Week 2: Span of Control vs Sphere of Influence

You are participating in a leader development training program at your institution and the topic of discussion is making a distinction between a leader's span of control and sphere of influence. You have been asked to write down your top three dissatisfiers in your job.

1. **For each one, decide which ones belong to the category of Control, Influence, or No Control/Influence.**

2. **What strategies will you use to address each of these?**

Good evening All,

The "span of control" characterizes the range of an individual's power. What makes someone influential is their ability to persuade others to take action without using coercion. To rise to the ranks of the influential, one must alter the focus from amassing personal power to facilitating the growth of others. In order to broaden one's impact, one must actively seek out chances to engage with new individuals. A manager's responsibilities might span over a wide range of expertise.

Mircomanaging is a form of control asserted by management in some instances. The majority of individuals are discontent by the approach that they use to produce high quality work and often feel irritated as a result of their push towards greatness. Management attempts to impose rules and procedures which sometimes fail to take into account the unique circumstances of individual departments or teams. This results in reluctance to adapt, a drop in compliance, and communication breakdowns. Furthermore, micromanagement from outside departments who are unfamiliar with the intricacies of a unit might be misunderstood and lead to unneeded friction among otherwise functional groups. those delivering care should be included in the development and implementation of new policies and procedures. Employees are more likely to be reluctant to change when it is delivered from upper management who hold little to no knowledge of said inner workings. In such cases, I would suggest establishing a Shared Governance approach.

Miscommunication is another category falling into the span of control/ influence. Quality communication is an important attribute once should possess. Unfortunately, communication can be used for nefarious intent. Some managers can utilize communication to evoke fear and control. Communication can also be used in building the team up and motivating them to achieve goals and perform to their highest ability. Organizations gain from precise, consistent communication. When there is a breakdown in communication, people start making up their own versions of events. Rumors are widespread in settings characterized by inadequate knowledge and high levels of uncertainty (Sudhir, 2018). Repeated instances of workplace gossip have a negative impact on morale and productivity. The rumor mill is prevalent in the facility. This has resulted in miscommunication. One way to improve in this area is address staff concerns promptly. The answer may be "no" in certain circumstances; however, having communication aids in decreasing grapevine

Balances between work and home life ia another area of discontent. Businesses that fail to recognize the importance of their employees maintaining a healthy balance between their personal and professional

life are likely to, in the long term, see a drop in the levels of productivity shown by their workforce. Regardless of whether or not a business is in a position to provide pay raises, one method to increase job happiness is to develop solutions that generate a better balance between work and life. According to the conclusions of the study conducted by Chung and colleagues (2020), registered nurses need to fill out workplace satisfaction measures. The results were able to be validated with a range of 92.6% to 95.1%, suggesting an extraordinary ability to evaluate the degrees to which one's employment, mental health, and life contribute to one's overall health. It is not feasible to increase the overall performance of an organization's workforce without first achieving and then maintaining a healthy balance between the demands of actual work and the personal needs of the employees. Some businesses are examining the possibility of providing employees with additional types of incentive, such as flexible scheduling and incentive pay, in addition to or in instead of pay increases.

-Stacy

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Hello All,

Executive jobs sometimes include a combination of power and influence, with the exact proportions based on the leader's duties. Knowing the difference between one's span of control and one's span of influence is crucial for every leader. The size of a leader's sphere of influence may have an effect on their ability to effect change. For what employees in a given division does a manager have ultimate accountability? That is what the "span of control" is for. Employers are under increasing pressure to provide creative solutions for attracting and retaining personnel. Jan and Guldenburg (2019) give evidence that demonstrates how servant leadership may be used instead of authoritarian styles to influence skeptics. The servant leader is typically seen working alongside their staff, which enables them to inspire their team to take on more duty and accountability. This kind of conduct fosters confidence and paves the way for nurses to establish future leadership growth. Stewardship has been used to express the idea that serving a facility is more about taking responsibility for its success than about exerting authority over it. Being a leader requires giving to others and allowing them to do the same.

According to de Vries and Curtis (2019), regardless of one's status, leadership should be based on

cooperation, involvement, and accountability rather than control. A lack of available nurses has long been a point of contention in many facilities; this issue has continued to rise over the last few years. Managers are responsible for retaining existing staff and recruitment. As a result, nurse administrators have started to turn to temporary staffing alternatives to fill voids. In most cases, this is just a temporary remedy. Because of these problems, team members often feel pressured to put in additional time at work and be team players, which inevitably leads to weariness. Many nurses experience exhaustion, leading to an inability to endure. The work-life balance becomes unbalanced as more hours are put in. A lack of a satisfactory work-life balance is a significant source of dissatisfaction in the workplace. Failure to maintain a balance between work and personal life may lead to stress and animosity. Many nurses are leaving the profession because they felt they were unable to achieve a healthy work-life balance. To what extent do you take care of yourself in order to strike a good balance between your professional and personal life? How can we as future leaders better support our staff to boost morale and employee retention rates?

-Stacy

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- Dr. Scroggs and class,
- **The span of control** is defined as the number of employees directly reporting to one manager. The number of employees includes full-time, part-time, and per diem. There is no set algorithm to determine how many direct reports a leader should have direct control over. Instead, additional factors should be considered (Cupit et al., 2019). An example would be the number of direct reports for a leader responsible for the emergency department. Too much control will decrease job satisfaction and lower patient satisfaction scores (Jacobsen et al., 2022).
- **Sphere of Influence:** A person's ability to influence the belief and behaviors of others. A sphere of influence is critical to successful leadership (Karches et al., 2021).
- **Dissatisfiers'**
- The pay scale for non-nursing personnel and retention.
- The number of open patient encounters waiting for providers to complete documentation.
- Lack of engagement from staff.
- **Categories**