

Business Case for Social Justice in OD

Key Concepts¹

Justice – The presence of effective processes for assuring that individuals, groups or classes of people are able to experience conditions of equality, equity or access to the opportunity to meet basic individual or collective needs.

Social Justice – For this workshop, the emphasis is on cumulative affect of individual and collective behavior on groups or classes of people inside or outside the organization. In particular it may consider the extent to which organization behavior ignores, reinforces or undermines justice in the larger community within which it operates.

Distributive Justice – Access to my/our fair share of opportunities, resources or benefits.

3 Essential Ingredients of Organizations (*related to retention, productivity, and member well-being*)

1. Relative equality of distribution validates people's feelings of full-fledged membership in a cohesive unit (whereas gross inequality can fractionate the organization)
2. Equity can foster the motivation to produce. (Without rewards based on productivity motivation may lag.)
3. Distribution of resources according to need ensures that the essential needs of all societal and organizational members are met.

Procedural Justice – Decision making processes are fair

3 Principles of Procedural Justice

1. Neutrality – An unbiased decision maker who is honest and who uses appropriate factual information – fair, appropriate comparison that appropriately differentiates among one aspect of people's social identity
2. Standing – Treatment by an authority affirms people's status as members of the group
3. Trust – The belief that the intentions of third parties (authorities) are benevolent, that they desire to treat people in a fair and reasonable way

Triple Bottom Line – Organizational success is measured in terms of increasing the health and sustainability of

1. The organization,
2. The individuals working in the organization, *and*
3. The (global) community (may include physical environment, economy, diversity, etc.)

Note: The terms "green" or "sustainable" business often refer to businesses that attend to a broad range of social justice issues, not just the physical environment.

¹ Adapted from Conflict, Cooperation & Justice: Essays Inspired by the Work of Morton Deutsch by Barbara Benedict Bunker & Jeffery Z. Rubin (1995: Jossey-Bass)