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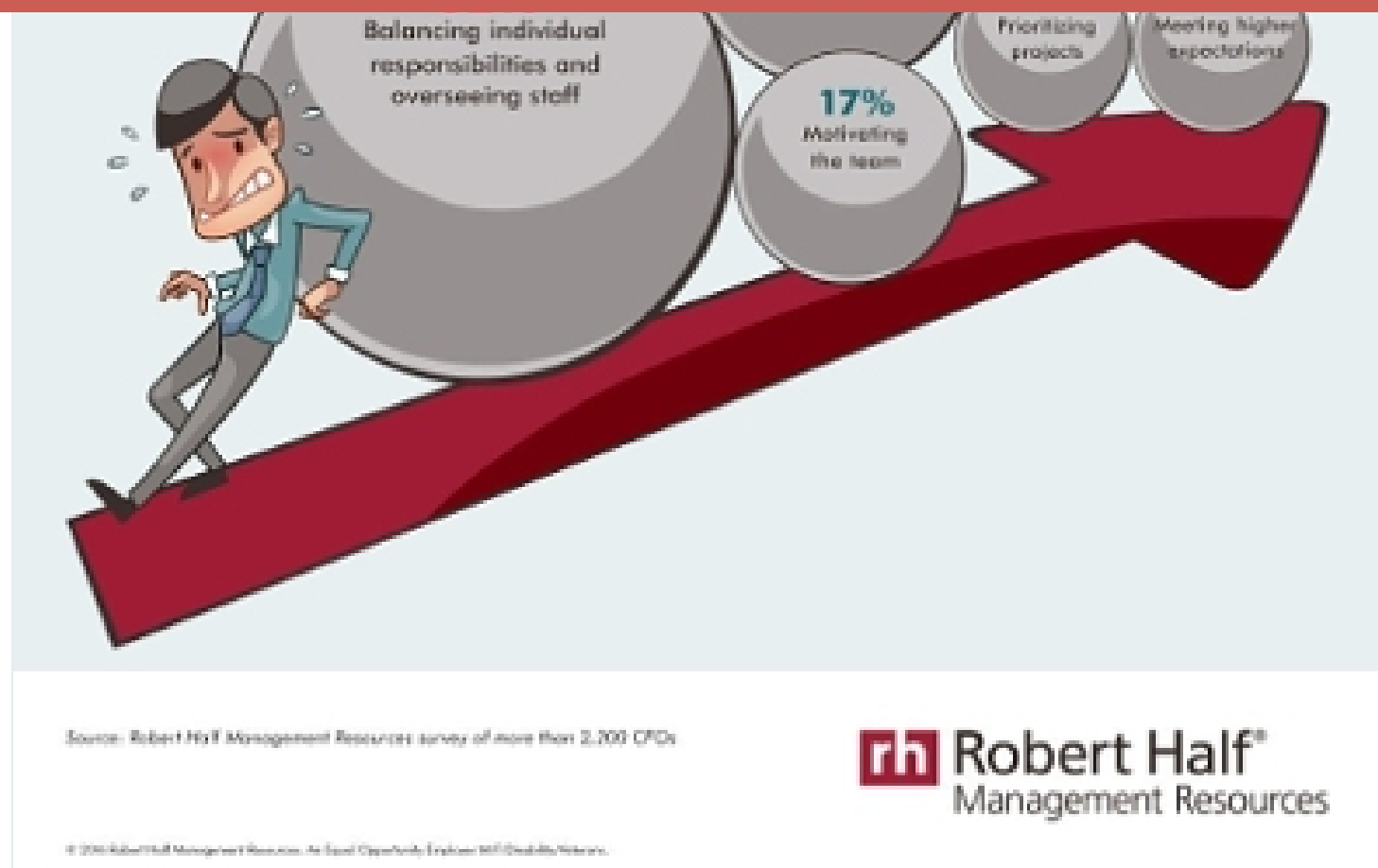
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May. 24, 2016

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New managers face a number of challenges, but which is the most daunting? According to CFOs interviewed for a Robert Half Management Resources survey, the most difficult part of becoming a manager is balancing individual responsibilities with time spent overseeing staff. Supervising friends or former peers ranked as the second greatest concern.

View an [infographic](#) of the survey results.

CFOs were asked, “In your opinion, what is the most difficult part of becoming a manager for the first time?” Their responses:

Balancing individual job responsibilities with time spent overseeing others	32%
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Hird, executive director of Robert Half Management Resources. “More than simply adjusting to a new role, moving into a supervisor position requires adapting to others’ work styles and needs.”

Hird highlighted the importance for bosses of empowering their employees. “New managers do not need to be everything to everyone,” he said. “Resist the urge to spread yourself thin trying to meet all the demands that come your way. Delegate projects to capable staff, which frees up time for you and demonstrates confidence in your team.”

Robert Half Management Resources offers 10 essential tips for new managers:

1. **Know where to go for help.** Learn what resources, including external subject matter experts, are available to you and where you can turn with questions.
2. **Identify a mentor.** If there is no formal mentoring program, find another manager you can tap for advice or a star peer whose best attributes you want to model.
3. **Make sure you have enough staff.** Nobody can be successful without adequate support. Bring in new hires and interim professionals as needed.
4. **Set expectations.** Work with your manager to develop a 30-, 60- and 90-day plan. Communicate the goals to staff to ensure you have a shared vision of success.
5. **Establish boundaries.** Explain what you will expect from former peers and pals and what they can expect from you. The new relationship status is not easy for them either. Acknowledging it upfront is a great way to ease tension and uncertainty.
6. **Use your calendar wisely.** Schedule regular meetings with your direct reports, but also block off times to focus on your individual responsibilities.
7. **Enter with a light hand.** If you force too many changes or overburden staff, they may revolt. Take a collaborative approach, and let them have a say in decisions.

8. Find your style, but be flexible. Whenever possible, tailor your management style

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2,200 CFOs from a stratified random sample of companies in more than 20 of the largest U.S. metropolitan areas.

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