

APPENDIX: BLANK NAV-MAP TEMPLATES

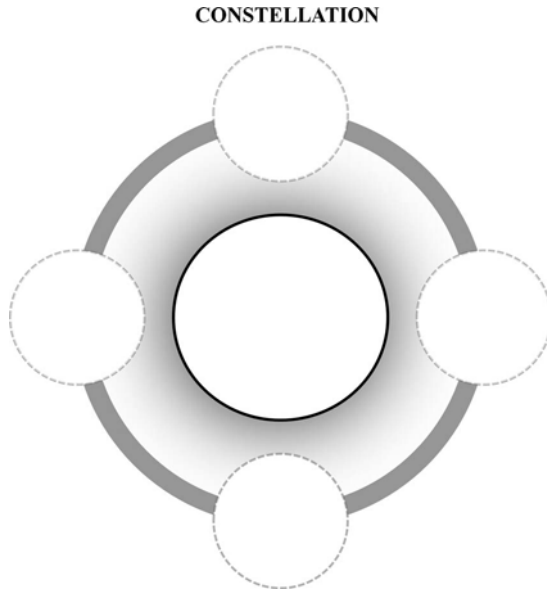


Figure A.1 Constellation template.

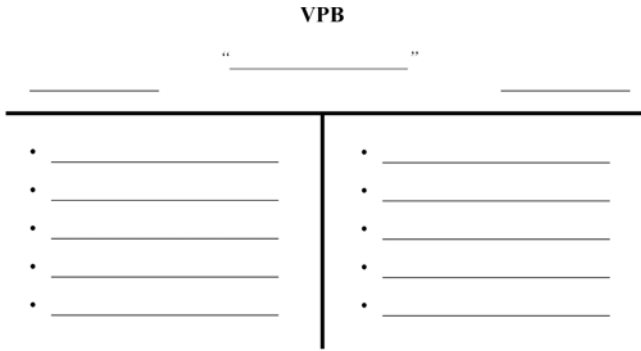


Figure A.2 VPB template.

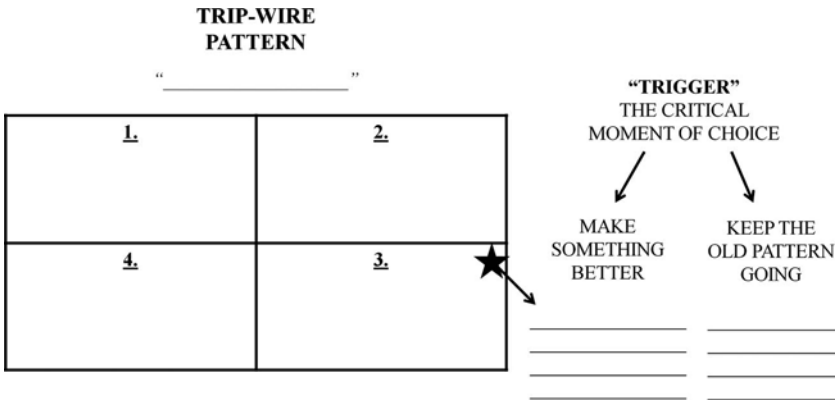


Figure A.3 Trip-wire template.

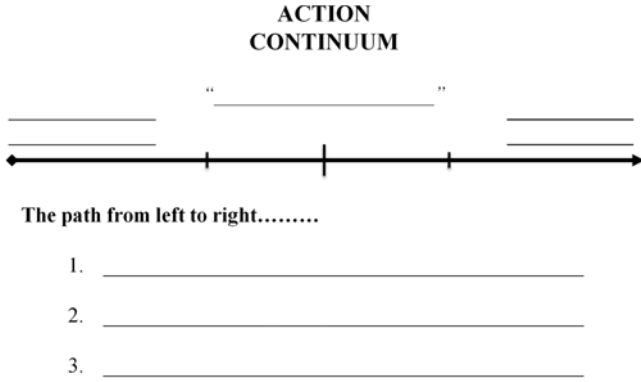


Figure A.4 Action continuum template.

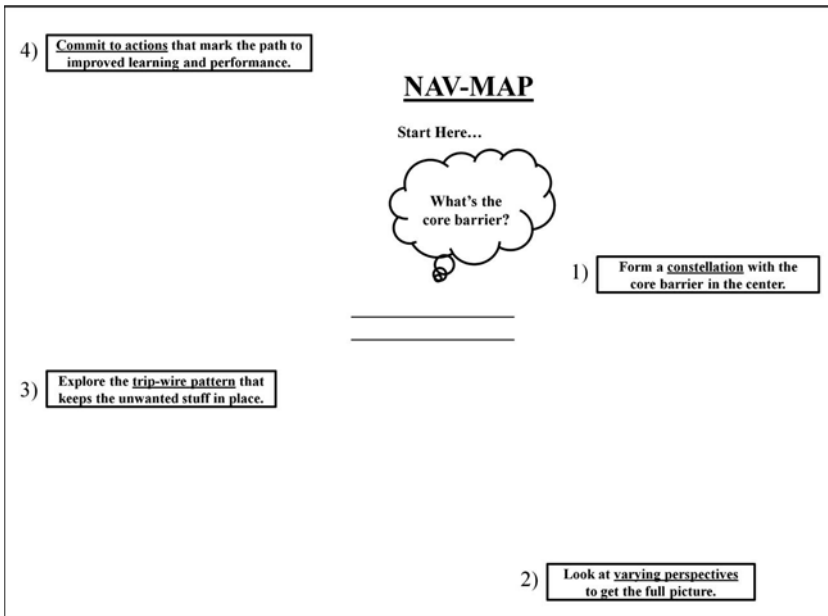


Figure A.5 Nav-Map template.

ABOUT THE AUTHOR

JESSE SOSTRIN, PHD, IS AN INTERNATIONALLY recognized author and thought leader working at the intersection of individual and organizational success. His innovative ideas on leadership and the changing world of work have been featured in a variety of media outlets, including MSNBC, Fox Business, and NPR, and his work has appeared in publications such as *FastCompany*, *Entrepreneur, Inc.*, *The Huffington Post*, *The Washington Post*, *The Chicago Tribune*, *The Globe & Mail* (Canada), and *The Sun* (United Kingdom). His two previous books, *Re-Making Communication at Work* (2013) and *Beyond the Job Description* (2013), helped to establish his place among the next generation of thinkers challenging the conventional wisdom about working, managing, and leading well. A lifelong learner, Jesse earned academic degrees from Ithaca College, the University of Arizona, and Fielding Graduate University. Outside of his professional life, Jesse's passion is spending time with his family and exploring the natural beauty around their home on the Central Coast of California. Learn more at www.jessesostrin.com and follow him @jessesostrin.

NOTES

PART 1 EMBRACE THE DILEMMA

1. Credit for this analogy goes to my late friend, mentor, and collaborator, Barnett Pearce. We wrote about this concept in our 2009 book: Barnett Pearce, Jesse Sostrin, and Kim Pearce, *CMM Solutions Field Guide for Consultants*, 2nd ed. (San Mateo: Lulu Press, 2011).

INTRODUCTIONS

1. Corporate Executive Board's Executive Guidance for 2013, "Breakthrough Performance in the New Work Environment: Identifying and Enabling the New High Performer," <http://www.executiveboard.com/exbd-resources/pdf/executive-guidance/eg2013-annual-final.pdf> (accessed October 1, 2014).
2. Ed Frauenheim, "Today's Workforce: Pressed and Stressed," *Workforce*, December 16, 2011, <http://www.workforce.com/articles/today-s-workforce-pressed-and-stressed> (accessed October 1, 2014).
3. Ibid.
4. Staff Writers, "Lack of Focus Costs Managers both Professionally and Personally," *Red Book Solutions*, January 2011, http://www.bettermanagers.com/pdf/Lack_of_Focus_White_Paper.pdf (accessed October 1, 2014).
5. Theresa M. Welbourne, PhD, and Justin Glen, "Leader Energy and Confidence Ring Alarm Bells," *Leadership Pulse*, June 2014. Referenced on September 11, 2014, at: <http://www.eepulse.com/documents/pdfs/EnergyConfidenceDirection.pdf> (accessed October 1, 2014).
6. <http://www.workforce.com/articles/today-s-workforce-pressed-and-stressed> (accessed October 1, 2014).
7. Corporate Executive Board's Executive Guidance for 2013, "Breakthrough Performance in the New Work Environment."

8. Corporate Executive Board, “CLC Learning and Development High Performance 2012 Survey,” 2; “CLC Performance Management 2002 Survey,” and Corporate Executive Board’s CLC Organizational 2008 Redesign Survey, <http://www.executiveboard.com/exbd-resources/pdf/executive-guidance/eg2013-annual-final.pdf> (accessed October 1, 2014).
9. If you want see the glass as half full in this statistic, you might be tempted to interpret the increase in headcount as a positive trend, suggesting that organizations are flatter now and managers actually have more self-directed human capital to meet the demand. However, that interpretation fails to take into account the structural cutbacks and systemic reductions that organizations have made across the board.
10. Randall Beck and Jim Harter, *Gallup Business Journal*, March 2014, “Why Great Managers Are So Rare,” <http://www.gallup.com/businessjournal/167975/why-great-managers-rare.aspx> (accessed April 2, 2014).
11. Harry Levinson, “When Executives Burn Out,” *Harvard Business Review*, September 12, 2014, <http://hbr.org/1996/07/when-executives-burn-out/ar/1> (accessed September 13, 2014).
12. Katherine Milkman, “Why Fresh Starts Matter,” *Strategy & Business*, August 8, 2014.
13. I owe a debt of gratitude to a few influential thinkers whose research and writing have influenced my work on these concepts. Kurt Lewin, the renowned psychologist, developed his *force field analysis*, which demonstrated that the best way to resolve a force that blocked change was to simultaneously reduce the resistance and the cause. Chris Argyris, the seminal Harvard Business School professor, developed his concept of *double-loop learning*, which demonstrates the importance of resolving root cause issues that hold the deeper learning and performance barriers in place. And finally, Wendell Berry, the poet and ecological pioneer, wrote about the concept of *solving for pattern*, which means any systemic solution has to address multiple issues simultaneously. These concepts gave me the inspiration to develop solutions to the manager’s dilemma that turn its double negative into a positive.

1 THE EVOLUTION OF A DILEMMA

1. Harry Levinson, "When Executives Burn Out," *Harvard Business Review*, 1981, <http://hbr.org/1996/07/when-executives-burn-out/ar/1> (accessed September 12, 2014).
2. These factors were excerpted from: Mayo Clinic Staff, "Job Burnout: How to Spot It and Take Action," <http://www.mayoclinic.org/healthy-living/adult-health/in-depth/burnout/art-20046642> (accessed on September 12, 2014).
3. Howard McClusky, "Education for Aging: The Scope of the Field and Perspectives for the Future," in *Learning for Aging*, eds. S. Grabowski and W. D. Mason (Washington, DC: Adult Education Association of the USA, 1974), 324–355.
4. Peter Vaill, *Learning as a Way of Being* (San Francisco, CA: Jossey-Bass, 1996), 15.
5. Don Marrs has told his complete story in his fantastic book *Executive in Passage: When Life Lets You Know It's Time to Change, Let That Knowing Lead You* (Santa Monica, CA: Barrington Sky Publishing, 1990).

2 KNOW YOUR DILEMMA?

1. The effects of the manager's dilemma often resemble typical patterns of active and passive disengagement. When a manager experiences these effects, they have a compounding impact on the manager's portfolio of work, as well as on his direct reports. For a good summary of classic disengagement outcomes, see Nikki Blacksmith and Jim Harter, "Majority of American Workers Not Engaged in Their Jobs," *Gallup Wellbeing*, October 28, 2011, <http://www.gallup.com/poll/150383/majority-american-workers-not-engaged-jobs.aspx> (accessed on April 18, 2013).
2. Howard McClusky, "Course of the Adult Life Span," in *Psychology of Adults*, ed. W. C. Hallenbeck (Chicago: Adult Education Association of USA), 1963.
3. Peter Vaill, *Learning as a Way of Being: Strategies for Survival in a World of Permanent White Water* (San Francisco, CA: Jossey-Bass, 1996).
4. Stanford professor Carol Dweck points out that we have one of two mindsets: growth or fixed. These prevailing mindsets are associated with more

complex patterns of thought and action and they dictate what is possible in our response to challenge situations and subtle forms of adversity. As it relates to the manager's dilemma, two of the most common responses (hero and evader) are growth-driven. The other two (survivor and deserter) are fixed to the assumption that it doesn't matter because things cannot change.

3 FOLLOW THE CONTRADICTION

1. Scott Plous, *The Psychology of Judgment and Decision Making* (New York: McGraw-Hill, 1993).
2. Kingsley Davis, *Human Society* (New York: Macmillan, 1942).
3. Jesse Sostrin, *Beyond the Job Description: How Managers and Employees Can Navigate the True Demands of the Job* (New York: Palgrave Macmillan, 2013).
4. The phrase "hidden curriculum of work" is a trademark of Jesse Sostrin. For formatting reasons, the phrase is referred to throughout the book simply as "the hidden curriculum of work."
5. Jesse Sostrin, *Re-Making Communication at Work* (New York: Palgrave Macmillan, 2013).

4 DETERMINE YOUR LINE OF SIGHT

1. Jerry Gilley and Ann Maycunich, *Beyond the Learning Organization* (New York: Perseus Books, 2000).
2. Chris Argyris, *Overcoming Organizational Defense. Facilitating Organizational Learning* (Boston: Allyn and Bacon, 1990).
3. Antoine de Saint-Exupery, *The Wisdom of the Sands* (University of Chicago Press, 1979)
4. Alain de Botton, "A Kinder, Gentler Philosophy of Success," http://www.ted.com/talks/alain_de_botton_a_kinder_gentler_philosophy_of_success.html (accessed on January 7, 2013).
5. Hugh MacLeod, *Ignore Everybody: And 39 Other Keys to Creativity* (New York: Penguin Group, 2009).

5 DISTINGUISH YOUR CONTRIBUTION

- 1.. I originally published this career development framework in my previous book, *Beyond the Job Description*. It includes more detailed ways to

establish a “Future-Proof Plan” that gives you constructive methods for creating the working life you want. For more information, see Jesse Sostrin, *Beyond the Job Description: How Managers and Employees Can Navigate the True Demands of the Job* (New York: Palgrave Macmillan, 2013).

6 PLUG THE LEAKS

1. Paula Caproni, *Management Skills for Everyday Life* (Upper Saddle River, NJ: Pearson, 2005).
2. Martin Covington, *Making the Grade: A Self-Worth Perspective on Motivation and School Reform* (Cambridge, England: Cambridge University Press, 1992).
3. Jeffrey Pfeffer and Robert Sutton, *The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action* (Boston, MA: Harvard Business School Publishing, 2000).

7 CREATE YOUR CONDITIONS

1. Stephen Covey, A. Roger Merrill, and Rebecca R. Merrill, *First Things First: To Live, to Love, to Learn, to Leave a Legacy* (New York: Simon and Schuster, 1994).
2. David Allen, *Getting Things Done: The Art of Stress-Free Productivity* (New York: Penguin Books, 2001).
3. Greg McKeown, *Essentialism: The Disciplined Pursuit of Less* (New York: Crown Business, 2014).

9 CONVERT CHALLENGES TO FUEL

1. Kevin Ford and James Osterhaus, *The Thing in the Bushes: Turning Organizational Blind Spots into Competitive Advantage* (Colorado Springs, CO: Pinon Press, 2001).
2. This system was developed through years of rigorous research and practice. The process of making Nav-Maps and resolving workplace challenges in this way was most recently published in my book, *Beyond the Job Description*. There are chapters devoted to the origins of the process, including the research methodology, as well as how individual contributors and leaders can apply it. Jesse Sostrin, *Beyond the Job Description: How*

Managers and Employees Can Navigate the True Demands of the Job (New York: Palgrave Macmillan, 2013).

3. These hierarchical and facilitative characteristics were developed over the years by my former colleagues at the Institute of Cultural Affairs.

10 MAKE YOUR GOALS THEIR PRIORITIES

1. The catchphrase “free agent” has been used in a variety of contexts. I believe it was first coined by the influential author and former speech writer Daniel Pink. See his *A Whole New Mind: Moving from the Information Age to the Conceptual Age* (New York: Riverhead Books, 2005).
2. Jack Wiley, “Business Success Depends on Good Managers,” *HR Magazine*, December 3, 2009, <http://www.hrmagazine.co.uk/hro/analysis/1016196/business-success-depends-managers> (accessed October 14, 2014).
3. “Breakthrough Performance in the New Work Environment: Identifying and Enabling the New High Performer,” from Corporate Executive Board’s Executive Guidance for 2013, <http://www.executiveboard.com/exbd-resources/pdf/executive-guidance/eg2013-annual-final.pdf> (accessed October 25, 2014).

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- Katz, Daniel and Kahn, Robert. *The Social Psychology of Organizations*. New York: John Wiley & Sons, 1978.
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- . *Re-Making Communication at Work*. New York: Palgrave Macmillan, 2013.
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