



The End of the Job Description: Shifting From a Job-Focus To a Performance-Focus

Tim Baker

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That's not my job.' If you don't want your employees to say that, why do you start your relationship by giving them a narrow task and competency focused description of their job?

We need people to fulfil many different roles at work – yes the need to do their job, but they also need to contribute positive energy, collaborate, and take personal responsibility for innovation and personal development. How do they fit into a traditional job description?

It is futile persevering with the job description borne out of the scientific management movement one hundred years ago. The world of work is vastly different to the assembly lines of the Ford Motor Company of the early twentieth-century.

Building on the phenomenal success of *The End of the Performance Review*, Baker examines four essential 'Non-Job' roles that all employees must fulfil and shows how to create meaningful role descriptions that can help you recruit better people and enable them to deliver better results.

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