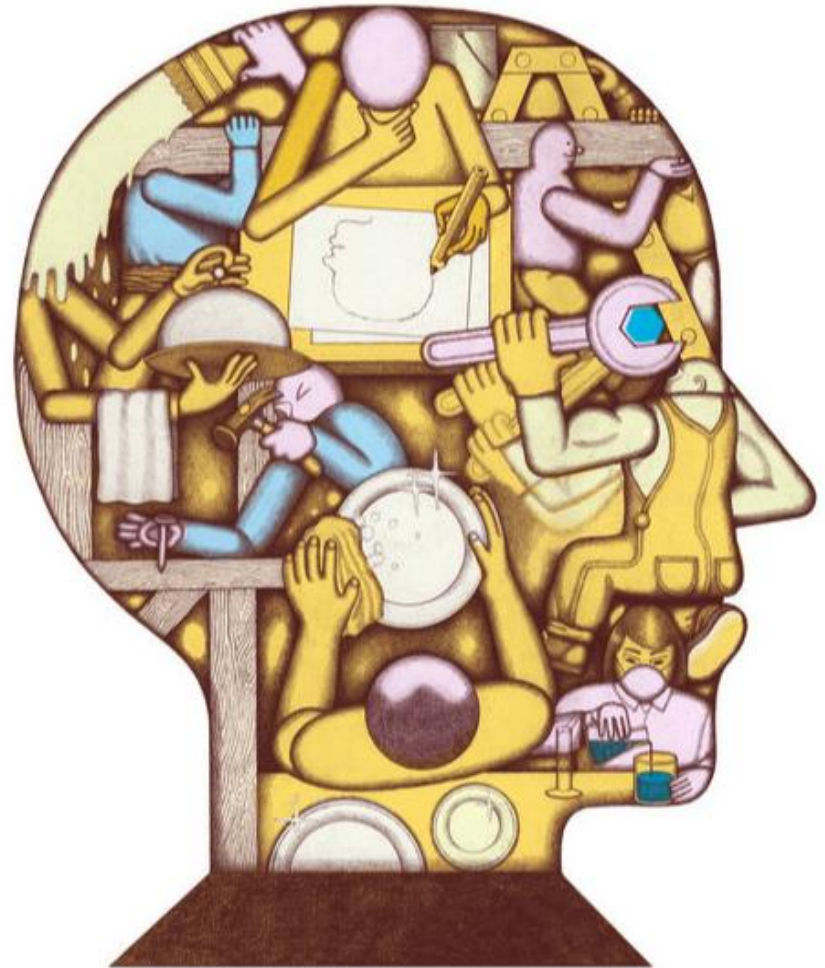
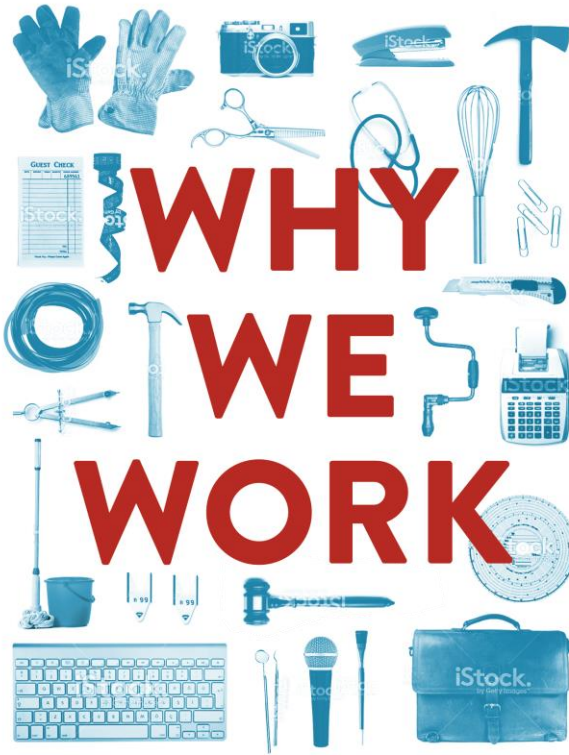


# Why We Work

Barry Schwartz  
Brussels  
February, 2018



For the overwhelming majority of people, work falls short—very short. The question is: why?



# WHY WE WORK

A **TED** ORIGINAL

BARRY SCHWARTZ

# Why People Work

- Engagement
- Challenge
- Autonomy
- Mastery
- Social engagement
- Meaning

“It is in the inherent interest of every man to live as much at his ease as he can; and if his emoluments are to be precisely the same whether he does or does not perform some very laborious duty, to perform it in as careless and slovenly a manner that authority will permit.”

—Adam Smith (1776)

“The man whose life is spent in a few simple operations...has no occasion to exert his understanding, or to exercise his invention in finding out expedients for difficulties which never occur. He naturally *loses*, therefore, the habit of such exertion and generally *becomes* as stupid and ignorant as it is possible for a human creature to be.”

—Adam Smith (1776)

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# **JOBS LOST, JOBS GAINED: WORKFORCE TRANSITIONS IN A TIME OF AUTOMATION**

DECEMBER 2017



# The Three Faces of Work

- Hands
- Head
- Heart