

# Fairness is Destroying Your Team

Why “Equal Workloads” create  
“Unequal Burnout”





# You Treated Them Equally. Now Everyone is Un-Productive

**The Intent:** You gave everyone 10 accounts because you wanted to be “fair”.

## **The Reality:**

- High Performer: Finished in 2 hours and gets bored.
- Low Current Performer: Crashes trying to keep up.

**The Result:** Your best leave. The rest hide.

# The 3 Levels of Leadership

**Step 1 (Newby):** Static Load (same for everyone)

- **Result: Unproductive.**

**Step 2 (Manager):** Dynamic Load (based on current capability and capacity).

- **Result: Efficiency, but inequity, and no learning.**

**Step 3 (Leader):** Growth Load (based on future capacity and objectives).

- **Result: Scale.**

# Humans are not Static Hardware

**Engineering Logic:** Route traffic to the strongest server to clear the queue.

**The Bug:** Servers don't have feelings.

**Humans do.**

**The Biological Update:** If you only route to the High Performer, they burn out.

If you never route to the Low Performer, they never grow.

**The Fix:** You must route for Growth in the future, not just speed today.

# Right Now, the Math is Uneven.

Price's Law states: The square root of the team produce 50% of the value.

- Team of 10: 3 people carry 50% of the load.
- Team of 50: 7 people carry 50% of the load.

If you ignore this and force "Equal Work", you're fighting physics!

1000

5000

10k



# You Cannot Balance Load without Balancing Reward.

If you give your Star Player 2x the work but 1x the pay...  
You are stealing from them.

High Performers want the heavy load. It gives them flow.  
But they need the ROI (Status, Money, Flexibility).

**No ROI = Instant Resentment.**

# Audit and Assign for Trajectory, not just State.

Current Competence

High Comp / Low Velocity  
(The Rock)

*Maintain load*  
+  
*Stability*

High Comp / High Velocity  
(The Rocket)

*Load heavy*  
+  
*Accelerate Reward*

Low Comp / Low Velocity  
(The Anchor)

*Move out*

Low Comp / High Velocity  
(The Rising Star)

*Load lightly*  
+  
*Heavy Coaching.*

Growth Velocity

# The New Fairness

Old Fairness: Everyone gets the same work. (Sameness).

New Fairness: Everyone gets the load that matches their capacity and velocity and the reward\* that matches their output.

*\*Note: Reward is not just monetary. High visibility tasks, new tasks, challenging tasks, high impact tasks, development opportunities, networking opportunities, learning, coaching, mentoring...*

# The Dynamic System

Stop assigning equal quotas.

Audit current "Compute Power."

Invest in "Engine Upgrades" (Coaching).

Balance the Equation  
(More Load = More Reward).

For help or information connect  
via LinkedIn or my site.

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