

<p>SYSTEMS RELATING TO DISTRIBUTION OF RESOURCES</p> <ul style="list-style-type: none"> • Financial systems • Physical space and physical structure 	<p>SYSTEMS RELATING TO COGNITIVE RULES</p> <ul style="list-style-type: none"> • Culture • Individual experiences • Perceived constraints 	<p>SYSTEMS RELATING TO MORAL RULES</p> <ul style="list-style-type: none"> • Trade Union principles of fairness • Representative rationality
<p>RESOURCES available by reference to:-</p> <ul style="list-style-type: none"> • Largely centralised systems • Formal or informal budgetary and/or planning processes • Understanding of the strategic role of physical space and physical structure 	<p>‘MEANINGS’ arising from:-</p> <ul style="list-style-type: none"> • 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 	<p>‘NORMS’ Behaviour respecting conceptions of ‘trade union principles’ which involve:-</p> <ul style="list-style-type: none"> • The centrality of people, and their fair treatment • Working with activists within the democratic structures of the union, particularly where that does not conflict with ‘trade union principles’,
<p>DEPLOYING RESOURCES</p> <ul style="list-style-type: none"> • 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 	<p>‘MEANINGFUL’ MANAGERIAL ACTIONS</p> <ul style="list-style-type: none"> • 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 	<p>‘LEGITIMATE’ MANAGERIAL ACTIONS</p> <ul style="list-style-type: none"> • 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
<p>MANAGEMENT STYLE: Espoused theory of people-centric styles of management, but conduct and performance management problematic.</p>		

EXHIBIT 10.3, A MODEL OF MANAGERS IN CASE STUDY TRADE UNIONS (Adapted from Hales 1999)

