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# BEYOND THE JOB DESCRIPTION

How Managers and Employees Can Navigate the True Demands of the Job

by Jesse Sostrin

"This readable, often entertaining work will be valuable for anyone seeking to improve job performance. Sostrin offers a process for turning frustration and confusion into insights that can increase effectiveness."

—*Publishers Weekly*

"Pulling from his own corporate clientele cases, Sostrin proposes a four-step model of signposts and plenty of get-out-your-pencils exercises to guide you to "breakthrough performance."

—*Associations Now*

Remember back to your first few days in a new job. If you're like most people, you quickly discovered that the "job description" that explained your role was quite different from the reality you faced. Nobody told you this, but the day you were hired you actually accepted two jobs. The first was the position you interviewed for, including the title and all of the responsibilities outlined on paper. The second "job-within-the-job" included the unspoken work that required you to manage constant change, effectively collaborate with difficult people, navigate confusing workplace politics, and get your best work done in an environment of shrinking resources and increasing demands.

In *Beyond the Job Description: How Managers and Employees Can Meet the True Demands of the Job* (Palgrave Macmillan; December 17, 2013), author Jesse Sostrin explains what the double reality of work means for managers and employees and why it matters most.

In today's competitive landscape, standing out, getting ahead of the change curve, and staying relevant at work comes from the ability to go *beyond your job description* and continuously improve your learning and performance as you confront the hidden demands of work. These two factors—the need for continuous learning and performance and the presence of performance barriers—form what Sostrin calls the *hidden curriculum of work*.

The book provides research-driven insights, diagnostic tools, and stories of employees and leaders who have managed to turn their greatest challenges at work into opportunities for breakthrough performance. It is no longer an option to simply ignore the hidden curriculum of work.

*Beyond the Job Description* translates the world of work and leads readers on a critical path to:

- Discover the *mutual agenda* where your individual values and aspirations align with the needs of the team and the goals of your organization;

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- Know what is most important right now and focus on the vital purpose and value-added contributions that can help you stand out and stay ahead of the change curve;
- Establish a system to identify hidden challenges that undermine your performance and learn to transform those barriers into opportunities for improved learning and performance; and
- Develop a clear vision and plan to achieve the working life you want.

Sostrin says, “What we read on our job descriptions and on our business cards, and what we encounter in the actual workplace, are two very different things. This is the double-reality of work in action. My passion is to help people identify their hidden curriculum of work<sup>®</sup>, learn how to manage it, and start on the path to Future-Proof their careers by standing out, staying ahead of the change curve, and remaining relevant on the job.”

When we face the hidden curriculum of work without a plan we often fail to contribute our best effort, we lose sight of the things that inspire us, and we disengage. *Beyond the Job Description* can help you translate your frustrations at work into useful insights that boost your learning and performance and increase the value of your contributions to the team and organization.

**About the Author:** **Jesse Sostrin, PhD** is a consultant, writer, and speaker working at the intersection of individual and organizational success. He is best known for translating complex ideas about the workplace into simple language and useful tools. He is the Founder and President of Sostrin Consulting, a leadership and organization development practice and he previously served as the Vice President of Workforce, Leadership & Organization Development at Wilshire Health & Community Services in San Luis Obispo, CA. He has worked with Fortune 500 companies as well as education, government, and non-profit sector organizations including University of Arizona, InfoGard Laboratories, PR Newswire, Hyatt, MillerCoors, Walmart, ConAgra, Microsoft, and Allstate. Sostrin is also an experienced academic, teaching at the Orfalea College of Business at Cal Poly, San Luis Obispo. He also the author of *Re-Making Communication at Work*. For more, please visit: [SostrinConsulting.com](http://SostrinConsulting.com).

## **BEYOND THE JOB DESCRIPTION: How Managers and Employees Can Navigate the Demands of the Job**

**By Jesse Sostrin**

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**Praise for Beyond the Job Description**

“Beyond the Job Description delivers a powerful framework for understanding the demands that underlie any job. Step by step, Sostrin offers tools that are immediately applicable for increasing personal effectiveness and for ensuring alignment with team and organizational needs. Equally relevant for employees, managers, and those who coach them, readers will find wisdom and utility in every chapter.” —**David R. Seibold, Professor of Technology Management, University of California, Santa Barbara**

“Jesse Sostrin provides a powerful performance tool, Nav-Maps, to help employee's resolve everyday challenges that threaten individual and organizational success. Beyond the Job Description presents effective, easy to follow methods that reveal the hidden, ill-defined, individual performance expectations shared by most organizations.”  
—**Maclynn R. Brinton, CEO/President, InfoGard Laboratories, Inc.**

“Sostrin shares uncanny insight into a world where many of us spend the majority of our lives, but that few of us truly understand: the workplace. With meticulous detail and real world examples, Sostrin reveals the secret for successfully creating a work environment that maximizes performance and happiness. Beyond the Job Description is essential reading for any employee who wants to remain irreplaceable in an uncertain world.”  
—**Chad Troutwine, Co-Founder and CEO, Veritas Prep**

“If you want to get ahead in your own career or be known for developing the talent of others, READ THIS BOOK! Jesse Sostrin offers an innovative way to look at jobs by focusing on both the openly-discussed and hidden demands of organizational life. Leaders and coaches can use this information to foster the development of others.”  
—**Marian N. Ruderman, Ph.D., Director, Research Horizons, and Senior Fellow, Center for Creative Leadership**

“A roadmap to the working life you long for... Meticulously researched and artfully written, this book is a must-read for anyone, at any point in their career, who wants to give (and get) more from organizational life.”  
—**Jennifer Lyn Simpson, PhD, Chief Innovation Officer, Conversant**