

UNSW Business School

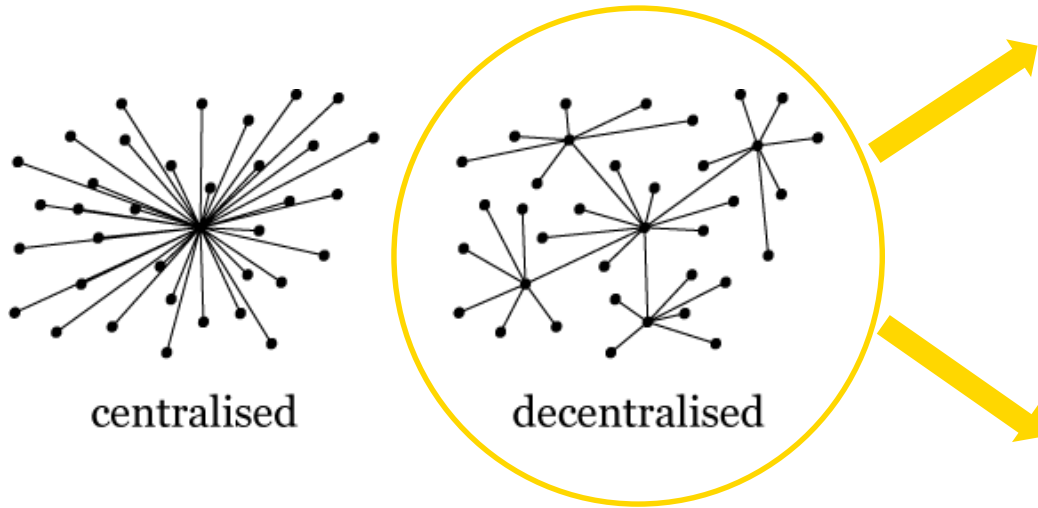
## Management control systems for decentralised aged care operations

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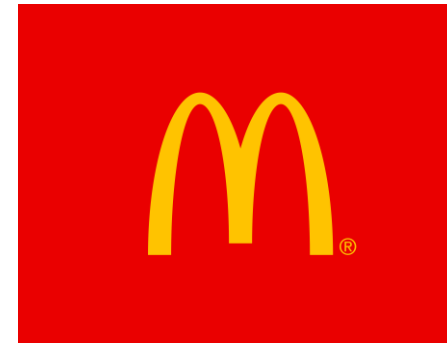
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# Control in decentralised organisations



## The “McDonalds” model



vs



## The “Wall Street” model

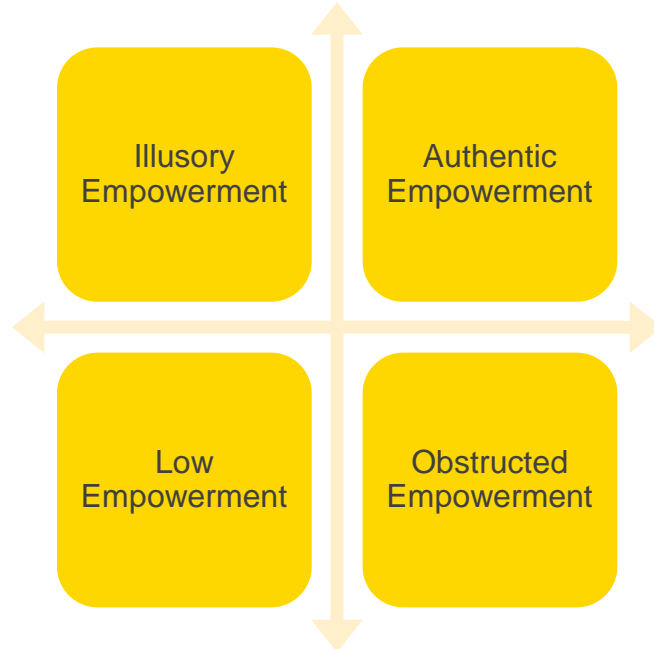
# Four different types of empowerment



Low structural empowerment



High psychological empowerment

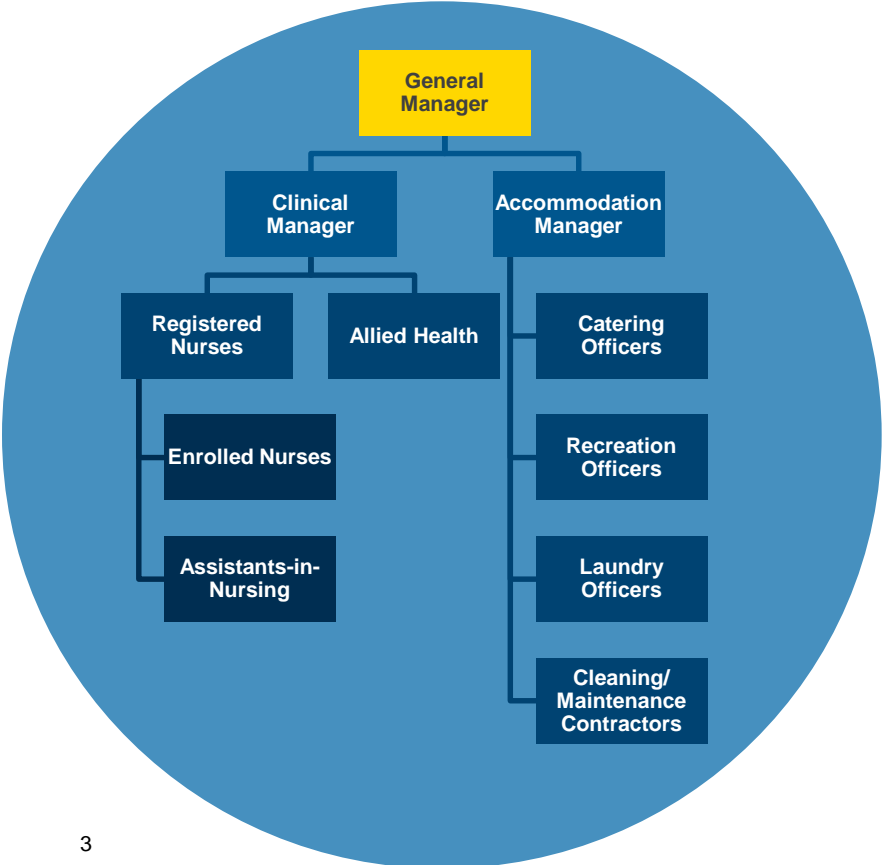


High structural empowerment



Low psychological empowerment

# ResCare: A Qualitative Case Study



## Different forms of empowerment at ResCare

### Clinical Manager

- Report high levels of meaning, impact, and autonomy.
- Experience of competence varies by manager (e.g. new graduates, experienced nurses).
- Highly constrained by organisational policies and procedures.



### Accommodation Manager

- Report high levels of meaning.
- Report lower levels of impact and autonomy.
- Experience of competence varies across portfolio (e.g. sales, asset management, recreation)
- Very few structural constraints.



### General Manager

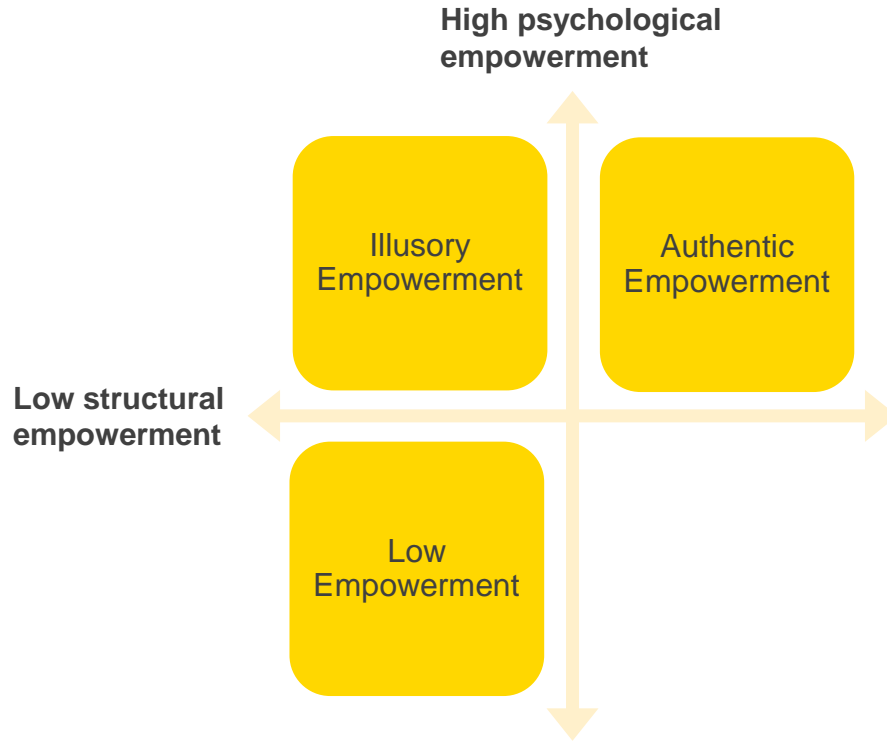
- Report high levels of meaning, impact, competence and autonomy.
- Very few structural constraints; encouraged to run facility as their “own business”.
- Very rare for senior managers to intervene in operations.



# Management control systems: Clinical managers

Clinical Manager

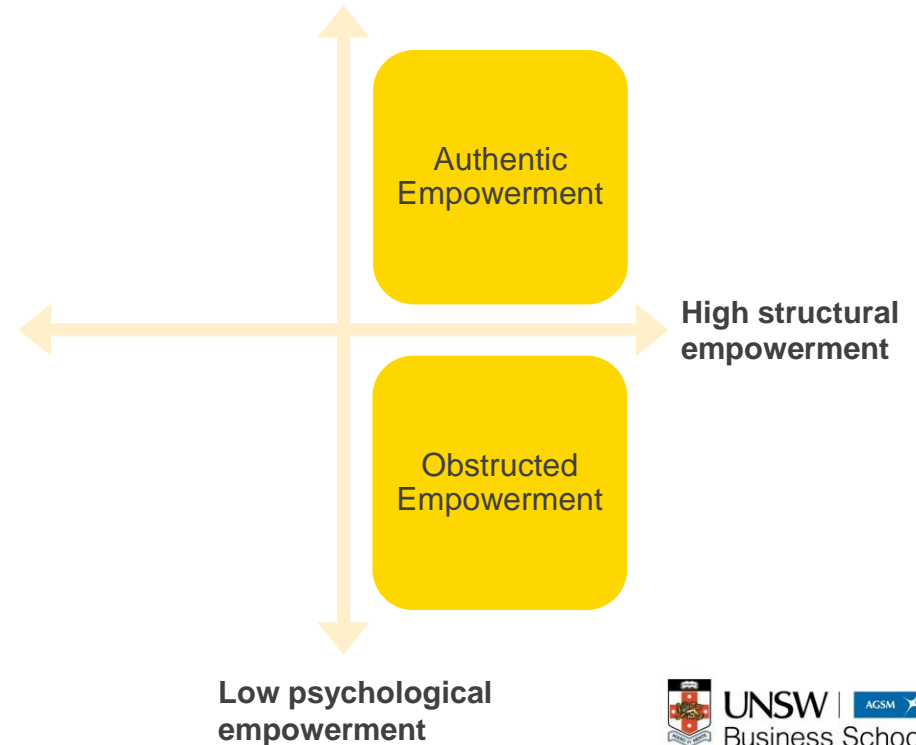
- Strong, comprehensive policies.
- Strong shared values, norms and behavioural expectations.
- Involvement in clinical data collection and reporting.
- Accountability for compliance with policies and procedures.
- Extensive formal peer support.



# Management control systems: Accommodation managers

## Accommodation Manager

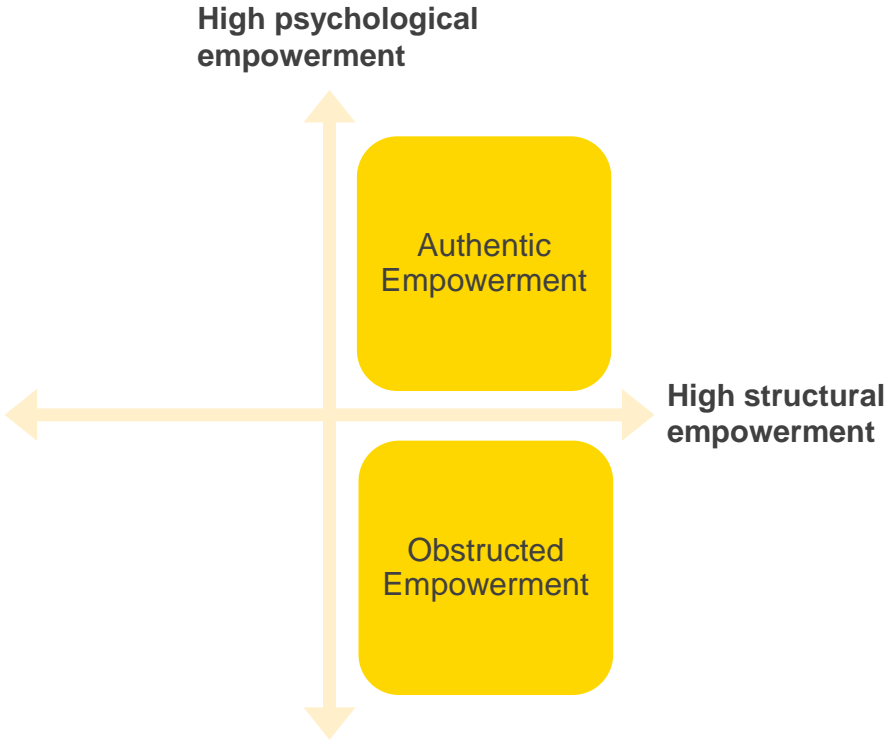
- Role and responsibilities not clearly defined.
- No coherent professional identity.
- Misalignment between accountability and responsibility structures.



# Management control systems: General managers

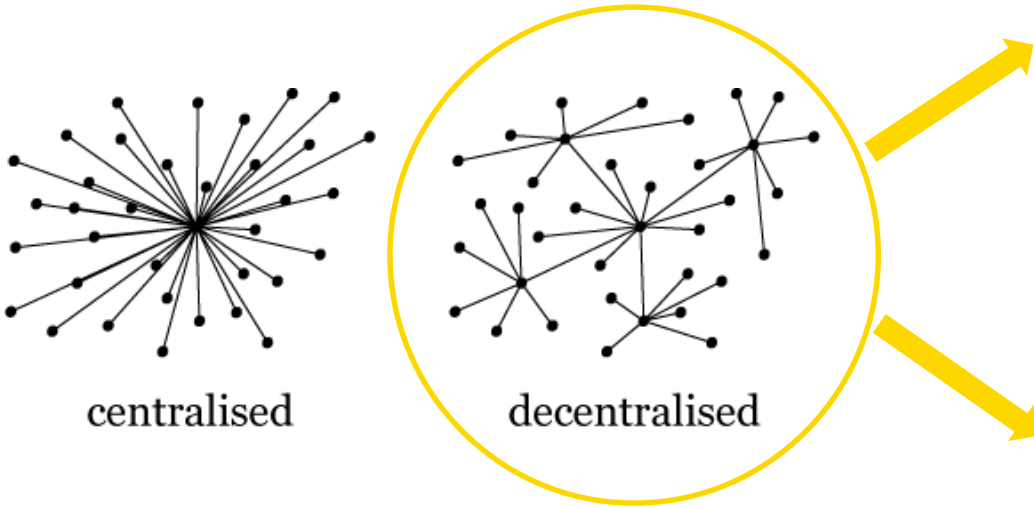
General Manager

- Accountable for clearly defined set of financial and non-financial KPIs.
- ‘Socialising’ form of accountability.
- Culture of entrepreneurship.
- Senior managers act as coaches/mentors rather than hierarchical supervisors.





# New forms of control for decentralised organisations



Authentic empowerment



or



Illusory empowerment

**Thank you**