

Job Crafting at Burt's Bees

Burt's Bees was founded in 1984 when Roxanne Quimby and Burt Shavitz used leftover beeswax from Burt's honey business to produce and sell \$200 worth of candles at a craft fair. By the end of that year, sales had reached \$20,000 and continued to grow exponentially. They soon moved from a one-room schoolhouse to an abandoned bowling alley. The move enabled them to expand into natural personal care products, including soaps and perfumes, which their 40 employees brewed on gas-burning stoves. The popularity of these products helped Burt's Bees—now headquartered in Durham, North Carolina—become the leading manufacturer of environmentally friendly natural personal care products.

From large nationwide chains to corner grocery shops, Burt's Bees products can be found all over the place. Best known is the lip balm, but a quick walk through one of the thousands of stores that carry the Burt's Bees brand could reveal dozens more of the company's over 150 products, including face moisturizer made from carrot root, hand soap infused with green tea and lemongrass, and baby oil extracted from apricots. In 2006, sales of a diverse array of products exceeded \$250 million. Despite its ever-increasing growth, Burt's Bees has striven to not leave its core "mom and pop" values behind. Through what it calls "The Greater Good Business Model," it is committed to operating with the utmost of social responsibility, emphasizing its care for the environment, consumers, and approximately 400 employees.

However, even with their efforts to hold on to their wholesome values, employees in the 21st Century version of Burt's Bees work in a very different organization than those in the abandoned bowling alley days. Due to the organization's greater size and complexity, employees have to be given more structured jobs in order for work to be done properly and efficiently. But unlike their mascot, the honeybee, which performs its job the exact same way as each other bee in the hive, Burt's Bees employees have their own unique personalities and backgrounds that make each one desire a different experience at work. Just like in many organizations, Burt's Bees managers could not possibly design a customized job for every one of their employees that would keep them all optimally engaged, motivated, and satisfied. As a result, many employees are left with formal job designs that could be changed to align better with their individual motives and strengths. This is the case for the four Burt's Bees employees described below.

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