



Job Crafting as a Managerial Strategy

Career Planning for Managers

What is job crafting?

Job crafting is a method used to personalize your job by incorporating your motives, values, strengths, and passions. Job crafting can be done in a variety of ways:

- Physically – changing or adding to the tasks you do in your job
- Cognitively – changing how you think about your job and the tasks involved
- Relationally – changing how you interact with coworkers and your relationships with those individuals

Why encourage employees to job craft?

Job crafting can increase an employee's feeling of meaning, satisfaction, and enjoyment within their job. It can also increase an employee's performance because he/she is participating in enjoyable work that feels valuable and meaningful. When employees enjoy their jobs and feel that the job aligns with their values, they are more likely to be committed to that job.

How can supervisors encourage job crafting?

Be clear about the key responsibilities of your employee's job.

Employees and supervisors must be on the same page regarding a job's necessary results.

Crafting a job with the wrong results does no good for either party.

Discuss with your employees the different ways in which they can craft their job

- Physically
 - Adding tasks or projects that you find meaningful
 - Emphasizing more meaningful and enjoyable tasks by giving them more time and energy
 - Redesigning tasks to add a component that better fits your values or strengths
 - Example: "I take on as much event planning as I can, even though it wasn't originally part of my job. I do it because I enjoy it, and I'm good at it. I have become the go-to person for event planning, and I like my job much more because of it." – *Marketing Coordinator* (Berg, Dutton, & Wrzesniewski, 2007)

- Cognitively
 - Expanding your perceptions of your job to view it as a whole, rather than a set of separate and isolated tasks
 - Focusing your perceptions of your job on what you find meaningful – i.e. reminding yourself that each task is helping you achieve a valued final outcome
 - Example: “Music is a very important part of my life... I often liken teaching to being a musician when I’m in front of a classroom, I put on my performance face. It’s the same way with music. I remember when I was performing with my rock band and the high I got from playing in front of people was very similar to the high I get from performing teaching in front of students.” – *University Lecturer* (Berg, Dutton, & Wrzesniewski, 2007)
- Relationally
 - Building relationships with others who encourage and empower you
 - Reframing or adapting current relationships so that you put into them what you would like to get of them
 - Example: “When I first came here, we started using the new higher speed equipment. Then lots of new guys came in. So I started helping them learn the job. Now it’s just expected that I train the new guys. I did this in my previous job, so I have experience with it, and I like it because I’m able to help and work with guys from different backgrounds.” – *Maintenance Technician* (Berg, Dutton, & Wrzesniewski, 2007)

Create a plan with the employee

You and your employee should now work together to put the new job roles into action. This can be a valuable learning experience for supervisors because it often helps supervisors learn more effective ways of working with certain individuals and within their area of the organization.

Craft in teams

Each employee within a team can list the tasks they like, dislike, or would like to try. Tasks can then be divided up among team members according to these lists. Group job crafting, therefore, can lead to more enjoyable and satisfying jobs for many employees while still ensuring that the necessary work gets completed.