

# WELL-BEING WEEK IN LAW

## ACTIVITY PLANNING GUIDE



# WELL-BEING WEEK IN LAW



**STAY STRONG**  
Physical Well-Being



**ALIGN**  
Spiritual Well-Being



**ENGAGE & GROW**  
Career & Intellectual Well-Being



**CONNECT**  
Social Well-Being



**FEEL WELL**  
Emotional Well-Being

<b>Activity Title:</b>	Introduction to Job Crafting
<b>Well-Being Dimension:</b>	Career & Intellectual Well-Being
<b>Authors:</b>	Jonathan Beitner   jonathan.beitner@gmail.com

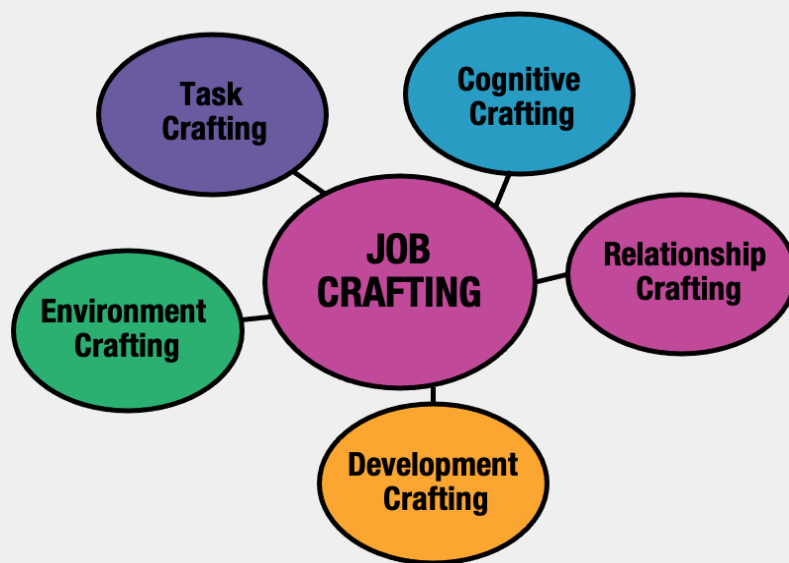
### Activity Objective:

To engage professionals in learning how to proactively shape their careers to better align with their strengths, motivations, and passion.

### Well-Being Connection (How/Why Does this Work?)

Job crafting refers to proactive behaviors that people take every day to improve their individual fit between their jobs and their own talents, strengths, skills, interests, and values. It can help shape their work experience to minimize negative feelings toward work while also building resources and fostering positive experiences to improve their overall well-being and performance. Research has found that job crafting is associated with many positive work outcomes, such as work engagement, job satisfaction, job performance, meaningful work, person-job fit, well-being, and less burnout.

We focus here on individual job crafting but it's also possible to do team, collaborative job crafting.



### Procedure

#### WHAT IS JOB CRAFTING?

Job crafting is a technique individual employees can use to proactively shape their careers to better align with their strengths, motivations, and passion. Job crafting describes a process by which employees analyze the tasks they perform and resources available to them and then brainstorm ways in which they can restructure or “craft” their role to obtain greater fulfillment, meaning, and satisfaction.

Three key ways to engage in job crafting are:

- **Task crafting** refers to changes people make to either the type or amount of work they do. They can take personal initiative to add or drop tasks, change the way they work, and/or change the timing of their tasks (e.g., completing complex tasks in the morning when they have high energy levels). For example, a senior associate may realize that they are spending a significant time doing tasks that could be delegated to more junior attorneys.
- **Relationship crafting** refers to changes in who people work with and how they communicate with them. If you find working with certain people particularly energizing, you might brainstorm ways to work on more matters with them. If there are people that you do not enjoy working with, you can think of ways to minimize or change the way you interact with them. This type of crafting also encompasses choices about involvement in social activities at work (e.g., attending a work party).
- **Cognitive crafting** refers to the way people change their perspective about how they view or relate to their work to experience it as more meaningful. It encourages them to continually reevaluate how they think and feel about their work and to make adjustments where needed. An attorney who is frustrated because they have had to do lots of document review might engage in cognitive crafting to appreciate how that process has given them mastery over the facts of the case.

#### GET STARTED CRAFTING

To get started, identify what energizes you at work and think about how you can do more of it; identify what depletes you at work and how you can do less of it or reframe it:

##### What Energizes You?

- Identify at least two of your biggest strengths at work.
- Identify at least two things that motivate you at work or about which you are passionate.
- Identify at least two aspects of your job that you find most meaningful or energizing.

##### What Do You Find Depleting?

- Identify at least two aspects of your job that you find to be unpleasant or draining.

### Procedure

#### Choose Aspects Of Your Job To Craft

Identify three ways that you can:

- Make negative aspects of your job better or
- Expand upon and reinforce the positive aspects of your job.

#### Pick Your Job Crafting Strategies

Think about how to use the job crafting strategies above to make your job fit you better:

- **Task crafting:** How can you add, drop, or change aspects of your job to improve your sense of fit?
- **Relationship crafting:** How can you connect with people who energize you more frequently and lessen or adapt contact with those who are depleting?
- **Cognitive crafting:** What aspects of your job can you reframe or view from a different perspective to be more energizing? How can you use your strengths or connect your tasks with your motivations and passions that you identified above?

#### Action Plan

For each of the ways you came up with to “craft” your job, identify one thing you can do in the coming weeks to enact that change.

#### ILLUSTRATION OF JOB CRAFTING

Terry is a third-year litigation associate who has been working almost exclusively on the same matter for the past year and a half. While Terry loves the team of attorneys she is working with, she is not particularly interested in the subject matter of the case. She also is concerned that she is not making enough connections within the firm or hitting enough developmental benchmarks because this case demands so much of her time and has remained in discovery.

- **Strengths:** Terry is very good writer and has become proficient navigating the team’s e-discovery platform.
- **Motivations/Passions:** Terry loves helping others and is motivated to take on more responsibilities that involve interacting with the client and/or opposing counsel.
- **Negative Aspects:** Terry spends a lot of her time doing second-level document review and other tasks related to e-discovery, which she finds a bit boring and stressful because she is worried she is going to miss something important. She is worried that she is not building a strong enough internal network at the firm because she spends so much of her time working on one matter.
- **Positive Aspects:** Terry enjoys her teammates. She also likes mentoring more junior attorneys and helping out with on-campus interviewing and the summer associate program

### Procedure

#### Job Crafting Ideas & Goals

- **Task Crafting:** Terry could seek out more opportunities to do more writing/drafting. This would allow her to use her strength as a writer while also aligning her job with her motivation to satisfy more developmental benchmarks and potentially reducing the amount of time she spends doing document review. She sets a goal to set up a time next week to talk to her supervising partner to discuss potential drafting opportunities.
- **Task & Relationship Crafting:** Terry could approach a partner with whom she does not currently work to write an article about an area of the law that she finds interesting. Terry challenges herself to identify a potential topic and partner to approach about collaborating on an article by a week from Wednesday.
- **Cognitive Crafting:** Terry reframes the way she thinks about document review in two ways. First, she recognizes that her time spent reviewing documents has given her a greater understanding and mastery of the facts of the case. Second, she appreciates the many ways in which her work helps the members of her team—who she values, respects, and admires. It helps the more junior members by pitching in on the e-discovery tasks, and it helps the more senior members by making it easier for them to prepare for depositions and status hearings. She challenges herself to continually reflect of these positive aspects and to take actions to reaffirm them.

#### Other Types Of Workplace Crafting

Regularly focusing on job crafting can develop a mindset or mental habit of always looking for ways to improve job fit and satisfaction. Other types of crafting that can be added to your crafting toolkit include:

- **Environmental crafting** refers to changes in where people work (e.g., from home/in the office, open/closed space) and aspects of the work environment (e.g., light, plants, ergonomic design) that can enhance well-being and performance.
- **Developmental crafting** refers to efforts to acquire more skills and resources and to use one's full set of skills regularly to improve well-being and performance.
- **Other types of crafting?** What other aspects of your job or workplace can you identify to improve your sense of fit, job satisfaction, meaningfulness, and well-being?

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### Resources

- [What is Job Crafting?](#) PositivePsychology.com
- Amy Wrzesniewski, Justin M. Berg, & Jane E. Dutton (2010). [Managing Yourself: Turn the Job You Have into the Job You Want](#). Harvard Business Review.
- Organizations and individuals with the resources to do so may consider purchasing the [Job Crafting Exercise](#)™ from the Center for Positive Organizations at University of Michigan Ross School of Business. The Center for Positive Organizations was founded by Jane Dutton, who first introduced the concept of job crafting in 2001.
- Rob Baker (2020). [Personalization at Work: How HR Can Use Job Crafting to Drive Performance, Engagement and Wellbeing](#).
- VIDEO: Amy Wrzesniewski (2014). 12:29 mins. [Job Crafting: On Creating Meaning In Your Work](#).

### Authors

**Jonathan Beitner.** Former BigLaw litigator, certified coach, and attorney well-being expert who frequently writes and speaks about the intersection between well-being and professional development. Contact [jonathan.beitner@gmail.com](mailto:jonathan.beitner@gmail.com) for more information about individual coaching or group workshops and trainings.