

# Equally or Equitably — How Should Managers treat their Team Members?



**Human Resource Management is a managerial challenge that has to consider the contrasting notions of uniformity and individuality. Actionable research from Prof. Na Fu, Trinity Business School.**

**Related research:**  
*Line Managers as Paradox Navigators in HRM Implementation: Balancing Consistency and Individual Responsiveness,* *Journal of Management Vol. 46 No. 2*



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*An alliance with a purpose*

# THE 3 Ps IN A CoBS POD

 **PERCEIVE**  
with a set of key takeaways

 **PROJECT**  
with food for thought: on yourself, your organisation and the wider context

 **PERFORM**  
by putting it all into practice using action tips





## ● PERCEIVE with a set of key takeaways

- Companies can achieve sustainable competitive organisational advantage through their employees and effective HR is key. HRM policy can be assessed at 3 levels: intended, actual, and perceived HRM.
- Intended HRM refers to the HR system(s) or practices that the firm's executives seek to establish in order to increase firm performance.
- Actual HRM is concerned with how managers practically execute HRM in their daily interactions and dealings with their assigns. This involves managers deciding which practices to implement and for employees to gauge if their managers treat them fairly.
- Managers are judged on consistency – providing team members with a clear, coherent, and fair message regarding the organisation's values, systems, and expectations – which leads to increased motivation, involvement better performance.
- Equity emphasises the value of taking a person's contributions into account by giving rewards as well as attention. In practice, it means a manager is to treat subordinates in a manner that reflects what they bring to the table in order to motivate them and keep them there.
- Equity is important because being different is the one commonality that people share. Not taking these differences into account can cause employees to feel undervalued and bereft of managerial support.
- The impact of equity: team members are motivated to demonstrate positive attitudes and behaviours when they perceive that their manager values their contributions.
- Reconciling the notions of consistency and equity requires managers to harness the potential of their team by taking into account disparities in expectations, capabilities, and contributions arising from differences as gender, personality, education and work experience.
- A manager has to ensure that she/he should be unique in responding to each individual rather than being unique for a select few.
- Individual responsiveness has to be consistently applied to avoid perceptions of favouritism.



**Read the full article:**  
<https://councilcommunity.org/2020/02/27/equally-or-equitably-how-should-managers-treat-their-team-members/>



● **PROJECT**  
with food for thought

- To what extent is HRM implemented in your organisation? What rewards and incentive schemes are practised? What training policies? What codes of conduct, best practices or ethics exist?
- To what extent are the above aligned with your company's mission, vision and goals?
- How do you and your organisation align with the conflicting notions of equality and equity to be able to treat people fairly?
- Under what circumstances can managers in your organisation be 'equally individualistic' with employees?
- To what extent does a system of "the chosen few" exist in your organisation? How do you think this can be rectified?

*Thoughts*

Lined writing area for thoughts.



# ● **PERFORM**

by putting it all into practice

## CHECKLIST

- 1. As a manager, you first need to improve your effectivity** in boosting your junior colleagues' performance. Look within your organisation and seek advice and support from senior executives and HR professionals.
- 2. Practise consistency:** Write down what behaviours you would like to see in your team and how you can project those behaviours through your own. Note three values that are important to you – how can you walk the talk? Refer to your company's values, remind your team of them and identify how to portray them through the objectives you set. Review systems and procedures and use these as guidelines for consistent behaviours and results. Remind your team of them, orally and through a print and digital copy of them.
- 3. Get to know your team members** – their differences, work and task preferences, hobbies, aspirations through regular coffee chats, one-to-one project updates or appraisal interviews.
- 4. As a way to ensure that both equity and equality are considered, share information about trainings and career advancement opportunities** with all members of the team. When making a decision as to who attends such trainings, consider individual contributions or how a particular employee may gain from them.
- 5. Celebrate victories and share praise equitably and equally** – everyone has minor or major qualities and achievements that can be highlighted.
- 6. Encourage everyone to participate in settings such as meetings,** but give more weightage to the contributions of those who have more experience.
- 7. Balance consistency and individual responsiveness** when you decide criteria for granting such privileges as flexible working hours based on serious need or individual performance.



# Getting involved


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