

# How to Motivate Remote Workers through Job Crafting

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# Remote Work



- Negative outcomes
  - Increased isolation
  - Decreased meaningfulness
- Positive outcomes
  - Increased work-life balance
- Mixed outcomes
  - Productivity

# Management of Remote Employees

- Traditional management practices
  - Focused on basic metrics
    - satisfaction, intent to stay, turnover
- Recent management practices
  - Focus on remote employee experience
  - How remote employees perceive and engage in their remote environments through engagement, citizenship behaviour, and proactivity





# Life is all about personalization



I want to be different. If everyone is wearing black, I want to be wearing red.

— Maria Sharapova —



SCHOOL OF PERSON  
MANAGEMENT UNIVERSITY



# Why is personalization helpful?

Feel needed



Perceived control





# Personalization and work



# What if we had personalization at work?

Feel needed

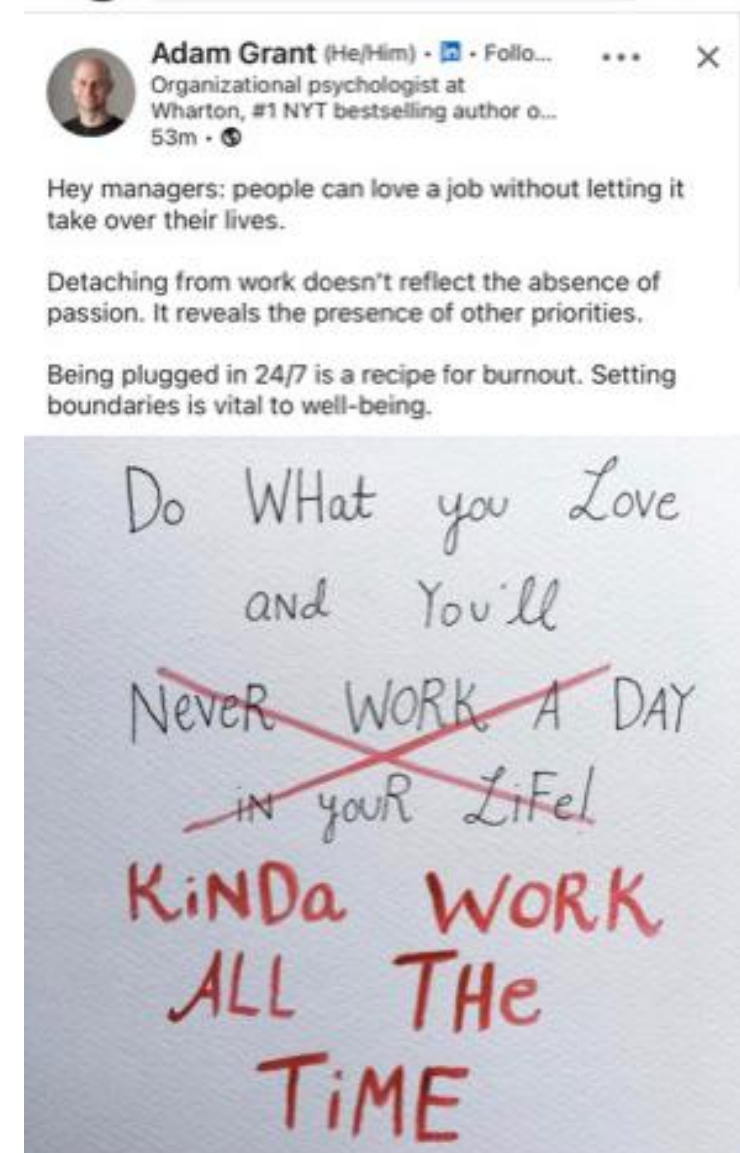
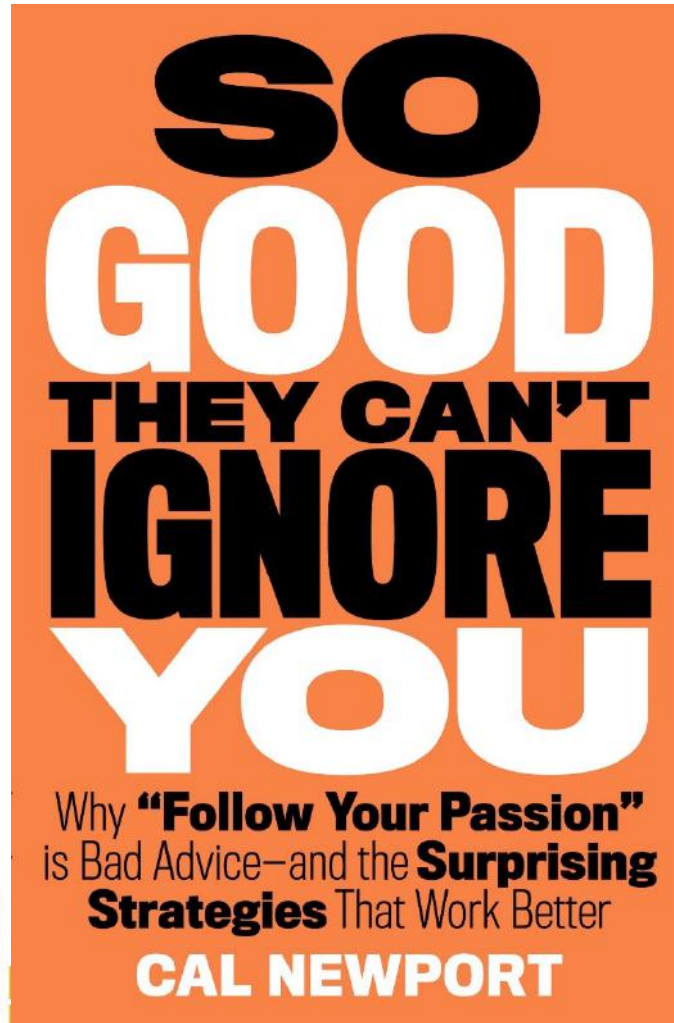


Perceived control





# Personalizing your work is not simply about following your passion...





# Job crafting

“What employees do to redesign their own jobs in ways that can foster job satisfaction, engagement, resilience, thriving, and meaning at work”



# Three types of job crafting



# Task crafting

*“I take on as much event planning as I can, even though it wasn’t originally part of my job. I do it because I enjoy it, and I’m good at it. I have become the go-to person for event planning, and I like my job much more because of it.”*

- Marketing Coordinator

# Task crafting

- Emphasizing tasks in actual occupation related to one's passion
- Taking on additional tasks related to one's passion



# Relationship crafting

*“When I first came here, we started using the new higher-speed equipment. Then lots of new guys came in. So I started helping them learn the job. Now it’s just expected that I train the new guys. I did this in my previous job, so I have experience with it, and I like it because I’m able to help and work with guys from different backgrounds.”*

- Maintenance Technician

# Relationship crafting

- Expanding roles to make a greater impact on beneficiaries
- Tailoring relationships to serve specific beneficiaries
- Reprimanding or dismissing unpleasant beneficiaries
- Selecting contexts to help valued beneficiaries



# Cognitive crafting

*“Music is a very important part of my life . . . I often liken teaching to being a musician because when I’m in front of a classroom, I put on my performance face. It’s the same way with music. I remember when I was performing with my rock band and the high I got from playing in front of people was very similar to the high I get from performing teaching in front of students.”*

- University lecturer

# Cognitive crafting

- Reframing the social purpose of work to align with one's passion

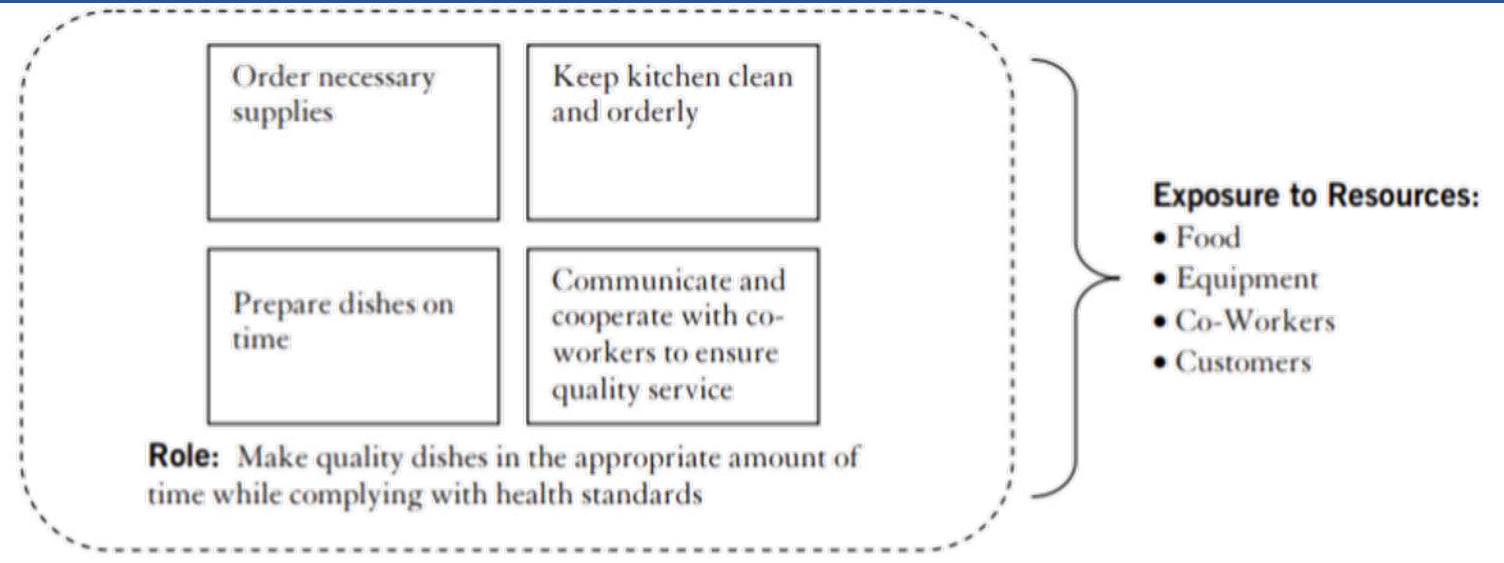
# Job crafting applied to a cook...

Task crafting

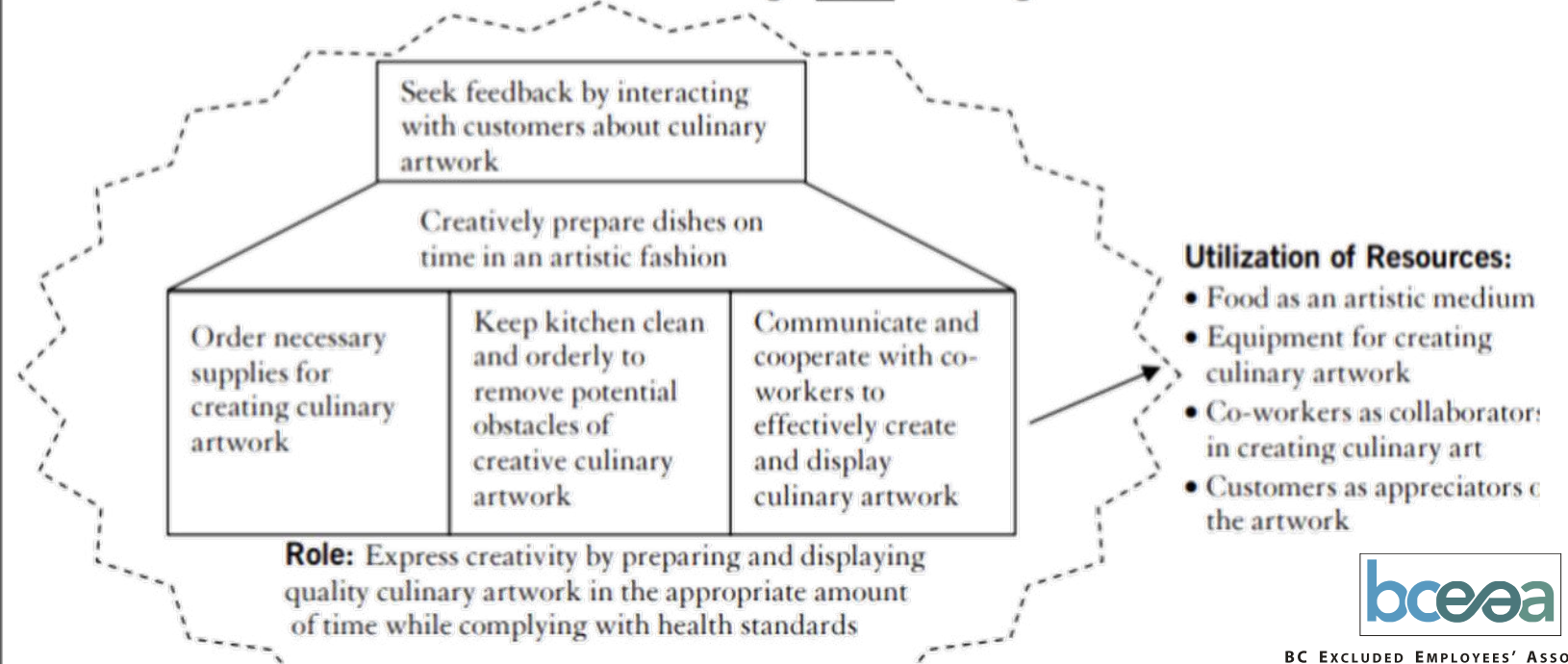
Relationship crafting

Cognitive crafting

## Cook's Job Design Before Crafting



## Cook's Job Design After Crafting

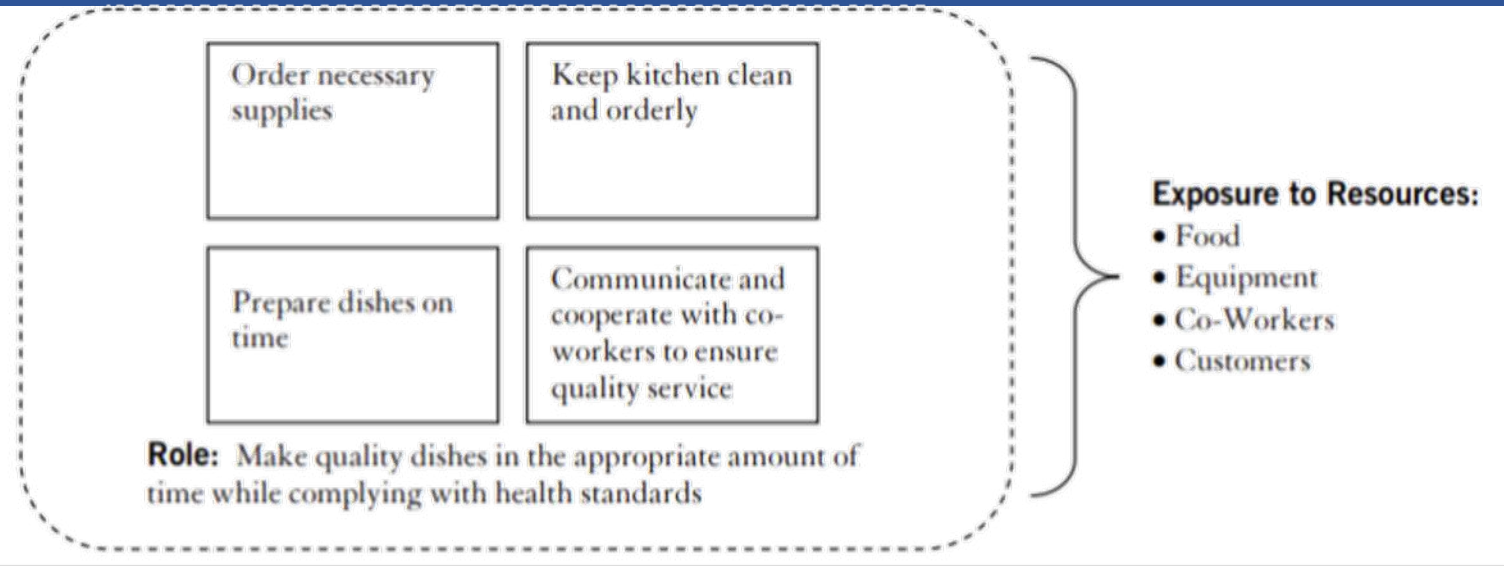




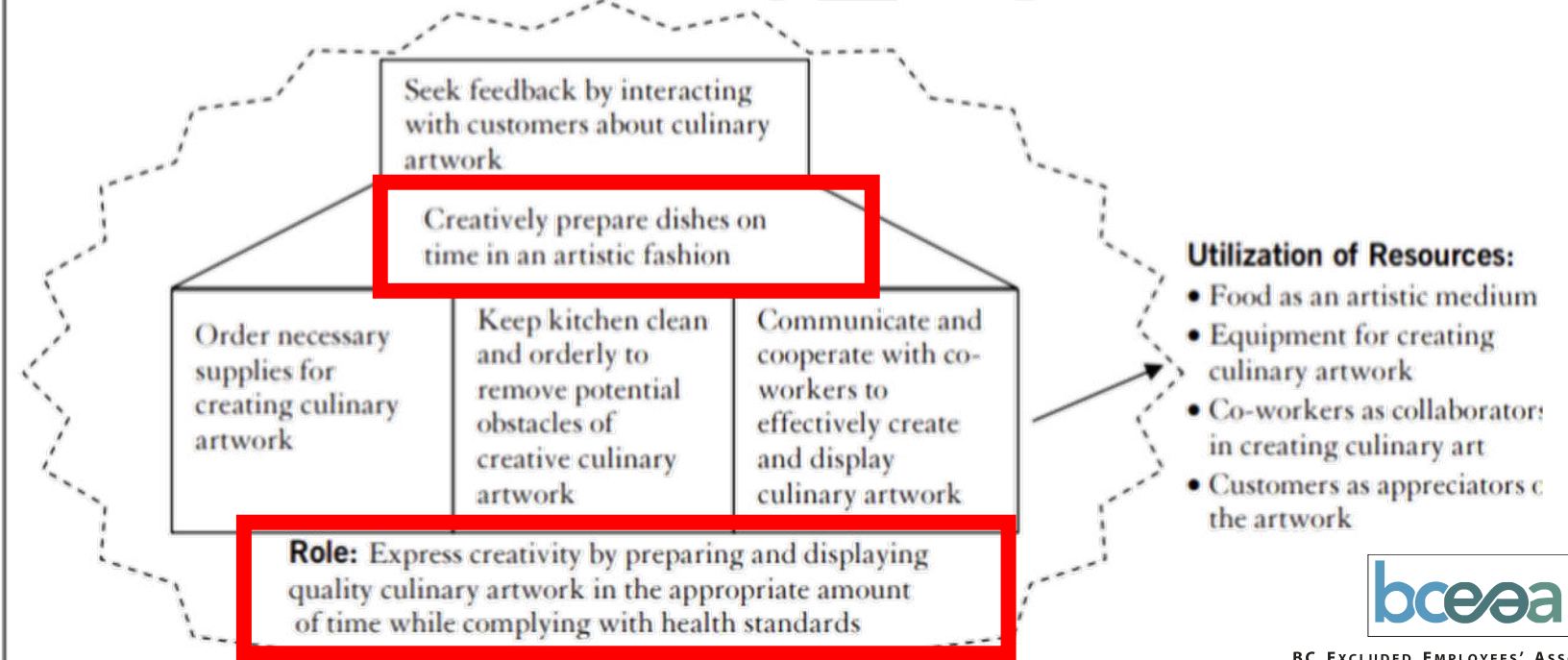
Task crafting

Relationship crafting

Cognitive crafting



## Cook's Job Design After Crafting

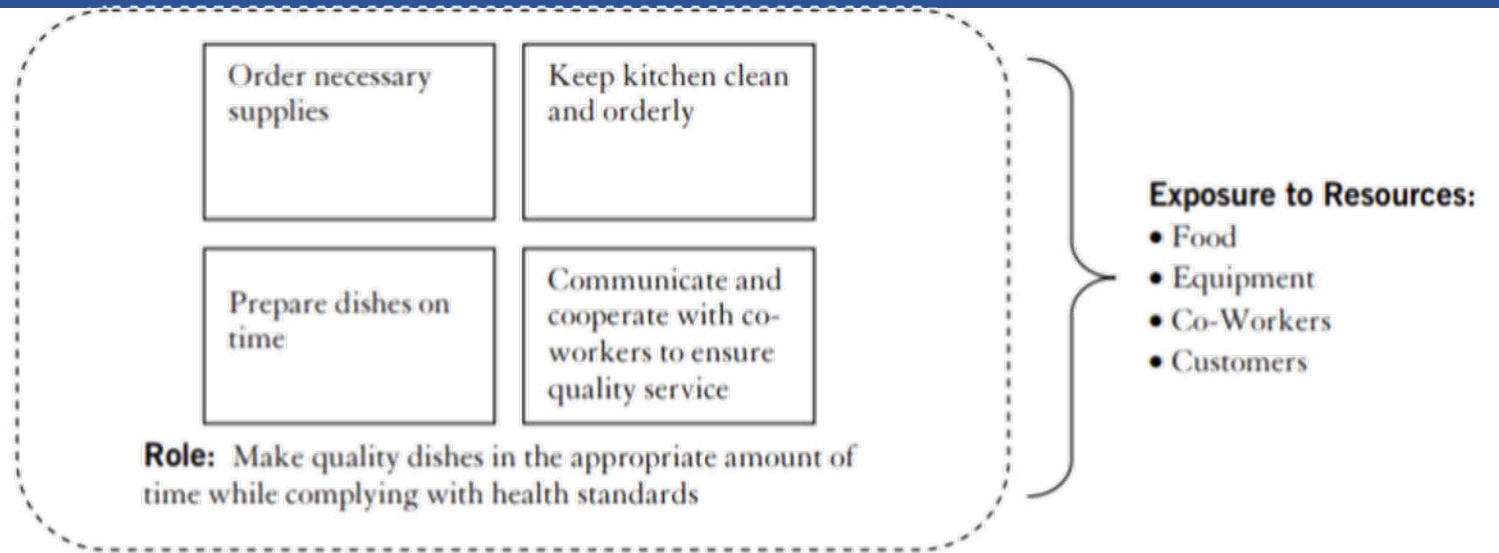


Task crafting

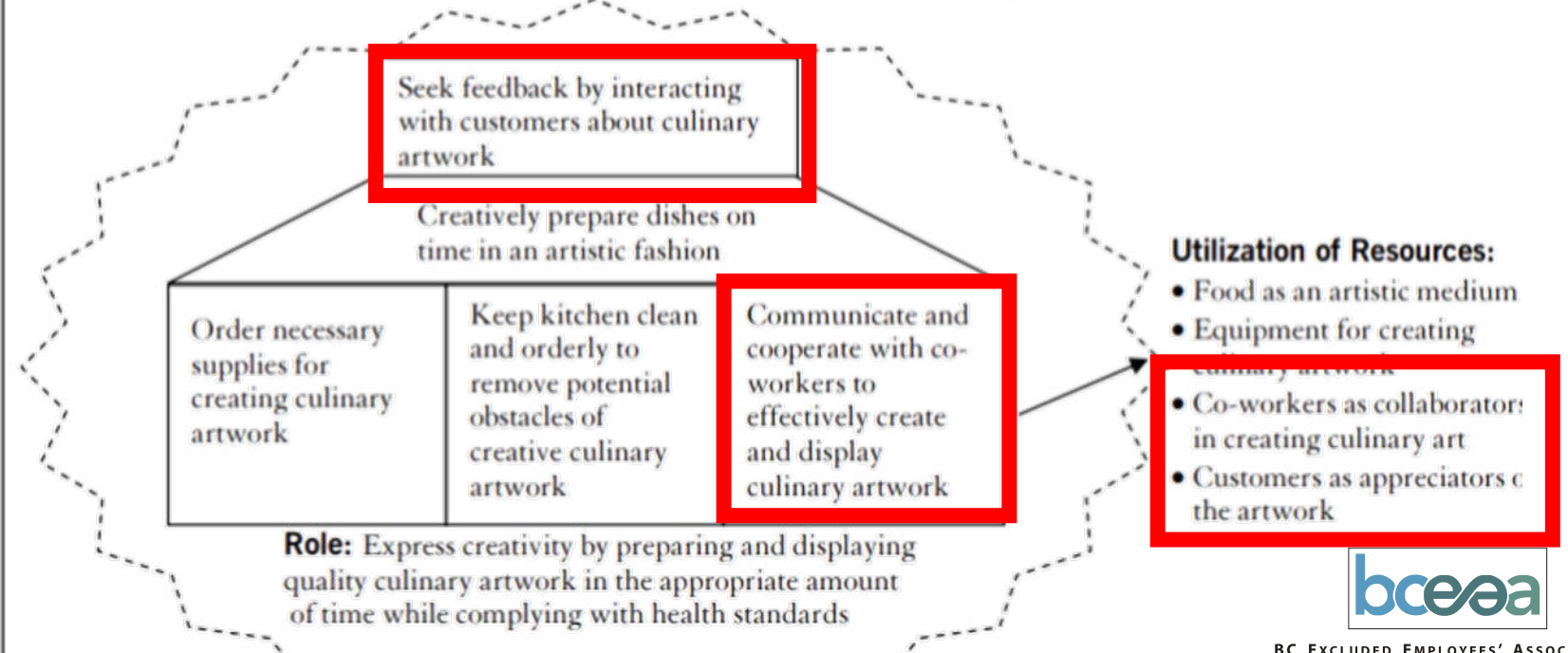
Relationship crafting

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## Cook's Job Design Before Crafting



## Cook's Job Design After Crafting

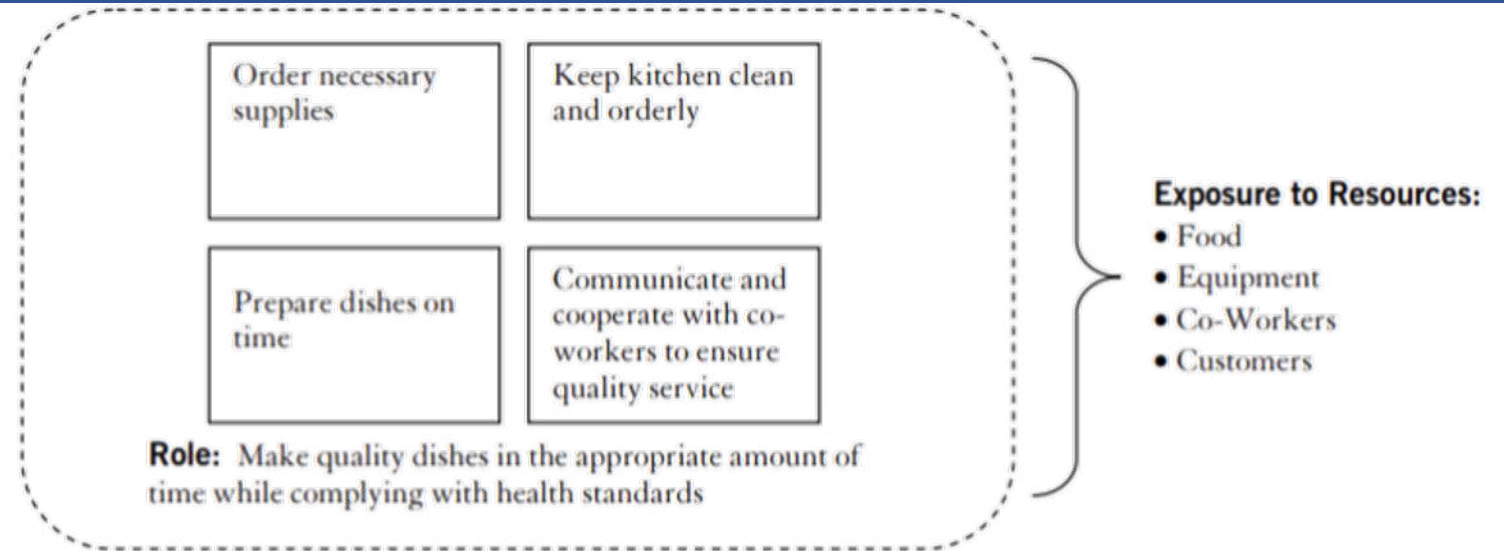


Task crafting

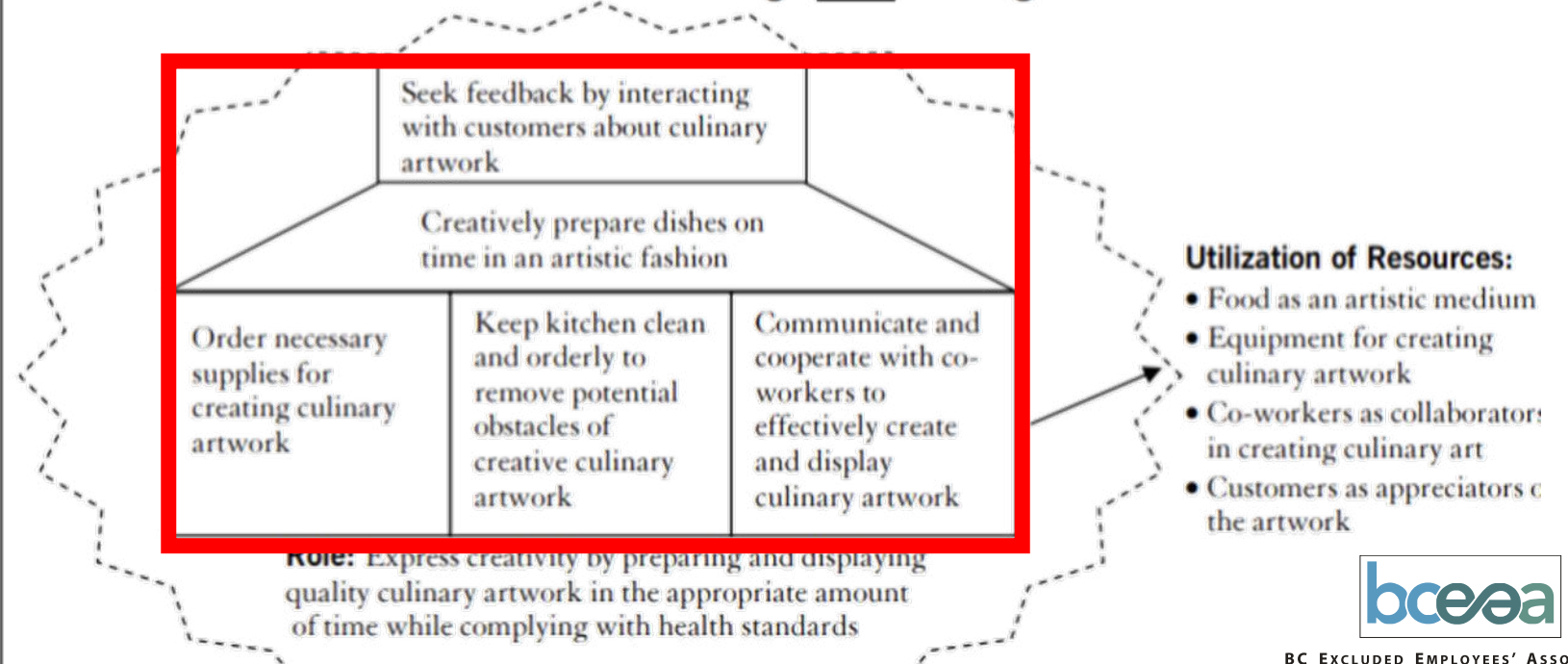
Relationship crafting

Cognitive crafting

## Cook's Job Design Before Crafting



## Cook's Job Design After Crafting



# Thank you

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Instructions:

You have 15 minutes to discuss this question in your small breakout groups.

Consider all possibilities.

At the end of 15 minutes you will rejoin the full cohort and will have 5 minutes for self reflection.

What actions or personal changes can you make within your sphere of influence/scope of authority for job crafting to be adopted as an empowerment technique?

Instructions:

Take a couple minutes to reflect on the above question.

What am I choosing to retain from this breakout session?