



**FILING CARD GOOD PRACTICE EXAMPLE**  
European Network 'Career & AGE'

**Identification of the 'Practice'**

TITLE of the good practice: **Task analysis and Job crafting as a method of career guidance in the banking sector (Elan+ programme)**

Country/Region: Belgium (Brussels)

Nature: **Programme** – Measure – Project – Other:

Period\*: started in January 2014, but is still ongoing

Budget\*: not calculated

In which language(s) available: Dutch-French (but also available in English)

Final beneficiary: Employees of the banking sector

Leading partner: Dynamo New Generation Training – Febelfin Academy

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Website: [www.dynamo.be](http://www.dynamo.be) (<http://www.dynamo.be/en/offerings/jobcrafting/>)

\*: If known/if available

**Description of the 'Good Practice'**

**What was the problem (we like to talk about an opportunity, rather than about a problem!)?:**

Febelfin Academy, which is the training federation of the banking sector in Belgium, wanted to set up a project to increase employability in the sector. Social partners (i.e. trade union representatives and representatives from the employers' organisations), employers and employees were involved:

The social partners were looking for an instrument or method to offer the employees (especially those aged 45 and over) a way of career guidance.

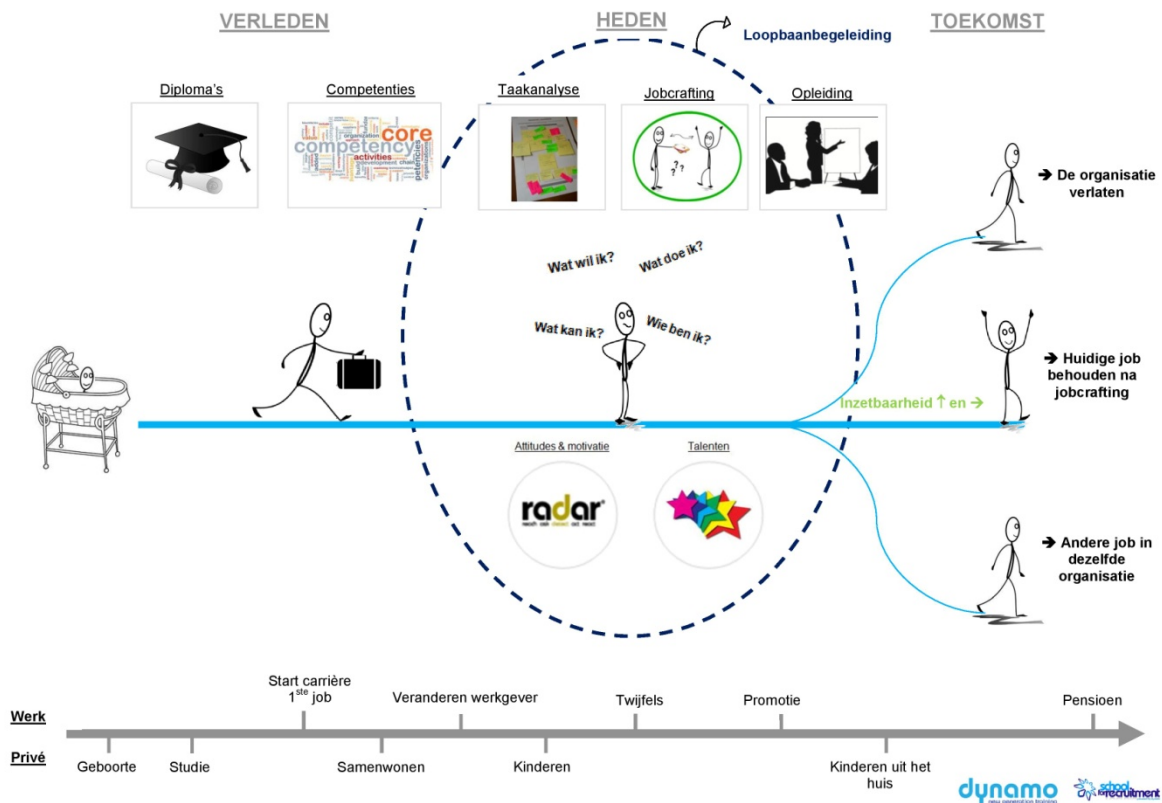
The banking sector has been undergoing constant changes since the financial crisis. Work pressure in the sector is extremely high and there is fear that restructuring, reforms and streamlining of the sector may result in job losses.

The employers were rather sceptical about the career guidance issue, because they feared they might lose highly qualified personnel as a result and, on top they feared they might raise, unrealistic expectations

Employees often feel insecure about all the changes introduced in the banking sector. If they wish to remain employable, they need to improve their understanding of who they are, what they are able to do, what they can actually mean for their employer, whether they can adapt to changes and so on.

Questions and issues participants raised at the start of the project: I love to work for the bank, but I do not intend to work towards an executive career. Which job opportunities do I have in the banking sector and am I sufficiently qualified for that new job? I like to change direction, but which direction should I choose? How can I develop my skills? How can I establish a better work-life balance? What can I do to enjoy my job more? Can I still find another job at my age? How can I tackle problems such as improving relationships with my team manager/colleagues)?

Febelfin Academy selected the project Dynamo New Generation Training proposed as a 'career guidance track' based on task analysis, job crafting and attitude-based interviewing.



### What were the objective(s)?:

- To give employees a better idea of their employability (strengths, needs, interests, fears, ...) in order to make their work more attractive so as to allow them to remain in their current job for a longer period of time.
- To focus on analysing the current job and improve the present job features in order to motivate employees now rather than have them contemplate about a possible future (new) job.
- To train managers and HR-coaches who wish to introduce career guidance projects with their employees and to instruct them on how to engage in job crafting and on how to encourage others to start with job crafting.
- To find a method which brings employers, employees and trade unions together in their goal to make work more attractive for all.

### What did you do?:

The core concept Dynamo has developed for this project is both a task analysis and job crafting techniques combined with principles of attitude-based and solution-focused interviewing.

The task analysis is a format staff have to prepare before they come to a training session or before they start with a career guidance track. Staff are invited to describe (in a few words) their 10 most important

tasks and to order them in 3 categories ranging from small, to large tasks. and to write these 10 tasks on post-it notes.

Staff also have to list 9 wishes (strong points, interests, needs) and 9 risks (cognitive risk, emotional risk and physical risk) which are connected to their job, on post-it notes. In the next stage staff are asked to match the different wishes and risks with the 10 tasks they had written down before on post-it notes. All that resulted in the identification of 4 different kinds of tasks: beautiful tasks, ugly tasks, 2-faced-tasks and unfulfilled wishes in their job. In this respect, the definition of the different tasks is very important before any implementation of job crafting techniques can be started. People can decide themselves which technique they want to implement. Do they like to make more beautiful work or do they want to eliminate or reduce the ugly work ?

The attitude- based interview is a good basis from which to start coaching participants and to assist them in discovering what actually motivates them. It results in an attitude and motivation profile which supports future career choices. It provides a guide to employees to understand which aspects may be supportive in developing a career.

We used different ways of making executive staff familiar with this new method.

1). A pilot session was organised with the social partners (representatives of the trade union) and the HR Managers of the bank, who needed to be introduced to the technique of task analysis and job crafting. The trade union representatives were invited to do the same exercises as the participants who would follow the career guidance track. The fact that the project encouraged staff to stay in their job rather than to leave it made the project acceptable to both employers and trade union. The final goal for the project was mainly based on this initial pilot session.

2). Task analysis and job crafting sessions for individuals who prefer to work in a group rather than to do the exercise on an individual level (both languages).

3). Sessions for managers and HR consultants to teach them how they can guide employees with the new approach (both languages). It is important that managers are trained within the company so as to allow them to assume their role of career guidance consultant for their own personnel.

4). Individual career guidance sessions in both languages D/F (3 sessions or 5 sessions of 2 hours depending on the complexity of the cases) with an external coach (from Dynamo)

In the various trainings we instructed participants on the different job crafting techniques they could use. To this end, Dynamo developed a job crafting game to inform participants on these techniques. Staff who were in a career guidance track read the information in between two sessions and could ask questions or practise the techniques during their individual sessions. Each participant who had an individual session ended with an individual employability plan which is based on the definition of their tasks and the job crafting techniques they would use to make their job more beautiful.

In the meantime we made different videos (in Dutch & French) to give information on job crafting and on how it can be useful in an organisation; for the participants how to fill in a task analysis; for managers, how to conduct a task analysis interview, ...

**Was there a specific focus on gender, diversity?:**

Said training and career coaching programmes were open to all. In the individual sessions banks focused on staff members with a higher seniority and thus, having acquired quite some experience in the banking sector. Sometimes these people are in search of new challenges.

The individual sessions were organised both for senior staff (so-called knowledge workers) and for staff who hold clerical jobs, with a seniority of between 10 and 20 years. On the other hand, particular

attention was paid to the group of persons whose future job security could be in danger as a result of reforms (such as automation) within the bank.

### **What did you achieve?:**

The project proved to be a win-win for trade unions, employers and employees. Employers find employees more eager to take responsibility. Employees are more motivated to work because they are in charge of making any changes to their day-to-day tasks. As a result of applying the method of task analysis and job crafting employees can rethink their work, making slight changes. Experience with this project has taught that employees do not intend to leave their jobs when they ask for career guidance. They may merely have doubts about their current tasks. A good job and task analysis, therefore, can help them identify which tasks they wish to keep and which are energy consuming. By choosing their own strategy to deal with the 'ugly tasks' they can craft their job

. Staff members were introduced to the idea that they could use different job crafting techniques to make their current tasks more 'beautiful'! By making small changes to some of their current tasks, staff understand that this may result in them having a different view.

### **What were changes or effects of the good practice?:**

A positive attitude towards career guidance. No fear that this is only a method to tell employees that they have to go for another job. The emphasis was on the issue 'What can you change in your job to make it more attractive?'. For some participants who were considering to abandon their job, career guidance had as a result that they better understood what they are doing in the present job and how they can change their position without thinking that there is only one solution, namely to leave the bank.

Participants said that the method of task analysis and job crafting has a strong impact; it is a very thorough method which brings all things to the surface. It can be sometimes heavy and really emotional. The fact that people can be themselves in a safe and relaxed environment means a lot to them. The fact that they can speak freely about their uncertainties, fears and dreams gives them energy and creates mental strength.

It is a visual method. Thanks to the use of post-its on big posters, it gives a good overview of the energy giving and energy consuming aspects of a job.

Participants who followed the career guidance track feel stronger afterwards and can even cope better with negative news about their job. They know better what they can do to make 'a job' more attractive.

As a result of the career guidance, participants felt more secure to discuss their career with their superior. A lot of employers were stimulating staff to participate in the career guidance sessions.

The track provides a better view on training needs of participants.

### **What were the critical points to get the project running?**

First, all partners (especially social partners and employers) had to be convinced that this project would be useful for the banking sector. The bridge between fears and needs had to be built.

As for the individual sessions, it must be emphasised that there is a strict requirement for an open-minded setting, in which there is room for reflection and an open attitude from both the participant and the coach who conducts the interviews).

Moreover, participants have to be ready to take responsibility for their own career. The participant is owner of his own process and the final result.

Finally, it was important for the participants to know that the individual sessions were strictly confidential (between the external coach and the client). There was no individual reporting to their manager or employer. Merely general information about studies, age, function and the number of sessions could be reported on. The participants themselves decided which information they wanted to share with their superiors..

### **Transferability:**

#### **Which part of your approach could be used in another context?**

Most of the elements of the approach (co-creation session with employers and trade unions), the method of task analysis and job crafting, the interviewing method, the trainings, ... are perfectly transferable. As a result of our project, at least one large bank started a pilot project in their organisation using our approach. But since our method is not only focused on the banking sector, Dynamo has set up other projects for organisations in other sectors of the economy.

#### **Which conditions are needed to optimise the transferability of the project?**

We think that we have to adapt the approach (task analysis method) if we are doing this with unskilled people (e.g. employees who are doing manual labour). In that case there will be more need to help employees in making their own task analysis.

The possibility of individual career guidance needs some explanation within an organisation. We have to avoid that people feel inferior or that they are afraid to follow career guidance. Good communication regarding this method is essential. We believe that testimonials would be a good way to inform candidates about the benefits of career guidance .

#### **Link with the focus of the network (Tick more than one box if necessary):**

SYSTEM level

**ORGANISATIONAL level**

**INDIVIDUAL level**

Life phase

Career phase

Generation

### **Other information**

Any other useful information on the Good Practice:

Useful link concerning job crafting:

[http://faculty.som.yale.edu/amywrzesniewski/documents/Craftingajob\\_Revisioningemployees.pdf](http://faculty.som.yale.edu/amywrzesniewski/documents/Craftingajob_Revisioningemployees.pdf)