CONTENTS

About the author viii
Foreword ix
Preface x
Acknowledgements xiii

PART ONE

Explore 1

01 Why personalization matters 3

The personalization revolution – a (very) brief history 4 Positive disruption through personalization 7 Why personalization matters 10 Enhancing performance through personalization 12 The psychology of personalization 13 Conclusion 16 Notes 17

${\bf 02}$ Why personalization is missing from our work ${\bf 20}$

The long tail of scientific management 22 Why people don't personalize their work 25 Why we need personalization at work 28 Conclusion 36 Notes 38

03 An introduction to job crafting 41

Crafting a personalized approach to work 41 An introduction to job crafting 42 Job crafting and work design 43 An overview of job crafting 44 Why do people craft their jobs? 51 Is job crafting a fad? 54 Conclusion 57 Notes 59

04 The benefits of and evidence for job crafting 61

The why of job crafting 61

Thriving 61

Growth 66

Performance 68

Research into job crafting strength and limitations 71

The potential dark side of job crafting 74

Conclusion 79

Notes 82

PART TWO

Experiment 85

05 Different forms of job crafting 87

Different types of job crafting 87

Different job crafting drivers and directions 96

Conclusion 100

Notes 103

O6 Setting job crafting goals 105

Asking the right questions 105

Creating compelling job crafting goals 112

A job crafting goal template 120

Making job crafting habits stick 124

Conclusion 125

Notes 126

PART THREE

Encourage 129

07 Exercises and activities to encourage job crafting 131

Encouraging job crafting 131

Implementation considerations 146

Conclusion 148

Notes 149

08 Supporting the HR agenda through job crafting 151

Taking an evidence-based approach 151
Supporting your organization's people and HR agenda 156
Creating job crafting organizations 168
Conclusion 178
Notes 180

PART FOUR

Embed 183

09 A personalized people experience for now and the future 185

An exceptional employee experience 185
Personalization = choice + opportunity + energy 188
Job crafting and a personalized people experience 191
Just hands or whole humans? 192
A new work horizon 194
Questions we need to ask ourselves 195
What do you believe? 196
Notes 197

Index 201