

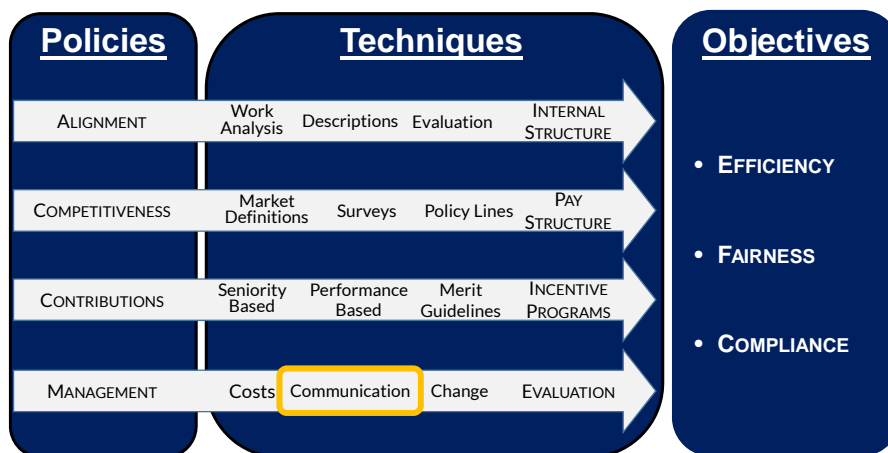
Managing Conversations about Pay Equity

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The Pay Model



From Milkovich & Newman, 2005



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Talking about Equity

Employee
Concerns

Your
Reactions



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Employee Concerns: Perceptions of Justice

- **Distributive justice** - degree to which outcomes received relative to inputs invested are considered fair
- **Procedural justice** - degree to which the rules and procedures specified by policies are properly followed by all
- **Informational justice** relates to the adequacy of explanations given in terms of their timeliness, specificity, and truthfulness
- **Interpersonal justice** - degree to which people are treated with politeness, dignity, and respect

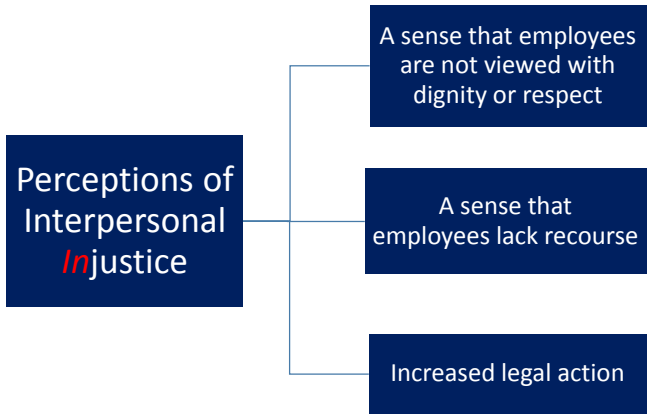


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Justice Matters!



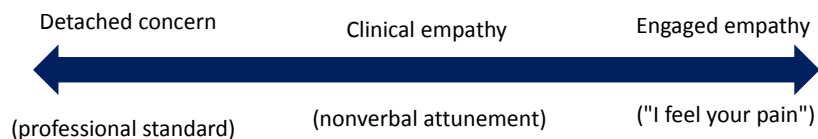
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Potential Reactions



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Your Reaction: Listening with Empathy



Practicing clinical empathy leads to:

- deeper and more meaningful experiences
- less professional burnout



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Your Reaction: Listening with Empathy

1. Focus on other person, not yourself
 - Perspective taking
2. Attend to verbal and nonverbal cues
3. Check your understanding
 - Ask questions to clarify
 - Paraphrase/summarize content of message
 - Reflect feelings respectfully



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Your Reactions: Example Prompts

| | |
|---------------------|--|
| Clarifying | <ul style="list-style-type: none"> • Could you explain that again? • I am not sure I understand... • Tell me more about... • So, are you saying...? |
| Paraphrasing | <ul style="list-style-type: none"> • If I understand you correctly... • So your perspective is that... • I could be wrong, but I sense that you're feeling... |
| Summarizing | <ul style="list-style-type: none"> • Let me summarize... • Okay, it seems that your main concerns are... • Thus far, we've discussed... • To recap what you've said... |



Key Takeaways

1. Provide explanations and apologies (informational justice)
2. Provide a fair process (procedural justice), even if you can't arrange the desired outcome
3. Treat employees with courtesy and respect (interactional justice)





- We tend to assume that justice means that *we get what we want...*
- How we *talk* about pay equity can positively shape our workplace relationships ...
even if we can't directly impact pay!



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Thank you!

We look forward to your questions.



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