



Why So Many New Managers Struggle — And What HR Can Do to Change That

A practical guide to developing emotionally intelligent, high-performing managers and leaders from day one.

You've seen it too many times... An employee knocks it out of the park in their role. They're reliable, proactive, respected by their peers. So you promote them.

Fast forward 3-6 months, and things aren't going well. They're overwhelmed. Their team is disengaged. They're not delegating well. Tension is rising — and performance is dropping.

You start to wonder: **"Did we promote the wrong person?"** Chances are — you didn't. You just didn't equip them for the transition. And one of the most overlooked skills they need? **Emotional intelligence.**

I Can Help You Fix That

For the past decade, I've worked with HR leaders and companies across industries to close **the most costly gap** in leadership development:

The lack of real onboarding — and emotional intelligence training and coaching — for new managers.

What I've found again and again is this: New managers don't fail because they lack talent or work ethic. They fail because no one shows them how to lead people. And effective people leadership starts with emotional intelligence.

When new managers receive the right tools, coaching, and mindset:

- 1 — Confidence grows
- 2 — Teams perform better
- 3 — Turnover drops
- 4 — Communication improves
- 5 — Culture strengthens

The 5 Critical Shifts Every New Manager Must Make

Here's your free guide to building a manager onboarding experience that works — and preventing promotion-from-within failures.



1. From Doer to Delegator

Why They Struggle:

High performers are used to executing. But in leadership, success comes from getting things done through others.

How to Support Them:

- Teach delegation frameworks
- Normalise letting go of control
- Set clear expectations for team ownership



former peers



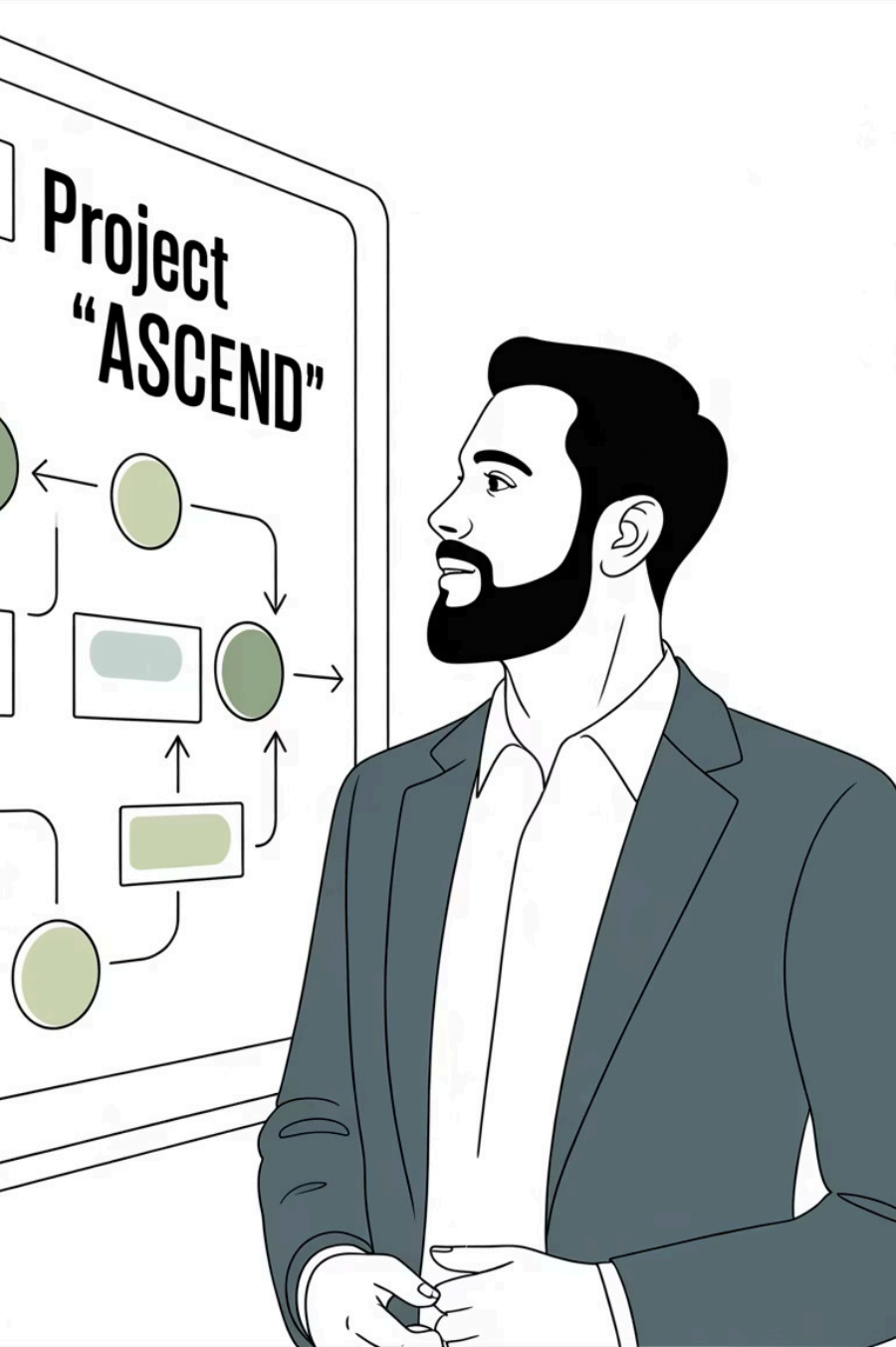
2. From Peer to Leader

Why They Struggle:

Being promoted within the same team creates blurred lines — and awkward dynamics.

How to Support Them:

- Provide coaching on boundary-setting and authority
- Role-play difficult conversations
- Offer scripts for performance feedback and accountability



3. From Tasks to Strategy

Why They Struggle:

Most new managers stay in the weeds — and don't know how to step into big-picture thinking.

How to Support Them:

- Train on goal-setting, planning, and prioritisation
- Introduce simple decision-making models
- Give them visibility into higher-level strategic discussions



4. From One Style to Flexible Leadership

Why They Struggle:

New managers often lead the way they like to be led — without realising their team members may need something different.

How to Support Them:

- Help them identify their natural leadership style
- Teach adaptive leadership strategies
- Encourage regular feedback loops to adjust communication and support





5. From Avoiding to Embracing Tough Conversations

Why They Struggle:

Most new managers are conflict-averse. They fear making things worse — so they say nothing.

How to Support Them:

- Normalise discomfort in leadership
- Provide training in conflict resolution and feedback models (e.g., SBI, Radical Candor)
- Encourage practice through role-plays and mentoring

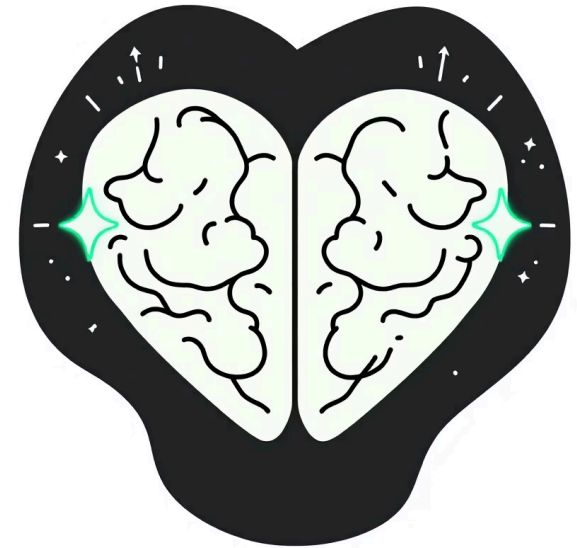
Why Emotional Intelligence Is the Missing Ingredient

At the core of all these shifts is one essential skill: **Emotional Intelligence (EQ)**.

New managers need EQ to:

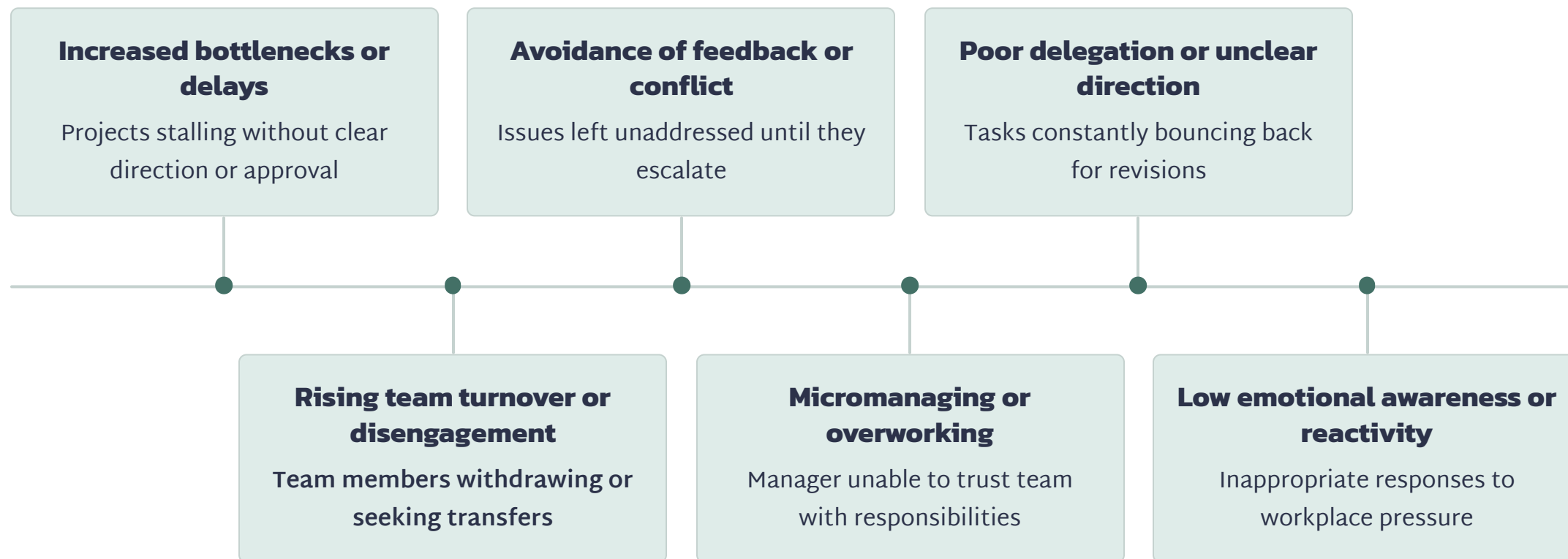
- Navigate changing team dynamics with empathy
- Stay calm under pressure
- Read the room and respond wisely
- Build trust through active listening and authenticity
- Handle conflict with composure and courage

Without emotional intelligence, even the most skilled new managers will struggle to lead people effectively. Developing emotionally intelligent managers isn't optional anymore — **it's essential.**



How HR Can Spot a Struggling New Manager

You don't need to wait for the team to collapse to intervene. Watch for these signs:





Training & Coaching That Actually Works

What makes new manager development stick? It's not just a one-off workshop. It's layered, emotionally intelligent leadership support over time:

Bite-sized learning + reflection

Short, focused modules followed by guided reflection to solidify understanding

1:1 coaching for real-time challenges

Personalised guidance to address specific leadership situations as they emerge

Peer cohorts to normalise struggles

Creating safe spaces where new managers can share challenges and solutions

Templates, scripts, and models

Practical tools they can apply instantly to common management scenarios

Check-ins at key milestones

Structured support at 30, 60, and 90 days to reinforce progress

Don't Let Promotions Become Pitfalls

Most organisations don't lose top talent at the entry level — they lose them after a promotion that wasn't supported.

📌 Studies show that nearly 50% of new managers fail within their first 18 months due to lack of support.

Let's change that.

If you're serious about building a pipeline of confident, emotionally intelligent leaders — and want personalised support to strengthen your manager development strategy — I invite you to book a free **Clarity Call** with me.

[Book your Clarity Call](#)

Whether you're an HR leader or responsible for leadership development, the way you support new managers will make or break your culture, performance, and retention.

Let's make sure your managers are set up to lead — with confidence, clarity, and emotional intelligence.

— Bronwyn Crawford, Leadership Coach