

# Organizational Change Leadership

## March 10, 2026 - Ascend National Cohort

**JOB CRAFTING** is when employees actively change their formal job designs to better fit their motives, strengths, and passions. There are 3 main types of job crafting:

**Task crafting:** When employees take on more, fewer, or different tasks

**Relational crafting:** When employee self select teams and shared tasks

**Cognitive crafting:** When employees redefine their job goals, titles, or how they think about their work

**SCALING BY SUBTRACTION** helps organizations grow by creating rituals and processes that encourage us to solve problems by removing barriers, processes, and unnecessary resources.

### To what extent is my organization set up for job crafting?

Assess yourself on the checklist below:

1 = to a very small extent

2 = to a small extent

3 = to a moderate extent

4 = to a great extent

5 = to a very great extent

Do our employees...	Do managers/leaders...	Does the organization...
... feel empowered to suggest changes to their jobs to fit company and/or individual needs? 1    2    3    4    5	... understand what job crafting is and why it might be helpful for the company's growth? 1    2    3    4    5	... have a hiring process that focuses on company values and purpose? 1    2    3    4    5
... have time to reflect on their jobs and their roles? 1    2    3    4    5	... feel empowered to change employees' job descriptions? 1    2    3    4    5	... have a hiring process that identifies and selects employees with a high level of intrinsic motivation? 1    2    3    4    5
... know about opportunities for additional training or skill building? 1    2    3    4    5	... know the interests and goals of their employees? 1    2    3    4    5	... have flexibility built into payroll/staffing structures to accommodate changes? 1    2    3    4    5
... understand the strategic goals of the organization and the roles they play in achieving these goals? 1    2    3    4    5	... understand the strategic goals of the organization and the roles they play in achieving these goals? 1    2    3    4    5	... invest in slack resources (time, training, etc) to feed innovation? 1    2    3    4    5