

First Time Manager

Transition to Management – Your Partners in Development

Questions for you to ask to start your first-time manager transition and development:

Becoming an effective manager can be challenging. There are two key transition activities which will help you to be prepared for your FTM transition:

- ➔ Create your personal development plan and launch plan (see 30/60/90 Days First-Time Manager Launch Plan)
- ➔ Identify the individuals of your network, who could support your transition to your new manager role. Enlist your previous manager, new manager, peers, new direct reports, and mentors to help guide different aspects of your transition.

Reflect on the following questions to help you prepare for your new role. When appropriate, bring in partners to get their perspective:

Reflect on Past Performance

- Which of my strengths should I leverage to help me manage my transition?

- Which of my development areas should I focus most closely on during my transition?
- What can I do to continue to address those development areas while I am transitioning?
- Given my personal strengths and development areas, what common transition challenges will be most difficult for me to overcome?

Self-Reflection and preparing for new role:

- What will my new manager expect from me in the first month, three months, and six months?
- What could be “non-obvious” or surprising aspects of management that I should be aware of?
- What key elements should I include in my 30-, 60-, and 90-day transition plans?
Who can possibly introduce me to colleagues in management?
- Who would be partners and contacts I reach out to if I need support in my new role?

Use this checklist* below to determine which questions are best to discuss with which category in your network.

Building Foundation	Your Manager	Direct Reports	Peers
What are your expectations of me and my role?	x	x	x
What are your career goals and where did your last manager leave off with them?		x	
What are the experiences and development opportunities you would like to pursue?	x	x	
What do you need from me to be successful?	x	x	x
What are your favorite things to work on? What do you feel are your strengths?		x	
What do you consider to be our team's strengths and weaknesses?	x	x	x
What are your responsibilities and what projects are you working on?		x	x
What are your expectations of me and my role?	x	x	x
What are your expectations of me and my role?	x	x	x
What has been your career trajectory? What has led you to this role?	x	x	x
What have your past managers done that you'd like me to also do or not do?		x	
How do you like to receive feedback? What works best for you?	x	x	x
How do you like to receive praise or recognition?		x	
What's something you do regularly outside of work that's really important to you?	x	x	x
What communication style works best for you?	x	x	x
How do you like to be approached regarding an issue or a challenge?	x	x	x
What were the primary qualities of your best manager?		x	

Discussion Your Transition Related Issues	Your Manager	Direct Reports	Peers
What are you looking forward to as I step into this role?	x	x	x
What are your questions or uncertainties regarding my transition into this role?	x	x	x
What are my day-to-day responsibilities?	x		x
What will be the biggest challenges for me in this role?	x	x	x
How will my performance be measured during this transition and continuing forward?	x		x
Do you have any ideas regarding how my team can score a “quick win”?	x	x	x
How have you developed your influence and ability to manage laterally?			x

**Source: Gartner, Becoming a Manager I: Making a Smooth Transition; Manager Success Workshop Series*