



# Why Reasonable Adjustments Don't Go Far Enough

How to Use Job Crafting to  
Anticipate and Embrace Diverse  
Needs

Health & Wellbeing @ Work  
13 March 2024

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# Hello.



Make work  
better.



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HR Consultancy of the year  
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Awards 2020



Finalist

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work  
better**

Make better work



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**Make better work.**





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**Make better work.**

# Our plan.

1. A short story
2. The limitations of reasonable adjustments
3. What the research tells us
4. A different approach (Job Crafting)
5. Steps that organisations can take

**... a caveat!**

What positive  
changes would  
you like to make  
to your job?

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# A short story (thankfully).

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April 2021



June 2021



August 2021



December 2021



March 2022





What does  
the research  
tell us?

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# Birkbeck Centre for Neurodiversity Research at Work:

- Only 30% neurodivergent workers had **any formal adjustments** in place.
- 47% could speak directly with someone **to access or alter** their adjustments.
- ‘Informal adjustments’ available to all employees often came with no additional cost but make a **significant difference to perceptions of inclusion and belonging**.
- Normalising informal practices means that inclusive working environments are **not dependent on individuals disclosing** a disability or access needs.

**We need to do better!**

When we should be having personalisation conversations  
**Before day 1**

When we currently have personalisation conversations  
**Day 180??**



everything that's lost in between when we try to shape work around people rather than people around work

Why Reasonable  
Adjustments  
don't go far  
enough.

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# Reasonable Adjustments alone can be limiting...

- “Reasonable” sets a low bar
- Who decides on what is “reasonable”
- Subject to agreement
- Expectation on the individual
- Often requires disclosure
- Typically implemented in isolation, one person at a time

# What if we adopted an approach that...

- Raised expectations of employers to go beyond 'reasonable'?
- Gave autonomy and empowerment to the individual with support from the employer?
- Supported people to find what works for them without additional barriers?
- Made informal adjustments available to everyone who might need them?
- Was anticipatory rather than reactive?

# Personalising the approach to reasonable adjustments.

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# Have you heard of Job Crafting?

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# Job crafting

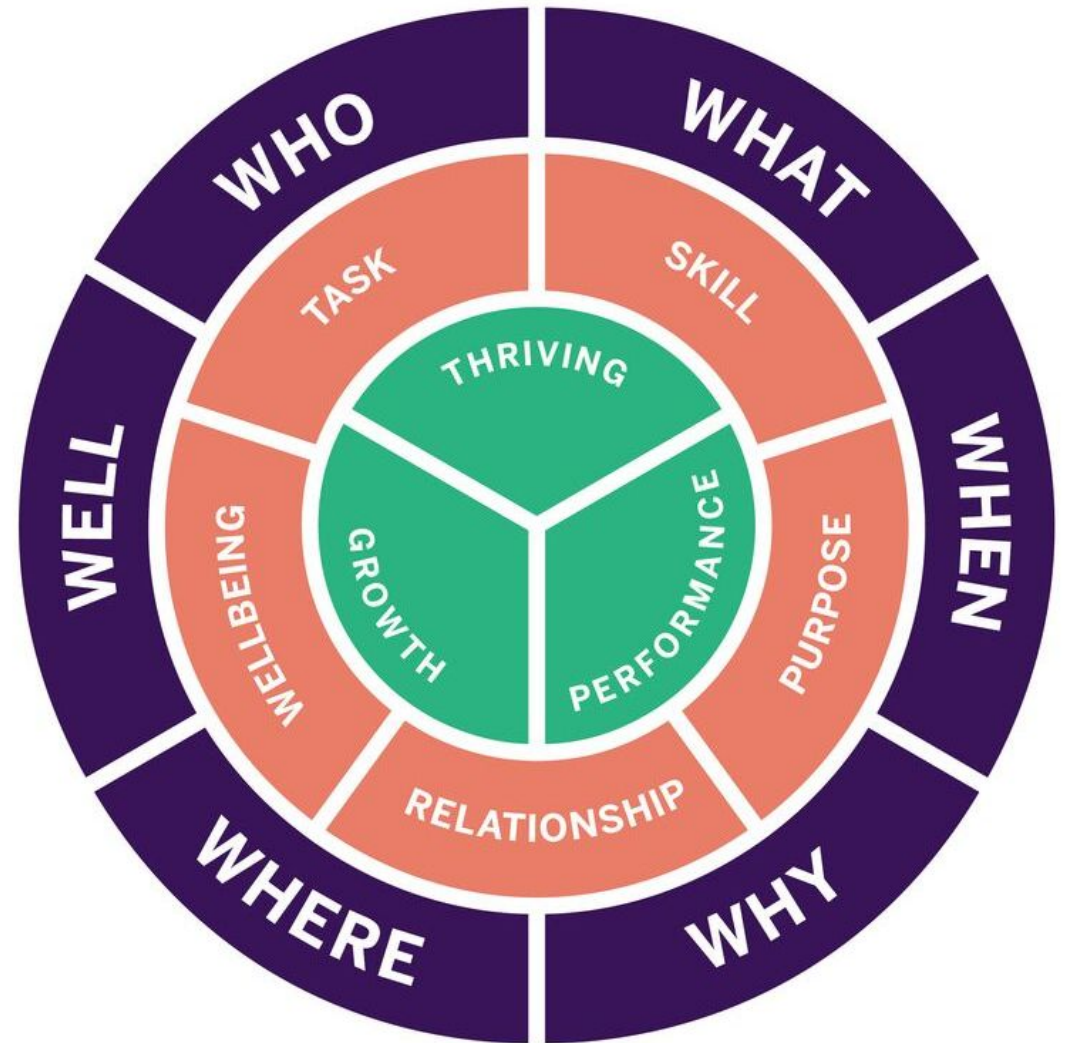


“Making small changes  
to our job to bring out  
our **strengths, passions**  
& **experiences**”

Berg, J.M., Dutton, J.E. and Wrzesniewski, A., 2013  
Baker, R., 2020



# The why, what & how of job crafting.



[Blog: How to Job Craft](#)



# Job crafting is a skill we see everywhere...

Often this is an individual-level, bottom-up approach, however we find that organisations can foster and promote crafting through providing the **'permission'** and **education.**



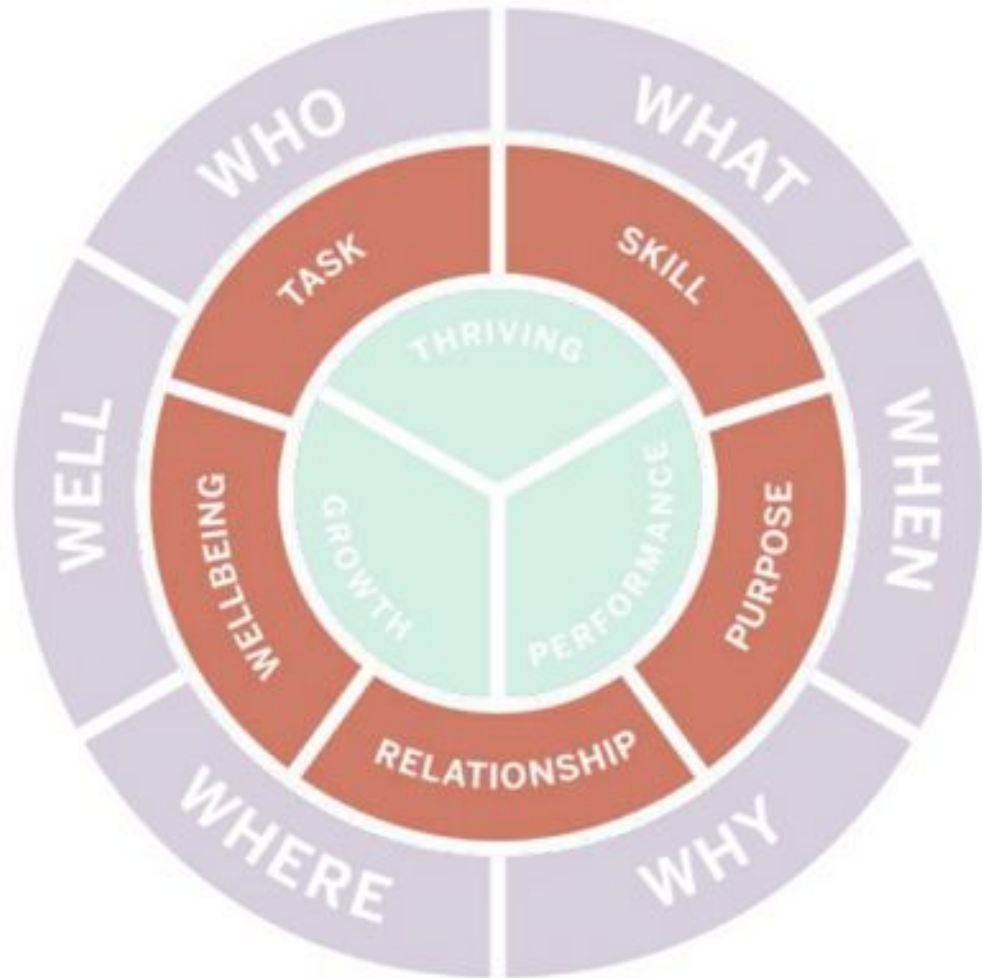
[Watch on Youtube](#)



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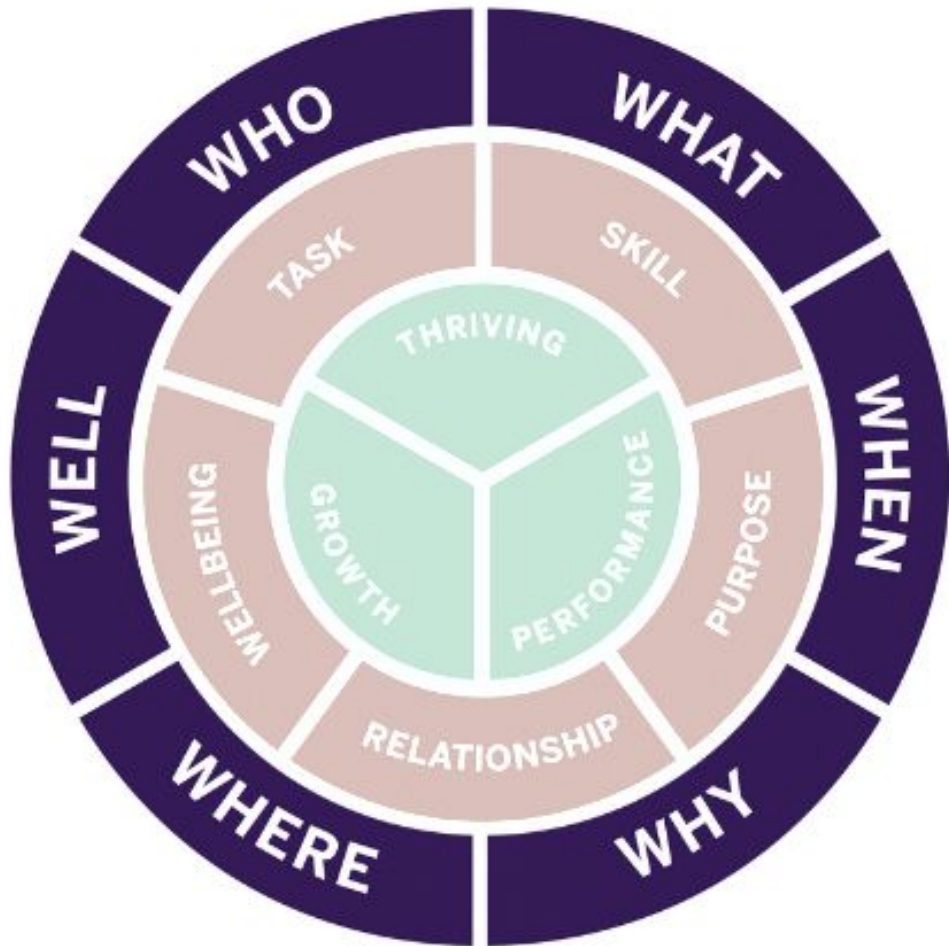
How can we apply  
job crafting  
techniques to  
making positive  
adjustments?

# 1) What types of crafting support conversations about specific adjustments?



- **Task crafting** - which tasks are challenging and why?
- **Relationship crafting** - who could help and support you?
- **Skill crafting** - are there skills you would like to develop, or for your colleagues to learn?
- **Purpose crafting** - will the adjustments make a difference to how connected you feel to the purpose of the role?
- **Wellbeing crafting** - are there ways we could make your role healthier from a mental and physical perspective?

## 2) How could you positively adjust your role?



1. WHO could help?
2. WHAT could you do differently?
3. WHEN is the best time?
4. WHY do you have to do certain tasks?
5. WHERE do you do your best work?
6. WELL - how could you improve mental or physical wellbeing?



# How: an example

- **What** - taking notes
- **When** - worked shorter days, with a break in between
- **Where** - swapped locations (helped me understand what was happening)
- **Why** - cut tasks without a clear purpose
- **Who** - buddied up on calls to ease the burden
- **Well** - regular communication, trust and support


# 3) Actionable steps



Add  
Grow  
Promote




Reduce  
Prevent  
Takeaway



Stop  
Pause  
Resist



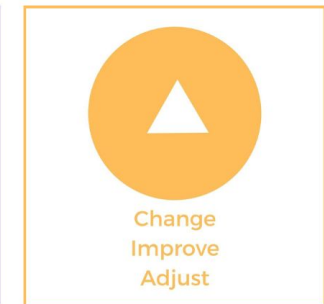
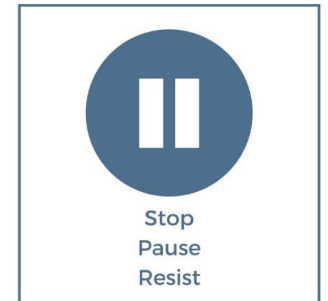
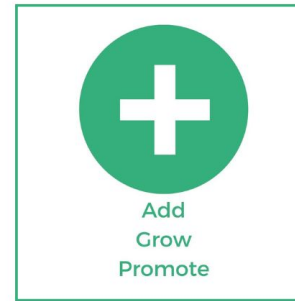
Keep  
Maintain  
Persist



Change  
Improve  
Adjust

# Actionable steps: an example

- **Add** - speak-to-text software
- **Reduce** - typing
- **Stop** - taking notes
- **Keep** - client meetings
- **Change** - my working pattern





“An ounce of prevention is worth a pound of cure”

Benjamin Franklin, 1736

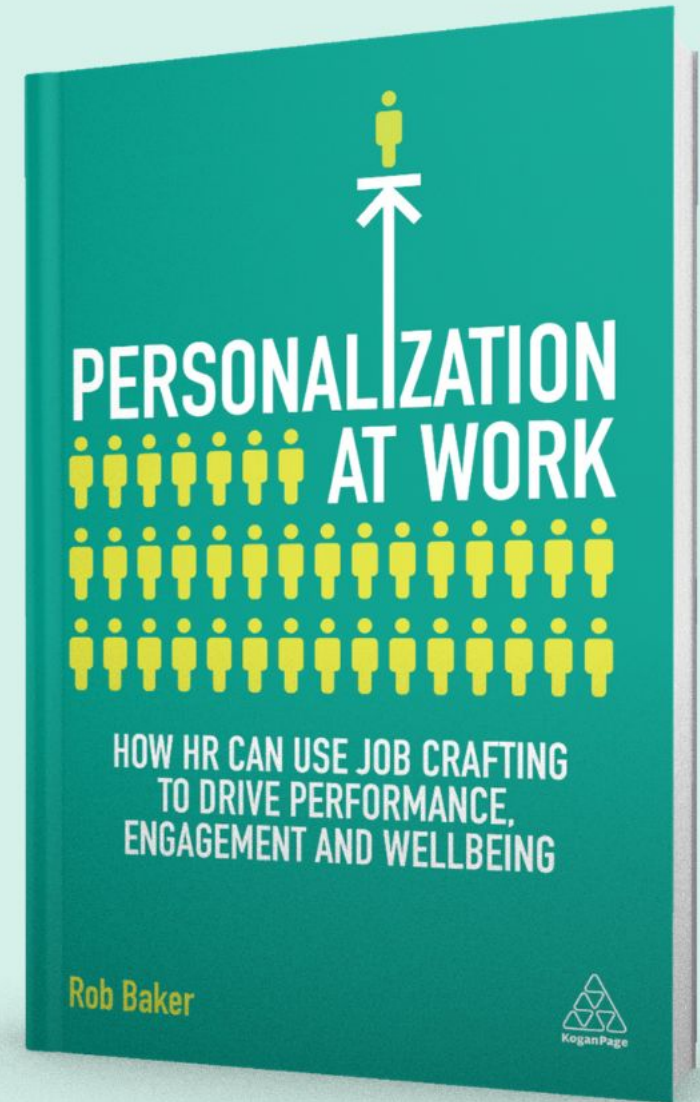
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“Job crafting is a skill that every employee needs and every manager should value. This is the first book to bring the research and practice together in an engaging and accessible way for HR professionals.”

**Adam Grant**

*New York Times* bestselling author of *Originals* and *Give and Take*



# Thank you

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