

When we help organizations assess the extent of their performance issues, we ask three questions. The first one is: How many employees do you directly supervise?

Some leaders say they supervise hundreds of employees because they look at the question in the context of the whole cascade approach. But in this case, supervise means direct supervision, which entails doing an employee’s schedule and/or an annual evaluation.

We find senior executives supervise fewer people than front-line supervisors. The average lands somewhere between 20 and 21. Determining the exact number is not the main goal. It just sets the stage for the next two questions.

Organizational Assessment

How many employees do you directly supervise (complete their annual evaluation)?

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Senior Leader	9.79
Physician	19.16
Department Director	25.9
Manager	28.44
Other	6.63
Total (includes all raw data)	20.91