



# Job Crafting – an overview

*Bringing purpose,  
engagement and wellbeing to  
our work*

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# Introduction

As a society, and in business, people embrace opportunities for the personalisation of products and services. We enjoy and value, having our own personal style, beliefs and passions reflected in what we do and how we do it.

**Job crafting is an approach for individuals and teams to actively shape and personalise how they approach their work. Enriching their working experiences through greater and more deliberate use of their strengths, passions and interests.**

Job crafting benefits, individuals, teams and organisations. Research has shown that that job crafting is positively associated with engagement, meaning, performance and overall wellbeing.





# What is job crafting?

Job crafting encourages individuals to consider how they act, interact and think about their work. And then make changes in recognition of their strengths, values and interests.

Job crafting aligns people more clearly with their talents, passions and strengths.

It enables employees to redesign aspects of their jobs, and their approach to work, in ways that foster engagement, job satisfaction, resilience, and thriving.

It leverages and amplifies the diverse people strengths and talents within an organisation.





# Types of job crafting

There are 3 main ways to job craft:

- **task crafting** refers to tangibly changing aspects of how we undertake our work including designing, adding or removing tasks
- **relational crafting** refers to shaping how we relate and engage with others, including building and adapting our relationship with co-workers
- **cognitive / perception crafting** focuses on reframing how we think about our work in general including the value and significance it brings to us personally and others.



# Why encourage job crafting?

There are a number of reasons that organisations such as Google, Logitech, Deloitte, the University of Melbourne are using job crafting:

- It demonstrates a clear commitment to harnessing diverse strengths and talents
- Having a more personalised work experience with clear meaning and purpose is valued by all - and particularly millennials
- It provides a structured and transparent approach to reviewing and shaping working behaviours – it's proactive rather than reactive
- It ensures that changes to job roles are being done in a responsible way that benefits the individual and the business – it stops people taking on too many new tasks or changing activities that are vital to the business



# Benefits of job crafting

Research on job crafting is growing. The following positive outcomes have all been linked to job crafting activity.



## Individual Wellbeing

Enjoyment & engagement

Personal buoyancy



## Individual Performance

Quality & Quantity

Career progression



## Colleague contribution

Peer support

Performance



## Customer Performance

Customer Satisfaction

Productivity





# Job crafting & careers

Traditional perspectives of, and approaches to, career development are often expected “top down” and reliant on opportunities being created or given to existing employees. For example, people often view career development in terms of promotions to new – more senior – roles or being formally given new responsibilities.

Whilst this “top down” career expectation exists, research shows that people who report feeling most successful in their careers also tend to report being proactive in seeking and shaping opportunities aligned to their ambitions, motivations and interests.

Job crafting can help to re-balance the expectation that career development is always reliant on opportunities being created for people by others. There is a strong association between job crafting, career satisfaction, career mobility and more widely a sense of career meaning and purpose.



# Job crafting & careers

By exploring the tasks, relationships and the meaning of their work, relative to their strengths, passions and interests, job crafting encourages individuals to take more ownership and agency in making changes to their existing roles – to broaden their knowledge, skills and experiences relative to their circumstances and ambitions.

Job crafting enables people to be more adaptable and clearer on aspects of their work which gives them most meaning and satisfaction. More broadly, it encourages people to:

- adopt a mindset of continuous development
- have a shared language and approach for how roles and careers can be enriched and developed
- reflect on, improve and adapt, their current work practices
- identify existing and new opportunities (of different sizes) that are available to them now and become available in the future.

Job crafting can be undertaken individually, in groups and teams and as part of personal development planning.





# How do you encourage job crafting?

If you speak to people, particularly those who are satisfied and successful in their jobs, most likely they will be able to provide stories of when they have made changes to their roles. They would most often have done this in an unstructured way, making the most of opportunities as they presented themselves.

Organisations who want to encourage a more enriching job experience introduce job crafting in a structured and systematic way through specific workshops or training sessions with their colleagues.

The job crafting examples which follow have all come from stories shared at or after job crafting workshops.



# Task crafting example

## An IT technician who loves to test software

Paul worked in the IT department and had a passion for testing, and trying to crash, new software before it was released across the organisation. He loved trying to spot bugs in systems. He did this testing in his 'spare time' at work, over lunch and staying late.

Over time, his passion and expertise for this work started to be recognised. Colleagues approached Paul to test their software before a wider release.

Through discussions with his manager, Paul added this responsibility into his job role and now spends approximately half a day every two weeks testing new software.

Paul get's the opportunity to do something he loves, and the organisation benefits from Paul's passion and expertise.

*"I'm now the go-to guy for trying to break new software"*



# Task crafting examples

## An Executive Director who wants to keep their personal touch

As an Executive Director, Joanne had an extremely challenging role. Overtime, she felt that opportunities for her to connect with her team were reducing.

It was often easier and quicker to get things down by email rather than having a person-to-person conversation. But this did not reflect Joanne's personal style or work preference.

Joanne made a micro job crafting goal that once a day she would attempt to either phone or speak face-to-face to one of team members rather than sending an email.

This 'cost' her 10 – 15 minutes a day but Joanne said it made a big difference to her work. Through this new habit she was taking back some control in how she worked, with greater alignment to her working preferences and beliefs.

*“Just once a day, I make a commitment to pick-up the phone or walk down the office”*



# Relationship crafting examples

*“I make it a conscious effort every week to learn something new about at least one team member...”*

## **A team manager who wants to build relationships**

Sanjay was a new team leader in a call centre of 12 people. He wanted to explore ways of making stronger connections with his team.

Through job crafting Sanjay thought about practical steps he could take to demonstrate that he was interested and cared for his team. He made a commitment to try to learn something new (work or un-work related) about at least one team member once a week.

The time cost for Sanjay in doing this was tiny. But this small action made him feel that he was taking a positive step to building his relationship with his team. He said that he felt his team valued this new approach to.



# Relationship crafting examples

*“I just stopped worrying about it and just took it for granted that my conversations and interactions with this person may be frustrating”*

## Reframing relationships – dealing with difficult colleagues

Anne often had interactions with a colleague that frustrated her. The way Anne described it, her colleague just saw the world differently from her. Whilst Anne wanted to try new approaches at work, her colleague was always reluctant.

Through job crafting, Anne started to approach her interactions with her colleague differently. Rather than being annoyed and frustrated, she tried to admire the prudence, caution and care with which her colleague approached work. She also started to recognise that at work, as with life, people don't always agree with the perspectives of others.

Whilst this didn't stop the interactions being frustrating at times, Anne found that she didn't carry an annoyance around with her or take it home after work. It was a small change to how she thought about the relationship, but it made a big change to her levels of happiness at work.



# Purpose crafting examples

*“Every 6 months we hold a lunch with our customers to understand the difference we are making....”*

## Crafting purpose into a role – an innovative way to hear from service users

Jane a library manager wanted to create opportunities for her team to think about the wider purpose and value of their roles. The team were busy, pressured and they had concerns about future funding.

Having explored the concept of job crafting, Jane considered opportunities for her team to receive feedback from library users about the importance of the service. Now every 6 months Jane invites a selection of different customers to a lunchtime meeting with the library team. In return for coffee and cake, service users explain why they use the library and the difference (large or small) it makes to them.

These meetings give the team the opportunity to hear about the importance and impact of the library service in the lives of others. It gives Jane, and the team, an opportunity to hear about and reflect on the value of their roles.



# Purpose crafting examples

*“I realised I was a dream-maker and breaker....”*

## Becoming a dream maker

Tom works in the student admissions centre of a large University. Whilst he generally enjoyed his work, he often struggled for motivation when undertaking routine tasks and activities.

Through a job crafting workshop Tom explored the wider purpose of his role. He related a story about meeting a student who had received an offer letter from the admissions team. The student described to Tom how he did a dance around the kitchen with his mum when he received the good news.

Tom has said that when he struggles with motivation he now often thinks back to the conversation he had with this student and recognises that his role makes, and breaks, the dreams of those who have applied for University. This gives him a sense of pride. Whilst it doesn't always make his tasks more fun, Tom says that he recognises the importance of doing them with care and attention and this helps him keep focus.





# Media

[Turn the job you have into the job you want.](#) Harvard Business Review.

[Google's favourite Psychologist Explains How the Company Retains Top Talent.](#)

BusinessInsider.com

[Want to be Happier at Work? Learn how from these "Job Crafters."](#)

FastCompany.com

[Why innovative companies like Google are letting employee craft their own jobs.](#)

FastCompany.com

[Job Crafting - Amy Wrzesniewski on creating meaning in your own work – Video](#)

from presentation at Google's 2014 Re:Work seminar series



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# About Tailored Thinking

Tailored Thinking are a positive business and performance consultancy.

We believe that true excellence is not achieved through improving on weaknesses, but is delivered through the galvanisation of diverse passions, talents and strengths.

Our positively deviant perspective is informed by wellbeing and behavioural science.

We support organisations to reach their highest levels of potential, bringing the best out of their staff, through education and the design and delivery of key activities and core strategy.

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