

every
woman

WORKBOOK

The art of delegation – for managers



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ABOUT THIS WORKBOOK

Established in 1999, everywoman advances women in business. Our aim is to ensure women from all over the world fulfil their potential. We produce workbooks on topics that matter most to our members, and we're constantly listening to your views to give you the tools you need to kick-start your career at a time and place that suits you.

In today's 'always on' 24/7 world, time is a precious commodity and there is a high likelihood that work will encroach on precious downtime. The need to maximise the use of time, to prioritise and to delegate effectively, is more important now than it has ever been.

Delegation is good for managers, good for their team members and good for the organisations in which they work. However, it is still one of the least practised and most under-developed management skills.

The pressure of time makes some people reluctant delegators: "It's quicker to do it

"I think delegation is really quite a difficult concept for a woman. I think it hasn't come naturally to me. I always thought 'I can do a better job than someone else next to me' which, I think as you progress in your career, you realise is no longer realistic.

You just can't always do things on your own and therefore you really need to start learning the art of delegation, which is a real art. I think you need to learn to empower people and almost coach them how you want them to do that job.

So it's quite a long process - you need to make sure that you've taught them how to do it, and then you delegate."

Alina Addison
everywomanClub member and Managing Director of Debt Fund Management
in the merchant banking arm of Rothschild.

myself,” they reason, “at least that way, I’ll know it’s done right”. The effort required to delegate is often seen as equal to the effort required to induct a new team member: ages spent on instructing, coaching, checking and following-up. “It definitely feels easier to do it yourself”, some might say, “the buck stops with me anyway”.



It’s time to challenge these common misconceptions - to set aside the limited thinking that is going to hold you back. Unfortunately, women can be more prone to thinking this way because there is another reason that stops us delegating - the fear that people won’t know how capable we are, or that we might be perceived as ineffective or uninformed.

Even the most senior women in an organisation will admit that mastering the art of delegation is not easy, as our everywomanClub member Alina Addison noted in a video interview for the everywomanNetwork (see quote on previous page).

As you rise up the career ladder, you will adopt new ways of working and master new techniques that will greatly benefit your ability to succeed in your role. Delegation is one of them. By far the most important step to mastering delegation is to establish a positive mindset around your working practice.

This workbook is packed full of advice and guidance about how to become an effective delegator. Master the art of delegation and you will have a motivated team, whilst also giving yourself the opportunity to climb up the career ladder and gain new experiences.

We’d love to know how you get on.

Share your experience with karenmax@everywoman.com.

Good luck!

Maxine & Karen

The everywoman team

SECTION 1:

GETTING READY TO DELEGATE

EXERCISE

First, consider the following questions:

- Do you struggle to complete your daily task list? [y/n]
- Are you frequently interrupted? [y/n]
- Do the team members you manage bring you problems rather than solutions? [y/n]
- Do you regularly take work home? [y/n]
- Do you work longer hours than all of your team? [y/n]
- Are you still carrying out the same tasks you were when you first started your job? [y/n]

If your answer is 'yes' to a number of these question, learning to delegate effectively will bring you many benefits.

What is delegation?

Before we start to look at how to delegate, it is important to clarify exactly what delegation is and what it is not. Essentially, delegation is the deliberate decision of a manager to give a team member the responsibility for a task that normally the manager could have carried out herself. Crucially, it's not pushing off the tasks that you hate or that bore you, and it is not offloading accountability.

Effective leadership is fundamentally about having a vision, be it for the work of the team, the department, the division or ultimately, the company. It is about developing a strategy to deliver the vision, and so it is crucial that you have the time to look ahead, reflect, review and adapt. People who do not delegate will struggle to find time for this and will be locked into day-to-day management, which ultimately preserves the status quo.

Key take-away

In the context of delegation, it is important to distinguish between responsibility, authority and accountability.

- **Responsibility** puts the onus on the team member to carry out the task.
- **Authority** is the level of decision-making or resource handed down to carry out the task.
- **Accountability** is being held to account - the ultimate responsibility - for achieving the task.

Responsibility and authority can be delegated, whereas accountability cannot. As the saying goes, 'the buck stops' with the delegator.

People who delegate well maximise their own time, enjoy greater job satisfaction and have increased productivity. They empower their teams to be high performing and of greater value to their organisations.



That said, it takes time to delegate properly. In the early stages, delegation will increase your workload as team members are instructed and coached to perform new tasks. It is anxiety-inducing for those of us who are impatient or have trouble relinquishing control. However, the benefits far outweigh the challenges once you get started. Delegation is essential if you want to be a highly productive manager. When you delegate, you also create valuable opportunities for your team members to develop and learn new skills.

Who can you delegate to when you don't have a team?

“You can't build any kind of organization if you're not going to surround yourself with people who have experience and skill base beyond your own.”ⁱⁱ

Howard Schultz, CEO Starbucks

Delegation is not the prerogative of team leaders with multiple resources; it's an essential skill anyone can and must master at any stage in their career. When resources are scarce and the pressure is on, finding someone to delegate to requires a little creativity. Carson Tate, author of *Work Simply: Embracing the power of your personal productivity style*, offers the following suggestions:

- Can you hire an intern?
- Can a temporary worker take on a task that has been bottlenecking your progress?
- Can you outsource some of the work to a virtual assistant - an online assistant, working remotely, who can handle specific assignments on either a per-task or hourly basis, thereby saving you the costs of a part-time or full-time employee?
- Can you partner with another division or department of your company (or even with an outside firm) and split the cost of a project that will benefit both organisations? ⁱⁱⁱ

Even if you're not a team manager, it's possible to delegate. Discuss with your boss the possibility of sourcing help from other teams, or seconding someone from another department who's interested in the work you do and would like to gain valuable experience. This makes delegation a clear win-win.

What can you delegate?

“You live and die by your ability to prioritize. You must focus on the most important, mission-critical tasks each day and night, and then share, delegate, delay or skip the rest.”^{iv}

Jessica Jackley: American businesswoman and entrepreneur

To start to figure out what you can delegate it is a good exercise to find out where your own time goes at the moment.

EXERCISE

Stage 1:

Over the next week, make a list of every task you carry out and the time it takes. When you come to review it, add in anything you regularly spend time on that might not have occurred that week, for example a monthly meeting, or a report that has to be prepared several times a year.

URGENT + IMPORTANT + COMPLEX
(crises, pressing issues, meetings, deadlines)

-
-
-

NOT URGENT + IMPORTANT + COMPLEX
(planning, prevention, personal development)

-
-
-

URGENT + NOT IMPORTANT + SIMPLE
(routine task, some meetings, regular activity)

-
-
-

NOT URGENT + NOT IMPORTANT + SIMPLE
(‘nice to haves’, non-essential tasks)

-
-
-

Not only will this help you determine whether or not the task can be delegated but it will help you to see where your time goes. You may also want to keep a note of every time you are interrupted in your own work to carry out a task and whether the interruption was necessary or something that a clear policy of delegation will resolve.

Stage 2:

Mark up your list. A good question to ask yourself is 'do I have to do this?'

Shift the emphasis to find different answers.

- 'Do I *have* to do this?' Is it something that must or should be done, or is it a 'nice to have' that is not actually essential?
- 'Do I have to do *this*?' Some tasks become routine and probably could be discarded altogether or tacked differently.
- 'Do *I* have to do this?' Is it something that could be done perfectly well by someone else?

Key take-away

When considering whether to delegate a task, it can be useful to decide if it is a 'glass ball' or a 'rubber ball': If the task was dropped, would it bounce back to you or would it smash?

A key to the art of delegation is to delegate non-critical tasks so that your team can feel empowered with authority and responsibility to carry them out, but are also given a safe space to fail. If the person you have delegated to makes a mistake, he/she is able to learn from it and move forward without a detrimental impact.

If you do need to delegate a 'glass ball' task, think carefully about the knowledge and competence of who you would like to delegate to. Even if there is a tight deadline, you should ensure there is time for you to review the work; that there is time to pick up the ball yourself if it looks like it will be dropped.

Ideally in an experienced team, you will have people who are authorities in their own skill or technical area. They may even know more than you do about certain things, and you will feel fully confident about delegating to them.

For everyone else, consider delegating anything that is:

- Routine administration
- A repetitive task
- Standardised decision making or activity
- A task other team members regularly take on when you are on holiday, or away for any reason
- A task that would stretch another team member and enable them to grow.

Remember: You are not handing over ultimate accountability for the task, simply the responsibility and authority for getting it done. The best delegators delegate the requirement, not the process. In other words, they explain the desired outcome and allow the team member to do it their own way.

You can start small, breaking tasks down into their component parts and delegating on a piecemeal basis until the team member has the capacity or ability to take on the task as a whole.

Workload and capacity

All of us are managing smaller teams these days and are charged to achieve more with less. Part of the skill of delegation is to encourage a culture in your team where everyone seeks to delegate - for the right reasons, of course! Tasks should be pushed down to the lowest level where they can be achieved correctly, so that the least experienced people also have a chance to develop and grow. Just as you need to spend your time on more important things, so do people at the middle level of your team.

Workload is a major consideration. Obviously you must consider the impact on the person to whom you are delegating and the potential impact across the team as a whole. Ask yourself what the consequences will be before delegating and discuss them with your team members.

EXERCISE

If part of your motivation to delegate is to encourage the development of your team, you may want to conduct a skills audit and keep a matrix of capabilities.

Here is an example from a charity trustee skills audit:

Name	Experience of working with children and families	Strategy and organisational development	Law (especially HR law)	Performance, Staff and Board development	Fund Raising	Marketing PR Social Media
Jane Doe						

Now create a similar chart for your team members, listing their skills and experience, so that you can see at a glance what their capabilities are. You may also want to add a column for their development goals in case the opportunity for formal training or a stretch assignment arises.

Name	Experience of:	Qualified in:	Previous responsibilities:	Development goals:

It is helpful to analyse the task you are delegating. Create a chart that will help you see at a glance the fit between the tasks and the team's skills and knowledge.

Task to be delegated	Skills and knowledge required to complete the task	Personal competencies needed to complete the task	Potential person to take it on

Do your best to match up tasks to be delegated with team members' skills and strengths. If you are aware that someone wants to learn how to do something or has a particular interest in a task you plan to delegate, use the opportunity of delegation to give them a stretch assignment.

If you are finding gaps where your team members' strengths and skills do not yet match up to the tasks you wish to delegate, you may want to consider what work you can do with your team to start to fill those gaps. Some guidance on this is given in Section 3 of this workbook.

SECTION 2: THE PROCESS OF DELEGATION

Planning is absolutely key to the success of delegation. To do this:

1 Identify the task and analyse its component parts: Break down the task into specific and measurable elements.

2 Identify the person with the skills, knowledge and experience to take it on.

3 Communicate what needs to be done and why.

4 Establish the level of authority the team member will have to carry out the work, the deadline and interim review dates.

Task Analysis

1. Break the task down into specific and measurable elements.

Let's look at the example of a quarterly report. What are the various elements of that task that you need to identify before you can delegate it?

- ✓ Review the objectives of the report, so that you can explain why it is necessary
- ✓ Clarify the deadline
- ✓ Review the report template, or if it is a new task, identify the headings and sources of information for each part, e.g.:
 - a. Management update
 - b. Financial performance
 - c. Development
- ✓ Add any graphics or images
- ✓ Draft the executive summary or introduction
- ✓ Send it to x, y or z for review and/or checking
- ✓ Determine distribution list and method(s)
- ✓ Final sign-off – who authorises it?
- ✓ Distribute

The point of the example above is to illustrate that there are many steps to every task and they can often be forgotten by someone who does them regularly and even perhaps on automatic pilot. When you do your analysis of a task you plan to delegate, it's a good idea to get someone familiar with that sort of work to review it in case you've missed any detail.

Task assignment

2. Identify the person with the skills, knowledge and experience to take it on.

When it comes to the potential team member to whom you will delegate, apart from skills, knowledge and personal competencies, you will need to consider how much trust and confidence you have in the person concerned. This will help you to make key decisions about reporting.

Given that you always retain ultimate accountability, you also need to consider the consequences if something should go wrong or the team member fails to carry out the task effectively. Ideally, you will not simply take back the task. If problems arise, work with your team member and empower them to solve the problem themselves. Make sure that you give yourself enough time between the task deadline and any 'real deadline' in order to build in this problem-solving coaching.

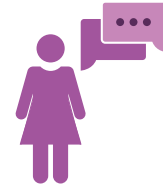
Task communication

3. Communicate what needs to be done and why.

The next stage is to plan your communication. Work out how you will communicate the task information, what needs to be done, and what the goals are. Essentially this is:

WHAT you want done?	WHY?	WHO has what level of authority for this task?	Delivered by WHEN? (review points and final deadline)

Be very clear when talking through the parameters of the task with your 'assignee'. Even when the task may seem straightforward or mundane, it is important that you are both very clear on expectations so that the task has the best possible chance of being completed successfully. Timing is important. Always build sufficient time into both the plan and your own schedule to ensure progress can be reviewed properly. Build in time so the team member can make changes if needed. With a project, remember it's always possible that things will change during the delivery period!



Task limits

4. Establish the level of authority the team member will have to carry out the work, the deadline and interim review dates.

When delegating, it is important to decide how much responsibility and authority you are going to hand over. It is important to have clear controls so everyone involved knows what they can and cannot commit to; and when they need to involve you.

To help you work through this in practice, consider the following questions:

- Are you delegating the entire project or an element of it?
- At what stage and how frequently will you check progress? How will this be done?
- Can the team member action things or do they need to check in first?
- Do they check in with you, or is there someone in between they can go to?
- If they can action things, how far can they go before checking in?
- What are the reporting points/milestones of the project?
- What resources are available to them?
- Can they assign work to others?
- Do they have budget responsibility? If so how much?
- Can they authorise expenditure?

Once you have decided all these things, your communication skills come into play.

Communicate with the team member

First, you must explain to the team member why you have chosen them to do the task, thus reminding them of the skills and experience you want them to bring to bear.

Suppose you have chosen to delegate the quarterly customer satisfaction report to a colleague called Jenny. To help her take on this task, you will need to provide clear instructions and offer follow-up support but then step back and allow her to get on with it in her own way.

This is one of the major challenges of delegation - allowing team members to do things their own way. No doubt you'll have your own strong ideas of what should be done and how, but micromanagement is the bane of delegation and of motivation among team members.

Communicate with the team

Secondly, it is important that the whole team is aware that the responsibility and authority for the task has shifted to a new person. When you communicate the change to the whole team, tell them why you have chosen Jenny to do this, so that your decision process is transparent.

Make sure you convey your expectations as clearly as possible, for example:

From: manager@everybusiness.com
to: team@everybusiness.com
Subject: Update on quarterly report

Dear all,

I have asked Jenny to take on responsibility for the quarterly customer satisfaction report. As you know, she has customer relations experience and she's great at analysing data. I know you will all give her your full support.

Best wishes,

SECTION 3: DELEGATION TROUBLESHOOTING

Your delegation behaviour tendencies

There is a balance to be struck between two extremes of delegation behaviours.



Most people will tend towards one or the other. Consider where on the scale you might set yourself. Would it depend on the type of task or the person you have delegated to?

Adopting a '**laissez-faire**' behaviour (leaving things to take their own course, without interfering) might leave your team without sufficient support, but at least it challenges them to get on with the task. However, it's a risky option.

Micromanagement (a management style by which the manager closely observes or controls the work of subordinates or employees) defeats the whole purpose of delegation. It usually has negative connotations. It is a sure route to frustration and de-motivation for your team members. It says "I don't trust you", and suggests you believe no-one but you can achieve results.

Micromanagers:

- Do all they can to avoid delegating.
- Spend considerable time overseeing the work of others.
- Focus on minutiae rather than the big picture.
- Require team members to check before taking even the least significant decisions.

If you have micromanagement tendencies, recruit the support of your team to get you out of them by:

- Encouraging them to offer to take things on, to identify tasks they can take away from you.
- Inviting them to let you know if you haven't delegated enough or you're stepping back in too soon.
- Agreeing when they are going to check and you are going to give feedback -

this builds trust in the relationship that they know there is a specific time to ask for help and you have a specific point in time to check progress and answer questions.

Training and coaching your team to take on delegated tasks

When you looked at the skills, knowledge and personal competencies needed for you to be able to delegate a task, you may have found some gaps. Therefore, you will want to look at how to fill them to enable your team members to take on additional responsibility.

Take a look at the gaps you've identified and work out how best to develop team members. Work with individuals to create personal development goals for them, being clear about the benefits you see of being able to take on specific tasks for which they do not currently have the experience. Look across the team as a whole and determine what they need to do to be able to take on different responsibilities.

There are a number of different ways you can work with your team to help them step up to the tasks you wish to delegate.

Formal training

Some areas will require formal training and you will want to seek support from your Learning and Development colleagues in Human Resources. If you are part of a smaller organisation, there is lots of information about courses and training resources on the internet and many excellent workbooks, webinars and videos on the everywomanNetwork.

Informal/practical training

Some of the best training comes from what is often called 'Sitting by Nellie'. The apocryphal Nellie was the expert in a particular task or skill and the best way to learn it was to sit beside her, observe what she did and then have a go, safe in the knowledge that she would correct you if you got it wrong. It is still one of the best ways to learn practical tasks. Another type of Nellie may be a mentor - someone who will share their skills, knowledge and contacts to help people learn how to go about a task or set of tasks.

Coaching

Coaching is another very effective tool for improving an individual's business performance and is a method by which a manager can facilitate the learning of a team member.

Remember, if you coach a team member, you do not tell them what to do. You encourage them to think for themselves and come up with their own solutions. You provide support, challenge, feedback and guidance rather than interjecting to solve a problem. The same skill can be used in meetings to encourage the team to think through the subject on the table and take responsibility for their actions. One-to-one meetings can be used to coach a team member using a supportive, challenging and developmental approach.

Ensuring your team is fully trained, capable of taking on greater responsibility and full of enthusiasm and ambition, will make your delegation task easy.

Delegation pitfalls and how to avoid them

1. Not letting go

What is it you're afraid of? Might a team member do it better than you'd have done it yourself? If so, step back and let them shine. The glow will also reflect on you. Remember the old adage: 'If work is done badly, look at the leader. If work is done well, look at the leader.'

2. Micromanaging

You're in serious danger of defeating the point of having delegated in the first place. Trust your team member and consider what more important and fulfilling work could you be doing instead of looking over their shoulder. The most likely outcome of micromanaging is a demotivated team member and a task returning to your desk.

⚠ 3. Criticising

Assume that a task you delegate whole-heartedly will be done differently from the way you would have done it yourself. Find the good in it, give constructive feedback and praise where it is due. Use the formula ‘two things I really liked about this and one thing I’d like to see done differently’, to give your input, then resist the temptation to tell them how to do it differently!

⚠ 4. Taking back the task when the going is slow or tough

If you do, you condemn yourself to doing it forever. You are sending out the message that no-one can do things well enough for you, and your team will stop trying and eventually they will move on to more rewarding pastures. Coach them back to the right direction and empower them to succeed!

Keeping on top of delegated tasks

When you become a master delegator or are juggling several projects, it’s important to keep track of the tasks you have delegated. Create a delegation log:

Delegated task	To whom	Milestones/ checkpoints	Deadline

You will have your own headings but it helps to note the checkpoints and deadlines in your diary so that you are reminded of key stages of the work.

When you have drawn up a delegation plan, it’s helpful to share it with your manager and ask him/her to hold you accountable for achieving it, as one of your own personal development goals. Remember, it takes time and practice to master the art of delegation, so seeking feedback and support to help you hone your skills is important.

CONCLUSION

“Hire people who are better than you are, then leave them to get on with it... Look for people who will aim for the remarkable, who will not settle for the routine.”^{vi}

David Ogilvy - Advertising Executive and Founder, Ogilvy & Mather

London Business School Professor Julian Birkinshaw and productivity expert Jordan Cohen studied how knowledge workers (those whose jobs involve handling or using information) can become more productive. They found the answer was simple: ‘eliminate or delegate unimportant tasks and replace them with value-added ones’. They found an average of 41% of knowledge workers’ time was spent on discretionary activities that offer little personal satisfaction and could be handled competently by others. Just by asking them to rethink and shift the balance of their work, they were able to free up nearly a fifth of their time - an average of one full day per week - and focus on more worthwhile tasks with the time that they saved.^{vii}

Surely this is the best motivation for learning to delegate effectively? Effective delegation is a long process, requiring a shift in mindset, excellent preparation, diligence and trust; but when finally mastered the benefits will revolutionise your working life.

ENDNOTES

1. 'Alina Addison on the art of delegation & delivering constructive feedback' (everywomanNetwork video) [available at: <https://www.everywoman.com/personal-development/leadership/alina-addison-art-delegation-delivering-constructive-feedback>]
2. *Secrets of Great Leaders: 50 ways to make a difference: The 50 strategies you need to inspire and motivate* by Carol O'Connor (2015, Hachette)
3. *Work Simply: Embracing the power of your personal productivity style* by Carson Tate (2015, Portfolio Penguin)
4. Comment by Jessica Jackley (Co-Founder & CEO, ProFounder)— in response to Paige Craig's blog post "Putting Women First" [available at: <http://women2.com/2011/04/24/paige-craig-jessica-jackley-women-founders-2011/#0sbe5Q11tY8zHXst.99>]
5. '40: Awesome Delegation Part 2' by Hans Finzel [available at: <http://www.hansfinzel.com/40-awesome-delegation-part-2/>]
6. *Ogilvy on Advertising* by David Ogilvy (new edition, 2007, Prion Books Ltd)
7. 'Make time for work that matters' by Julian Birkinshaw and Jordan Cohen (Harvard Business Review, September 2013) [available at <https://hbr.org/2013/09/make-time-for-the-work-that-matters>]

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FURTHER READING:

Available on the everywomanNetwork

Articles

‘New ways to think about delegation’ (<https://www.everywoman.com/personal-development/leadership/new-ways-think-about-delegation>)

‘Lessons for line managers: 7 ways to make employees feel valued’ (<https://www.everywoman.com/personal-development/leadership/lessons-line-managers-7-ways-make-employees-feel-valued>)

Quiz

‘How entrepreneurial are you?’ (<https://www.everywoman.com/personal-development/entrepreneurs/quiz-how-entrepreneurial-are-you>)

Video

‘Alina Addison on the art of delegation & delivering constructive feedback’ (<https://www.everywoman.com/personal-development/leadership/alina-addison-art-delegation-delivering-constructive-feedback>)

Workbooks

‘Managing your time’ (<https://www.everywoman.com/user/workbook/50/detail>)

‘Smashing limiting beliefs’ (<https://www.everywoman.com/user/workbook/start/52/576>)

Webinars

‘How to delegate’ (<https://www.everywoman.com/webinar/how-delegate>)

‘Delegation: Making it a win-win’ (<https://www.everywoman.com/webinar/delegation-making-it-win-win>)

RECOMMENDED READING:

Books

The One Minute Manager Meets the Monkey by Kenneth Blanchard, William Oncken and Hal Burrows (Harper, 2011)

Real Delegation: How to Get People to Do Things for You - And Do Them Well by JK Smart (Prentice Hall, 2002)

Coaching for Performance by Sir John Whitmore (Nicholas Brealey Publishing, 2009)

Work less, do more: the 14-day Productivity Makeover 2nd ed. By Jan Yager PhD (Hannacroix Creek Books, 2012)

Articles

‘Make time for work that matters’ by Julian Birkinshaw and Jordan Cohen (Harvard Business Review, September 2013)

[available at <https://hbr.org/2013/09/make-time-for-the-work-that-matters>]

‘Delegate or relegate’ by Kevin-James Fenech (Malta Today Business Comment Section, 2015)

[available at http://www.maltatoday.com.mt/business/business_comment/54638/delegate_or_relegate#.V4ZpoPkrKUn]

‘Why aren’t you delegating’ by Amy Gallow (HBR, 2012)

[available at: <https://hbr.org/2012/07/why-arent-you-delegating>]

‘How to delegate more effectively in your business’ by Martin Zwilling (Forbes.com, 2013)

[available at: <http://www.forbes.com/sites/martinzwilling/2013/10/02/how-to-delegate-more-effectively-in-your-business/#12d8e2bb2891>]

EVERYWOMAN EXPERTS

This workbook has been produced and edited by everywoman, with content commissioned from associate expert Pippa Isbell. It is part of the everywoman portfolio of resources that have been specially created to support and develop women as they advance their careers and businesses.



Pippa Isbell

Pippa Isbell has been an everywoman Associate for many years. She has a wealth of business experience, which she now shares through training, coaching and consultancy. Throughout her career, spent mainly in communications and investor relations in the travel industry, running her own business and with famous brands such as Orient-Express Hotels, she has been passionate about working with women to help them get the best from their careers and their businesses. A qualified trainer, she also has a Practitioner Diploma in Executive Coaching awarded by the Academy of Executive Coaching.



Maxine Benson MBE & Karen Gill MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, launched in 2013, serves as a truly global tool to enable members the world over to propel their careers through online membership.

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Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: victoria@everywoman.com

advancing **WOMEN IN BUSINESS**