

Job Crafting

What is job crafting?



Job crafting was introduced by Drs. Amy Wrzesniewski and Jane Dutton over 20 years ago, but it remains new to many staff and managers. Through job crafting, we can proactively personalize our work, increasing motivation, productivity and innovation. There are 3 main types of job crafting:

Task - redesigning, adding or removing tasks

Purpose - reflecting on the meaning of our role and its alignment with our values

Relationship - shaping how we connect with our colleagues

Why job craft?



Have you ever felt your job doesn't quite "fit" you? Perhaps your skills aren't fully utilized or maybe you're eager to stretch and develop new skills and expertise. Often our jobs evolve over time so what we do has little resemblance to our job description. We may love our current team and department, but feel we've plateaued in our career. Job crafting brings fresh life to our roles, benefiting both staff and supervisors.

How does job crafting benefit the organization?

In reality, we already job craft in our current roles. Job crafting occurs as we reflect on our purpose and how we contribute to UT's mission, build relationships, collaborate with others, and emphasize aspects of our role we really enjoy. If your goal is to more formally job craft, changing the very nature of your role or even developing a new role within your area, discussion with your supervisor is essential. Share the fact that research has shown job crafting contributes significantly to employee engagement, satisfaction, commitment and attachment to the job and organization. Job crafting uniquely increases our happiness at work and improves performance in our roles.

How can supervisors support job crafting?



- When possible, offer staff autonomy in their work, especially in how they accomplish tasks
- Encourage staff to create a Career Development Plan with changes they'd like to make to their job that are aligned with departmental goals, but enhance the meaning and purpose they find in their work and build new skills
- Invite staff to contribute their ideas related to departmental strategic goals
- Explore the skills/interests of your team to determine if there are opportunities to make small shifts in tasks to more closely align with team members' strengths and goals

How do I get started?



Drs. Gavin Slempp and Dianne Vella-Brodrick developed a helpful job crafting questionnaire; consider these elements when crafting your role:

Task Crafting

- Change the type and/or scope of your tasks and take on additional tasks at work
- Introduce new approaches to improve your work and/or new work tasks that better fit your skills/interests
- Give preference to work tasks that fit your skills/interests
- Change the way you do your job to make it more enjoyable for yourself
- Change minor procedures that you find aren't productive

Cognitive Crafting

- Think about how your job gives your life purpose
- Remind yourself about the significance your work has for the success of your department and UT
- Remind yourself of the importance of your work for the broader community
- Think about the ways your work positively impacts your life
- Reflect on the role your job has for your overall well-being

Relational Crafting

- Engage in networking activities to establish more relationships
- Make an effort to get to know people well at work; introduce yourself to colleagues/staff you haven't met
- Organize or attend work-related social functions; organize special events in the workplace
- Choose to mentor new employees
- Make friends with people at work who have similar skills/interests

Job crafting resources



- [Job Crafting](#) with Amy Wrzesniewski
- [Job Crafting](#) by the Mind Tools Content Team
- [What Is Job Crafting and Why Does It Matter](#) by Justin M. Berg, Jane E. Dutton, and Amy Wrzesniewski
- [Managing Yourself: Turn the Job You Have into the Job You Want](#) by Amy Wrzesniewski, Justin M. Berg, and Jane E. Dutton
- [Crafting Your Work to Increase Job Satisfaction](#) by Dianne Vella-Brodrick, Gavin Slempp, and Kelsey Lewis
- [What Job Crafting Looks Like](#) by Jane E. Dutton and Amy Wrzesniewski
- [The Job Crafting Questionnaire: A New Scale to Measure the Extent to Which Employees Engage in Job Crafting](#) by Gavin Slempp and Dianne Vella-Brodrick

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hr.utk.edu/career-development