Job Crafting. Shaping Your Job for a Better Fit

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Outline

• Introduction
• Definition of “Job Crafting”
• Supporting Concepts & Research
• Practical Applications
• Negative Implications of Job Crafting
• Closing Discussion
Definition

“Job crafting captures what employees do to redesign their own jobs in ways that can foster job satisfaction, as well as engagement, resilience and thriving at work”

Berg, Dutton & Wrzesniewski (2008)
Workplace Psychology 101

• Employee Motivation
• Employee Engagement
• Employee Resilience
Motivation Management Theory

CAUTION:
A good work ethic is harmful or fatal if swallowed

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work matters
Maslow’s Hierarchy of Needs

- Physiological
- Safety
- Love/belonging
- Esteem
- Self-actualization
Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.
Engagement Meets Motivation...

Meets Participation...?!
Resilience

Problem-Focused
Emotion-Focused

Self-Confidence

Optimism

Purpose

Support-Seeking

Are You Coping? Positively!

work matters
Resilience

- The Worst Myth of All: “Resilient Types”
- Resilience is complex & individualized
- Strengths are often situational in nature
- Past adversity swings both directions
How is Job Crafting Different?

• Represents an asset-based approach
• Emphasis on internal locus of control

• We **ALL** do it – *To Craft is To Be Human*
• Gonna happen with or without the boss
Job Crafting Domains

- Boundaries
- Relationships
- Cognition
Examples:

Call Centre

Machine Shop

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work matters
It’s Not my Job!
It’s Not my Job!
Table Talk:

What’s the difference between “it’s not my job” and choosing to voluntarily take on new tasks?
Research Models: Motivation +

**Foundational (2001)**
- Control, Prevent Alienation
- Self-image, Work Identity
- Social Connection

*(Wrzensniewski & Dutton)*

**Motivational Maintenance (2007)**
- Beneficiary Contact
- Ongoing Feedback
- Self-Enforced Behaviors

*(Grant, et al)*

**Integrative Viewpoints (current)**
- Unintended Side-Effects: Stress & Regret
- Positive Crafting Improves Resilience
- Personal Traits Matter e.g. *reciprocity styles*

*(Berg, Grant & Johnson)*
An Integrative Example:
The aspiring health-care aid

Task Crafting

Cognitive Crafting

Relational Crafting
Job Crafting Outcomes

- Altered beliefs about the meaning of work
- Different identity at work
- Meaningful or enjoyable experiences
- Negative expressions of stress or regret
- Increased resilience
Practical Applications

“Job crafting theory does not devalue the importance of job designs assigned by managers; it simply values the opportunities employees have to change them”

(Berg et al.)
Practical Applications

• **Job Crafting = Resourcefulness**

• Which types of resources are employees able to tap into?
  – People
  – Technology
  – Raw Materials
  – Ideas
  – Processes

• *How can organization’s help and not hinder this process?*
The Manager’s Role

- Foster a positive work culture
  - Value peoples’ needs/abilities over processes
- A trusting atmosphere counters negativity
- Leave room for crafting in job designs
- Evaluate how you yourself job craft
- Model positive job crafting behavior
The Manager’s Role

Example:
You now recognize that job crafting is happening all around you...

As a team manager you want to promote positive job crafting practices. Practically speaking, how would you proceed with this?
The Other Side of the Coin…

What do you do when job crafting becomes a form of negative coping?

Remember: job crafting is motivated internally not externally!
The Other Side of the Coin...

• Workplace Context Matters Most:
  – Leadership recognizes the crafting phenomenon
  – Managers model positive crafting behaviors
  – Interactions are transparent which builds trust
  – Affirms & recognizes positive job crafting behaviors
  – Open communication occurs in both directions
Level Up: Psychological Safety

Job crafting for better or for worse…

- Quality is deeply affected by workplace environments
- Toxic workplaces increase rates of negative coping
- Crafting occurs within the broader context of workplace psychological health and safety
Thirteen Workplace Factors

- Psychological Support
- Civility & Respect
- Recognition & Reward
- Involvement & Influence
- Physical Protection
- Psychological Protection
- Organizational Culture
- Psychological Job Fit
- Growth and Development
- Workload Management
- Engagement
- Clear Leadership & Expectations
- Balance
Resources & References

“Give and Take: A Revolutionary Approach to Success” by Adam Grant

http://www.guardingmindsatwork.ca/
References


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