

Q1: Some would say that the flat non-hierarchical structure was appropriate under Kirsten's ownership as "By bringing employees closer to the heart of decision-making, these structures enhance a sense of ownership and investment" (Hays, 2025). One way in which they achieved this was by Kirsten's consultative management style. Kirsten would propose meetings with her employees to "communicate information about the progress of Calmere House against its business goals", this allowed her to "gain views of employees on the best way to achieve these goals". The team offered different skills and qualifications which allowed Calmere house to function as a non-hierarchical structure due to the valued team's efforts. Employees found benefits in an organic organisation also known as "flat structure" as it allowed them to feel empowered by Kirsten who helped encouraged their "innovation and creativity" (Taylor, S. and Woodhams, C., 2022). Ultimately, they worked alongside Kirsten and found themselves influenced in all decision making processes, investments and patient care. In reference to Chaffinch Groups new ownership, introducing a hierarchical bureaucratic structure could have a positive effect in leadership and also help employees manage their workloads. Investing in a clear chain of command with 'Kath' acting as branch manager will introduce an autocratic style of leadership. Indeed (2025), highlights that benefits of autocratic leadership are "faster decision-making due to lesser administrative levels, enhanced communication as the leader clearly defines expectations, increased productivity as they can swiftly relay decisions throughout the organisation". Taylor, S. and Woodhams, C., (2022) mention that one advantage of this structure for The Chaffinch Group is that "employees and managers will have clearly defined specialist roles and responsibilities that relate to achieving functional goals" (Taylor, S. and Woodhams, C., 2022). There will be many The Chaffinch Group considers Calmere an investment and ultimately are treating it as a business which has influenced the organisational structure changes.

Q2: The Chaffinch group could find many benefits of using a rational approach to strategy formulation. A rational approach can be known "where the general orientation of the company and the views of knowledge as strategic resources are linked to the corporate strategy and deliberately designed at a top management level" (Bolisani and Bratianu, 2017, p. 233). During the time Kirsten had managed Calmere House, their approach to strategic formulation would have been based on emotion and personal relationships. The use of a rational approach will encourage a more efficient outcome of their goals for the business such as financial gain and a strong leadership. "Rational decisions are bound by the processing limits of an individual, which is when heuristics are formed" (Simon, in Boddy, 2019). Evidently, implementing a new leader like Kath and having them overlook the current business model in comparison to where Calmere House wants to be, will set more realistic goals and highlight the work needed to implement the change. This will allow there to be a more structural and unbiased outcome. One rational approach they could conduct would be a SWOT analysis. When breaking this down, they would

focus on the: strengths, weaknesses, opportunities and threats of Calmere House and how a more rational approach would be necessary. Inevitably, there are going to be operational changes and new procedures the Calmere House will implement. A rational approach will have a detrimental effect on the employees as change can be hard to adapt when not done correctly. To achieve immediate change, investment will be bigger. If a SWOT analysis was produced, the Chaffinch Group would recognise the evidence on what the business needs to improve and what Calmere House can do to support this. The Chaffinch Group will benefit from this by opening a wider network of working, conducting more training, career progression, less responsibilities and working in their assigned role.

Q3: One external factor that is having a positive effect on the care factor, is that it is known we are an ageing population. Reports documented from the World Health Organisation (2026) in 2020, highlighted that “people aged 60 years and older outnumbered children younger than 5 years”. They suggest that the population of people that are 60 years plus will rise “from 1 billion in 2020 to 1.4 in 2030 (WHO. 2026). Due to good wealth and sometimes lack of, care homes are needed as an investment to help those that are unable to. It is important that when preparing the care home for residents, there is an underlying motive for the organisation. A good example of this is that Kirsten took over the business in 2002, which was previously run by her parents in 1974. This highlights that there was always good intention behind the business and it was at the heart of the consumer which in this case is the resident. Although there was no large monetary value, there was care and value within the team. When reviewing the management style at Calmere House it is clear that there was a thrive for good teamwork, “healthy relationships with peers and managers, dignity and respect” between peers (CIPD, 2025). It is clear that “fostering employee wellbeing is good for people and the organisation, promoting wellbeing can help prevent stress and create positive working environments where individuals and organisations can thrive”, which is an example of what Calmere House is (CIPD, 2025). Their good reputation holds within the older community which ultimately sets up their focus on where they want to reside when it does get to a point of needing extra assistance. There will always be a positive factor to how leadership should be: fair, compassionate and trusting.

One external factor that is having a negative impact on the residential care industry is the rise of costs. It is suggested that the cost-of-living crisis has had a big impact on the care sector which has “care homes facing higher staffing costs, alongside rising energy and food prices” (Morgan, 2026). Not only that, having external costs to utilise the business will now have a detrimental effect on the resources or services they are providing which results in essentially compromising residents and the care they receive. These costs can be anything from businesses tax's, utility bills, insurance as well as the lack of funding available to support the colleagues and employer. Kirsten indicates that the sole reason as to why she felt as though she had to sell the business

was because of the rise in finances within the business. Along with the lack of support from the government, training and health and safety regulations due to the building being old. There is a need to invest in these services to ensure they provide the best care with the best facilities while also maintaining their need to invest in the equipment, training, quality checks for staff, equal pay, good working hours and good management. The Chaffinch Group suggests that there has always been a struggle to maintain this standard due to their 'informal ad-hoc approaches'. With Calmere House's investment, they introduced agency work which has reduced costs in the recruitment process. However, it can be argued that this is one prime example of how costs are impacting the care home in their rational approach. The fast pace of applicants at a higher percentage to match the business models in which they lack experience and qualifications, which in result will cause employee turnover to rise. This caused great worry to the Calmere House employees due to their strong engagement and knowledge into their recruitment and selection progress due to their consultative management style that Kirsten led. There is no direct interest in the care home and only focused on their figures and when their investment returns. There is a poor work culture due to the impact of the autocratic leadership style. It passes as a chain of command that avoids contact with its staff and only focuses on the business strategy.

Q4: One of the main reasons as to why Kirsten had to retire from Calmere House was due to the increasing costs of utilities and staff costing, which would "compromise residents' care". Chaffinch Group is a well invested organisation that withholds a lot of monetary value as well as offering basic facilities to their staff. Due to the little investment in technology, the Chaffinch Group proposes to introduce new machinery and fund areas to improve the function of the care home. It is stated that "digital and data are key enablers to improving outcomes in safe, responsive and prudent health and care services" (Welsh Government, 2023). A good example of how the Chaffinch Group could benefit from using technology in the care home is by providing safety features for residents such as; voice assistants like Alexa or Google so that they provide residents with independence. This will allow them to have some interaction or help with light functions or heat. Another good example of technology being used in Chaffinch Group is room sensors to detect falls or trips. This could potentially reduce risks and first aid incidents. With Calmere House employing agency workers, it is important that communication is clear and thorough. Working with iPads and hand held tablets, they will be able to provide efficiency on data shared. Along with this, hand held tablets for patients will also reduce the feeling of isolation and allow them to contact relatives. The use of technology will allow some flexibility within the carehome by allowing independence. Aswell as creating a more efficient and established work environment.

Q5: It is important to also consider how the organisational structure and human behaviours would change and how it will impact employees. The use of Dr. David Rocks (2008) SCARF model that measures human behaviours: status, certainty, autonomy, relatedness and fairness, can help add clarity of why there are certain behaviours involved. In relation to the case study, it can be known that the original Calmere House employees struggled with the uncertainty and fairness. The lack of fairness in the way the change was implemented had a big impact on the long-standing employees. To be told via email of new changes and staff restructures indicates there was no personal relationship to be created which would highlight the feeling of being uneasy or uncared for by The Chaffinch Group. Kath should have used her role to provide certainty for their roles and to be at the forefront of what these changes look like. The Chaffinch Group displayed disconnected leadership when it came to the The employees are bound to feel as though they are being forgotten about which would highlight the need to change jobs. When analysing organisational behaviour, Mullins, L.J. and McLean, J.E. (2019) suggest that there are 3 components of organisational theory. These can be broken down to organisational structure, organisational design and change and, organisational culture. Organisation structure is referred to a “controls coordination and motivation; shapes behaviour of people and the organisation” Mullins, L.J. and McLean, J.E. (2019). In reference to The Chaffinch Group, it can be clear that the new structure of the care home has had an impact on behaviours which has resulted in people leaving. This creates a high staff turnover which shapes how an outsider views the company ultimately leading to a bad reputation. The culture is completely different to how it was when it was Calmere House and respectfully, many employees do not want to feel temporary and unrecognised for their hard work.

Q6: Since the Cheffinch Group took over, they have definitely suppressed employee voice and have made damaging effects to the work culture. The case study states that “employee turnover is increasing, sickness absence has also risen” (Case Study, 2025) . This would suggest that employees that were once valued are now being suppressed and therefore, feel unwanted in the organisation. This is resulting in the absence rates rising and effective turnover of employees. Employee voice has many strong benefits to maintain employee retention, for employees these are: “feeling valued, increased job satisfaction, greater influence and better opportunities for development” (CIPD, 2025). It is important to keep communications open with employees, this is how you will engage and create a strong team dynamic. Along with this, employee voice “has been viewed as a mechanism through which employees perform better, referred to as promotive” (CIPD, 2023). As already noticed, Chaffin Group is losing the long-serving staff that were considered as a trusted team, now all overrun with agency staff which has caused a massive impact to morale in the workplace. Calmere House employees were once known as ‘valued’ and to withhold strong skills and experiences within their role, now state that they ‘do not like the new culture’. This relays a bad message to the staff and

management due to the on-going rise of uncertainty in the organisation. It is known that “culture influences everything from your daily processes to your top-level strategic decisions, leaving its mark on your brand identity, employee engagement, retention rates, and more” (CIPD, 2021). Hearing that, it is very important that Chaffinch Group try and maintain engagement with their current employees as now they are “feeling hopeless and are becoming more dissatisfied”, this is due them working longer hours, opinions and skills not beneficial for management and most importantly employees do not feel “valued” (Case Study, 2025). If Chaffinch Group continues to lose staff due the new hierarchical bureaucratic structure, they will be forced to rely solely on agency which will eventually have an effect on the residents, which impacts investment. Embedding future employee voice in the future will allow employees to feel valued, listened to and supported by their employers, this is not what Chaffinch Group are currently demonstrating.

Q7: Change is inevitable in any organisation that is progressing forward to align with the current standards of the economy. It can also be known that with any strategic change “the most fundamental steps in achieving the successful implementation of change is that of obtaining a shared perception amongst those affected, concerning their viewpoint regarding the issues and implications associated with the change” (Paton and McCalman, 2008, p. 45). In relation to this, there are many ways in which the Chaffinch Group could have managed the change in management. Using the ADKAR model created by Jeff Hiatt (2003): awareness, desire, knowledge, ability and reinforcement, Calmere House could implement this tool when implementing change. One example could be by providing individual consultations with the current employees to explain the change to show awareness and have some understanding of how this will affect them. This would be a great way to outline why change is happening, what it consists of, what the future looks like for ‘Calmere House’ and finally, find insight from current employees. By notifying employees via email of the implementation of change, highlights there are no interpersonal relationships within The Chaffinch Group due to the hierarchical bureaucracy structure they follow. The infrastructure change was proposed via email to employees which lacked compassion, seriousness and support to their current employee. The desire to gauge employees opinions is important, The Chaffinch Group need to accept that Kirsten and her family run a consultative management style care home and it is important to adapt to this change and help encourage them to voice their opinions as well as scouting what employees could be most influential in the process. In accordance with the ADKAR’s model, Calmere’ House could introduce a training model to help gain knowledge on the processes they are introducing. In this case, a simple meeting held with staff on new procedures or introducing management strcuture so they have some understanding. The agency workers could carry out in depth training to match the standard of care the The Chaffinch Group follow. To test the ability of change for Calmere House, it is important to ask for feedback and to evaluate the new

procedures whether this is for new technology in use or policies. The benefits of this are that using “short-term experimentation” will help “create new practices employees can learn from, easing acceptance and ultimate implementation” (CIPD, 2022). Giving employees a time frame of when Chaffinch Group would change management styles or better still, a 6 month plan of what the care home will look like in the future would have given employees some clear evidence of what they will set out to achieve. For residents, this will be unfamiliar and has already disrupted people’s long term care. Agency workers are prone to adapting and collaborating with new people but to be trusted and valued within the team is to be recognised by their customer which in this case is their residents. Finally, culture is “an influential term and clearly resonates with people. It’s important because it relates to deep social or collective aspects of organisational life, which influence people’s experiences and behaviour” (CIPD, 2025). When Kath and The Chaffinch group implement the new organisational structure, it is important that they provide consistent feedback and recognise the hard work the employees from the Calmere House have provided.

Q8. As already discussed, change is inevitable throughout any organisation. Whether this be from management restructure or just a change in ethics for the organisation, the employees and consumer is at the forefront of that change. The experience of change can be broken down into different areas, similar to McKinsey's 7s' model. According to CIPD (2024) this model consists of 7 “influences of organisational change; Shared Values, Strategy, Structure, System, Skills, Staff and Style”. As an employee, you would need to share the same values as your colleagues or at least morally know what your standards are. This could relate to Kath and the older employees not sharing the same values or expectations. Kath mentions only wanting to achieve the business goals of Chaffinch Group, whereas the employees want to care for their residents and withhold their roles before the rebranding. The strategic plan for Chaffinch Group is investment and to see their money return. Employees want to see the best for their residents and expect to be treated fairly. Employees have experienced an immediate change in management. As mentioned previously, Kath leads an autocratic style of management whereas Kirsten was more consultative. This will have a detrimental effect on the way the employees perceive Kath due to their differences. The change in systems will be the introduction of technology and how different their day to day activities will be. This will be a costly and time effective process. If they are not on board with these changes, they may deviate and not treat it correctly. Their skills are not valued the same to their ‘agent workers’ therefore, may have more or less qualifications than them. They want training and fairness with pay and support. McKinsey’s “model was designed to both diagnose problems and to support the development of programmes for improvement. As it can be used to assess and monitor change it supports recognition of change as ongoing rather than as a one off event” (CIPD, 2024). The rational

approach to change was unnecessary in a care home that had a deep value for their residents and not just the monetary value of the job.

Q9: Within this case study, there can be many factors throughout that would impact employee wellbeing. CIPD (2023) highlights that “promoting and supporting employee wellbeing is at the heart of championing better work and working lives”. Furthermore, this is because an “effective workplace wellbeing framework can deliver mutual benefit to people, organisations, economies and communities” (CIPD, 2023). Well-being is now a big aspect of HR within any organisation and it is important we support colleagues and offer an understanding for any outside relations. In order “To create a healthy workplace, an employer needs to ensure that its culture, leadership and people management are the bedrock on which to build a fully integrated wellbeing approach”. In relation to this statement by CIPD (2025) one factor that you could determine would be impactful on employee well-being is adjusting from a consultative management style to a more personal culture of hierarchical bureaucratic leadership. As an individual experiencing change for the first time in 20 years due to management restructure, the nature of how an employee receives instructions and a new way of working will be hard to adjust to. The case study mentions employee turnover is consistently increasing with Kath implementing autocratic management. Kirsten followed a flat structure of leadership which allowed the way she worked to be open to interpretation. Employees would get involved and overcome problems alongside Kirsten. Whether that be residents or the running of the Calmere House, the employees were at the forefront of the organisation as well as Kirsten. In the move over to Chaffinch Group, it can be determined that many employees did not agree with that style of management structure and with Kath stating that “she knows what Chaffinch Group wants, and they need to see a return in the investment” (Case Study, 2025). This would underline that well-being is not the forefront of Kath’s business strategy. The Calmere has turned into a role culture where staff are being told to know their position as care assistants despite the years of experience of running the care home. In relation to employee well-being, this would cause conflict, poor or little to no communication and almost suppress employee voice. Many people prefer to defer from situations where they do not see an end goal. This example has resulted in the high turnover of staff.

Moreover, another factor that definitely could play a part in impacting an employees well-being, is that the Calmere House is “not generating the income anticipated due to long-term residents choosing to move to alternative care homes”. This is one of the important factors that will help employees decide if they're the right fit for Calmere House still or if they move along likewise to residents. Due to the long-standing performance of the Calmere House run by Kirsten and her parents, there was a strong dynamic of residents' care and how they were the top priority within that setting. This can be identified through their feelings of becoming “disgruntled”.

(Case study, 2025). Residents once had the opportunity to decorate their rooms according to their own taste. Now, residents' rooms now “lack character” as well as the on-going dislike for new agency staff constantly throughout the Calmere House. For an employee at Calmere House, they are looking for personal growth and what attributes they can bring to the team. With a care home that is decaying through lack of residents and over-run agency workers. Employees have lost a sense of structure, companionship at work and lost a part of their job they enjoy. Although HR and leadership teams are responsible for lifting well-being, there is also responsibility as an individual to contribute to the cultures and understand different values others may have. In this instance, the well-being of colleagues is not being prioritised.

Q10: When looking at the recruitment and selection process it can be known that there are six employee life cycle stages; attract, recruit, onboard, retain, develop, separate. In reference to The Chaffinch Group, it is important that they implement these stages to ensure they gain the best from their candidates. Due to the high staff turnover within Calmere House, it will become hearsay and they need to consider how to firstly attract them in the company. Many options of this are due to becoming more established within the care setting because of investments, will they offer company benefits or simply more flexibility. The next stage of recruiting these candidates is interviewing. When entering the Calmere House, will they have the chance to meet potential colleagues or will they be escorted straight to Kath for interviews. This is one of the most important steps as it is the first opportunity of entering the building and first impressions count. You want the organisation to offer what they're looking for in terms of an employer but also underline the aims and expectations of the candidate within the business. Onto the next stage of onboarding if candidates are successful- it should be required that they conduct DBS checks and an Occupational Health assessment. Due to the constraints from consumers in the care home- they need to be able to provide adequate care. Onboarding is the most interactive time with new colleagues and finding them to be in a position of trust from the company. Due to Calmere House already having their own employees and conducting good working relationships, when Kath tried overtaking the business she was met with frustrated colleagues due to those all experiencing change rather than managing the emotion individually. A way in which she could have supported this was by offering 1-1 chats, recognition programmes or offering competitive salaries and progression. Due to the high turnover of staff, it is indicated that the HR team did not work with insight of the reality of the care home and instead based this on statistics and costs. Completing exit interviews with the employees that were long-standing could help understand and reflect on how the change has impacted their culture.

Q11. Within the merger of Calmere House and The Chaffinch Group, it is important to recognise there are different ways of integration: horizontal and vertical strategies. Horizontal integration

is described as “two companies at the same stage of the production process merge or take over each other. (BBC, 2026). Vertical integration is the like of “two companies at the same stage of the production process merge or take over each other” (BBC, 2026). In this instance, people practices could support Chaffinch Group with the aim of filling 100% of resident rooms within 6 months by creating a clear business model and benefitting from horizontal integration. There are many benefits such as: greater scale financially, on-going growth in services due to investments and overtaking an under-performing company. However, there can be many negative aspects such as: increase in staff turnover, the processes of change impacting morale and finally, increased costs. Within The Chaffinch Group it would be important to create a fixed organisational structure which highlights ownership alongside, implementing current policies and procedures they hold within other practices. This allows them to invest time and training into current staff the right training that they can provide to staff of Calmere House whom of which would prefer to be trained rather than slowly pushed out of their current roles. This will help with retaining experiences and knowledge for not only the care home but the area and their relationships. They need a clear strategic plan of what, how and who. This is a good way of breaking down the what if's of how Chiffinch Group will undertake the change with the help of people's practices. Management leading by example and offering that support will help engagement. They want to withhold that same reputation and strong relationships to help manage what the original Calmere House was.

Q12: The Calmere House has experienced good employee retention for 20 years but now due to the Chaffinch Group restructure, they are experiencing a high staff turnover. Due to the hierarchical bureaucratic management structure, employees who have withheld years of service are now growing apart from the company, which is having a detrimental effect on the services they are providing. Staff turnover can happen for many reasons, the way in which Kath could consult with employees from the Chaffinch Group around the high staff turnover is by leading focus groups, employee surveys or (employee voice), one-to-one with Calmere House original employees or by asking them for feedback on a personal level. By introducing these different routes of communication will allow Kath to gain little insight into what is going on that she is unaware of. Due to Kath entering Calmere House after a long-standing consultative management style to now overtaking with a hierarchical management style, there was definitely a cause for concern for employees to see their future role become uncertain. As the manager of the care home, there is an important role to play. “A competent manager who can communicate truthfully and openly with their team is key to building trust and confidence amongst employees. They give employees a voice and can help them grow, develop and bond with the team and address their individual needs” (CIPD, 2023a). It can be known that employees believe that the change in ownership is not positive and they feel as though the change was “not managed well”. It can be understood that the “manager is also the key figure in

making sure employees feel appreciated, recognised and supported by their employer”, and it can be argued that during this implementation of change, Kath did not fulfil her role as manager to the employees and only prioritised the Chaffinch Group expectations that was implemented to generate profit. The benefit of introducing a system of employee voice or focus groups will allow employees to feel listened to and supported. They want to know that The Chaffinch Group are actively engaging with their employees and what they expect from them as a leader. One way in which that could be beneficial for Kath to use during an infrastructure would be to focus on the four pillars reiterated by David Macloed (2009). These can be known as: leaders are lead learners, alignment, work relationships, consistency and communication and regular conversations (Phillip, 2023). Reactive decision-making leads to poor outcomes based upon poor lack of judgement from management. There is little time to think about situations, therefore the outcome is never consistent. This can sometimes cause hierarchy within a group of people due to power with decision making. With Kath holding autocratic management styles, it's clear there is lack of communication with the team, with very little to no relationships. To conclude this, it is also important that while staff turnover is at a high percentage, exit interviews should be carried out by HR. Kath should create an open workspace where colleagues can trust her and have open communication instead of being treated like a number.

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