**Tool 1.2: Job Crafting**

Job crafting is a process where employees actively modify the formal aspects of their jobs to better suit their strengths, interests and passions.\* The job-crafting process helps employees and managers make jobs more engaging and fulfilling, enhance overall job performance, and increase employees’ resilience to adversity.

Here are some ways managers can help their people craft their jobs to make them more engaging:

* + 1. Task crafting – Add or reduce job tasks; increase or decrease scope of

responsibilities; change the way the employee performs tasks

* + 1. Relational crafting – Change with whom and how much the employee interacts with others (e.g., computer programmer who feels that there isn’t enough interaction with others. They could be encouraged to regularly visit co-workers to provide help and also get feedback on computer systems)
    2. Cognitive crafting – Shift how the employee views the task, focusing on the meaning and impact of the task (e.g., janitor in a hospital seeing the job of cleaning as a fundamental way of helping people to heal). Think about a series of tedious tasks as a collective whole (e.g., insurance agent seeing the job as “helping people recover after a car accident” rather than processing insurance claims).
    3. Combination of the above

Take out a sheet of paper and make a list of job crafting steps that you and your team member(s) could consider. What benefits would the employee and the team as a whole gain by making these changes?

Note: In actuality, people engage in job crafting whether they or their managers know it or not. Thus, it is important that managers work openly with their employees to ensure that changes to the job will not result in unintended issues such as misalignment with team or organizational goals, additional stress and distractions.

\* Wrzesniewski, A. & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. Academy of Management Review, 26 (2), 179-201.