



JOB CRAFTING TO ELEVATE ENGAGEMENT

BETHANY J. ADAMS, MA, SHRM-SCP





SCAN FOR
SLIDES



HELLO!

I'm BETHANY J. ADAMS!

Assistant Professor at Villanova University with more than 15 years experience in education & consulting in HR strategy, emotional intelligence, training, & organization development. **Certified Emotional Intelligence Practitioner.** Host of HR Tea Podcast.

Connect with me [@BETHANYJADAMS](https://twitter.com/BETHANYJADAMS)
and learn more at bethanyjadams.com.





“Any customer can have any car
painted any color they want,
so long as it is black.”

--Henry Ford

“Any employee can have any job they want, so long as it fits the standard job description.”

--Every HR Manager

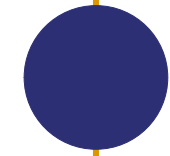
Let's make jobs *any color you want!*

If you could **customize** one thing
about your job, what would it be?

If you could **customize** one thing about your job, what would it be?

*It can't be your title, pay, or benefits.
You must still complete all aspects of your job.
It should also add value to your organization.*

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OUR AGENDA

What is job crafting?
How much do *you* job craft?
How can leaders encourage it?
What now?



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JOB CRAFTING

the process by which employees actively shape, modify, or redefine their own jobs to better align with their skills, interests, and values

(Wrzesniewski & Dutton, 2001)

TYPES OF JOB CRAFTING

①

TASK CRAFTING

Adjusting
responsibilities
to align with
strengths



TYPES OF JOB CRAFTING

①

TASK CRAFTING

Adjusting responsibilities to align with strengths

②

RELATIONAL CRAFTING

Building relationships that enhance satisfaction and collaboration



TYPES OF JOB CRAFTING

①

TASK CRAFTING

Adjusting responsibilities to align with strengths

②

RELATIONAL CRAFTING

Building relationships that enhance satisfaction and collaboration

③

COGNITIVE CRAFTING

Shifting perspective to find more meaning in the work



Proactive
Personality



Performance

Proactive
Personality



Performance



Engagement



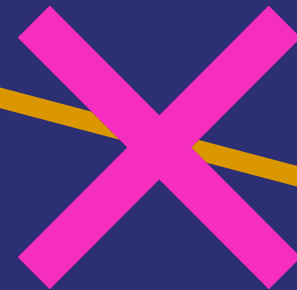
Proactive
Personality

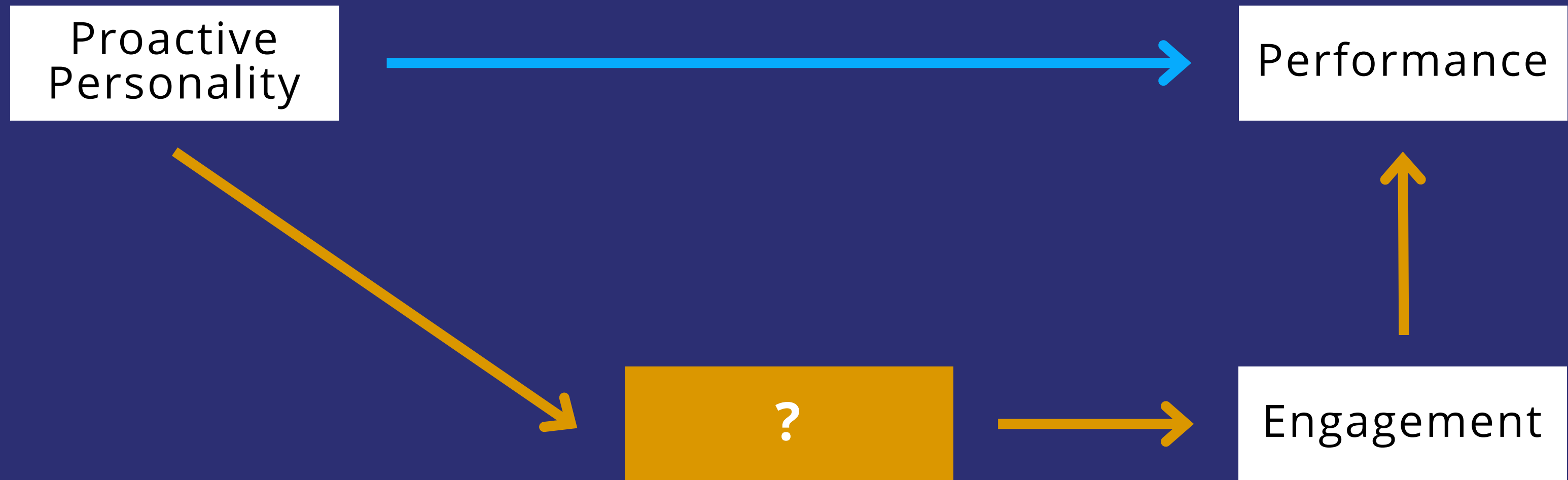


Performance



Engagement





JOB CRAFTING MODEL

(Bakker, 2012)



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BIG *TAKE AWAY!*

Small shifts in tasks,
relationships, or
mindset can unlock
greater fulfillment.

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What is job crafting?

How much do *you* job craft?

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How much do you job craft?

For each statement, answer **yes**
only if you do this **actively** and on
a **regularly basis** in your role.

How much do you job craft?

1. I actively take on projects that match my strengths & interests.

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2. I regularly adjust my workload to make it more manageable or fulfilling.

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3. I seek resources outside my role to make my work easier or more efficient.

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4. I build relationships with coworkers that foster personal or professional growth.

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5. I offer support or mentorship to my colleagues to improve our work environment.

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6. I collaborate with colleagues who complement my skills.

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6. I collaborate with colleagues who complement my skills.
7. I connect mundane tasks to a larger purpose.

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8. I focus on the skills I'm building, not just the tasks I'm doing.

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7. I connect mundane tasks to a larger purpose.
8. I focus on the skills I'm building, not just the tasks I'm doing.
9. I reframe less enjoyable tasks by focusing on the value they create.

How much do you job craft?

+1 for a yes

What is your total score?

7+ Master Crafter

4-6 Active Crafter

0-3 Minimal Crafter

How much do you job craft?

Task Crafting

1. I actively take on projects that match my strengths & interests.
2. I regularly adjust my workload to make it more manageable or fulfilling.
3. I seek resources outside my role to make my work easier or more efficient.

Relational Crafting

4. I build relationships with coworkers that foster personal or professional growth.
5. I offer support or mentorship to my colleagues to improve our work environment.
6. I collaborate with colleagues who complement my skills.

Cognitive Crafting

7. I connect mundane tasks to a larger purpose.
8. I focus on the skills I'm building, not just the tasks I'm doing.
9. I reframe less enjoyable tasks by focusing on the value they create.

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*How an organization
proactively encourage
job crafting?*





Improving healthcare for all



GET CURIOUS!

GET CURIOUS!

TASK CRAFTING

What are your
favorite/least
favorite tasks in
your job?

What support or
resources would
benefit you the
most?

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TASK CRAFTING

What are your
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favorite tasks in
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What support or
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RELATIONAL CRAFTING

Who would be
helpful for you to
know at work?

What are your
most challenging
relationships in
your role?

GET CURIOUS!

TASK CRAFTING

What are your favorite/least favorite tasks in your job?

What support or resources would benefit you the most?

RELATIONAL CRAFTING

Who would be helpful for you to know at work?

What are your most challenging relationships in your role?

COGNITIVE CRAFTING

How do you describe your work to others?

What elements of your work are you most proud of?



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BIG *TAKE AWAY!*

Great leaders **make space** for people to shape their own work.

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Great leaders **make space** for people to shape their own work.

Great organizations design cultures that make this possible.

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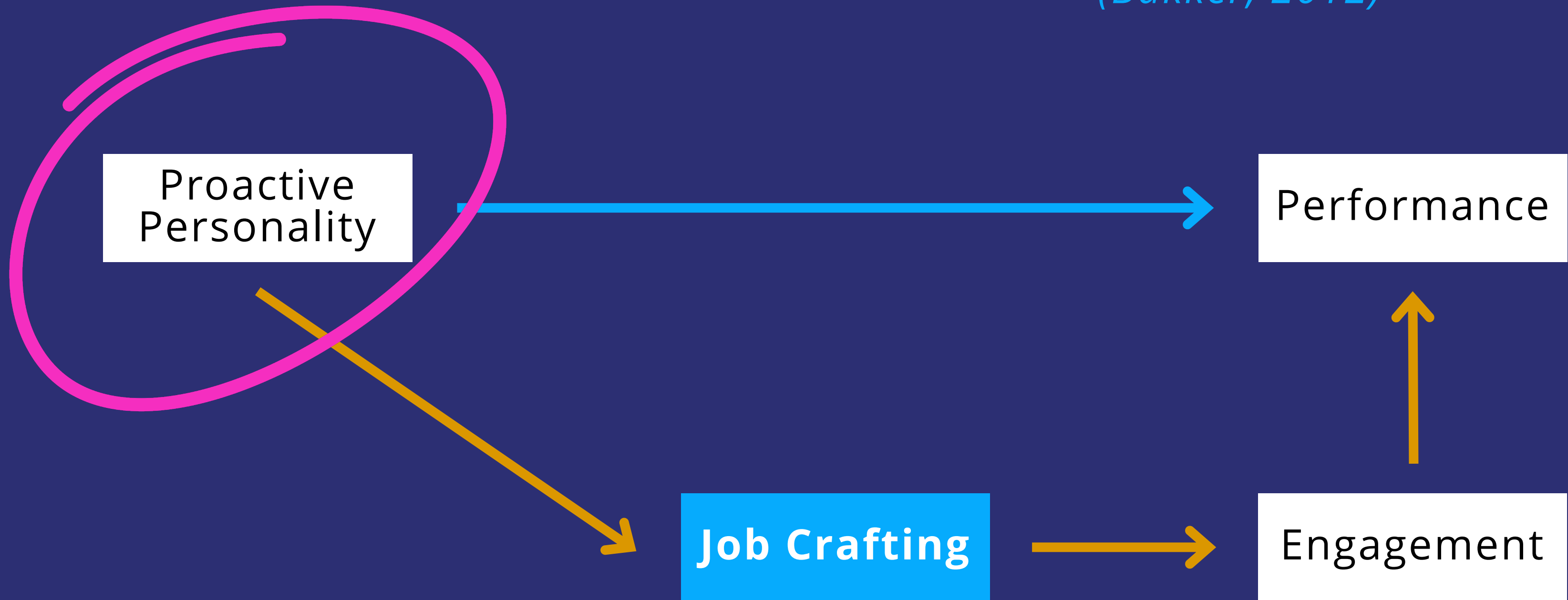
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BIG *TAKE
AWAY!*

Job crafting requires
intentional action.

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BIG *TAKE AWAYS!*

- 1 **Small shifts** in tasks, relationships, or mindset can unlock greater fulfillment.
- 2 Great **leaders make space** for people to shape their own work.
- 3 Job crafting requires **intentional action**.



RESOURCES FOR MORE LEARNING

[DIY Your Job: Using Emotional Intelligence to Craft Meaningful Work](#) (Adams, 2025)
[Personalization at Work](#) by Rob Baker
[The Unexpected Upside of Letting Employees Define Their Jobs](#) (MIT Sloan)
[Embracing AI with Job Crafting](#) (Li et al, 2024)
[You 2.0 Dream Jobs](#) | Hidden Brains Podcast

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Thank You!



Come visit me in the
Villanova Booth #425 and
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@Bethanyjadams!

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