

Teacher Instructions

Ideas, contents and teaching methods for developing responsible project leaders

Module 3	Job Crating in relation to Responsible Leadership in projects
Topics	1.1 Fundamentals of Job Crafting
	1.2 Theoretical foundations of Approach and Avoidance Crating
	1.3 Enhancement of Job Crafting as a part of leading a project team
	1.4 My personal leadership philosophy

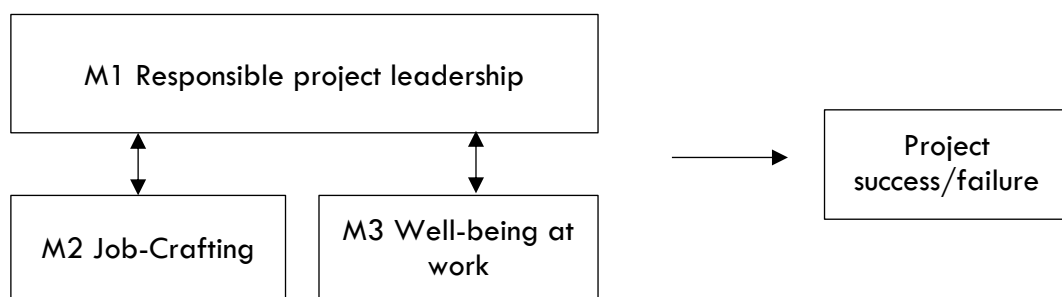
Preface

RESPRO - Responsible Project Management is an EU-funded project that aims to enhance project management education in European Higher Education Institutions (HEIs) towards more responsibility in project management.

This teaching material provides ideas, contents and tools to develop knowledge, skills and attitudes for responsible project management. The easy access short courses (EAS courses) allow students to develop main competences for responsible leadership, recognize the features of well-being at work and to learn and apply individual methods to increase the job resources by job crafting. Depending on the material you pick they can be used at bachelor or master level or for further education. The modules are interconnected but can also be used separately.

- Module 1: Responsible Leadership serves as the guiding principle. It is a leadership approach that combines business and ethics. It addresses questions of project leader's ethics, responsible leadership practices, stakeholder relationships and sustainable growth.
- Module 2: The project manager also requires a wider perspective on the issues affecting on well-being in project teams. The project work itself as a form of work is embedded with a diversity of demands and recourses, which effect on well-being at work.
- Module 3: Job crafting refers to proactive behavior where employees customize their job demands and resources and adjust their work environment to suit their work tasks and individual preferences. Job crafting not only increases individual well-being and motivation at work, but is crucial for team and organizational flexibility and effectiveness.

Overall the courses help to develop a deeper understanding and reflective practice of the impacts of good leadership practices on the project success or failure. The students will fundamentally enlarge their people skills and complement their skills as project managers.



Introduction to Job Crafting

Why Job Crating is a topic also in relation to responsible leadership in projects?

COURSE OUTLINE (1 ECTS) - Example			
<p>This course outline gives an example of how the above material could be used for a 1 ECTS course. Depending on the needs and the level of mastery it can be extended or only be used in parts. The course is held as a one one-day workshop and encompasses 6 learning units á 45 min. It also can be divided into several parts. All the parts may also be extended to delve deeper into one or more of the topics.</p> <p>1 ECTS = 25 h of work in total Working hours in the class: 6 units á 45 min = 4,5 hours Working hours out of class: 25 – 4,5 = 20,5 hours</p>			
Min	Content	Learning goal/level	Details
before	One's own learning goals?		Short personal description & quote at Padlet.com (individual)
before	Pre-readings		Tummers LG and Bakker AB (2021). Leadership and Job Demands-Resources Theory: A Systematic Review. <i>Front. Psychol.</i> 12:722080. doi: 10.3389/fpsyg.2021.722080 Available at SSRN: https://ssrn.com/abstract=3944159
F2F	The first session in the classroom		
15	Introduction to the course	Orientation	Input: Goals, Outline, Readings, Assignments
15	Getting to know each other	Affective goals	Introduction round
45	Fundamentals of Job Crafting	Understanding the phenomenon and the key concepts	<ul style="list-style-type: none"> • What is job crafting? General definitions and meaning. The content of job crafting, that is, <i>what</i> job property is crafted, and on the form of job crafting, that is, <i>how</i> this property is crafted. Differences of the ideas of resource-based crafting (RD-R model based, Tims et al., 2012) and role-based (Wrtsesniewski and Dutton et al., 2001) • The consequences of job crafting. • Key concepts: Job crafting, resource-based job crafting (RD-R model), role-based job crafting, consequences of job crafting.
15	My experiences on job crafting, my ways to craft my leading work	Understanding and	Group discussions. Three groups: a) tasks crafting b) relations crafting c) cognitive crafting. Studdnts'/Learners' own experiences of job crating?

	(related to MM and MP)	analysing one's own behaviour	What kind of situation stimulated/started that kind of behaviour? Me as a leader... Tool: Flipchart
	The second session in the classroom		
40	Theoretical foundations of job crafting in relation to leadership styles and responsible leadership in project teams.	To deepen understanding about job crafting in relation to responsible leadership	Theoretical foundations of job crafting in relation to leadership styles and responsible leadership in project teams. (Tummers and Bakker, 2021) Positive gain spiral and resources. (Tummers and Bakker, 2021) Concepts of approach crafting and avoidance crafting. Impacts and benefits.
50	Practical solutions ... how to enhance approach crafting of my project team, how to identify avoidance crafting and how to deal with it in my project team, how job crafting is related to my deeds as a moral manager	Analysing approach and avoidance crafting in relation to leading a project team.	Group work, learning café, tree groups: job crafting and responsible leadership <ul style="list-style-type: none"> - as a moral manager, how can I enhance the approach crafting in my project team, - as a moral manager, how should I act as when identifying avoidance crafting in my project team's deeds - can I/how can I support also stakeholders job crafting
90	Summary/reflection workshop	Group reflection exercise: synthesizing	Working with the method of empathy-based stories (MEBS) within this course. How the story changes when one element is varied, i.e., team members are crafting their jobs compared to the situation where team members are not crafting their jobs. <ol style="list-style-type: none"> 1. Introducing the aim of the workshop and motivating the method 20 min 2. Introducing the frame of the story 5 min 3. Individual work with the story 20 min 4. Group work: building joint stories about job crafting as a source of responsible leadership 30 min 5. Closing the workshop, introducing the post readings the details of the assignment 15 min Wallin, A., Koro-Ljungberg, M., & Eskola, J. (2018). The method of empathy-based stories. <i>International Journal of Research & Method in Education</i> , 42(5), 525–535. https://doi.org/10.1080/1743727X.2018.1533937
After	Post		
		post-readings	Harju LK, Kaltiainen J and Hakanen JJ (2021). The double-edged sword of job crafting: The effects of job crafting on changes in job demands and employee well-being. <i>Human Resource Management</i> 60(6),1–16. https://doi.org/10.1002/hrm.22054

	<p>Assignment</p>	<p>Analysing and synthesizing</p>	<p>After reading the article, reflect and write an essay related to the questions underneath:</p> <ol style="list-style-type: none"> 1. What issues in project work and at different stages of its life cycle can lead to job demands exceeding job resources? 2. How can you yourself ensure that the positive "gain spiral" in your project work is strengthened and that you have the resources to craft your work and feel well? 3. As a responsible project manager, how can you ensure that the resources of your project team are sufficient for feeling well and being able to craft their job? 4. How can you, in your role as project manager, support your employees in crafting their work to be meaningful and challenging enough for them, while avoiding too excessive workload? 5. What do you think could be the strengths of different approaches to project management (e.g. waterfall model, agile methods) in promoting the empowerment of project team members and their feeling that they have sufficient resources to craft their job on their initiative? <p>Use peer-reviewed scientific articles in your answer. Cite your sources and compile a list of references in accordance with APA 7 style.</p> <p>Send your essay to _____</p>
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References

Tummers LG and Bakker AB (2021). Leadership and Job Demands-Resources Theory: A Systematic Review. *Front. Psychol.* 12:722080. doi: 10.3389/fpsyg.2021.722080

Harju LK, Kaltiainen J and Hakanen JJ (2021). The double-edged sword of job crafting: The effects of job crafting on changes in job demands and employee well-being. *Human Resource Management* 60(6),1–16. <https://doi.org/10.1002/hrm.22054>