<table>
<thead>
<tr>
<th>SYSTEMS RELATING TO DISTRIBUTION OF RESOURCES</th>
<th>SYSTEMS RELATING TO COGNITIVE RULES</th>
<th>SYSTEMS RELATING TO MORAL RULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Centralised on merger</td>
<td>• Company committee autonomy symbol of extent of lay member control</td>
<td>• The welfare of people</td>
</tr>
<tr>
<td>• Aspirations for more devolution; may be affected by Project Recovery</td>
<td>• Partnership described; perceptions of it affected by old union experience</td>
<td>• Largely positive in managing in representative organisation</td>
</tr>
<tr>
<td>• Lay members make operational decisions</td>
<td>• Management can be problematic or undervalued where it impinges on autonomy; less in relating individual to union objectives</td>
<td></td>
</tr>
<tr>
<td>• Three head office solution key to merger</td>
<td>• Perceived constraints, particularly in managing performance or conduct</td>
<td></td>
</tr>
<tr>
<td>• Open plan/cellular space allocation not corporate system</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**RESOURCES**
- Available largely by central disposition

**‘MEANINGS’ arising from:-**
- Company committee autonomy
- Old union experiences in lay member relations
- Historical undervaluation of management

**‘NORMS’ arising from**
- Conceptions of trade union principles in which people are central
- Values that working with lay members is positive but bounded

**DEPLOYING RESOURCES**
- No formal link between financial systems and corporate objectives
- Some awareness on implications of budgetary control for democratic practice
- Awareness of minority rights in resource allocation
- Largely individual management of cultural issues arising from three office retention; some corporate reinforcement

**‘MEANINGFUL’ MANAGERIAL ACTIONS**
- Management of change training in smaller unions impacted significantly on merger management
- Project management component of merger management strategy
- Individual management of merger integration
- Systems of managerial communication in place if not seen as key task
- People management, particularly IIP, key task
- Performance management problematic
- Staff development system in place; little management training
- Project team working key corporate activity
- Team working perceived as valuable activity
- No shared view on nature of leadership

**‘LEGITIMATE’ MANAGERIAL ACTIONS**
- Managing relationships significant aspect of stakeholder management
- Autonomy of company committees seen as most significant aspect of stakeholder management, involving use of Rule Book as instrument of definition

**MANAGEMENT STYLE:**
- Management styles more likely to be inclusive rather than directive or confrontational

**EXHIBIT 7.1 A model of managers in UNiFI (Adapted from Hales 1999)**