Span of Control and Span of Attention

A Panel Discussion: May 2, 2019

Led by Jim Finkelstein
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Panelists

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Format for Session

- Introduction
- Panel Discussion and Q&A
- Tools and Resources
- More Q&A
- Final Thoughts
Introduction

• Hospital span of control doesn’t follow a traditional pyramid structure.

• Directors typically have the smallest span of control and median executive span of control is twice as large as the median director.
  • Executive – 4
  • Director – 2
  • Manager – 42

Advisory Board, 7 Insights from Hospital Span of Control Benchmarks, Executive Research Briefing, April 7, 2015
Management spans and layers: Streamlining the out-of-shape organization. By: Gary Neilson, Joe Saddi, Strategy&, PwC. Published: October 1, 2003
Introduction

• How successful CEOs manage their time
  • With meetings, shorter is sweeter
    • 1/3 of their meetings lasted an hour on average, 38% went longer
  • Make time to be alone
    • CEOs spent 28% of their work time alone, but the majority was in blocks of an hour or less
  • Delegate more
    • They have a hard time shedding the COO or President roles they previously held
  • Use email less
    • 61% of work time is in face to face interactions and 24% on electronic communications

How Successful CEOs Manage Their Time, Jeanne Sahadi, CNN Business
- Study by Michael Porter and Nitin Nohria, Institute for Strategy and Competitiveness at Harvard Business School;
- 60,000 hours of data from 27 CEOs of large, mostly public companies.
Introduction

• How successful CEOs manage their time (Continued)
  • Don’t schedule every minute
    • 25% of their time is in spontaneous interactions
  • Keep in touch with employees
    • 14% of their time with low level managers and 6% with rank and file workers
  • Make time for your life
    • 7 hours of sleep on average; 9% (or 45 minutes) of their non-work time was devoted to exercise; of the 25% of their time (or 6 hours a day) spent awake but not working, half was spent with family.

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Introduction

• 5 managerial archetypes
  • Player Coach - A player/coach has a significant level of individual responsibility
  • Coach – A coach archetype has a substantial level of individual responsibility and executional support from others.
  • Supervisor - A supervisor archetype has a moderate level of individual responsibility and has leadership from others for execution.
  • Facilitator - A facilitator archetype has limited responsibility for individual delivery, with primary accountability for managing the day-to-day work of others.
  • Coordinator - A coordinator archetype spends nearly all of his or her time managing day-to-day work.

Introduction

• 4 aspects of managerial complexity
  • Time allocation. How much actual time is the manager spending on her or his own work versus time spent managing others?
  • Process standardization. How standard and formally structured is the work process?
  • Work variety. How similar or different is the work of individual direct reports?
  • Team skills required. How much experience and training do team members’ jobs require? How independent are the direct reports?

Introduction

• Span of Attention and Span of Control: What is the Effective Use of Time for Health Care CEOs and COOs?

• HBS Study was the stimulus for this discussion.

• Four key findings:
  • Number of reports
  • Type of interaction
  • Delegation
  • Firm size
Panel Discussion and Q&A
C-level span of control diagnostic tool

“Strategy&”
Part of the PwC Network

https://www.strategyand.pwc.com/organization-strategy/structure_at_the_top/span-of-control-diagnostic
C-level span of control diagnostic tool

- A real-time learning tool to help you assess your target span of control looking forward for the next two years.
- This tool can help you determine your target number of direct reports based on your current company situation.

https://www.strategyand.pwc.com/organization-strategy/structure_at_the_top/span-of-control-diagnostic
Your Position In the Executive Lifecycle
• Where do you stand today?
• 3 questions

Degree of Cross Collaboration
• Relationships, skills and scope of business
• 4 questions

Activities Beyond Your Direct Span
• Time spent collaborating
• Is focus on advancing strategic goals?
• 2 questions

For CEOs Only
• Dual Role?
• 1 question

Current Span and Situation
• Role, direct reports and level at company
• 3 questions

https://www.strategyand.pwc.com/organization-strategy/structure_at_the_top/span-of-control-diagnostic
Span of Control Process

Russell Reynolds Associates Leadership Span™ Process

https://www.russellreynolds.com/about/our-approach
C-level span of control diagnostic process

• Developed to “help companies select and develop best-in-class leaders who demonstrate prowess across competing competencies.”
  • Clarke Murphy, CEO, Russell Reynolds Associates
Core Leadership

Competencies that represent the essential leadership traits required of all leaders at all levels.

**DISRUPTIVE & PRAGMATIC**
- Leaders challenge the status quo and make the case for fundamental changes.
- However, they also act as an organizational filter during times of volatility and understand the practical limits on the amount of change an organization can absorb.

**RISK-TAKING & RELUCTANT**
- Leaders thrive in ambiguity and adapt nimbly.
- Yet, they also exercise caution in taking risks and foresee threats of the horizon.

C-Suite Differentiators

Sets of competencies that seem dichotomous by nature. But those leaders who master the ability to move across them have proven to be high-level, long-term performers.

**HEROIC & VULNERABLE**
- Leaders display perseverance in the face of challenges and assert their own strengths.
- Also are acutely aware of their limitations.

**GALVANIZING & CONNECTING**
- Leaders inspire trust through influence, charisma, and drive.
- Conversely, they let others take the spotlight and empower others to create powerful networks within and beyond the organization.

More Q & A
Final Thoughts