

<p><b>SYSTEMS RELATING TO DISTRIBUTION OF RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Significant devolution incorporating elements of managerial discretion</li> <li>• Lay members make strategic budgetary decisions at national level; more operational ones regionally</li> <li>• Allocation of space in dual head office follows political decision</li> <li>• Allocation of managerial space in single suite not successful</li> </ul>	<p><b>SYSTEMS RELATING TO COGNITIVE RULES</b></p> <ul style="list-style-type: none"> <li>• Language of partnership employed though with some reservations about balance</li> <li>• Residual recognition that management has problematic features</li> <li>• Language of management utilised though altered in problematic circumstances</li> <li>• Elements of staff autonomy may introduce problematic features into management</li> <li>• Generalised perceptions that personnel processes may impose constraints</li> <li>• Dynamics of lay member relationships sometimes perceived as constraints</li> </ul>	<p><b>SYSTEMS RELATING TO MORAL RULES</b></p> <ul style="list-style-type: none"> <li>• Fairness</li> <li>• Partnership working assented to but with perceptions that boundaries often unclear</li> </ul>
<p><b>RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Available centrally but through systems incorporating significant devolution</li> <li>• Physical space can become political issue</li> </ul>	<p><b>‘MEANINGS’</b></p> <p>arising from:-</p> <ul style="list-style-type: none"> <li>• Partnership defining relations with lay members</li> <li>• Roles of senior officials managerial, though historical lack of valuation of concept recognised and consequent constraints perceived on managerial actions</li> </ul>	<p><b>‘NORMS’</b></p> <p>arising from</p> <ul style="list-style-type: none"> <li>• Conceptions of trade union principles in which fairness is the principal component</li> <li>• Partnership with lay members</li> </ul>
<p><b>DEPLOYING RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Pursuit of aim of deploying resources to achieve objectives and priorities</li> <li>• Objectives and priorities system seen as component of fair distribution of resources</li> <li>• Cultural and practical implications of space allocation at regional and national level perceived by managers as having significant impacts on management</li> <li>• Physical space seen as of demonstrable importance in supporting managerial action</li> </ul>	<p><b>‘MEANINGFUL’ MANAGERIAL ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Significant corporate attention to merger management techniques; organisational learning may be continuing</li> <li>• Evidence of managerial communication strategies</li> <li>• People management identified as key responsibility</li> <li>• Performance management, using one to one interviews, often seen as developing managerial role</li> <li>• Staff development strategies in place; compulsory management training only clear evidence of training</li> <li>• Team working prescribed in regions, leading to challenges with individualistic attitudes</li> <li>• No agreement on characteristics of leadership</li> </ul>	<p><b>‘LEGITIMATE’ MANAGERIAL ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Stakeholder management involves balancing professional, political and personal relationships with lay activists and with claims of responsibility from such activists within the structures</li> <li>• Boundaries between management and lay structure imprecisely defined so that ‘shared zone’ of influence is contested area</li> <li>• Boundaries managed by seeking clarity, by negotiation and by facilitating processes of joint problem solving</li> </ul>
<p><b>MANAGEMENT STYLE:</b></p> <ul style="list-style-type: none"> <li>• Corporate initiative to base management style on emotional intelligence</li> <li>• ‘Supportive’ styles preferred to ‘directional’ styles</li> </ul>		

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