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"
6. Balance between independence and guidance
7. Balancing both managing and doing my own projects
8. Balancing everything and making sure to have time for my employees
9. Balancing my own projects with balancing supporting others
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.
12. Being a younger person in charge of older in age employees
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.
20. Building trust
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

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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 co-workers.
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

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