



The Right Reflection™

See Clearly • Act Boldly • Live Fully

Recrafting Your Job To Leverage Your Strengths

Pam Alfrey Hernandez



Agenda

- Your Current Work Orientation
- Crafting Your Job
- Forget Balance – Manage Your Energy

Goals

- Discover your work orientation
- Design your job and your life to align with your strengths, purpose and work orientation
- Tools to manage your energy



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**Work Orientation:
How do you view your work?**



Your Work Orientation: Scenario A

- Ms. A works primarily to earn enough money to support her life outside of her job. If she were financially secure, she would no longer continue with her current line of work, but would really rather do something else instead. Ms. A's job is basically a necessity of life, a lot like breathing or sleeping. She often wishes the time would pass more quickly at work. She greatly anticipates weekends and vacations. If Ms. A lived her life over again, she probably would not go into the same line of work. She would not encourage her friends and children to enter her line of work. Ms. A is very eager to retire.
- Is this description Very Much – Somewhat -- A Little -- or Not At All like you

Your Work Orientation: Scenario B

- Ms. B basically enjoys her work, but does not expect to be in her current job five years from now. Instead, she plans to move on to a better, higher-level job. She has several goals for her future pertaining to the positions she would eventually like to hold. Sometimes her work seems like a waste of time, but she knows she must do sufficiently well in her current position in order to move on. Ms. B can't wait to get a promotion. For her, a promotion means recognition of her good work, and is a sign of her success in competition with her coworkers.
- Is this description Very Much – Somewhat -- A Little -- or Not At All like you

Your Work Orientation: Scenario C

- Ms. C's work is one of the most important parts of her life. She is very pleased that she is in this line of work. Because what she does for a living is a vital part of who she is, it is one of the first things she tells people about herself. She tends to take her work home with her and on vacations, too. The majority of her friends are from her place of employment, and she belongs to several organizations and clubs pertaining to her work. Ms. C feels good about her work because she loves it, and because she thinks it makes the world a better place. She would encourage her friends and children to enter her line of work. Ms. C would be pretty upset if she were forced to stop working, and she is not particularly looking forward to retirement.
- Is this description Very Much – Somewhat -- A Little -- or Not At All like you

Work Orientation: Job, Career or Calling



JOB
ORIENTATION:



Work as
income to
support life
outside work.



CAREER
ORIENTATION:



Work as
opportunity to
advance in
hierarchy.

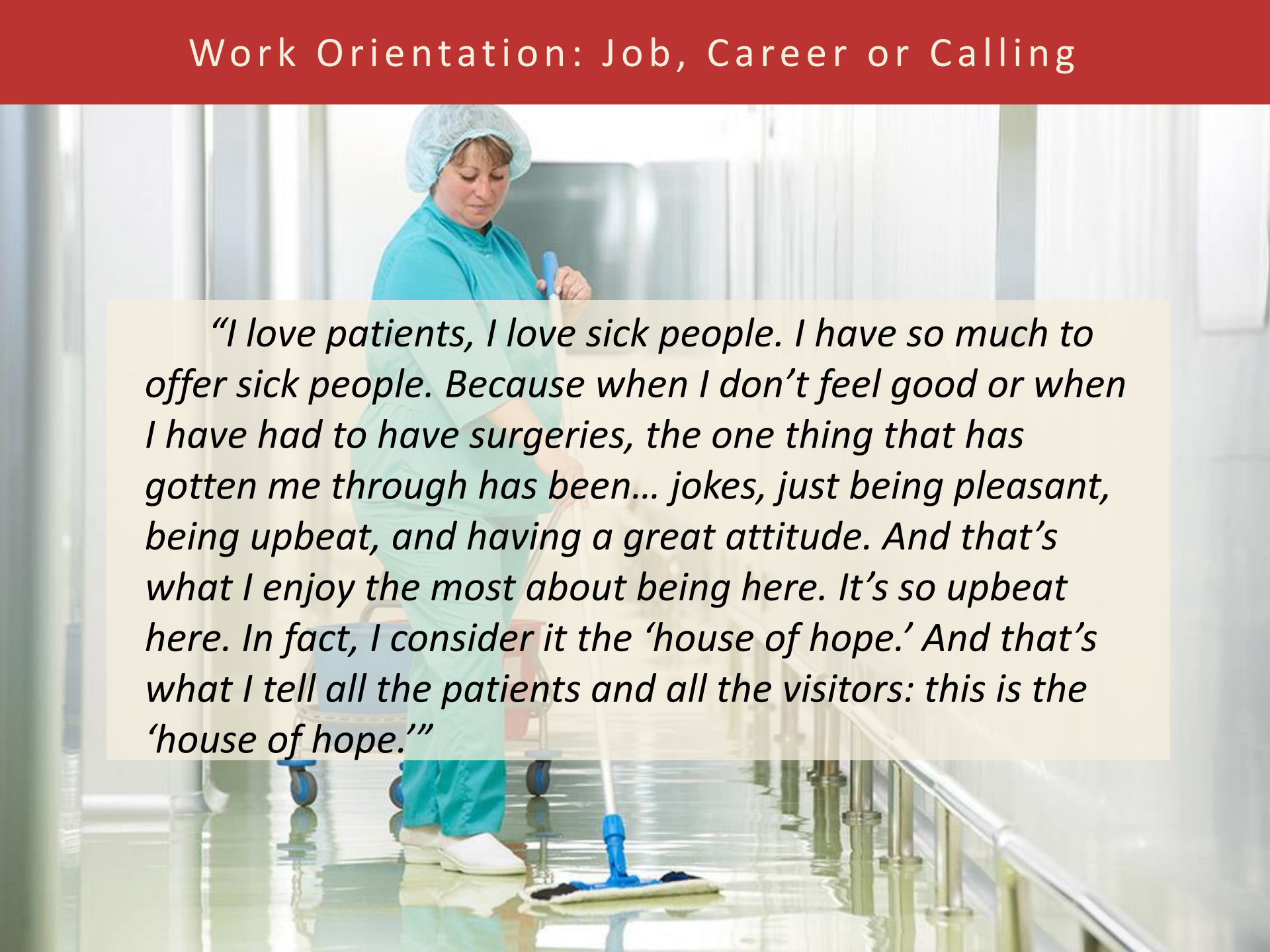


CALLING
ORIENTATION:



Work as fulfilling
in and of itself.

Work Orientation: Job, Career or Calling

A healthcare worker wearing a blue scrubs and a light blue hairnet is mopping a shiny, reflective floor in a hospital hallway. The worker is focused on the task, and the hallway is brightly lit with large windows in the background.

“I love patients, I love sick people. I have so much to offer sick people. Because when I don’t feel good or when I have had to have surgeries, the one thing that has gotten me through has been... jokes, just being pleasant, being upbeat, and having a great attitude. And that’s what I enjoy the most about being here. It’s so upbeat here. In fact, I consider it the ‘house of hope.’ And that’s what I tell all the patients and all the visitors: this is the ‘house of hope.’”

Job Crafting

- Job crafting is a way to think about job design that puts employees “in the driver’s seat” in cultivating meaningfulness in their work.
- Three Techniques of Job Crafting
 - **Task Crafting:** Adding or dropping tasks, altering the nature of tasks or changing how much time, energy and attention are allocated to various tasks (e.g., a tech-savvy customer service representative offering to help her colleagues with their IT issues).
 - **Relational Crafting:** Changing how, when or with whom employees interact with in the execution of their jobs (e.g., a software engineer forming a collaborative relationship with a marketing analyst).
 - **Cognitive Crafting:** Changing the way they perceive the tasks and relationships that make up their jobs (e.g., a ticket salesperson seeing the job as an essential part of providing people with entertainment, not just processing orders).

Job Design vs. Job Crafting

JOB DESIGN

(Top-down, One-size-fits-all)

Manager-initiated structure that shapes employees' experience of meaningfulness through task identity, variety and significance.



JOB CRAFTING

(Bottom-up, Individualized)

Employee-initiated process that shapes one's own experience of meaningfulness through proactive changes to the tasks, relationships and perceptions associated with the job.

Benefits of Job Crafting



Increased levels of resilience

Increased emotional well-being

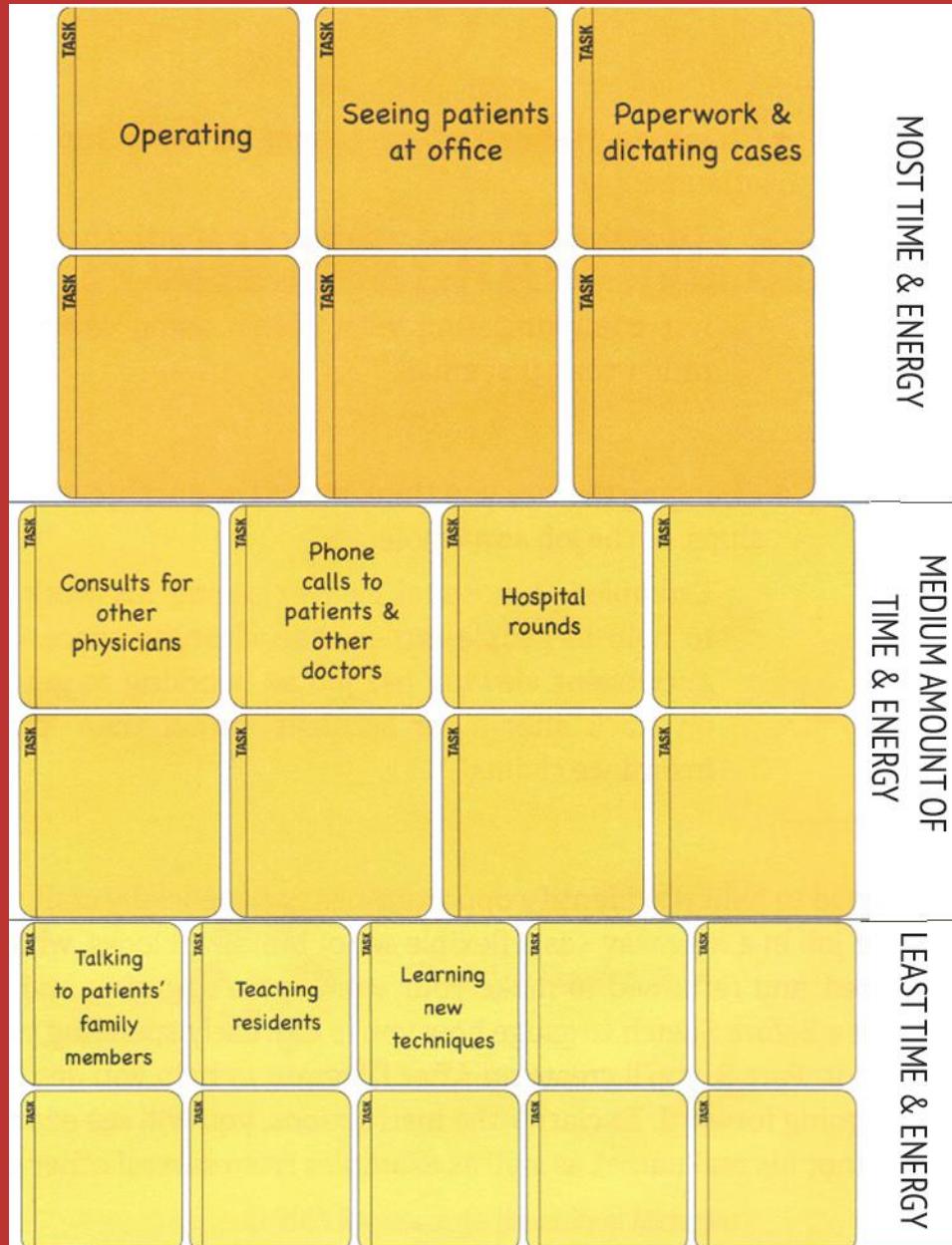
Job Crafting Exercise – www.jobcrafting.org



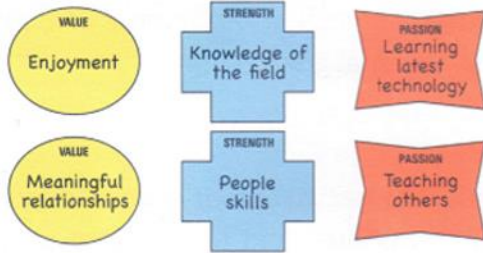
How Do You Spend Your Time?

| MOST TIME & ENERGY | MEDIUM AMOUNT OF TIME & ENERGY | LEAST TIME & ENERGY |
|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <div data-bbox="334 432 566 661">TASK</div> <div data-bbox="573 432 805 661">TASK</div> | <div data-bbox="817 394 1010 586">TASK</div> <div data-bbox="1018 394 1211 586">TASK</div> | <div data-bbox="1217 394 1371 544">TASK</div> <div data-bbox="1379 394 1534 544">TASK</div> |
| <div data-bbox="334 679 566 908">TASK</div> <div data-bbox="573 679 805 908">TASK</div> | <div data-bbox="817 598 1010 791">TASK</div> <div data-bbox="1018 598 1211 791">TASK</div> | <div data-bbox="1217 558 1371 708">TASK</div> <div data-bbox="1379 558 1534 708">TASK</div> |
| <div data-bbox="334 926 566 1155">TASK</div> <div data-bbox="573 926 805 1155">TASK</div> | <div data-bbox="817 802 1010 995">TASK</div> <div data-bbox="1018 802 1211 995">TASK</div> | <div data-bbox="1217 719 1371 869">TASK</div> <div data-bbox="1379 719 1534 869">TASK</div> |

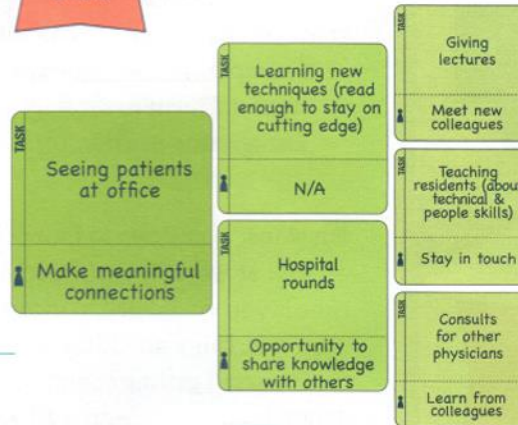
Dr. Hanson's "Before" Sketch



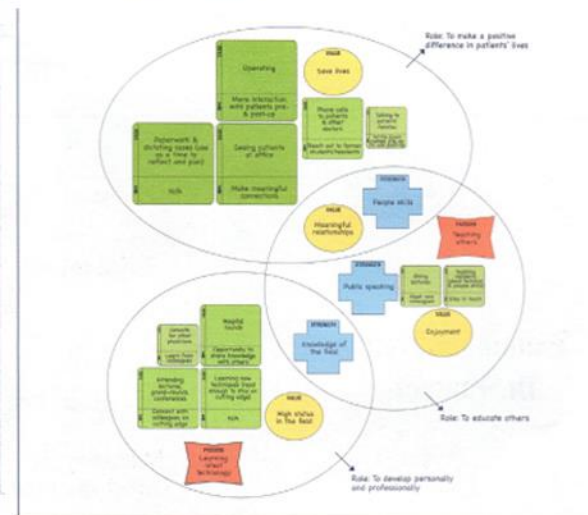
Step 1: Mapping Yourself



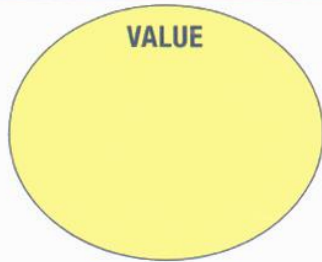
Step 2: Crafting Task Blocks



Step 3: Putting It Together

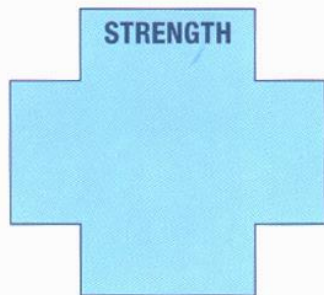


Value, Strength & Passion



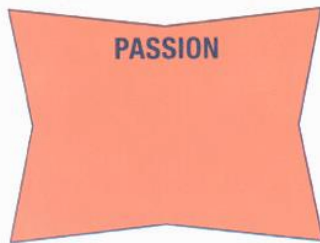
Values: Name two to four outcomes or goals that represent what is most important to you in your work life.

Examples: Satisfaction, Meaning, Financial compensation, Human connection, Autonomy, Benefits for the common good, Personal growth



Strengths: Name two to four of your unique capabilities, including skills, attributes, and talents, that you feel are relevant or could be relevant to your current job.

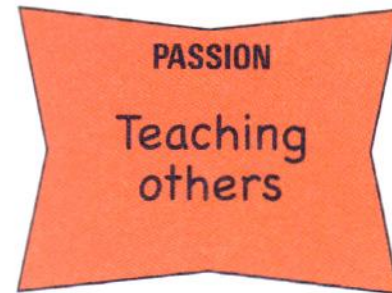
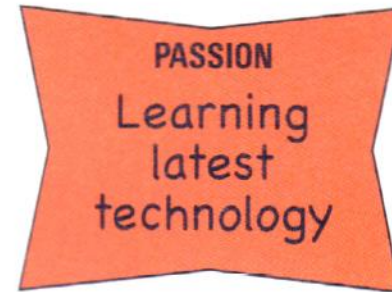
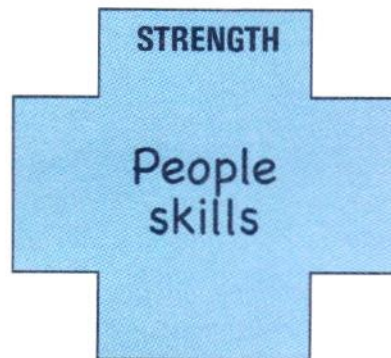
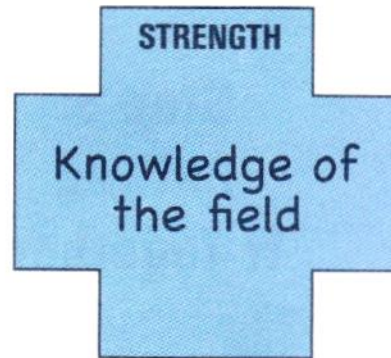
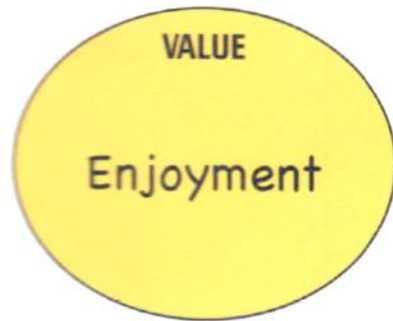
Examples: Artistic ability, Writing skills, Persuasive communicator, Fluent in a foreign language, Expertise in filmmaking, Background in sales, Technical knowledge



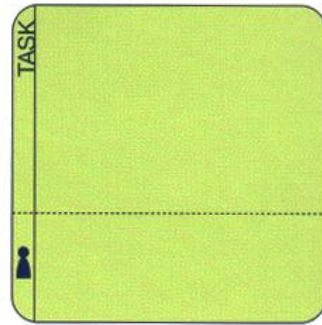
Passions: Name two to four activities or topics that deeply interest you at work. You can also include Passions from your leisure time if you would like to incorporate them into your job. To help with this, think about the activities or topics in which you often find yourself getting completely absorbed. Note that Passions are action words with “-ing” suffixes, while Values are end goals that you would like to get from work.

Examples: Reading, Writing, Learning, Teaching, Problem solving, Competing, Organizing

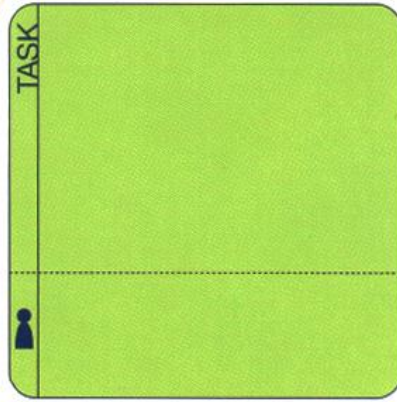
Examples from Dr. Hanson



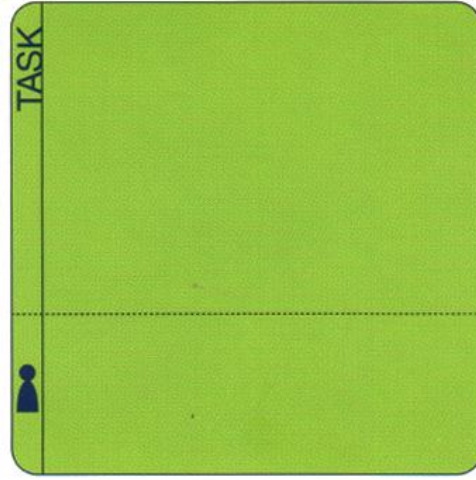
LEAST TIME & ENERGY





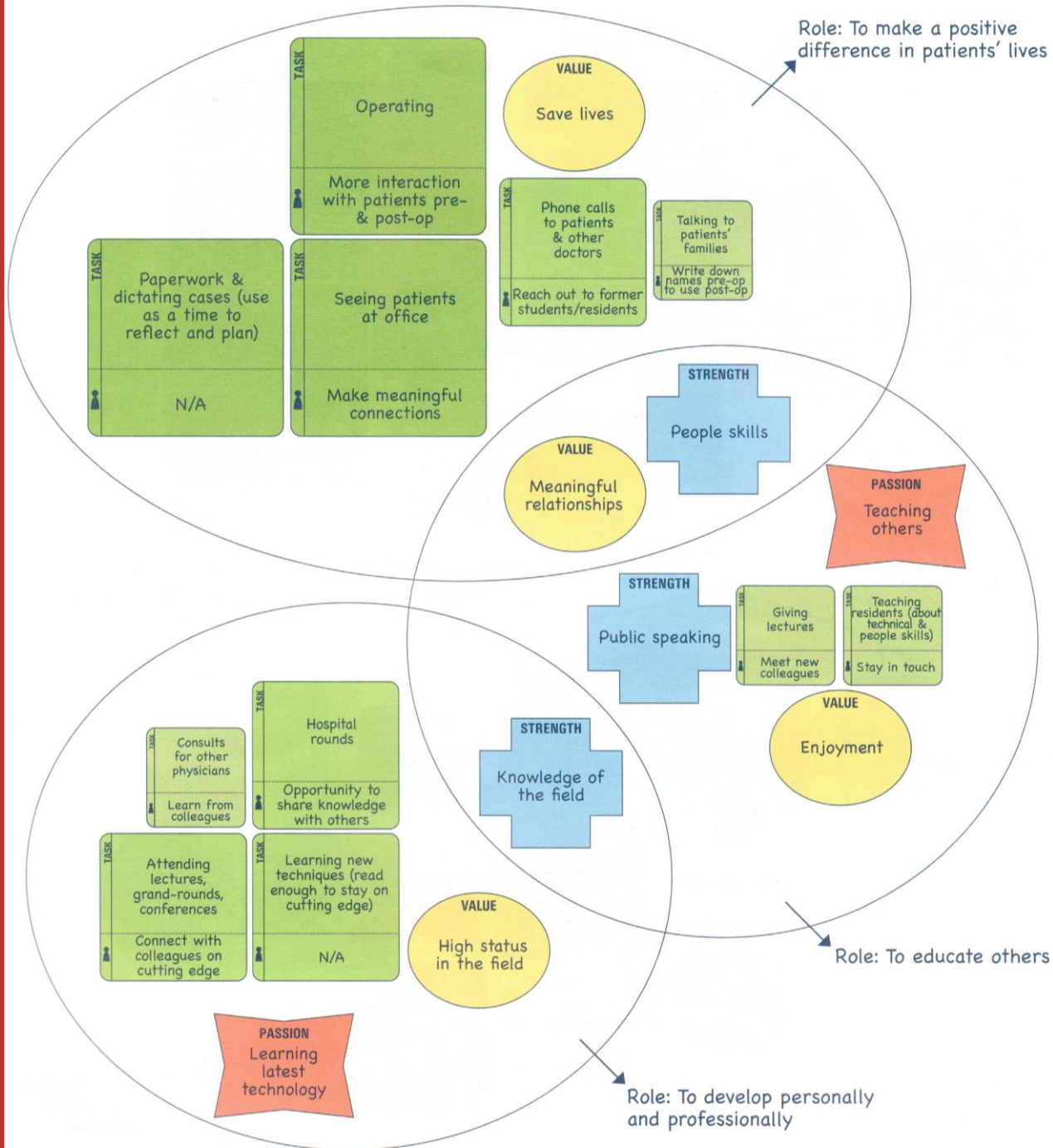
MEDIUM AMOUNT OF
TIME & ENERGY



MOST TIME & ENERGY



- Write all the tasks that you would like to or must include in your job in a Task Block sticker. Use your Before Sketch as a frame of reference. The size of each Task Block represents how much time and energy you would like to spend on that task in the future. Base the size on how well the task helps you fulfill a Value, utilize a Strength, or pursue a Passion. You can add desirable tasks or drop undesirable tasks altogether if possible. To alter the way you perform a task, write the desired change in parentheses after the task title. As you label the stickers, separate them from the booklet and lay them next to the Values, Strengths, and Passions that they fit, but do not peel them yet.
- The space next to the  icon is for relational crafting. For each task, consider the individuals and groups that may be involved with or may benefit from your work in the task. Think creativity about how you could craft these interactions or relationships to better suit your Values, Strengths, and Passions. Note any desired changes next to the  icon. Write "N/A" if relational crafting is not relevant to the task. It may help to look at the examples on pages 9-16 for ideas.



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Managing Your Energy

In their book, *The Power of Full Engagement*, Jim Loehr and Tony Schwartz share a new paradigm that is organized based on managing energy to increase engagement.

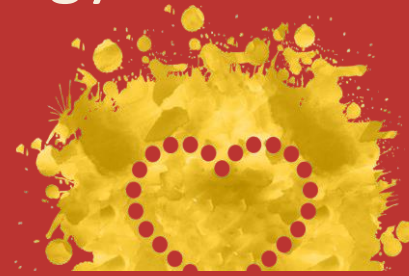
| Old Paradigm | | New Paradigm |
|--------------------------------|---|-----------------------------|
| Manage time | ➔ | Manage Energy |
| Avoid Stress | ➔ | Seek Stress |
| Life is a marathon | ➔ | Life is a series of sprints |
| Downtime is wasted time | ➔ | Downtime is productive time |
| Rewards fuel performance | ➔ | Purpose fuels performance |
| Self-discipline rules | ➔ | Rituals rule |
| The power of positive thinking | ➔ | The power of rituals |

Managing Your Energy

Four Types of Energy:



Physical



Emotional



Mental



Spiritual

What gives you energy?

What saps your energy?



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