

The Ethics of Managerial Robin Hoodism: Bridging the Gap Between Policy and Fairness

The Robin Hood Paradox

Managers bypass formal policy to redistribute resources to victims of institutional unfairness.



Bridging the Organizational Justice Gap

Implement Systematic Equity Audits

Regularly analyze compensation and promotion patterns to identify and fix disparate impacts.



Authorize Legitimate Discretion

Provide managers with "discretionary budgets" to address team needs within authorized bounds.



Foster Psychological Safety

Create channels for managers to challenge unfair leadership decisions without fear of retaliation.



40-60%
Prevalence Rate

Over half of managers with budgetary discretion admit to bending rules for justice.



Driven by Deontic Motives

Actions are motivated by moral duty rather than personal gain or favoritism.



Unauthorized Justice Enactment

Managers bypass formal policy to redistribute resources to victims of institutional unfairness.

Triggering Injustice



Discrimination & Marginalization

38%



Procedural Injustice (e.g., denied leave)

27%



Lack of Recognition or Respect

23%