What is/was your biggest challenge as a new manager?

Open-ended responses from participants of First-Time Manager: Performance Management Essentials webinar held on February 24, 2016

1. Adapting to personalities in the work force.
2. Addressing behavioral/HR issues.
3. Adjusting my management style based on the individual.
4. Attendance issues—everyone had something that just had to be done during working hours.
5. Balance between being a "relational" manager vs. "control or task oriented manager".
7. Balancing both managing and doing my own projects.
8. Balancing everything and making sure to have time for my employees.
10. Balancing time between all the old responsibilities I used to have and the new managerial responsibilities.
11. Beginning to manage someone who was a peer and colleague for several years.
13. Being acknowledged as a manager by team members.
14. Being surprised that people do not do their job to standards you thought everyone did their job.
15. Being taken seriously...receiving respect.
16. Biggest challenge has been adequate training.
17. Biggest challenge is to manage your peers.
18. Biggest issue I have is dealing with pre-existing conditions (bad relationships between employees).
19. Bringing team members with me on strategies and goals.
21. Caring about someone else (coaching, problem solving...) on top of my own agenda.
22. Challenges with employees who had bad attitudes towards their work.
23. Colleagues were finding it difficult to accept me as a new manager.
24. Communication issues—people not reading my emails thoroughly and then messing things up with customers due to a lack of reading info thoroughly.
25. Communication with staff.
26. Comparing myself to other leaders in a not-so-positive way. I was an extremely successful individual contributor so it was a hard transition.
27. Consistency.
28. Cultural differences when managing internationally.
29. Culture shock on the amount of new responsibilities.
30. Dealing with a matrix reporting system and uncoordinated expectations from two managers leading to conflicts.
31. Dealing with all of the changes going on in the company—supporting associates and adapting to the changes.
32. Dealing with all the different personalities, especially friends now in my new role.
33. Dealing with cliques and almost all staff quitting within a month of me being promoted.
34. Dealing with difficult or challenging employees or peers.
35. Dealing with direct reports with attitude and throwing tantrums.
36. Dealing with employee turnover and burnout.
37. Dealing with really strong characters
38. Dealing with the perception that managers need to have all the answers and cannot make mistakes.
39. Dealing with wide age and experience range, some older than me that didn’t like working for a younger person
40. Delegating and time management - trying to have it all under control
41. Delegating responsibility, empowering employees to create autonomy
42. Delegation
43. Disconnect with older employees. Lack of respect.
44. Earning respect
45. Empowering my employees to take initiative
46. Establishing definitive roles between family and friends, assigning responsibility and taking appropriate action when someone underperforms
47. Expecting everyone to work with the same intensity and knowledge I had.
48. Feeling bad about delegating tasks
49. Finding time to do the meaningful things, when so busy putting out fires.
50. Firing and performance management
51. Gaining authority from previous peers, holding team members accountable
52. Gaining proper and open communications with the peers that reported to me
53. Gaining respect from employees that have been there longer then I was
54. Gaining trust
55. Getting long-time existing employees to follow and respect me as a new manager.
56. Getting promoted from the ranks of my friends and then having to hold them accountable
57. Getting the balance right between managing tasks and managing people!
58. Getting the older drivers to take me seriously
59. Getting the respect from employees who were passed over for the promotion
60. Getting to know people
61. Getting to know their working styles.
62. Going from a technical discipline to manager role
63. Going from peer to boss
64. Handling the change with coworkers in going from a coworker status to a manager status.
65. Handling underperformance and the emotions going with that
66. Having difficult conversations with non-performers
67. Having enough time to address each individual staff member’s needs
68. Having to take disciplinary action
69. How to approach/handle disciplinary issues/difficult conversations
70. How to deal with complaints/frustrations/venting from employees.
71. How to effectively supervise long-time coworkers.
72. How to motivate, encourage and give constructive feedback.
73. I micro managed and didn’t realize I was being too controlling.
74. I tried to be an even bigger superstar—which turned out to be counterproductive.
75. I was promoted from within and it was difficult to get people to see me as a manager rather than a coworker.
76. Identifying and communicating the right goals and properly tracking progress.
77. Initial lack of respect due to age
78. Kept doing what I was doing before I became a manager instead of managing.
79. Knowing how to manage challenging team members!
80. Knowing what to do.  I knew what to do in my prior position but not in my new role as manager.
81. Living up to new expectations as a manager, both the expectations of upper management as well as my own expectations compared to pre-management

82. Making decisions with diversity in team and many having different approaches to same goal

83. Making tough decisions, or leading people who were older than me

84. Managing a childhood friend.

85. Managing back to standards when it was not run to code prior to my promotion

86. Managing employee performance.

87. Managing former peers

88. Managing former peers, when you are still very good friends

89. Managing my emotions while providing constructive feedback to my employees.

90. Managing my friends

91. Managing people that were my peers

92. Managing people who were previously my colleagues

93. Managing performance and having the right conversations.

94. Managing the people; time-control; efficiency

95. Managing the transition--Internal promotion meant I was now a supervisor to my former peers

96. Motivating low performing employees to a higher level of performance without having to micro-manage tasks.

97. Motivating sales team without financial incentive

98. Moving away from the technical/front line side and giving up control of the work/trusting the staff

99. Moving from a peer-to-peer relationship to being my peer's manager

100. Moving from peer to supervisor and managing the new dynamic without sacrificing the positive peer relationship

101. Navigating difficult performance discussions.

102. No clear definition of expectations of role. Still expected to do same amount of work as well as manage a team

103. Not knowing what I didn't know.

104. Not knowing what the expectations were in my new role as a manager.

105. Older and more experienced guy difficult to motivate or change way of working

106. Older employees are having a hard time adjusting to taking orders from me.

107. Open and honest conversations

108. Organizational change... and redeployment of people I barely knew

109. Orientating myself within a large set of priorities and fast past environment

110. Overcoming age differences. I was a very young manager.

111. Overload of information and responsibilities with a very small time window to learn everything and complete my tasks

112. Performance Management

113. Performing the end of year review

114. Providing challenging feedback

115. Providing instruction to people I worked with as colleagues

116. Receiving credit from old managers

117. Resentment of being promoted over others on the team.

118. Resolving conflict

119. Setting clear expectations

120. Setting objectives

121. Sharing too much information

122. Shifting mindset from an individual contributor (a doer of tasks) to a leader of others who do the tasks

123. Short history with organization and lack of knowledge as compared with other employees. Steep learning curve which causes distrust by direct reports. Also feeling unable to monitor work performance well.

124. Showing confidence as a new manager with many "old" employees.
125. Spending too much time on administrative work.
126. Staff conflict
127. Staff not taking what I say and do seriously.
128. Still being treated as a peer rather than a team lead by the management team.
129. Stop working on details and executing towards leading and delegating
130. Supervision of others who are older, and/or have been in the department longer.
131. Teaching others how to perform rather than doing the job for them
132. Teaching others to do the work instead of doing it myself
133. Team knew more about the business than I did. Felt they could perform in my role better than me because of it.
134. The biggest challenge was communicating clearly with people.
135. Time: day job vs. managing requirements
136. Time management
137. Time to balance my project duties and time to actually manage my team
138. Transitioning from working engineer to Manager/Coach. Still strong expectation for heavy engineering
139. Translating the company's strategy into individual objectives
140. Trying to build relationships AND high performance.
141. Trying to understand what motivates people to do their best and drive for results
142. Understanding as fast and as deep as possible the variety of job tasks of all in the team.
143. Understanding how to manage someone much older than I was.
144. Wondering how much information I can share with direct reports who were once my trusted peers
145. Working out interpersonal conflicts between team members
146. Writing reviews and corrective action

About The Ken Blanchard Companies®

The Ken Blanchard Companies is one of the world’s leading training and development experts. We create lasting behavioral change that has measurable impact on the organizations we work with. We provide training that makes a difference. Our programs are based on behavioral models that add a situational context to the training experience, so individuals learn to be more productive in real-world scenarios and make the shift from learning to doing more quickly and effectively.

As the innovator of the most widely used leadership development system in the world, Situational Leadership® II, we provide groundbreaking thinking and a memorable learner experience. We begin with a collaborative diagnostic process identifying your unique needs and business issues, then develop an appropriate leadership strategy.

To learn more, visit www.kenblanchard.com