

# Manager Workbook

## The Responsible Use of Organisational Authority — Corrective Leadership Development

Central question: What does the way I exercise authority cause other people to do?

Work through each section honestly. Where you are unsure, write how you could find out. All reflections belong to you; your organisation may separately ask to discuss your plan.

Spirit Led Institute · The Responsible Use of Organisational Authority. Educational tool only — not legal advice, not a finding about any individual, and not a substitute for fair investigation or WHS risk assessment. Institute frameworks are not SafeWork NSW or statutory terminology; SafeWork NSW does not endorse this course.

### 1. Authority footprint

List what people depend on you for, and what they must do if you respond badly or not at all.

| Area people depend on me for | Who depends on it | What they do if I don't respond well |
|------------------------------|-------------------|--------------------------------------|
|                              |                   |                                      |
|                              |                   |                                      |
|                              |                   |                                      |
|                              |                   |                                      |
|                              |                   |                                      |
|                              |                   |                                      |

### 2. Subordinate or valued contributor?

| Worker behaviour      | Subordination Lens reading | Contributor-Centred reading | My recent example |
|-----------------------|----------------------------|-----------------------------|-------------------|
| Disagreement          | Defiance                   |                             |                   |
| Professional advice   | Interference               |                             |                   |
| Boundary-setting      | Difficulty                 |                             |                   |
| Request for support   | Inconvenience              |                             |                   |
| Escalation            | Disloyalty                 |                             |                   |
| Accountability        | Disrespect                 |                             |                   |
| Independent judgement | Failure to comply          |                             |                   |

Does the way I exercise authority make people more capable of contributing — or more skilled at managing me?

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### 3. Help-Seeking Penalty reflection

Describe the last three support requests you received. Did each person leave clearer — or more reluctant?

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What does it cost an employee, emotionally or professionally, to ask me for help?

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What will I say and do the next time someone asks for help? (acknowledge · clarify · assist/delegate/timeframe)

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### 4. Challenge and exclusion reflection

| Person who challenged me | What they raised | Has my contact/inclusion changed? | Re-inclusion action |
|--------------------------|------------------|-----------------------------------|---------------------|
|                          |                  |                                   |                     |
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|                          |                  |                                   |                     |
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Can somebody challenge me and remain fully included afterwards? What is my evidence?

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### 5. Accountability exercise — my contribution first

Complete Part A fully before writing anything in Part B.

Part A — What did I do or not do that contributed? What might the other person have experienced because I held authority? What do I acknowledge, even where I disagree?

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Part B — Only now: my view of the other person's behaviour.

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What did I notice about the difference between Part A and Part B?

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## 6. Conflict resolution plan

| Unresolved conflict | Issue (not personalities) | First step & date | Agreement recorded? | Review date |
|---------------------|---------------------------|-------------------|---------------------|-------------|
|                     |                           |                   |                     |             |
|                     |                           |                   |                     |             |
|                     |                           |                   |                     |             |
|                     |                           |                   |                     |             |

## 7. Adaptation checklist

Tick any you have seen or heard. These do not prove wrongdoing; they reveal adaptation — and adaptation may be data.

|                          | Indicator                                                        | Notes |
|--------------------------|------------------------------------------------------------------|-------|
| <input type="checkbox"/> | People say “that's just how they are” or “don't ask today”       |       |
| <input type="checkbox"/> | Someone regularly goes with others to approach me (Human Buffer) |       |
| <input type="checkbox"/> | People word requests to me very carefully                        |       |
| <input type="checkbox"/> | Communication with me is increasingly written-only               |       |
| <input type="checkbox"/> | People chase me repeatedly for decisions                         |       |

|                          | Indicator                                                  | Notes |
|--------------------------|------------------------------------------------------------|-------|
| <input type="checkbox"/> | Staff route concerns around me                             |       |
| <input type="checkbox"/> | A colleague completes work or decisions that belong to me  |       |
| <input type="checkbox"/> | Fewer people raise problems or disagree in meetings        |       |
| <input type="checkbox"/> | New staff are coached on “how to deal with” me             |       |
| <input type="checkbox"/> | Someone who stopped compensating is now called “difficult” |       |

## 8. Faith-based relational crossover reflection

Complete if your organisation overlaps with church, family, school or community life.

| System              | My connection to this employee here | What could they lose here if our working relationship breaks down? |
|---------------------|-------------------------------------|--------------------------------------------------------------------|
| Work                |                                     |                                                                    |
| Church / ministry   |                                     |                                                                    |
| Friendship          |                                     |                                                                    |
| Family              |                                     |                                                                    |
| Community           |                                     |                                                                    |
| Spiritual belonging |                                     |                                                                    |

Because of my position and overlapping relationships, how far could the consequences of my treatment of this employee travel?

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Are spiritual values (grace, unity, reconciliation) strengthening accountability here — or making it harder to raise concerns?

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## 9. 90-day behaviour plan

Days 1-30: Notice

| Focus                              | My specific action / observation | Evidence others could see |
|------------------------------------|----------------------------------|---------------------------|
| Who approaches me / who doesn't    |                                  |                           |
| Who challenges me / who never does |                                  |                           |
| Where repeated follow-up occurs    |                                  |                           |
| Unresolved conflicts               |                                  |                           |
| Human Buffers operating            |                                  |                           |
| Adaptations around me              |                                  |                           |

Days 31-60: Change

| Focus                                | My specific action / observation | Evidence others could see |
|--------------------------------------|----------------------------------|---------------------------|
| Timely responses                     |                                  |                           |
| Respectful support                   |                                  |                           |
| Receiving disagreement               |                                  |                           |
| Conflict resolution                  |                                  |                           |
| Appropriate apologies                |                                  |                           |
| Review participation                 |                                  |                           |
| Deliberate inclusion after challenge |                                  |                           |

Days 61-90: Review

| Focus                                      | My specific action / observation | Evidence others could see |
|--------------------------------------------|----------------------------------|---------------------------|
| Workers approaching earlier?               |                                  |                           |
| Intermediaries reduced?                    |                                  |                           |
| Conflicts progressing?                     |                                  |                           |
| Difficult information reaching me?         |                                  |                           |
| Disagreement more open?                    |                                  |                           |
| Behaviour corrected rather than explained? |                                  |                           |

## 10. Manager commitment

I have completed The Responsible Use of Organisational Authority. I understand that completing a course does not, by itself, show that any concern has been resolved or that any psychosocial risk has been controlled. I commit to the observable changes in this plan and to participating in review of whether those changes have occurred.

|                                 |  |
|---------------------------------|--|
| Name                            |  |
| Signature                       |  |
| Date                            |  |
| Reviewed with (HR / supervisor) |  |