Soft skills

Managing with Fairness

A half day to take decisions the team sees as fair: sharing out tasks and hours, leave, overtime, progression, sanctions, recognition. Participants tell equality from fairness, spot unintentional favouritism, set explicit criteria for recurring decisions and learn to explain a decision to the person it disappoints. The cases concern the real trade-offs in their own team.

Duration : 0.5 day

Objectives

1. Distinguish equal treatment from fairness, and the situations where each applies
2. Spot forms of unintentional favouritism: affinity, proximity, the most visible employees
3. Set explicit criteria for recurring decisions: scheduling, leave, arduous tasks, access to training
4. Explain a decision to an employee who feels wronged
5. Apply rules and sanctions consistently from one employee to another

Programme

Half day

• The feeling of injustice: its effects on engagement, absenteeism and conflict

• Equality and fairness: treating everyone the same, or according to each person’s situation

• Affinity bias, halo effect, quiet employees overlooked: what distorts judgement

• Criteria known to everyone for the team’s recurring decisions

• Workshop: ruling on a real case and announcing the decision to a disappointed employee

Teaching methods

• Self-assessment of your decisions over the last three months: who got what, and why

• Cases from production and logistics teams: weekend scheduling, allocation of overtime, choosing a team leader

• Role plays: explaining a refused leave request, a promotion granted to someone else

• Building allocation rules to share with the team

• A fair-decision grid given to each participant

Assessment and documents

Knowledge test and a role play announcing a decision, post-training evaluation at D+1. Numbered certificate verifiable online for each participant; training report given to the company.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

For non-discrimination and leading diverse teams, the day “Managing Diversity and Inclusion” broadens the subject. To announce a difficult decision, see “Speaking Up: Difficult Feedback and Managerial Courage”.

Practical information

Duration	0.5 day
Audience	Managers, team leaders and supervisors
Prerequisites	Manage a team
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

Is being fair the same as treating everyone the same way?
Not always. The rules must be the same for everyone, but how they are applied can take situations into account: a schedule adjustment for health reasons is not a privilege. The module helps tell the difference and explain it to the team.

How is this different from “Managing Diversity and Inclusion”?
This module deals with the justice of the manager’s everyday decisions towards each employee. The diversity day deals with biases linked to differences in age, gender, origin or disability, and the framework of non-discrimination.

And when the manager does not decide alone on progression or bonuses?
That is common. The course then focuses on what they propose, on the criteria they defend with their hierarchy and on how to explain to the team a decision made elsewhere.