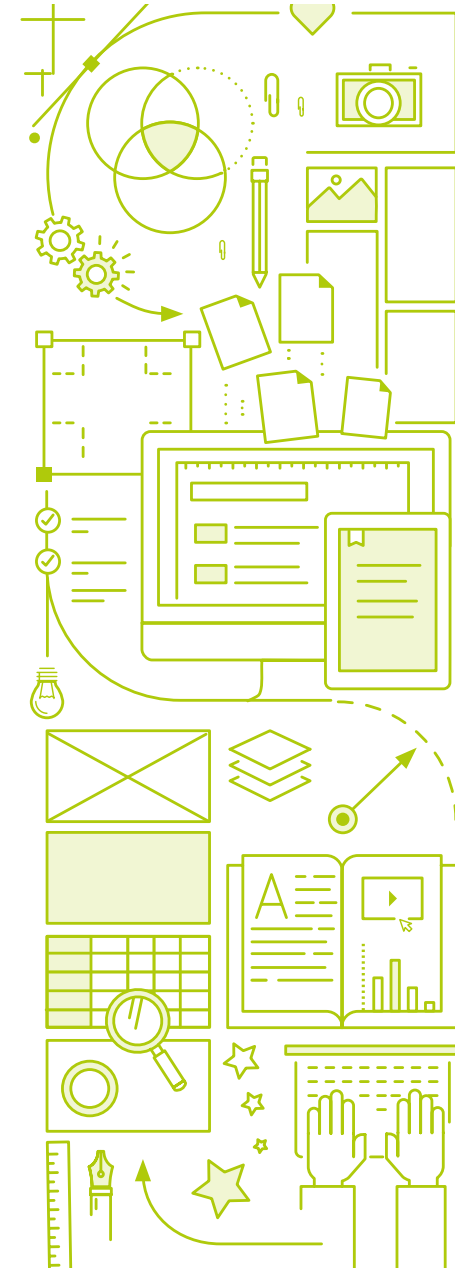


tailored  thinking

# The science and practice of **job crafting**



# Bringing purpose, engagement and wellbeing to our work



As a society, and in business, people embrace opportunities for the personalisation of products and services. We personalise our homes, our cars, our clothes and our holidays.

We enjoy and value having our own personal style, beliefs and passions reflected in what we do and how we do it.

**So how can we personalise our work?**

The answer lies in job crafting.

# What is job crafting?



Job crafting is an approach for individuals and teams to actively shape and personalise their work.

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

Like people, job crafting comes in all different shapes and sizes. Tailored Thinking's recent research shows that spending just five minutes a day job crafting (also called micro-crafting) can amplify performance, engagement and enjoyment amongst individuals and teams.

# Why encourage job crafting?



## People experience

Having a more personalised work experience with clear **meaning** and **purpose** is valued by all. People who are supported to job craft tend to have **higher levels of engagement** and **positive retention**, and **reduced levels of sickness** and **presenteeism**.

## People-first

Job crafting is a people-first approach. It harnesses diverse **strengths** and **talents** and encourages people to bring their **whole** and **best selves** to work.

## Agility

Job crafting encourages proactive individuals and teams, where people can approach their work with **greater agility** and **fluidity**.

Job crafters are better able to be responsive and proactive to changing organisational demands and to making changes to their work in an open, positive and proactive way.

## Performance

People who are able to shape elements of their working approach, use their **strengths** and **talents** and have a clear purpose, are more likely to do great work. Job crafting has been linked to **increased levels of performance** measured by the individuals themselves, their managers and in terms of their overall **output** and **productivity**.

# Benefits for individuals



Job crafting enables people to redesign aspects of their work, in ways that foster engagement, job satisfaction, resilience, and ultimately helps them thrive.

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



## Individual wellbeing

Increased enjoyment, engagement and personal buoyancy. Lower levels of sickness and presenteeism.



## Individual performance

Increased quality of work, productivity and opportunities for overall career progression.



## Colleague contribution

Fostering positive peer relationships, interaction and collaboration.



## Customer experience

Increased levels of customer satisfaction.

# Career benefits

“Enabling and creating opportunities.”



People who feel most successful in their careers report being proactive in seeking and shaping opportunities aligned to their ambitions, motivations and interests.

Job crafting re-balances the expectation that career development is reliant on opportunities being created for people by others.

Job crafting encourages individuals to:

- **Take more ownership in making changes to their existing roles to broaden knowledge, skills and experiences.**
- **Adopt a growth mindset of continuous development and improvement.**
- **Identify existing and new opportunities (of different sizes) that are available now and in the future.**

## Crafting in practice:

# Purpose crafting

I was making a difference...

**Reframing how we think about our work in general including the value and significance it brings to us personally and others.**

Lucy worked in a customer service centre for a bank. It was important to Lucy that she was helping others through the work she did. Her days were hectic and spent mostly speaking and interacting with customers, with little time or ability to change her day-to-day tasks. So she had to get creative about how to shape her work.

Lucy decided to commit five minutes each evening to reflecting on the customers she helped the most.

In the morning she left a diary on the seat of her car. Before driving home each evening, she made a note of the day's most positive customer experience. After a month she had over 20 examples of how she was making a difference to customer's lives.

## Crafting in practice: **Relationship crafting**

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

**Reframing how we think  
about our work in general  
including the value and  
significance it brings to  
us personally and others.**

As an Executive Director, Joanne had an extremely challenging role. Over time 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.



## Crafting in practice: **Task crafting**

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

**Tangibly changing aspects of how we undertake our work including designing, adding or removing tasks.**

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

# How do you encourage job crafting?



Organisations who want to encourage a more enriching people experience introduce job crafting in a structured and systematic way.

Leadership and line management relationships are critical to fostering job crafting. People need to feel safe and secure in being able to test and try different approaches to working and this requires freedom from traditional top-down command and control approaches.

The key to job crafting is to understand your current approaches and mindsets relating to your work. And then to start making small, smart and targeted changes to how you act, interact and connect with the purpose of your work.

# How Tailored Thinking can help



Tailored Thinking are world-leaders in bringing job crafting to life.

We run a range of hands-on, energising and evidence-informed "Crafting better work" workshops specifically designed for people, managers and leaders.

Our workshops enable participants to explore and experiment with job crafting and learn how to enable people to bring their whole and best selves to work each day.

**98%**

**of participants would  
recommend them  
to a colleague**

**99%**

**of participants felt  
confident in exploring job  
crafting in their own roles**

Feedback collected from "Crafting better work" sessions

# Keep in touch

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Tailored Thinking are a positive psychology, wellbeing and HR consultancy. We believe that exceptional performance is created through the galvanisation and amplification of diverse passions, talents and strengths.

Through training, consultancy and design, Tailored Thinking support forward-thinking organisations to create exceptional experiences where people are able to bring their whole, well and best selves to work each day.

Putting humans at the heart of our thinking, we strive to be a force for good in the world of work, taking a research informed and researching informing approach to everything that we do.

## Further reading

### 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



## Some research papers

Bakker, A. B., Tims, M., & Derks, D. (2012)

### **Proactive personality and job performance:**

### **The role of job crafting and work engagement**

Human Relations, 65(10), 1359-1378

Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2008)

### What is job crafting and why does it matter

Demerouti, E. (2014)

### **Design your own job through job crafting**

European Psychologist, 19(4), 237-247