bottlenecking them.

There are few things worse than getting responsibility for a task then having to fight through bureaucracy to try to get the task done.

FIFTH, PROVIDE THE NEEDED RESOURCES AND SUPPORT FOR THE PERSON

If the person needs certain resources to accomplish the task, make sure they have it available or can get it without issue. Make sure you are there as they go through the process to provide whatever support they need. If they are new, they may need more support as they learn the task.

IF SOMEONE IS HIGHLY COMPETENT IN THE AREA, YOU MAY BE MOSTLY HANDS-OFF.

SIXTH, CHECK IN WITH THE PERSON AS NEEDED

Depending on the task and the level of competence of the person, the level of involvement you have will vary.

If the person is new to the task and they are learning, you may want to meet with them more frequently to go over what's been going on and what lessons can be learned or what support and resources are needed.

If someone is highly competent in the area, you may be mostly hands-off. In those cases, you may want to manage by exception. That means that, unless the person is behind schedule or an issue has arisen, there is no need for them to meet with you regularly.

They will just email you updates regularly, to whatever degree you set. This saves you a lot of time and shows trust in them. This also depends on the task. If it's critical, you may still want to meet with them on a regular basis.

Those in the middle you may want to meet occasionally – it just depends on the task and the person. You could start off meeting regularly, then do it less and less as the person shows more and more competence in the project or task.

SEVENTH, LEAVE THE PERSON TO DO THE TASK

While you do want to be available to help, teach, and provide feedback, you also need to let the person do the task without you being all over them. You set the task out, you told them your expectations and were clear about milestones, expected outcome, etc., so now get out of the way and let the person do it!

They don't need you to micromanage or always be stopping by asking how it's going, checking in. When you do meet on your regular check-ups, a good way to start is by asking questions, asking how things are going, what challenges they are facing, and what support you can give.

EIGHTH, DEBRIEF WITH THE PERSON (AND GIVE CREDIT AND RECOGNITION WHERE DUE)

Once the task or project is over, go over it with them. Ask questions. What went well? What went wrong? What can be learned from it? How can they (or you) do better next time?

Give credit where credit is due. Publicly and privately praise and recognize them for their effort and achievement. And tell them "Thank you".
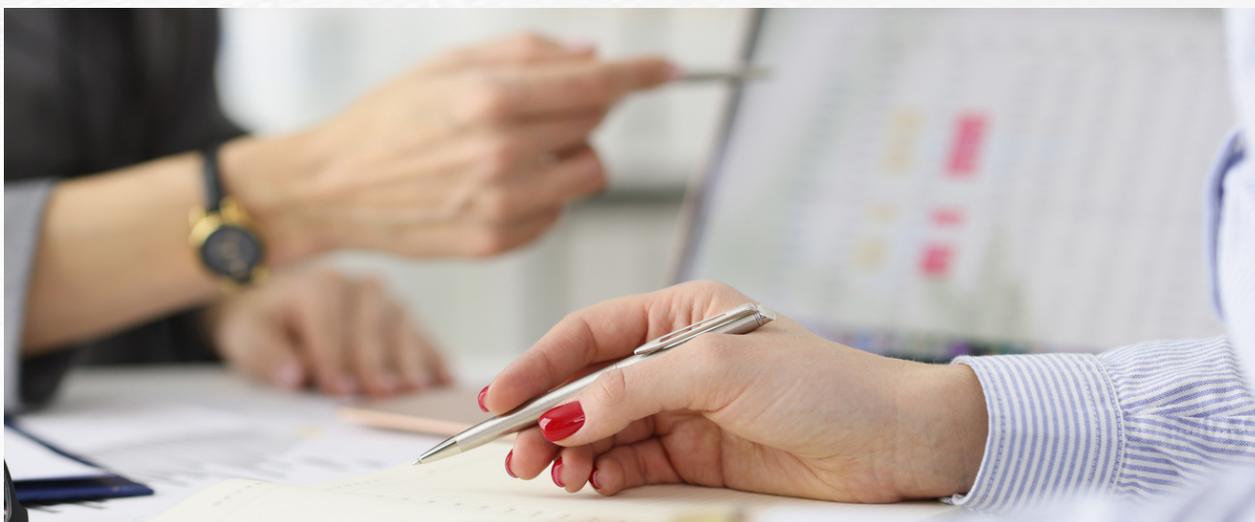
OTHER THOUGHTS & TIPS TO HELP YOU DELEGATE WELL

FOCUS ON RESULTS, NOT METHODS

We talked about it before, but it's important to bring it up again.

Don't micromanage. What is important is the result, the outcome, not how they do it. They may not do it how you would do it. They may not do it to the same level. That doesn't mean it's wrong.

If they are learning how to do it, you may be more involved, but it doesn't mean they have to do it your way. What matters is that they meet the expected outcome.

RESIST THE TEMPTATION TO TAKE BACK CONTROL

When the task isn't done as well as it should, use it as a teaching opportunity, not as an opportunity to grab back control. Sometimes our instinct would be "I knew this delegation wouldn't work, I'll do it myself." But you're hurting yourself doing that.

Yes, it may not have succeeded as you wanted, but look at why. Why was it not to the level needed? Was it something on your part? Did you not teach well or were you unclear about expectations? Does the person need some more training in a certain area?

What is the cause? Go over the project, find the cause, and use it as a teaching moment for you, them, or both of you.

A FAILURE ON THEIR PART MAY BE A FAILURE ON YOUR PART

Just because they failed doesn't mean it's a failure on them or the concept of delegation.

The failure could be yours. If you weren't clear enough, if you didn't let them do it without you micromanaging, if you didn't provide them the authority and resources and time they needed to do the project, or if you didn't train or teach them well, the fault is yours, not their's.

Don't just tell them that they must do the task and to make it work, give them the authority to do it as well. If the person needs help and assistance from others, make sure the others know that the person is in leading whatever project and will be coming to them for that help.

If you find that the fault is yours, learn from it, and do better next time.

IT'S OKAY TO START SMALL

If you have a hard time delegating, start small. Start will some small tasks and build up. If someone is new or uncertain about themselves, you can start small with them as well. Give them some small tasks that are their responsibility. Let them get some wins and build from there.

REMEMBER THAT PEOPLE OFTEN TAKE LONGER TO DO SOMETHING THE FIRST TIME

Usually, when we start something new to us, we are slower the first time we do it. Then, over time, we get faster and faster.

It's the same with your employees. The first-time you delegate a task to them, they may be slower than you want. But, over time, as they learn and pick it up, they should go faster and faster.

DON'T ALLOW REVERSE DELEGATION (DON'T TAKE PEOPLE'S MONKEYS)

William Oncken wrote an article for Harvard Business Review called "Management Time: Who's Got the Monkey" (Ken Blanchard also had a book called The One Minute Manager Meets the Monkey).

The monkey is the next step in a task. All too often, we take monkeys from those under us. We take the next step. An employee asks you to do something for them, and you agree, so now you have their monkey. They don't have responsibility for the task now, you do.

An employee has a problem, and you take the problem on yourself to solve – now you have the monkey. If an employee asks for information they can't find, and you agree to do it for them, you take the monkey.

They may have an issue with someone, and you take it upon yourself to solve the issue – now you have the monkey. Each time you agree to do something for someone, you are taking that task back.

It's not that there aren't times when you need to do something, that it's something only you can do, but most of the time, it's not needed. We allow ourselves to become subordinates to our employees, them waiting for us to solve or do something, instead of us helping them to solve it themselves.

Instead, whenever they come to you for help, make sure they leave with the monkey. If they need information, point them in the right direction, but make sure it's their job to find and get it.

If they have a problem or can't make a decision, make them go through the problem and come up with possible solutions. You then may go over it with them, but make sure when they leave, the next step, the monkey, is with them.

If an employee asks you to do something for them, but it's something they can do, show them the resources or direction of how if needed, but let them leave with the monkey.

If they have a problem with someone, make it their responsibility to take the next step to try to solve it with them, not you do it (it's not that you should never mediate if needed, but we can too easily get involved when it's their responsibility to resolve the issue with the other person, at least initially and in most cases).

Don't take the monkey. Don't allow reverse delegation.

DON'T ASSUME THAT PEOPLE KNOW HOW TO DO IT. ASK AND FIND OUT

BE WILLING TO TEACH AND TRAIN

A big part of delegation is that you help develop those under you. Be willing to teach and train. Don't assume that people know how to do it. Ask and find out. Give them the resources and training to learn.

It takes more time upfront, but in the long run, it will benefit them, you, your team, and your company.

CONSIDER USING THE "I DO, WE DO, YOU DO" METHOD

When I was a teacher, one of the methods we were taught to use was the "I do, we do, you do" method. When we were teaching the kids a new concept, we would start off showing the kids how to do it by doing it ourselves. If the class was learning a math concept, I would do it and model how to do it. Then we would do a problem (or problems) together and solve it together. Then I would ask the kids to work on and try the problem themselves.

You can use the same method teaching your employees a task. You start off by modeling and showing them how to do it. Then you do it together or have them do it with you guiding them along the way. Then you release them to try it and then review it together.

BE CAREFUL ABOUT ASSUMPTIONS

It's easy, very easy, to make assumptions when giving your expectations about a task or project. I know it's something that I struggle with personally. I assume that the other person thinks the way I think, or when I say I want something done, that what I'm thinking the output should look like is what they see. However, it's often not. We all come from different backgrounds, have different expectations and experiences, and we see the world differently.

That's why it's important to be clear about the expectations you want and why it's important to ask what they think the expectations are to make sure you are both on the same page. It's also why you need to look at yourself first if the project or task didn't turn out exactly like you wanted.

You need to first check to make sure you weren't making assumptions and that your expectations were clear. If you were making assumptions, it's just a lesson learned to do better next time.

SOME TASKS YOU MAY OUTSOURCE TO ANOTHER COMPANY

While this book focuses primarily on delegating to those on your team, you may also consider delegating tasks to other companies via outsourcing. With some tasks, it just makes sense to outsource to another company that specializes in that area. It may be cheaper and more cost-effective to do so.

It might be that no one has that responsibility or skill in that area, and the need for it is rare (for example, maybe you need some graphic design work done, but you don't need it very often).

It doesn't make sense to spend a lot of money training someone or you spending hours fiddling with Photoshop trying to make a half-decent graphic when you could just hire someone who can do a much more excellent job in a lot less time.

YOU'VE GOT THIS

I hope that after reading this guide, you feel more confident about delegating to your employees.

Delegating is a powerful tool, and a necessary tool, if you want your business to grow to its full potential and if you want to ever be able to step away from your business whether for a short or long period of time. If you have any questions, comments, or more, feel free to email us at **eskills@theexceptionalskills.com**.

Here's to the success of your business!

![The Exceptional Skills logo]

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