



The shadow heroes: Towards a new hierarchy of jobs?

Charles-Henri Besseyre des Horts,

- Emeritus Professor HEC Paris -

President of Francophone Association of HR Academics

We hear everywhere that the global Coronavirus crisis, of such magnitude that it is likely to further accelerate the shift in the global center of gravity towards Asia and more specifically towards China, will set the record straight. In our Western societies convinced of their intellectual, scientific and technological superiority. The first lesson of this crisis is first of all the accelerated learning of humility as there are still great uncertainties about the outcome of this pandemic and the medium and long-term consequences for individuals and private and public organizations. But it is undoubtedly in the field of jobs that should be played out, at least one can hope, a real questioning of the certainties anchored for decades on their relative value in relation to each other: jobs in the social sphere get the most precarious situation and the lowest pay, jobs in the economic sphere get the greatest stability and the highest pay.

However, individuals and organizations are rediscovering, on the occasion of this unprecedented crisis, the crucial importance of jobs often placed at the bottom of the hierarchy, such as those of caregivers or operators. Logistics, without which the fragile social construction of our Western societies would collapse. French sociologist Dominique Méda is a thousand times right when she forcefully asserts that this crisis will lead us to rethink jobs in the light of their real social utility, that is to say, to use a fashionable language on theme of CSR (Corporate Social Responsibility), according to their contribution to the satisfaction of all stakeholders. Gone are the "bullshit" jobs denounced several years ago by David Graeber, including at high levels of function and remuneration and whose social utility is close to zero!

We can hope that HRDs seize the tremendous opportunity represented by this "reset" of our convictions and certainties to rethink a certain number of their structuring practices such as, for example, the definitions and evaluations of functions or roles, the recruitment processes and criteria, the performance management methods and the remuneration scales. These practices, and many others, are indeed likely to be seriously questioned by employees, in private and public organizations at the end of this crisis, who will have been the real shadow heroes during these long weeks which will have deeply marked bodies and minds.

For the HRDs, as for the heads of private and public organizations, it is not, of course, a question here of advocating a total reversal of the hierarchy of jobs but of getting them to take seriously into consideration the weight of the social utility in the necessary hierarchy of jobs. Otherwise, the current discourse on the purpose and the mission-driven company since the 2019 "Pacte law" in France risks to remain a dead letter with, as consequences, the reinforcement of the disenchantment of the company in the Society, an even lower commitment of a number of employees and, above all, a drain of talents that are badly needed and who are more and more sensitive to the consistency between speeches and actions!

We work hard at keeping up to date and informed on the latest trends and news affecting the world of people analytics & strategic workforce planning. If you would like to know more about the work we do, then please contact us at:
info@humdex.com



*Uploaded by- Scott Brent **Director***