

<p>SYSTEMS RELATING TO DISTRIBUTION OF RESOURCES</p> <ul style="list-style-type: none"> • 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 	<p>SYSTEMS RELATING TO COGNITIVE RULES</p> <ul style="list-style-type: none"> • 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 	<p>SYSTEMS RELATING TO MORAL RULES</p> <ul style="list-style-type: none"> • Fairness and firmness • Representative structures respected; short term focus sometimes problematic
<p>RESOURCES</p> <ul style="list-style-type: none"> • Available by central disposition • Physical space can become political issue 	<p>‘MEANINGS’ arising from:-</p> <ul style="list-style-type: none"> • Conflictual relations with lay members • Conflictual relations with managers in trade union roles • Experiences in challenging actions against employees by managers (eg teams) 	<p>‘NORMS’ arising from</p> <ul style="list-style-type: none"> • Conceptions of trade union principles in which fairness is the principal component • Willingly embraced democratic structures
<p>DEPLOYING RESOURCES</p> <ul style="list-style-type: none"> • 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 	<p>‘MEANINGFUL’ MANAGERIAL ACTIONS</p> <ul style="list-style-type: none"> • 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 	<p>‘LEGITIMATE’ MANAGERIAL ACTIONS</p> <ul style="list-style-type: none"> • 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.
<p>MANAGEMENT STYLE:</p> <ul style="list-style-type: none"> • 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)