

<p>SYSTEMS RELATING TO DISTRIBUTION OF RESOURCES</p> <ul style="list-style-type: none"> • Centralised on merger • Aspirations for more devolution; may be affected by Project Recovery • Lay members make operational decisions • Three head office solution key to merger • Open plan/cellular space allocation not corporate system 	<p>SYSTEMS RELATING TO COGNITIVE RULES</p> <ul style="list-style-type: none"> • Company committee autonomy symbol of extent of lay member control • Partnership described; perceptions of it affected by old union experience • Management can be problematic or undervalued where it impinges on autonomy; less in relating individual to union objectives • Perceived constraints, particularly in managing performance or conduct 	<p>SYSTEMS RELATING TO MORAL RULES</p> <ul style="list-style-type: none"> • The welfare of people • Largely positive in managing in representative organisation
<p>RESOURCES</p> <ul style="list-style-type: none"> • Available largely by central disposition 	<p>‘MEANINGS’</p> <p>arising from:-</p> <ul style="list-style-type: none"> • Company committee autonomy • Old union experiences in lay member relations • Historical undervaluation of management 	<p>‘NORMS’</p> <p>arising from</p> <ul style="list-style-type: none"> • Conceptions of trade union principles in which people are central • Values that working with lay members is positive but bounded
<p>DEPLOYING RESOURCES</p> <ul style="list-style-type: none"> • 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 	<p>‘MEANINGFUL’ MANAGERIAL ACTIONS</p> <ul style="list-style-type: none"> • 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 	<p>‘LEGITIMATE’ MANAGERIAL ACTIONS</p> <ul style="list-style-type: none"> • 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
<p>MANAGEMENT STYLE:</p> <ul style="list-style-type: none"> • 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)