

First-time managers: The new front line of transformation

An international survey reveals who they are, the challenges they face, and how to empower them.



ABOUT THE SURVEY

Conducted by Cegos
in March 2025 across 10 countries
in Europe, Latin America, and Asia with:



HIGH COMMITMENT, STRONG ENGAGEMENT

First-time managers are highly motivated and performance-focused:



A DEMANDING ROLE UNDER PRESSURE

Despite motivation, real-world tensions are rising:



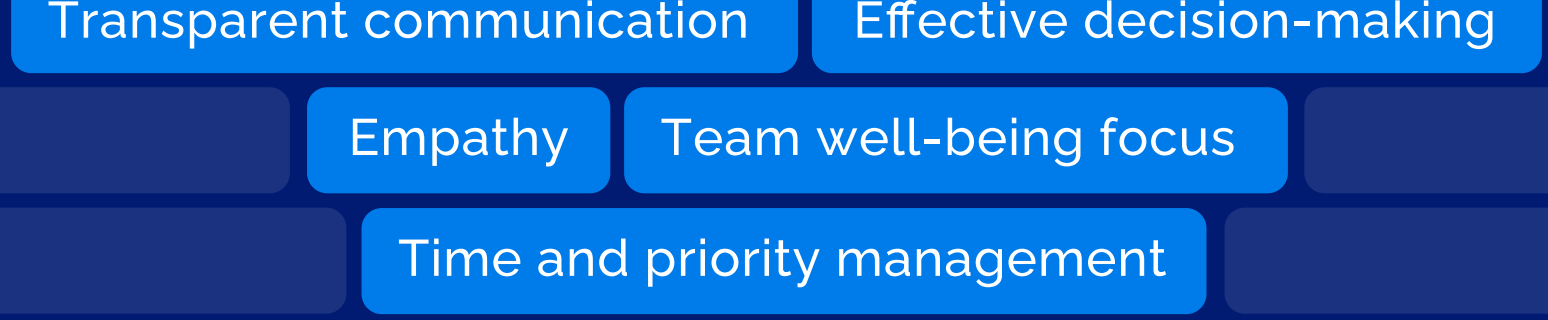
73% deal with inter- and intra-team conflicts

67% face rising workload

60% frequently manage emergencies

THE SOFT SKILLS THAT MAKE THE DIFFERENCE

Top 5 skills first-time managers need to succeed:



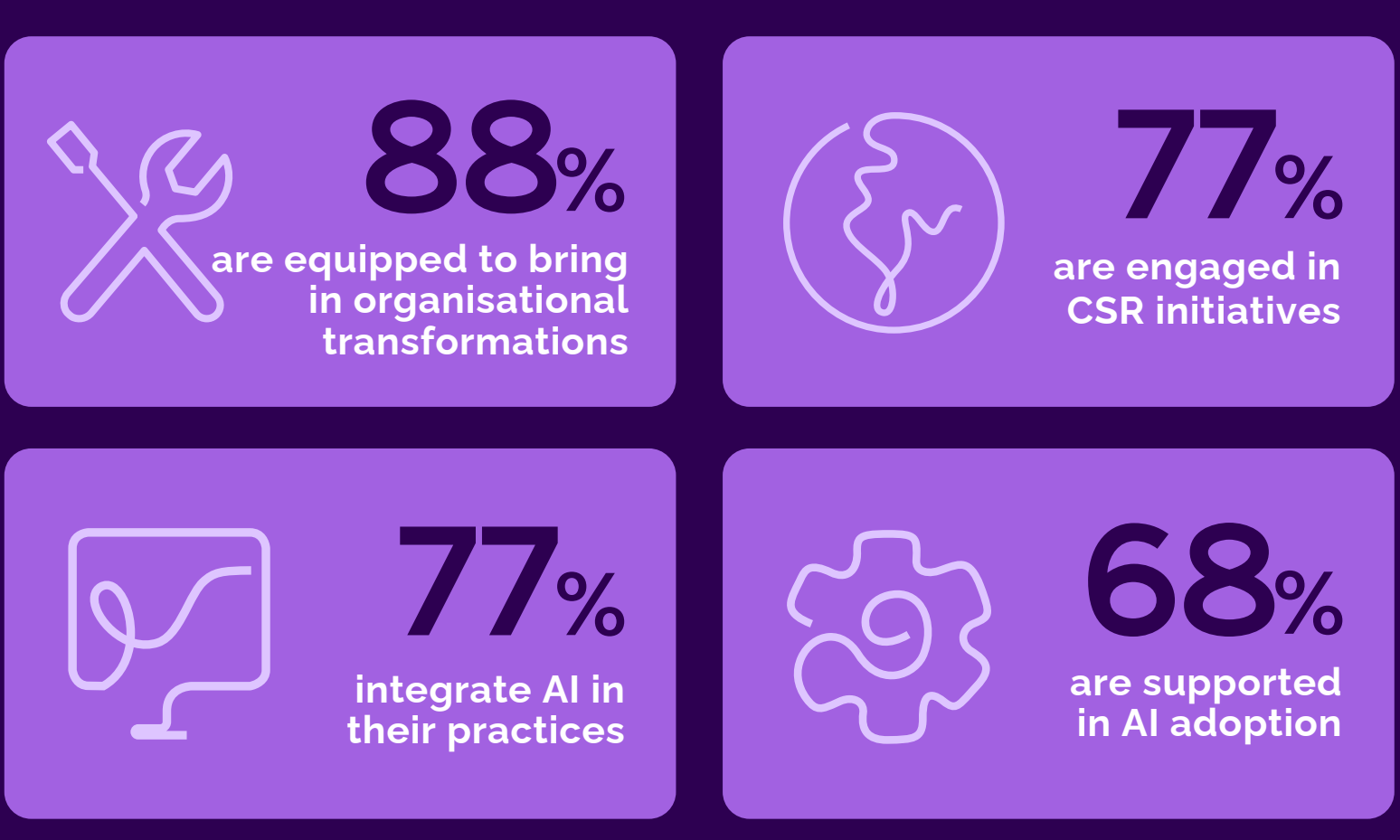
TRAINING & SUPPORT: KEY TO SUCCESS

Support makes a clear difference:



AGENTS OF CHANGE AND INNOVATION

First-time managers are actively driving transformation:



PERFORMANCE: A CORE FOCUS

Top priorities of first-time managers:



First steps, big impacts.

First-time managers are motivated, aware of their challenges and ready to lead change. Their success depends on how we support and train them.

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Beyond knowledge