

# **Where has gone the sense of working together ?**

By Fanny Lederlin  
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# Work has been questioned since the covid crisis



“Great Resignation” in USA and Europe

“Tang Ping” movement, in China

Place of « Care Workers » in society

... and more broadly, **meaning at work**

# The question of meaning at work has become essential for employees



*By Kate Morgan* 7th September 2022

**Increasingly, employees say they want their work to matter. But what actually defines a 'meaningful' job?**

- 82% of employees believe it's important their company has a purpose
- 70% of employees say their personal sense of purpose is defined by their work

**McKinsey  
& Company**

USA, 2020

# Aware of this, companies are trying to provide answers

Two privileged paths :



Strengthen employee  
commitment



Strengthen the individual  
well-being of employees

And if these ways were « non-sense »?

(or, at least, insufficient ?)

# Employee engagement : the trap of “over-humanization”



2015

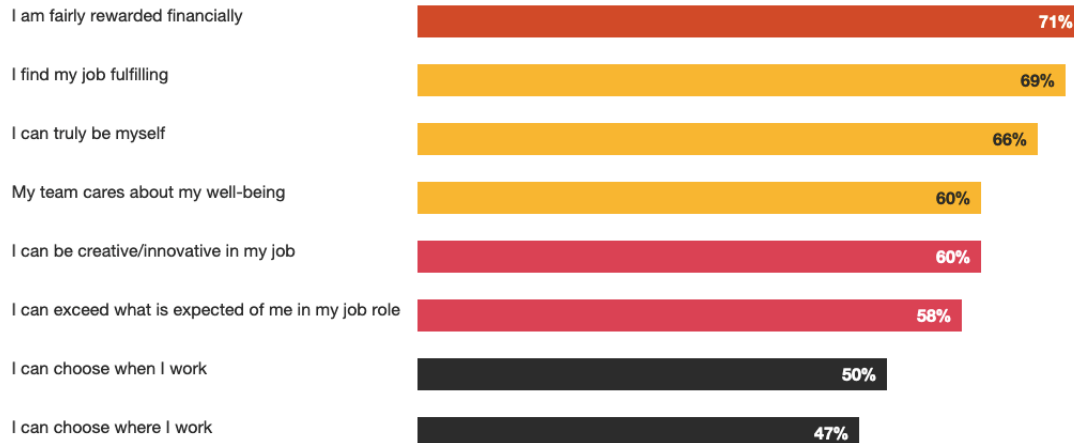
# Attention to personal well-being : the risk of individualizing work



## Meaning matters to employees

Most important factors when considering a change in work environment, % of respondents<sup>1</sup>

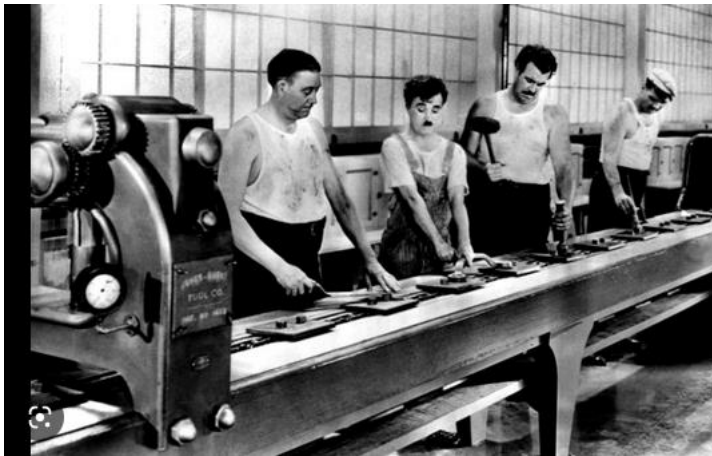
■ Compensation ■ Meaning ■ Confidence/competence ■ Autonomy





# Individualization of work :

## A movement that has affected work for 40 years



*Modern Times, 1936*



*Brazil, 1985*



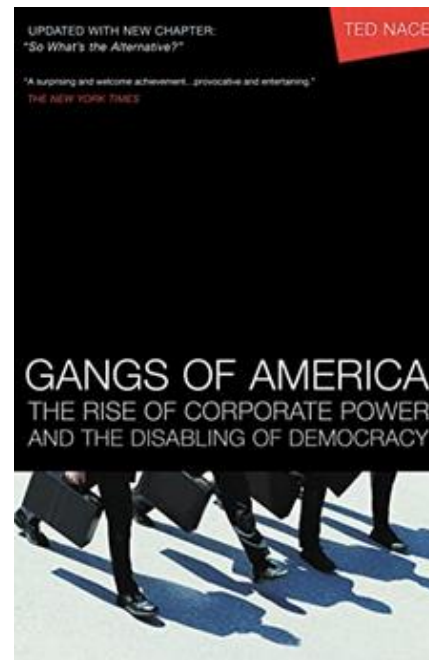
*Sorry We Missed You, 2018*



A movement that is also the result of a "counter-offensive" intended to break the work collectives



2018



2003

A movement that is reinforced by technological changes

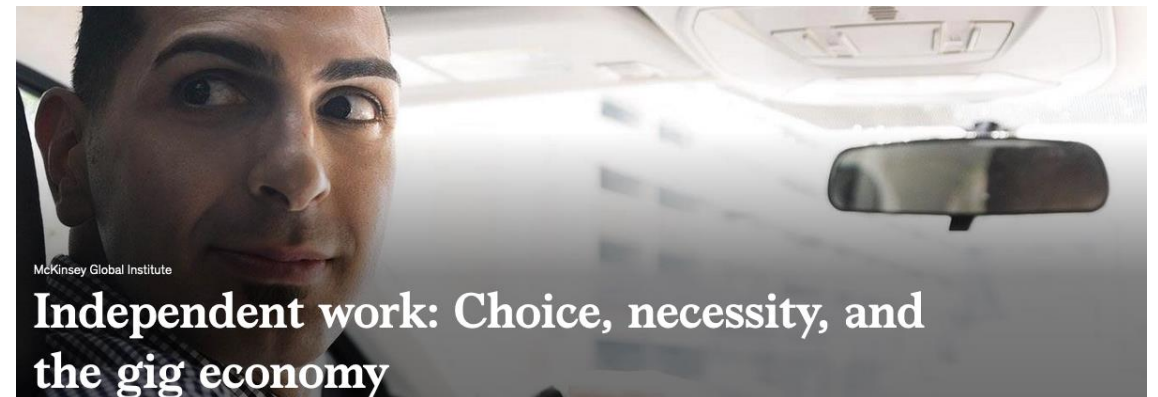


Remote work



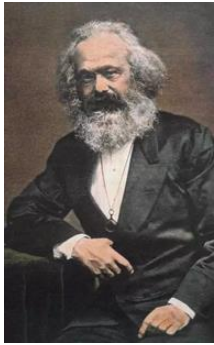
Platform work

# The appearance of a new ideal: independent work



In these conditions, responses centered  
on the quality of life at work  
might be insufficient

# What happens at work is existential



Marx (1818-1883)

“Living labor”  
vs “dead labor”

The importance of  
informal relationships

Rituals, breaks, solidarity  
and why not struggles?



Michel de Certeau  
(1925-1986)

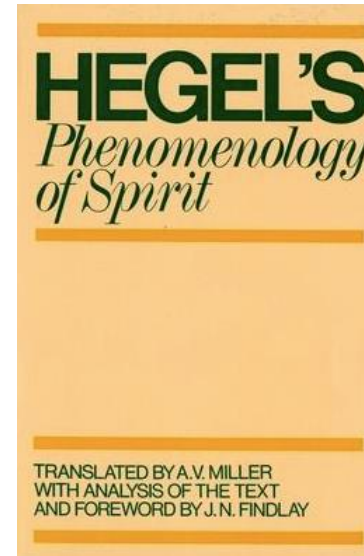


Simone Weil  
(1909-1943)

What gives meaning  
is the sense of working together



Hegel (1770-1831)



1807



# In search of the sense of working together in a company

Positive reasons for **being together**:  
places, collective rituals, transmission of knowledge

Leave **time out** to make work come alive



François Arnaud-Durbec, construction of a barricade on Place Blanche on March 19, 1871

Make possible the real **participation of employees** in the governance of the company

**Recognition** of working together



**Thank you**