

BA Job Crafting: The Time is Now!

IIBA Southeast WI Chapter
May 17, 2022

Agenda

- Who am I?
- What is job crafting?
- What does this mean to an individual?
- What does this mean to an employer?
- What does this mean to a BA?
- Questions?

WHO AM I?

Global State of Business Analysis

Global State of Business Analysis

- Member Benefit
- Formerly the IIBA BA Salary Survey

Featured

- Filip Hendrickx (IIBA Brussels)
- Yasser Talat (IIBA Egypt)
- and me!

Themes

- The Great Resignation
- (BA) Demand Exceeds Supply
- Workforce Expectations
- Job Crafting

Source:
The Global State of Business Analysis in 2021: A Year in Review
<https://www.youtube.com/watch?v=yeJCsait574>

Professional

- Education
 - Undergraduate = Spanish
 - Masters = Spanish > English Translation
 - CBAP (2015)
- Career
 - Business analyst (by title) = 15+ years
 - Former translation project coordinator
 - Former technical writer
 - Former business analyst manager
- IIBA Volunteerism
 - Global Chapter Council
 - Vice Chair (2022)
 - Communications Director (2019 – present)
 - Mentoring Committee “side-kick”
 - IIBA Southeast Wisconsin Chapter Board
 - President, VP of Administration = 7+ years
 - WIBADD volunteer
 - 2018 Volunteer of the Year – Americas Central

BAIRD



Personal

- Pandemic theme song = Funhouse (Pink)
- Best friend = Zebra
- Passions
 - Asking questions
 - Baseball (avid score keeper)
 - Attended a game in all MLB ball parks
 - Pandemic substitute = Little league
 - Fun socks & shoes
 - Gummi bear snob (Albanese)
- INTROVERT



Sources:

rwbaird.com mlb.com

uwm.edu wisconsin.iiba.org

en.wikipedia.org/wiki/Zebra_(medicine)

albanesecandy.com

WHAT IS JOB CRAFTING?

The Great Resignation

“The Great Resignation, also known as the Big Quit, is an economic trend in which employees voluntarily resign from their jobs en masse, beginning in early 2021, primarily in the United States.” - Wikipedia

- Delayed resignations due to the pandemic
- Individuals who are unhappy with their current employment and/or seeking new career opportunities
- Highest among mid-career individuals (30-45 years)
- Higher demand for experienced individuals
- Highest in technology and healthcare sectors

Sources:

https://en.wikipedia.org/wiki/Great_Resignation

<https://hbr.org/2021/09/who-is-driving-the-great-resignation>

<https://www.investopedia.com/the-great-resignation-5199074>

A Multimedia Definition



Run time: 2:22

Source:
Job Crafting Tool, JCT
<https://www.youtube.com/watch?v=Iawe3NM5cTY>

Job Crafting: Origin & Definition

Phrase was originally coined by Wrzesniewski & Dutton (2001)

*“Individuals engage in job crafting as a means to experience **greater meaning at work**, a **positive work identity**, better **work-related well-being**, and **better job performance**.”*
- Wrzesniewski & Dutton (2001)

*“Job crafting is an **individually-driven** work design process which refers to **self-initiated, proactive strategies** to change the characteristics of one's job to **better align the job with personal needs, goals, and skills**” – Tims & Bakker (2012)*

Sources:

https://en.wikipedia.org/wiki/Job_crafting

<https://onlinelibrary.wiley.com/doi/10.1002/job.2332>

<https://www.tandfonline.com/doi/full/10.1080/1359432X.2020.1825378>

Job Design vs. Job Crafting

- Job Design
 - Top-down approach
 - Individuals are more “passive” in the process
- Job Crafting
 - Bottom-up approach
 - Individuals are proactive - the “drivers”
 - Management may not even be aware

Sources:

https://en.wikipedia.org/wiki/Job_crafting

<https://positivepsychology.com/job-crafting/>

Task Crafting

- Most common reference / meaning of “job crafting”.
- Change the actual tasks you perform.
- Change the way in which you work.
- Change the timing of your work.

Sources:

https://en.wikipedia.org/wiki/Job_crafting

<https://www.tandfonline.com/doi/full/10.1080/1359432X.2020.1825378>

<https://positivepsychology.com/job-crafting/>



Relational Crafting

- Refers to interactions at work.
- Determine to what extent you engage with others at work.
- Determine in what manner you engage with others at work.
- Determine your involvement in work-related, group social activities.

Sources:

https://en.wikipedia.org/wiki/Job_crafting

<https://www.tandfonline.com/doi/full/10.1080/1359432X.2020.1825378>

<https://positivepsychology.com/job-crafting/>



Cognitive Crafting

- Refers to work-related psychological processing.
- Attach meaning and value to your work.
- (Re)Evaluate how you are connected to your work.
- Assess how your work aligns with personal goals, passions, and ideals.

Sources:

https://en.wikipedia.org/wiki/Job_crafting

<https://www.tandfonline.com/doi/full/10.1080/1359432X.2020.1825378>

<https://positivepsychology.com/job-crafting/>

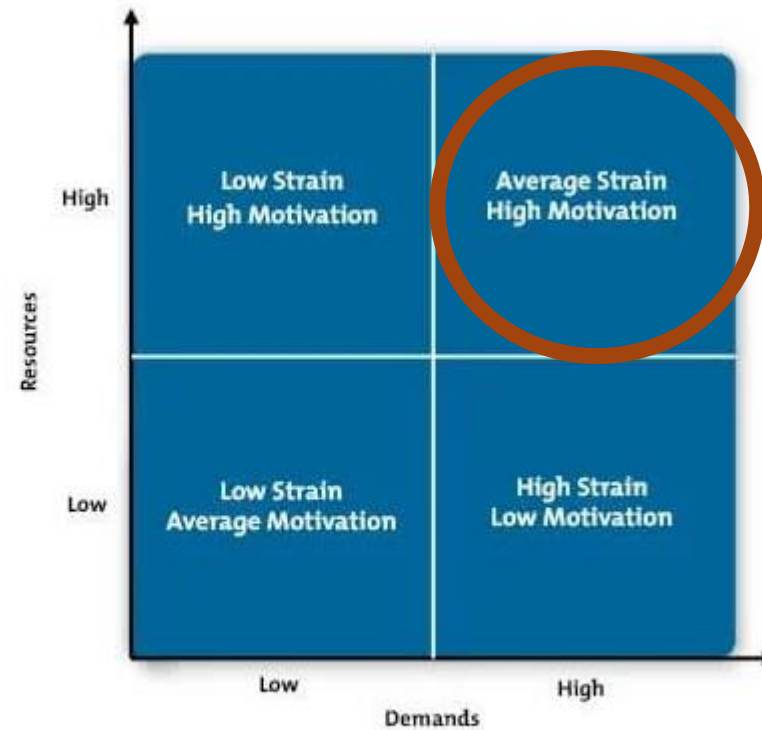


WHAT DOES THIS MEAN TO AN INDIVIDUAL?

Job Demands vs. Job Resources

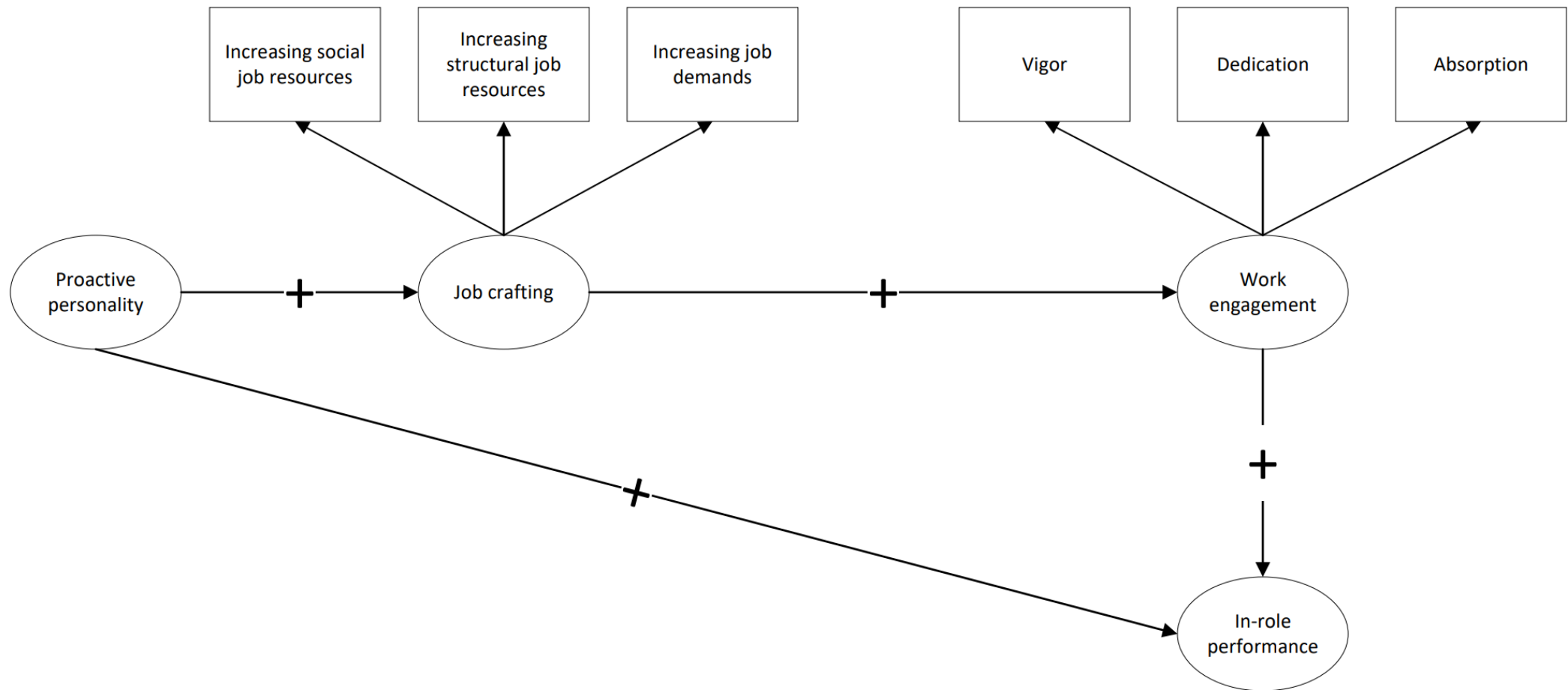
- Evaluate **job demands**.
 - What are the (mental, physical, emotional) factors that contribute to the “costs” of your jobs?
- Evaluate **job resources**.
 - What are the (in)tangible factors that contribute to the successes or accomplishments within your jobs?
- Increase positive job perspectives by...
 - Increasing your job resources (e.g., training, relationships, autonomy) AND
 - Increasing your job demands (e.g., “stretch goals”)

Job Demands vs. Job Resources



Source: [Mindtools.com](https://www.mindtools.com)

Be Proactive



Are these people job crafting?



Considerations

- **Taking on Too Much**
 - Be conscientious of additional job demands.
 - How much is too much?
 - How much leads to burn-out or harsh feelings (e.g., resentment)?
- **Resentment**
 - Misplaced motivation (recognition)

Sources:

WHAT DOES THIS MEAN TO AN EMPLOYER?

Individual -> Organizational Impacts

- Authenticity in the workplace
- Greater engagement
- Positive work attachment (e.g., feelings of job ownership and organizational commitment)
- Increased job mastery through increased job demands
- Positive assessment by and/or influence on peers
- Improved / Enhanced individual and organizational performance and outcomes
- Sustained / Increased relevancy of an organization

Sources:

<https://bpspsychub.onlinelibrary.wiley.com/doi/abs/10.1111/joop.12218>

<https://www.tandfonline.com/doi/full/10.1080/1359432X.2020.1825378>

https://en.wikipedia.org/wiki/Job_crafting

<https://positivepsychology.com/job-crafting/>

Considerations

- **Misaligned Goals**
 - Individual vs. organizational goals
 - *“Job crafting shouldn’t be a means of changing up the job beyond recognition.”*
- **Unequal Access**
 - Feeling that a job / task cannot be altered
 - Tenured associates lack time
 - Junior and interdependent associates lack autonomy
- **Unintentional Exploitation**
 - Recognize that additional job demands can be rewarding – for both the individual AND the organization.
 - Is there appropriate (intangible/tangible) compensation for additional job demands?

Sources:

Acts of Encouragement

- **Be on the Lookout / Promote from Within**
 - Identify opportunities that align with individual skillsets
- **Be Open / Experiment**
 - Listen to individual interests
 - Create a culture in which an individual can try something new
- **Be Patient**
 - Some changes / new skills take time to take hold
 - Set reasonable expectations on when to evaluate an experiment
- **Be Transparent**
 - With the individual (e.g., align on goals)
 - With the organization (e.g., don't play favorites)
- **Be Conscientious of What You Are Asking**
 - Understand what is fair to ask an individual to do – above and beyond what he/she is already doing

WHAT DOES THIS MEAN TO A BA?

BAs – Your Time is NOW!

Why?

- Demand is greater than supply.
- Do more with less.
- BA skills are foundational and transferrable.

So...

Start Here!

- Focus on core BA skills
- Understand the relevance of BA skills in all work
- Assess your passions
- Invest in yourself (e.g., time, training, IIBA certification, career change)
- Build your network (e.g., IIBA Chapter meetings)
- Seek and volunteer for opportunities in other parts of your organization
- Become a BA “shape shifter”

Task Crafting

Crafting The Process

- *Creativity – use more visual methods*
- *Variety – learn a new analysis technique and look for opportunities to use it*
- *Re-use – create and promote templates*
- *Challenge – ask for new opportunities and responsibilities*

Source:
Job Crafting for BAs – Christina Lovelock
<https://www.batimes.com/articles/job-crafting-for-bas/>



Relational Crafting

Source:
Job Crafting for BAs – Christina Lovelock
<https://www.batimes.com/articles/job-crafting-for-bas/>

Crafting Relationships

- *Sharing knowledge – start or contribute to an internal community of practice or external conference*
- *Developing others – offer to become a mentor or buddy for new employees*
- *Learning from others – ask to do shadowing or meet for a regular coffee with someone knows about an area that you don't*
- *Socializing – create a book club/film club/special interest group at work*



Cognitive Crafting

Crafting Purpose

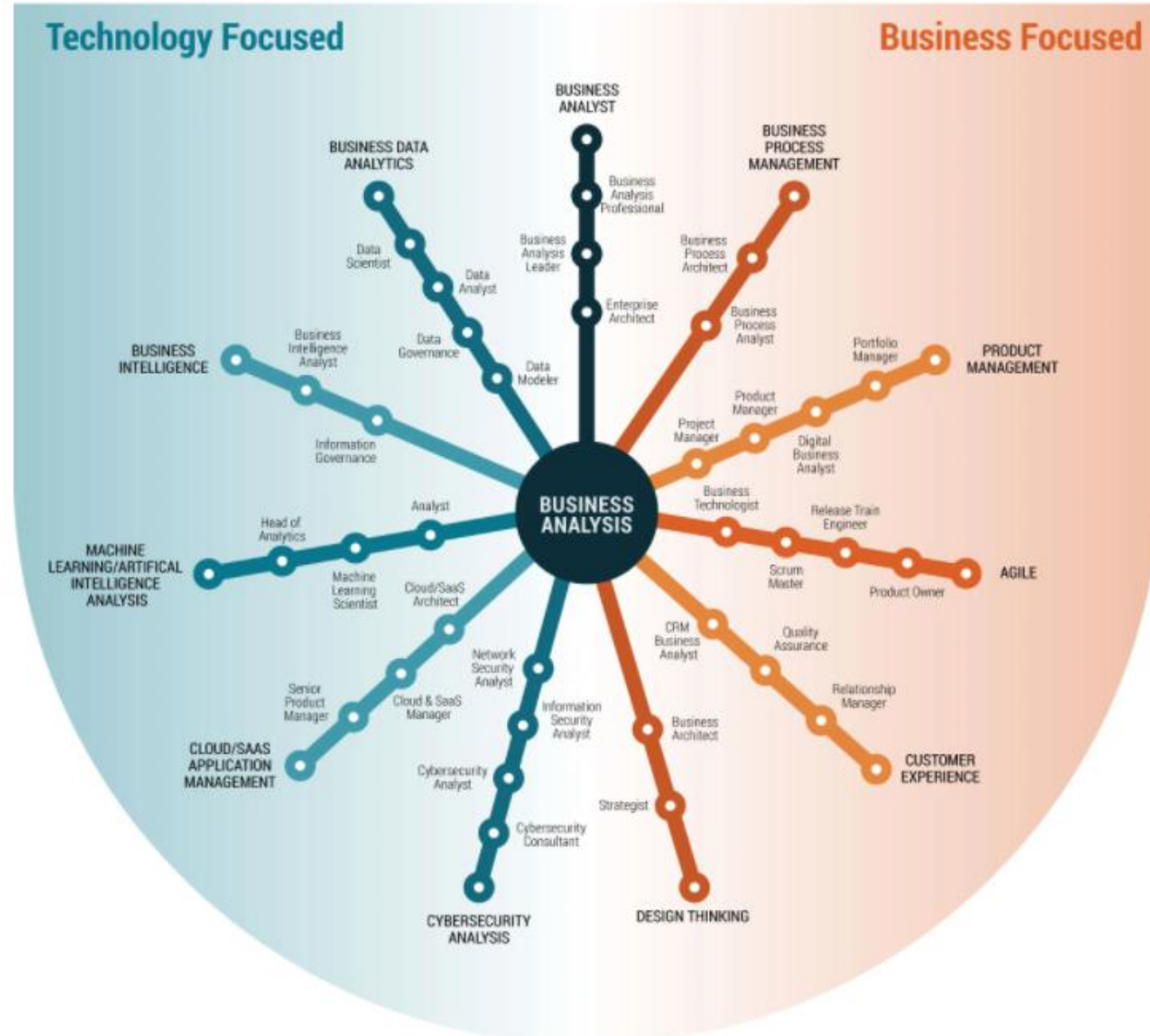
- *Helping people – consider how what your organization does to make a positive contribution, and how you play a part in that*
- *Career development – be clear how the skills and experience you gain in this role is preparing you for the next step*
- *A cause or issue – champion it through existing staff groups or start one*
- *Fundraising – suggest a staff or team charity*



Source:
Job Crafting for BAs – Christina Lovelock
<https://www.batimes.com/articles/job-crafting-for-bas/>

Continuing Evolution of Business Analysis

The evolution of business analysis professionals into expanding roles depends on a combination of digital skills, business acumen, and targeted knowledge to drive better business outcomes across all industries.



Job Crafting Questionnaire (JCQ)

Please indicate the extent to which you engage in the following behaviors using the following scale:

1 = Hardly Ever - 6 = Very Often

("Very Often" means as often as possible in your workplace)

1. Introduce new approaches to improve your work
2. Change the scope or types of tasks that you complete at work
3. Introduce new work tasks that you think better suit your skills or interests
4. Choose to take on additional tasks at work
5. Give preference to work tasks that suit your skills or interests
6. Think about how your job gives your life purpose
7. Remind yourself about the significance your work has for the success of the organization
8. Remind yourself of the importance of your work for the broader community
9. Think about the ways in which your work positively impacts your life
10. Reflect on the role your job has for your overall well-being
11. Make an effort to get to know people well at work
12. Organize or attend work related social functions
13. Organize special events in the workplace (e.g., celebrating a co-worker's birthday)
14. Choose to mentor new employees (officially or unofficially)
15. Make friends with people at work who have similar skills or interests

Where Can I Learn More?

Sources Cited

The Great Resignation

- “*The Great Resignation.*” Wikipedia, https://en.wikipedia.org/wiki/Great_Resignation.
- Cook, Ian. “*Who Is Driving the Great Resignation?*” Harvard Business Review, September 15, 2021, <https://hbr.org/2021/09/who-is-driving-the-great-resignation>.
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- Zhang, Fangfang. “*Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review.*” Journal of Organizational Behavior, October 23, 2018, <https://onlinelibrary.wiley.com/doi/10.1002/job.2332>.

Where Can I Learn More?

Sources Cited

IIBA

- The Global State of Business Analysis in 2021: A Year in Review
<https://www.youtube.com/watch?v=yeJCsait574>

Videos

- Job Crafting - Amy Wrzesniewski on creating meaning in your own work -
https://www.youtube.com/watch?v=C_igfncTYjA
- Job Crafting Tool, JCT
<https://www.youtube.com/watch?v=Iawe3NM5cTY>
- The Pink Glove Dance
<https://www.youtube.com/watch?v=zOJxX7mNGwM>
- Search YouTube for **Amy Wrzesniewski** – Lots of clips and podcasts

Images

- albanesecandy.com
- iiba.org/about-iiba
- Mindtools.com
- mlb.com
- <https://positivepsychology.com/wp-content/uploads/Job-Crafting-Model.png>
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- uwm.edu
- en.wikipedia.org/wiki/Zebra_(medicine)
- wisconsin.iiba.org

Questions?



HOW CAN WE TALK MORE?

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Thank you!

