### Systems Relating to Distribution of Resources
- Centralised
- Top up system
- Formal control systems planned
- Lay member involvement
- Space allocation centralised and political
- Old union environments partially protected
- Space decisions justified on grounds of resources, culture and effective organisation

### Systems Relating to Cognitive Rules
- Managers describe partnership but in a conflictual environment
- Cultural environment uncomfortable for staff, maybe particularly women
- Conflictual trade union experiences impact on organisational attitudes to management
- Constraints perceived in respect of staff discipline and performance
- Lack of clarity on managerial roles and authority

### Systems Relating to Moral Rules
- Fairness and firmness
- Representative structures respected; short term focus sometimes problematic

### Resources
- Available by central disposition
- Physical space can become political issue

### ‘Meanings’ arising from:
- Conflictual relations with lay members
- Conflictual relations with managers in trade union roles
- Experiences in challenging actions against employees by managers (eg teams)

### ‘Norms’ arising from
- Conceptions of trade union principles in which fairness is the principal component
- Willingly embraced democratic structures

### Deploying Resources
- Budgetary and financial control systems planned, centrally controlled but with some devolution
- Lack of engagement with cultural issues in space allocation
- Issues addressed on the importance of budgetary control for democratic practice

### ‘Meaningful’ Managerial Actions
- Little corporate managerial action on merger management
- Managers inconsistent in attending to managerial communication
- Some individual managers engage with people management; corporate strategy to achieve IIP
- Perception of resistance to accountability for performance inhibits managerial actions
- No management development; staff development ad hoc
- Managers uncomfortable at team formation
- Leadership seen as strategic or directive but not exclusive of operational roles

### ‘Legitimate’ Managerial Actions
- Stakeholder management involves frustration at confronting boundaries which cannot be moved and confronting and clarifying others. The Rule Book can define legal relations
- Negotiation, political knowledge, power relations and the ability to find ways round uncomfortable decisions factors in managing stakeholder relationships.

### Management Style:
- Legacy of some questionable management styles
- Inclusiveness may be component of developing styles

---

**Exhibit 5.1 A model of managers in CWU (Adapted from Hales 1999)**