

Not Your Job: Discover the Surprising Way to Save Time, Avoid Burnout, and Do What You Love Forever

Pierce Brantley

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Not Your Job is a concise, comprehensive business guide that dissects the art and science of delegation for small businesses.

Pierce Brantley's business book *Not Your Job* tackles entrepreneur burnout and small business failures with proven strategies for building a thriving business while still having time, freedom, and a life.

Written with impeccable logic, step-by-step explanations, and a deep understanding of both entrepreneurial and employee mindsets, Brantley's book gets right to the point: either entrepreneurs learn to delegate and do it right, or they will meet the fate of many new business owners—burnout and failure. Filled with battle-tested strategies, delegation skills, and effective management techniques, this information-packed guide reveals all that's involved in the process of delegation, including the importance of hiring and promoting the right person in the first place, steps for onboarding people and infusing them with a company's vision, and tips for leading new employees through an organized learning process that will result in confidence, knowledge, and capability.

The book makes convincing arguments that ego-based self-identification with jobs and business owners' lack of knowledge of how to leverage the talent and time of other people are major contributors to businesses' failures. Applying deep insight into what goes on in the mind of entrepreneurs, it reveals how the ego can keep owners trapped in the illusion that they *are* the job, and that no one else could do it as well as they can. It then gives practical guidance on mindset changes that lead owners to value not how well they themselves do the work but instead how well the work is done.

Warnings are given for the inevitable mistakes that take unprepared owners by surprise, often striking suddenly and with undesirable consequences. For example, the book addresses the importance of titles, showing why describing a position or an employee as a "ninja design wizard" is a recipe for disaster. It explores the subtle difference between delegation and management; explains why proper forecasting is a better predictor of outcomes than "gut instinct"; and clarifies what realistic expectations look like, what can happen when expectations are not made clear, and how to establish realistic expectations for oneself, for managers, and for those they manage.

The amount of information given in the text may make the art of delegating seem complex, detailed, time-consuming, and even overwhelming. Beneficially, the book's language is accessible, and its tone is encouraging and often humorous. Its instructions are clear too, with nothing left undefined or unexplained. Its lively success stories build confidence, and its charts, templates, tools, and time-saving tips are helpful.

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KRISTINE MORRIS (February 25, 2023)

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