### Systems Relating to Distribution of Resources
- Financial systems
- Physical space and physical structure

### Systems Relating to Cognitive Rules
- Culture
- Individual experiences
- Perceived constraints

### Systems Relating to Moral Rules
- Trade Union principles of fairness
- Representative rationality

#### Resources
available by reference to:-
- Largely centralised systems
- Formal or informal budgetary and/or planning processes
- Understanding of the strategic role of physical space and physical structure

#### ‘Meanings’ arising from:-
- Partner union cultures
- New union cultures
- Experiences interfacing with managements on behalf of members
- Historical undervaluation of management in trade unions
- Degree of independent activity sometimes countenanced on the part of field staff
- Perceptions that union managers are constrained, conceptually or actually, in the actions they can take in their managerial roles

### Deploying Resources
- Lay members engaged in disposition decisions and some monitoring
- Aspirations to develop systems of performance monitoring but links between planning and monitoring somewhat ephemeral
- Value of minority rights in resource allocation
- Frequent awareness of implications for representative rationality of budgetary control
- Awareness of cultural implications of physical space and physical structure

#### ‘Meaningful’ Managerial Actions
- Use of merger management techniques where cultural meanings do not inhibit them
- Little attention to communication strategy
- People management recognised as important
- Performance and conduct management perceived as managerial constraint
- Staff development practised but management development rarer
- Team building and team management culturally significant issues
- Distinction between leadership and management not clear

### ‘Legitimate’ Managerial Actions
- Stakeholder management involves contesting for power and influence with lay structures
- Boundary management core role of trade union managers across boundaries including conflictual, constitutional, moveable, staff and policy/political ones.
- Power relationships significant in managing boundaries

### Management Style:
Espoused theory of people-centric styles of management, but conduct and performance management problematic.

**Exhibit 10.3, A Model of Managers in Case Study Trade Unions** (Adapted from Hales 1999)