

Guide for Chapter x: Engage in Job Crafting

Chapter Overview: This chapter outlines the benefits of job crafting for employees and organizations. Several strategies for employees wishing to craft their jobs are described, as well as techniques that managers and organizations can use to encourage job crafting among employees. The chapter can be used to build interest in and support for job crafting initiatives in a wide variety of organizations. Employees and managers interested in job crafting should see www.jobcrafting.org to learn more about the Job Crafting Exercise©.

Preparation

- Prior to class, ask participants to start thinking about where they are spending their time and energy at work. Which tasks and interactions take the bulk of their time? Are these the areas that participants most want to be spending their time on at work?

Possible class flow

1. Introducing/Defining Job Crafting (Theory-to-Practice Briefing would help here, and can be found at: <http://positiveorgs.bus.umich.edu/wp-content/uploads/What-is-Job-Crafting-and-Why-Does-it-Matter1.pdf>).
2. Ask participants to focus on times when they have crafted the task, relational, and/or cognitive boundaries of their jobs in the past.
 - a. What was the result of this job crafting?
 - b. How have they maintained momentum?
3. Ask participants to focus on times when they have seen others they manage craft the task, relational, and/or cognitive boundaries of their jobs.
 - a. What was the result of this job crafting?
 - b. How did they support others' efforts to job craft?
4. Where might the best opportunities be for seeding job crafting in one's own job (or one's organization)? Which of the ideas from the chapter seem most applicable? Why?

Supplementary materials

Readings

Berg, J. M., Wrzesniewski, A., & Dutton, J. E. (2010). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*, 31, 158-186.

Wrzesniewski, A., Berg, J. M., & Dutton, J. E. (June 2010). Turn the job you have into the job you want. Harvard Business Review, 114-117.

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.

Wrzesniewski, A., LoBuglio, N., Dutton, J. E., & Berg, J. M. (2013). Job crafting and cultivating positive meaning and identity in work. In A. Bakker (Ed.), Advances in Positive Organizational Psychology. London: Emerald.

Videos

For illustrating the power of job crafting and work meaning: Having a Calling and Crafting a Job: The Case of Candice Billups (Amy Wrzesniewski, Jane Dutton) at <http://positiveorgs.bus.umich.edu/teaching-resources/teaching-cases/>

Tools (Cases, Reflections, Interventions, Assessments)

Crafting a Fulfilling Job: Bringing Passion Into Work (Jane Dutton).

Job Crafting at Burt's Bees (Jane Dutton).

Both available at: <http://positiveorgs.bus.umich.edu/teaching-resources/teaching-cases/>