### SYSTEMS RELATING TO DISTRIBUTION OF RESOURCES
- Significant devolution incorporating elements of managerial discretion
- Lay members make strategic budgetary decisions at national level; more operational ones regionally
- Allocation of space in dual head office follows political decision
- Allocation of managerial space in single suite not successful

### SYSTEMS RELATING TO COGNITIVE RULES
- Language of partnership employed though with some reservations about balance
- Residual recognition that management has problematic features
- Language of management utilised though altered in problematic circumstances
- Elements of staff autonomy may introduce problematic features into management
- Generalised perceptions that personnel processes may impose constraints
- Dynamics of lay member relationships sometimes perceived as constraints

### SYSTEMS RELATING TO MORAL RULES
- Fairness
- Partnership working asserted to but with perceptions that boundaries often unclear

### RESOURCES
- Available centrally but through systems incorporating significant devolution
- Physical space can become political issue

### 'MEANINGS' arising from:
- Partnership defining relations with lay members
- Roles of senior officials managerial, though historical lack of valuation of concept recognised and consequent constraints perceived on managerial actions

### 'LEGITIMATE' MANAGERIAL ACTIONS
- Stakeholder management involves balancing professional, political and personal relationships with lay activists and with claims of responsibility from such activists within the structures
- Boundaries between management and lay structure imprecisely defined so that ‘shared zone’ of influence is contested area
- Boundaries managed by seeking clarity, by negotiation and by facilitating processes of joint problem solving

### DEPLOYING RESOURCES
- Pursuit of aim of deploying resources to achieve objectives and priorities
- Objectives and priorities system seen as component of fair distribution of resources
- Cultural and practical implications of space allocation at regional and national level perceived by managers as having significant impacts on management
- Physical space seen as of demonstrable importance in supporting managerial action

### 'MEANINGFUL' MANAGERIAL ACTIONS
- Significant corporate attention to merger management techniques; organisational learning may be continuing
- Evidence of managerial communication strategies
- People management identified as key responsibility
- Performance management, using one to one interviews, often seen as developing managerial role
- Staff development strategies in place; compulsory management training only clear evidence of training
- Team working prescribed in regions, leading to challenges with individualistic attitudes
- No agreement on characteristics of leadership

### 'NORMS' arising from
- Conceptions of trade union principles in which fairness is the principal component
- Partnership with lay members

### MANAGEMENT STYLE:
- Corporate initiative to base management style on emotional intelligence
- ‘Supportive’ styles preferred to ‘directional’ styles

**EXHIBIT 8.1 A model of managers in UNISON (Adapted from Hales 1999)**