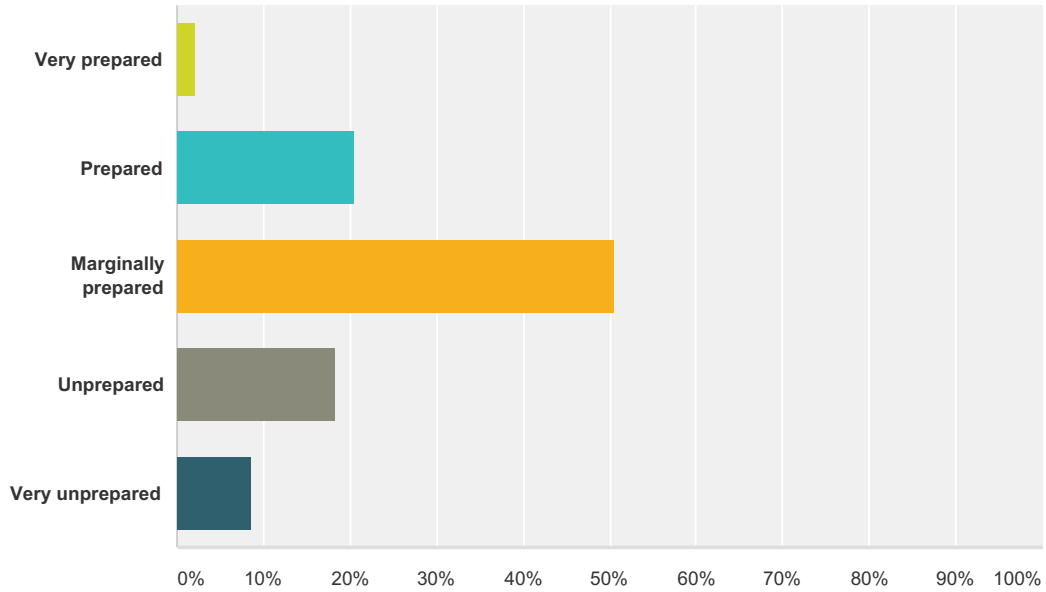


Q1 Looking back to when you first became a manager, how well prepared were you with the skills you needed for taking on the role?

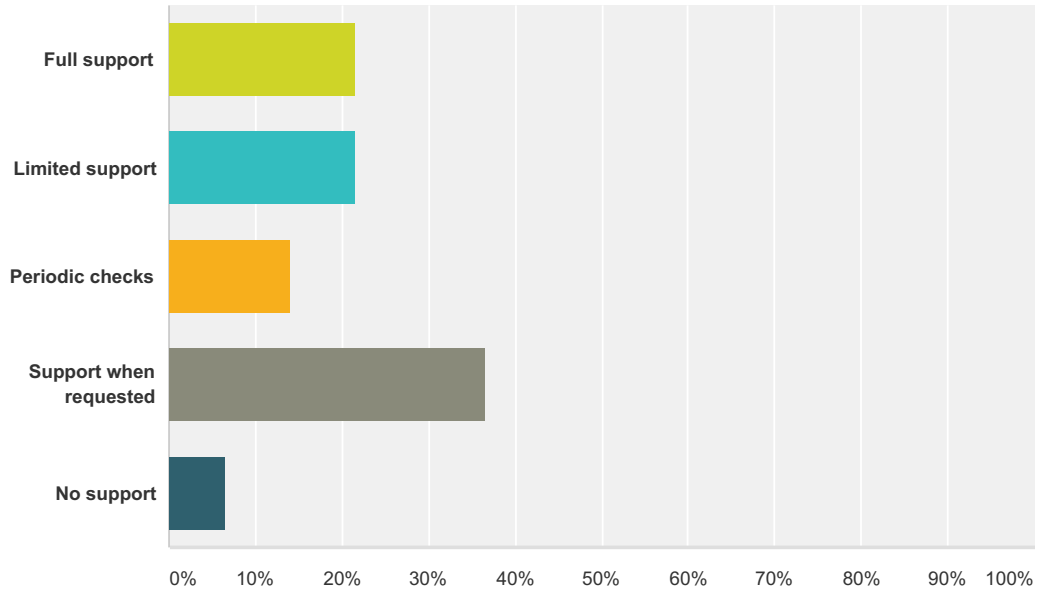
Answered: 93 Skipped: 0



Answer Choices	Responses
Very prepared	2.15% 2
Prepared	20.43% 19
Marginally prepared	50.54% 47
Unprepared	18.28% 17
Very unprepared	8.60% 8
Total	93

Q2 Now looking at your current role as a manager, how much support did you get from your own manager to take over a new team?

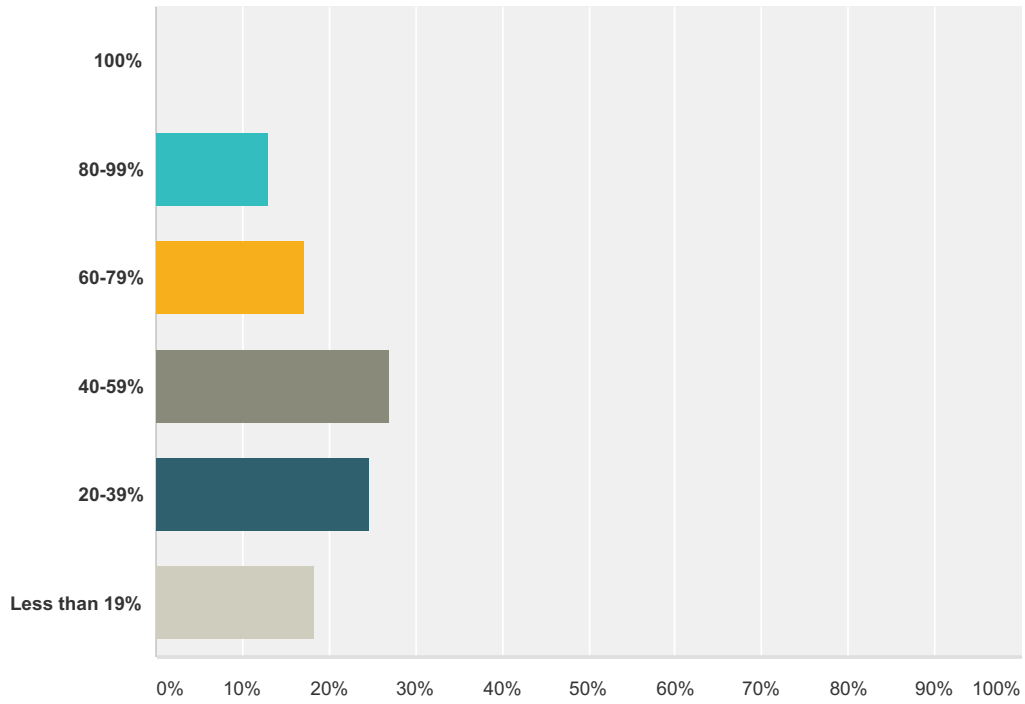
Answered: 93 Skipped: 0



Answer Choices	Responses
Full support	21.51% 20
Limited support	21.51% 20
Periodic checks	13.98% 13
Support when requested	36.56% 34
No support	6.45% 6
Total	93

Q3 When you started in your first role, how much of your working week did you actually spend managing your team?

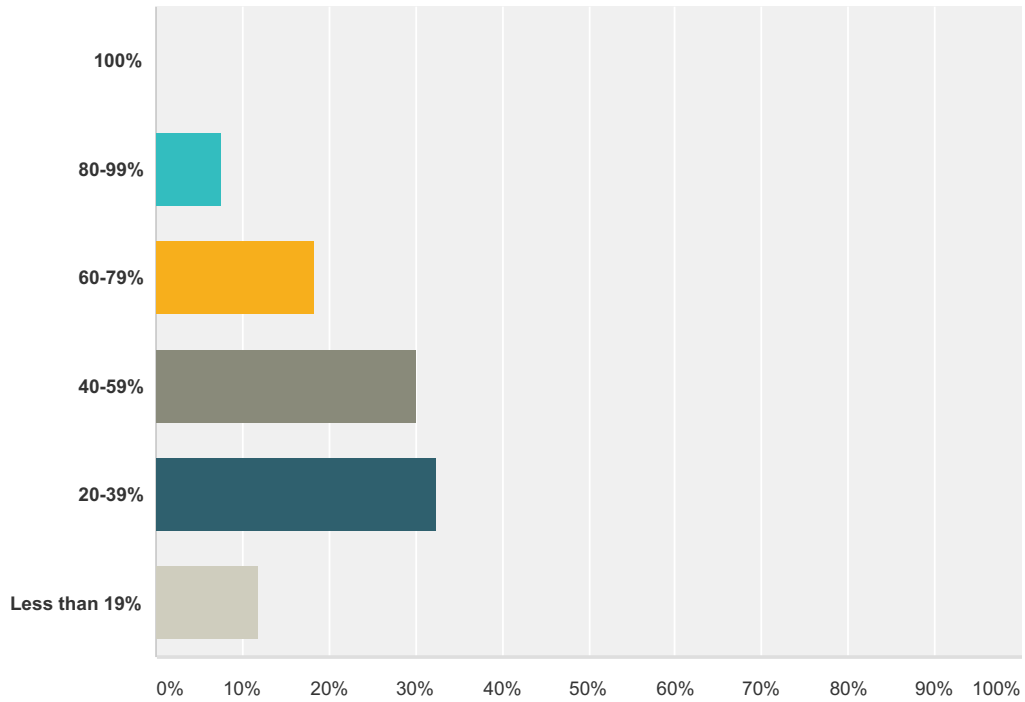
Answered: 93 Skipped: 0



Answer Choices	Responses
100%	0.00% 0
80-99%	12.90% 12
60-79%	17.20% 16
40-59%	26.88% 25
20-39%	24.73% 23
Less than 19%	18.28% 17
Total	93

Q4 And has that changed? How much of your working week do you now spend managing your team?

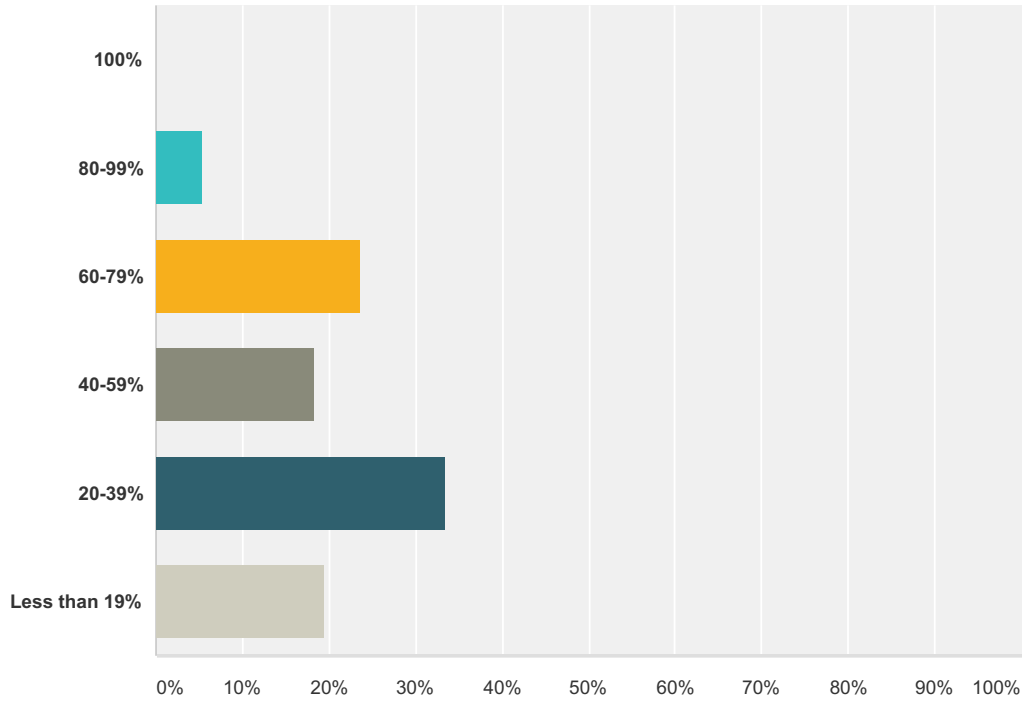
Answered: 93 Skipped: 0



Answer Choices	Responses
100%	0.00% 0
80-99%	7.53% 7
60-79%	18.28% 17
40-59%	30.11% 28
20-39%	32.26% 30
Less than 19%	11.83% 11
Total	93

Q5 When you took on the role, how much of your working week did you spend doing tasks that your team should have been responsible for?

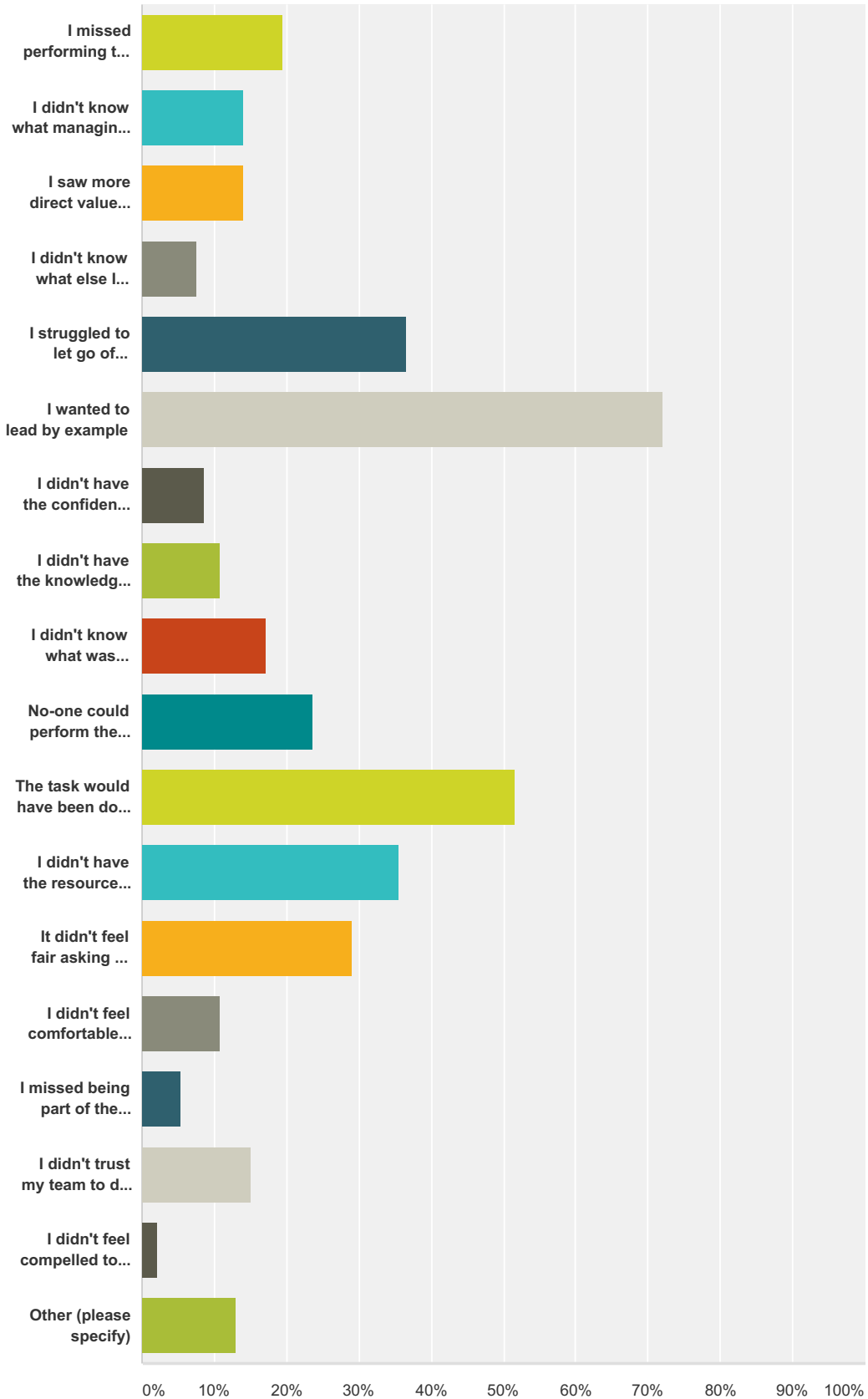
Answered: 93 Skipped: 0



Answer Choices	Responses	Count
100%	0.00%	0
80-99%	5.38%	5
60-79%	23.66%	22
40-59%	18.28%	17
20-39%	33.33%	31
Less than 19%	19.35%	18
Total		93

Q6 When you took over, why did you feel compelled to take on some of the tasks that your team was responsible for? (tick all that apply)

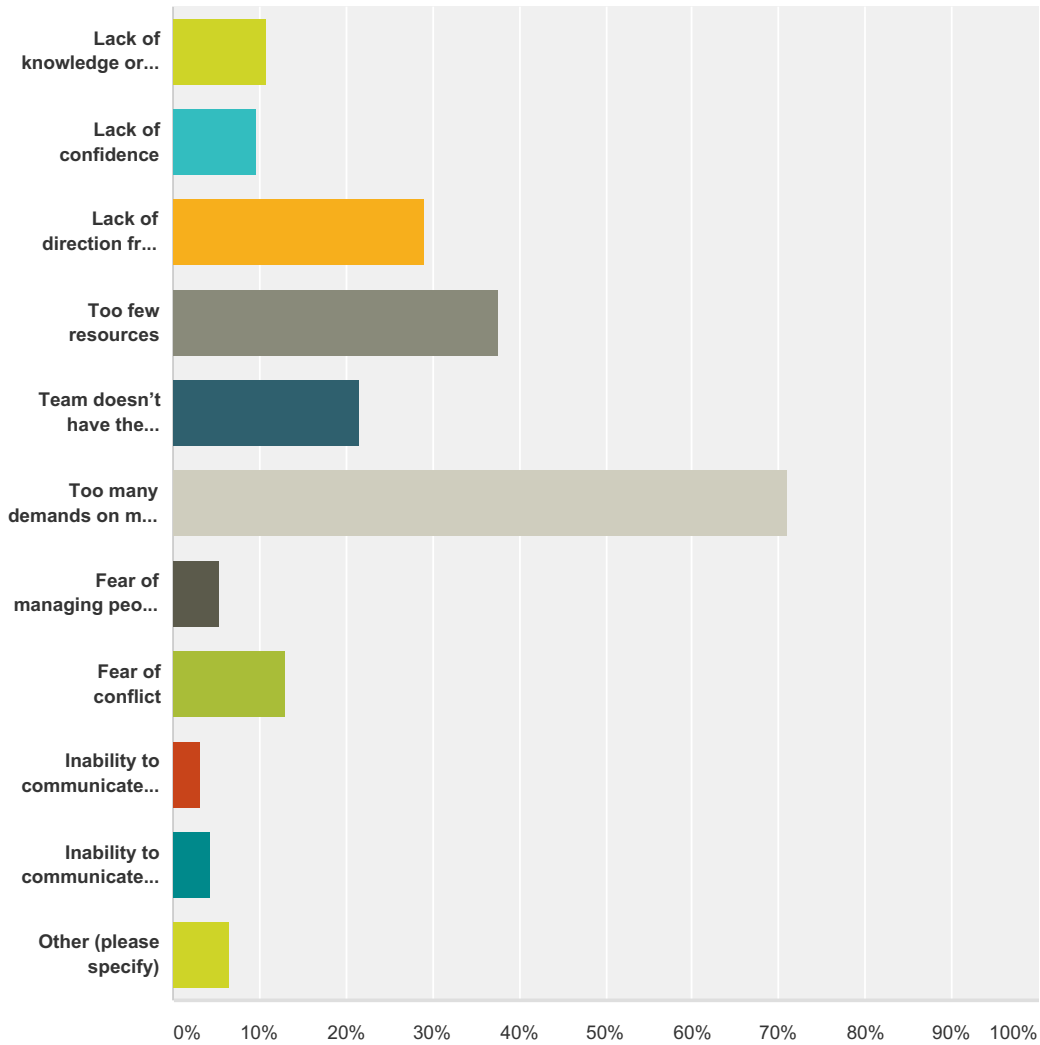
Answered: 93 Skipped: 0



Answer Choices	Responses	
I missed performing the tasks I did before taking on a management role	19.35%	18
I didn't know what managing a team looked like	13.98%	13
I saw more direct value in the jobs my team did	13.98%	13
I didn't know what else I should be doing	7.53%	7
I struggled to let go of control	36.56%	34
I wanted to lead by example	72.04%	67
I didn't have the confidence to manage my team	8.60%	8
I didn't have the knowledge or skills to manage my team	10.75%	10
I didn't know what was expected of me as a manager	17.20%	16
No-one could perform the task as well as I could	23.66%	22
The task would have been done quicker if I did it	51.61%	48
I didn't have the resources to have someone else perform the task	35.48%	33
It didn't feel fair asking a member of my team to do the task at short notice	29.03%	27
I didn't feel comfortable giving orders to my former peers	10.75%	10
I missed being part of the team	5.38%	5
I didn't trust my team to do the task properly	15.05%	14
I didn't feel compelled to take any of my team's tasks on	2.15%	2
Other (please specify)	12.90%	12
Total Respondents: 93		

Q7 What gets in the way of you performing your role as a manager effectively? (tick all that apply)

Answered: 93 Skipped: 0

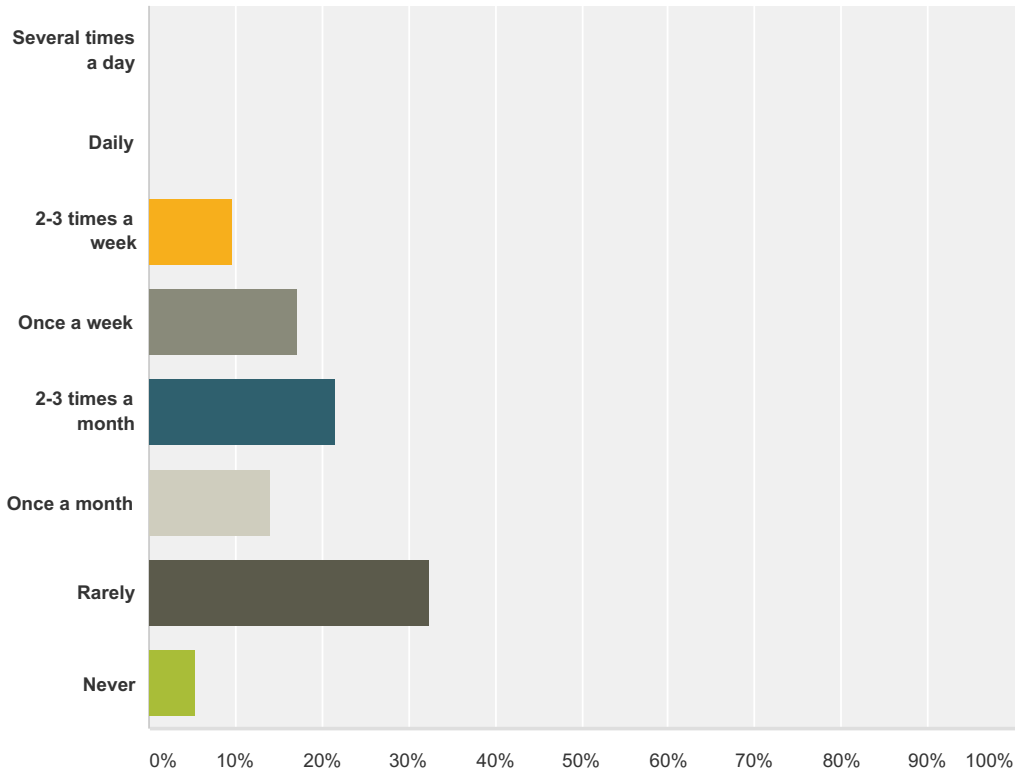


Answer Choices	Responses
Lack of knowledge or skills	10.75% 10
Lack of confidence	9.68% 9
Lack of direction from management above	29.03% 27
Too few resources	37.63% 35
Team doesn't have the necessary skills	21.51% 20
Too many demands on my time from elsewhere in the business	70.97% 66
Fear of managing people and different personalities	5.38% 5
Fear of conflict	12.90% 12
Inability to communicate effectively with team	3.23% 3
Inability to communicate effectively with management above	4.30% 4

Other (please specify)	6.45%	6
Total Respondents: 93		

Q8 How often do you ask for support from your manager?

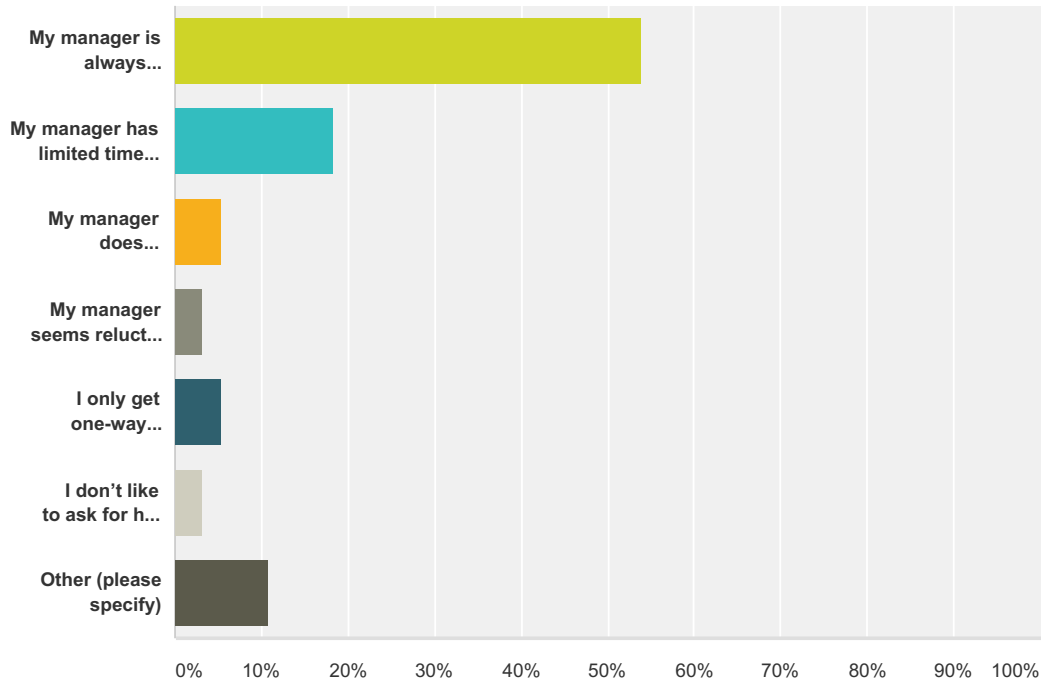
Answered: 93 Skipped: 0



Answer Choices	Responses
Several times a day	0.00% 0
Daily	0.00% 0
2-3 times a week	9.68% 9
Once a week	17.20% 16
2-3 times a month	21.51% 20
Once a month	13.98% 13
Rarely	32.26% 30
Never	5.38% 5
Total	93

Q9 How do you feel about asking for support from your manager?

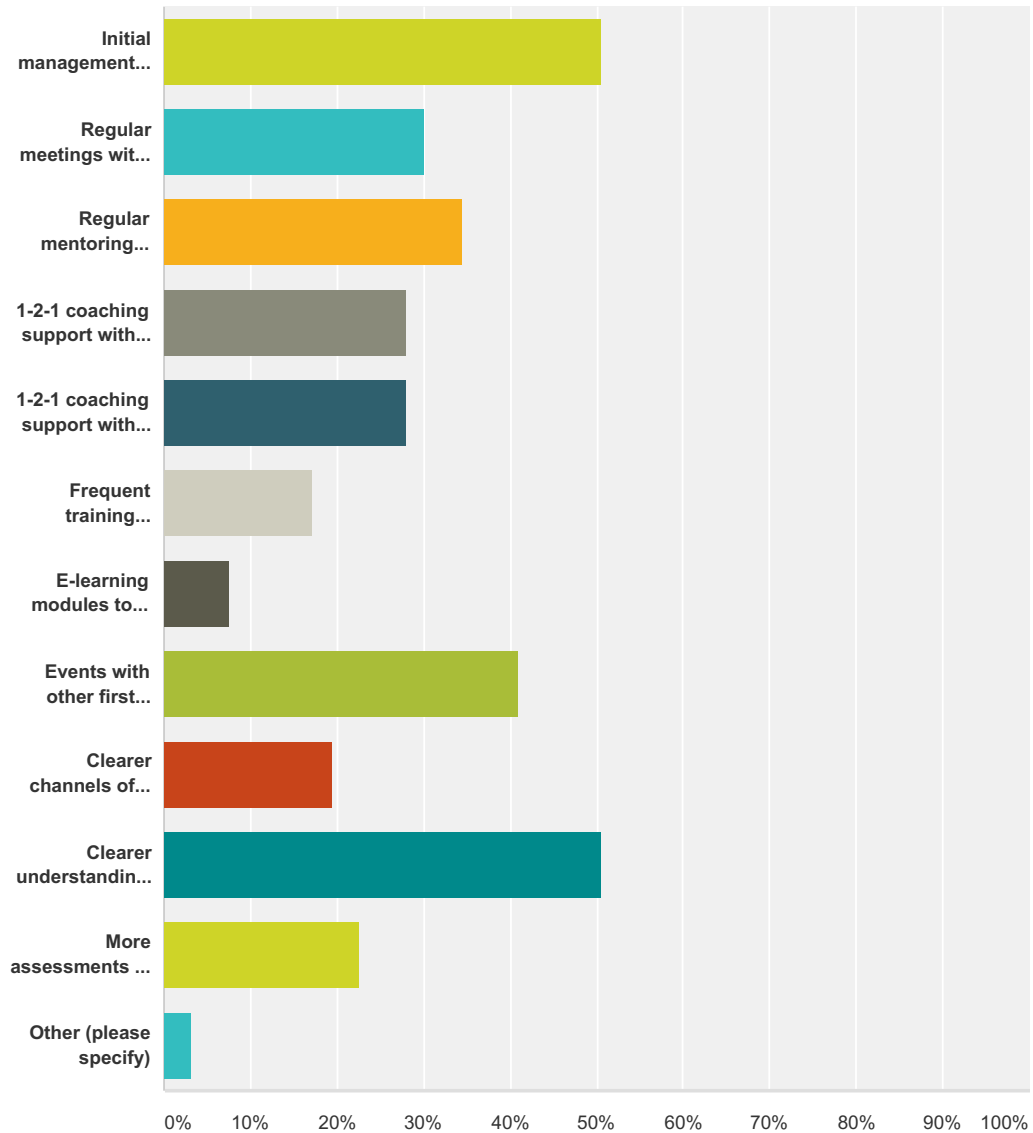
Answered: 93 Skipped: 0



Answer Choices	Responses
My manager is always available and happy to help	53.76% 50
My manager has limited time and responses are slow	18.28% 17
My manager does communicate but I often struggle to understand the message	5.38% 5
My manager seems reluctant to respond to my requests	3.23% 3
I only get one-way communication from my manager and am expected to deliver	5.38% 5
I don't like to ask for help in case it shows weakness	3.23% 3
Other (please specify)	10.75% 10
Total	93

Q10 What support would you like to have received/receive in preparation for your manager role? (tick all that apply)

Answered: 93 Skipped: 0

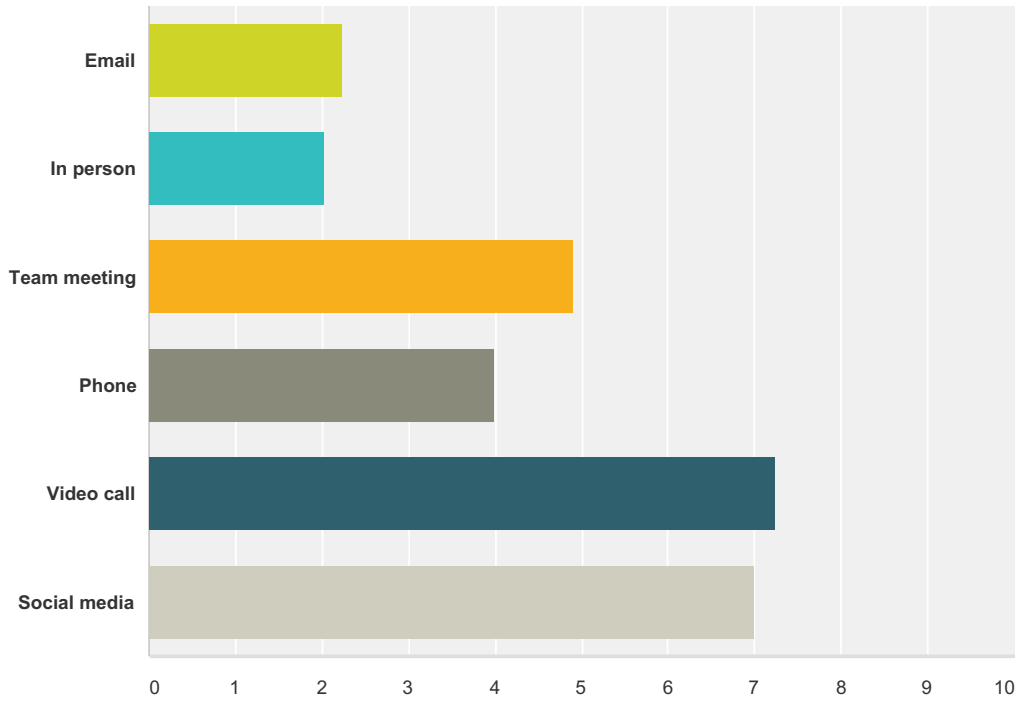


Answer Choices	Responses
Initial management training programme	50.54% 47
Regular meetings with my manager	30.11% 28
Regular mentoring sessions with a designated manager	34.41% 32
1-2-1 coaching support with internal coach	27.96% 26
1-2-1 coaching support with external coach	27.96% 26
Frequent training sessions to refresh skills	17.20% 16
E-learning modules to refresh skills	7.53% 7
Events with other first line managers to discuss and share issues	40.86% 38
Clearer channels of communication	19.35% 18

Clearer understanding of expectations of manager role	50.54%	47
More assessments to identify skills gaps and training needs	22.58%	21
Other (please specify)	3.23%	3
Total Respondents: 93		

Q11 How often do you communicate with your team (tick one per activity/line)?

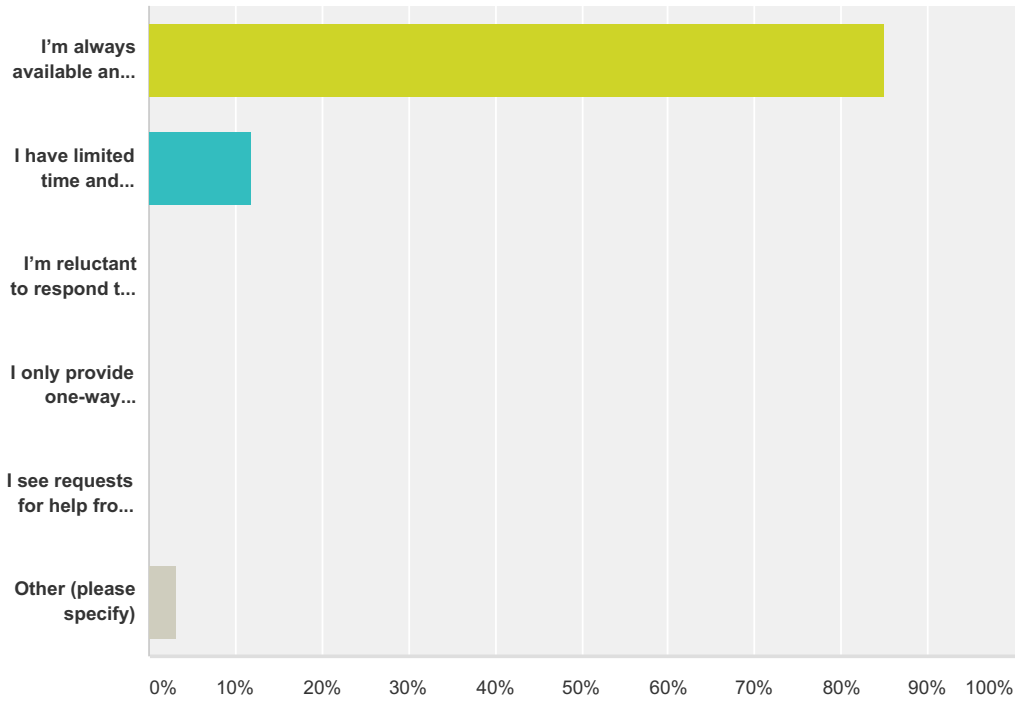
Answered: 93 Skipped: 0



	Several times a day	Daily	2-3 times a week	Once a week	2-3 times a month	Once a month	Rarely	Never	Total	Weighted Average
Email	42.86% 39	31.87% 29	13.19% 12	3.30% 3	0.00% 0	1.10% 1	3.30% 3	4.40% 4	91	2.24
In person	50.54% 47	22.58% 21	12.90% 12	6.45% 6	2.15% 2	5.38% 5	0.00% 0	0.00% 0	93	2.03
Team meeting	1.11% 1	6.67% 6	4.44% 4	34.44% 31	12.22% 11	27.78% 25	8.89% 8	4.44% 4	90	4.91
Phone	11.36% 10	28.41% 25	18.18% 16	6.82% 6	2.27% 2	3.41% 3	19.32% 17	10.23% 9	88	3.99
Video call	1.14% 1	0.00% 0	0.00% 0	5.68% 5	5.68% 5	3.41% 3	20.45% 18	63.64% 56	88	7.25
Social media	1.15% 1	2.30% 2	6.90% 6	5.75% 5	2.30% 2	1.15% 1	12.64% 11	67.82% 59	87	6.99

Q12 How do you feel about your team asking for support?

Answered: 93 Skipped: 0



Answer Choices	Responses	
I'm always available and happy to help	84.95%	79
I have limited time and struggle to respond effectively	11.83%	11
I'm reluctant to respond to requests as they are time-consuming and often seem unnecessary	0.00%	0
I only provide one-way communication	0.00%	0
I see requests for help from my team as a sign of their weakness/inability to perform	0.00%	0
Other (please specify)	3.23%	3
Total		93

Q13 Looking back, what's the one skill, piece of knowledge or element of support you wish you had when you became a first line manager?

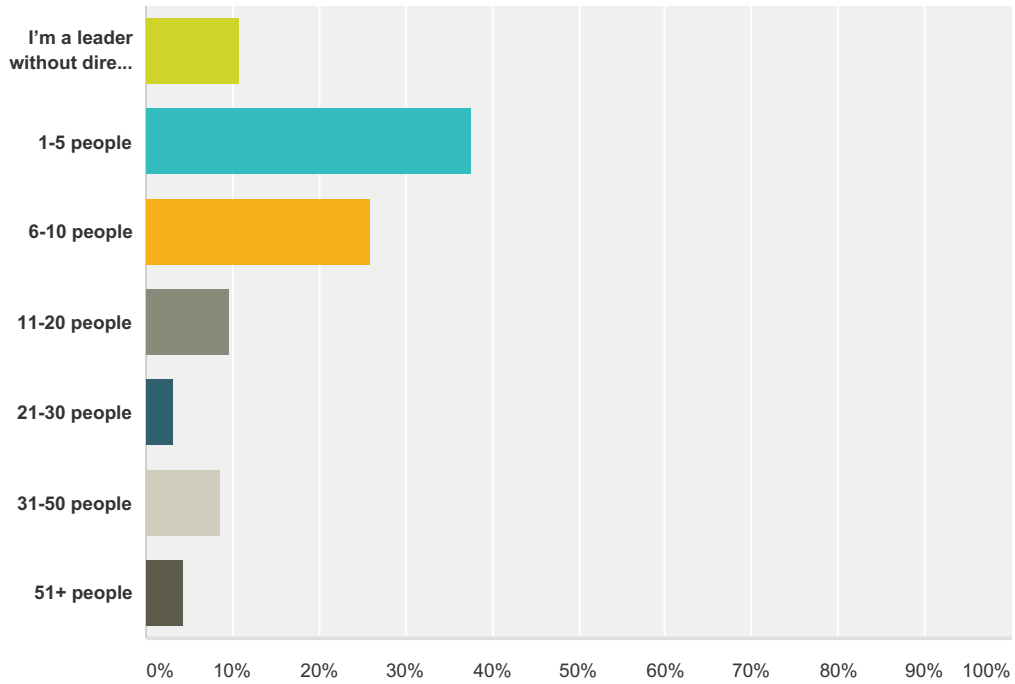
Answered: 93 Skipped: 0

Q14 Any other comments on the challenges you have faced and what support would have helped you?

Answered: 93 Skipped: 0

Q15 How many people do you manage in your team?

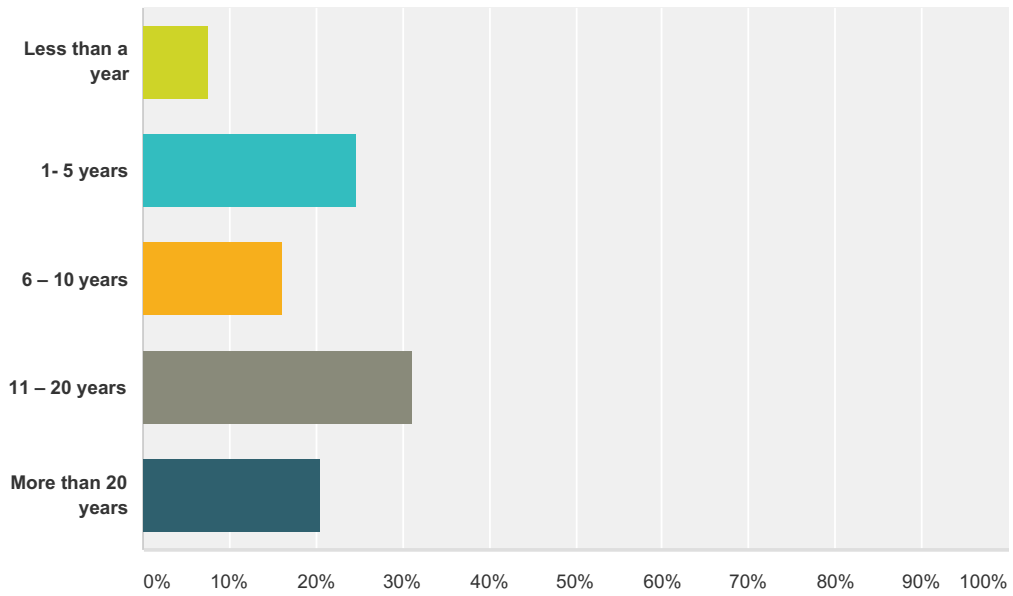
Answered: 93 Skipped: 0



Answer Choices	Responses
I'm a leader without direct responsibility for people	10.75% 10
1-5 people	37.63% 35
6-10 people	25.81% 24
11-20 people	9.68% 9
21-30 people	3.23% 3
31-50 people	8.60% 8
51+ people	4.30% 4
Total	93

Q16 How long have you been a first line manager?

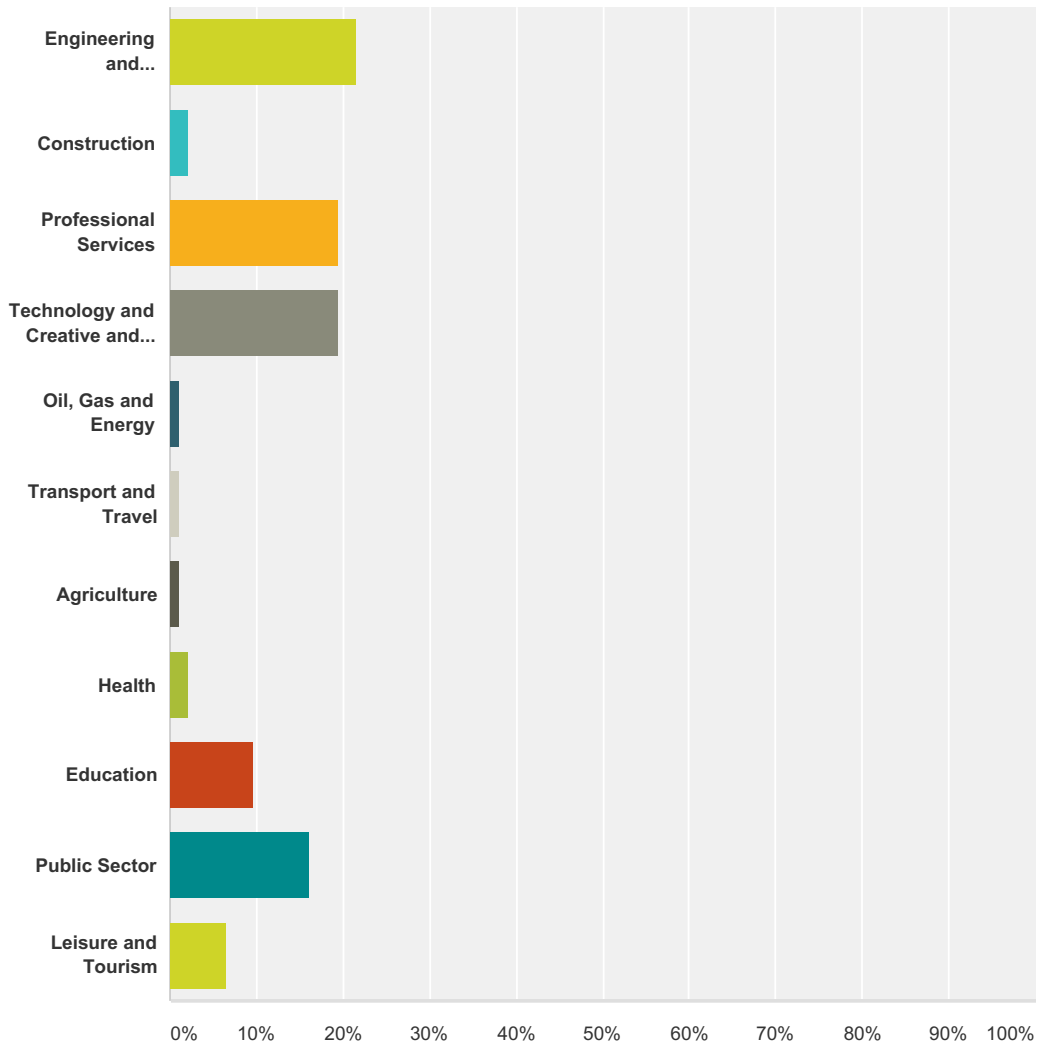
Answered: 93 Skipped: 0



Answer Choices	Responses
Less than a year	7.53% 7
1- 5 years	24.73% 23
6 – 10 years	16.13% 15
11 – 20 years	31.18% 29
More than 20 years	20.43% 19
Total	93

Q17 What sector are you in?

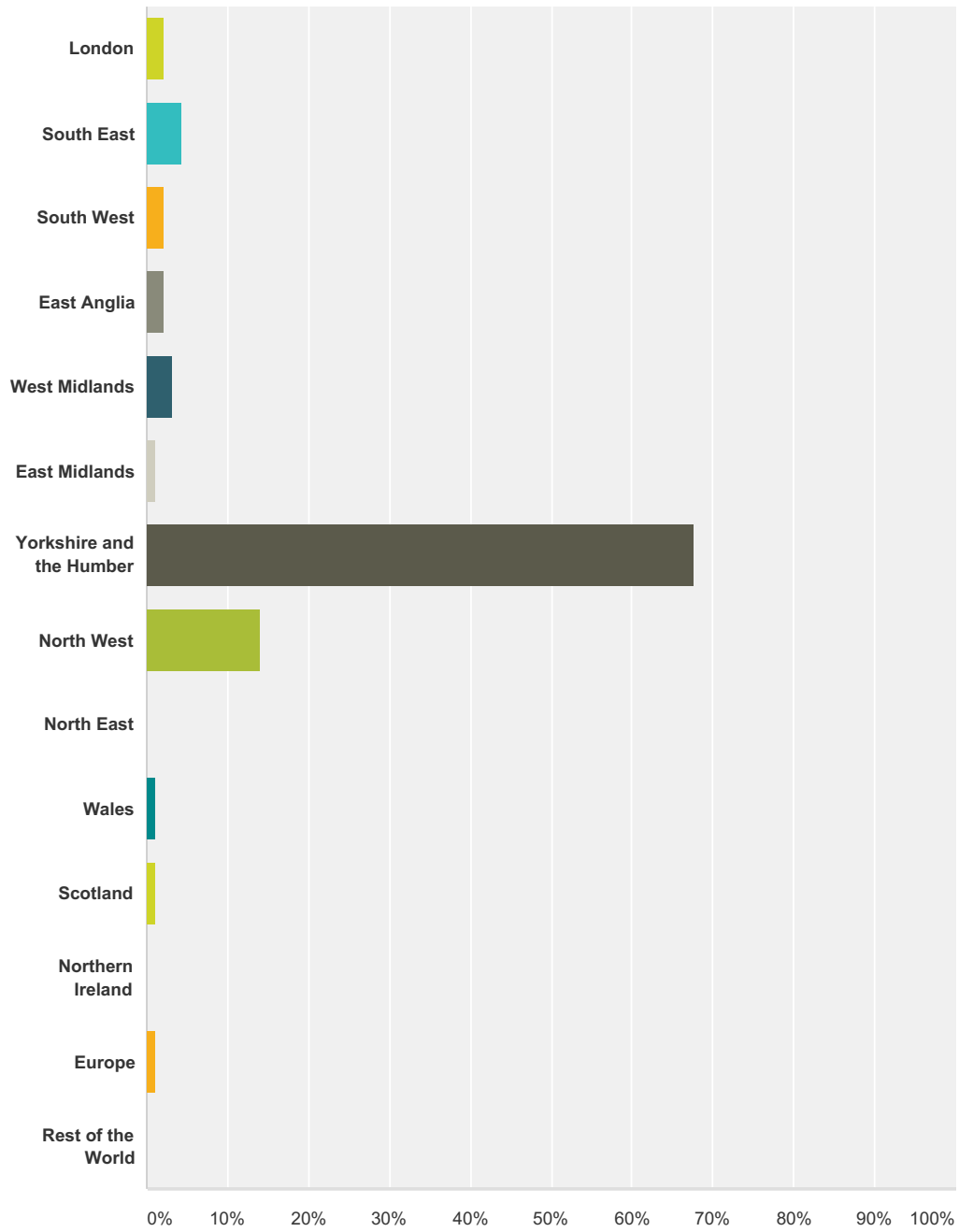
Answered: 93 Skipped: 0



Answer Choices	Responses
Engineering and Manufacturing	21.51% 20
Construction	2.15% 2
Professional Services	19.35% 18
Technology and Creative and Digital Industries	19.35% 18
Oil, Gas and Energy	1.08% 1
Transport and Travel	1.08% 1
Agriculture	1.08% 1
Health	2.15% 2
Education	9.68% 9
Public Sector	16.13% 15
Leisure and Tourism	6.45% 6
Total	93

Q18 Where are you based?

Answered: 93 Skipped: 0

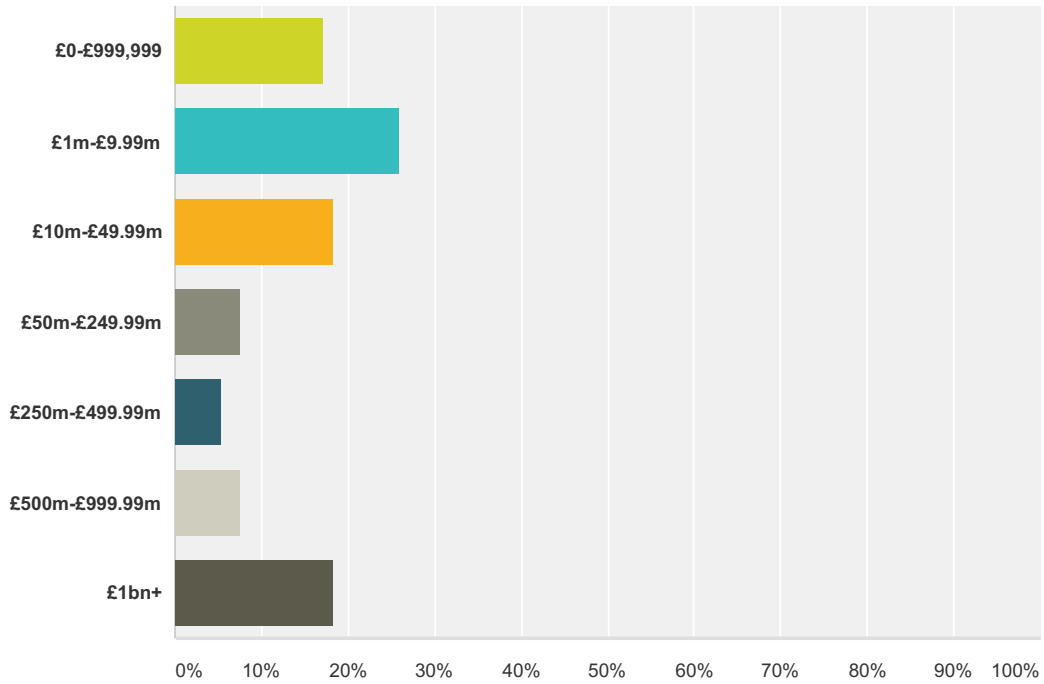


Answer Choices	Responses
London	2.15% 2
South East	4.30% 4
South West	2.15% 2
East Anglia	2.15% 2
West Midlands	3.23% 3
East Midlands	1.08% 1
Yorkshire and the Humber	67.74% 63

North West	13.98%	13
North East	0.00%	0
Wales	1.08%	1
Scotland	1.08%	1
Northern Ireland	0.00%	0
Europe	1.08%	1
Rest of the World	0.00%	0
Total		93

Q19 What is the turnover of the business you work for?

Answered: 93 Skipped: 0



Answer Choices	Responses	
£0-£999,999	17.20%	16
£1m-£9.99m	25.81%	24
£10m-£49.99m	18.28%	17
£50m-£249.99m	7.53%	7
£250m-£499.99m	5.38%	5
£500m-£999.99m	7.53%	7
£1bn+	18.28%	17
Total		93

Q20 Please leave your details below to receive a personal copy of the survey results and the insights into the challenges first line managers face and how they can be overcome.

Answered: 58 Skipped: 35

Answer Choices	Responses	
Name:	98.28%	57
Company:	93.10%	54
Position in company:	96.55%	56
Email:	100.00%	58
Phone:	74.14%	43