

FOCUS GROUP SURVEY QUESTIONNAIRE

Focus Group Questions for Tenured Managers

Purpose: Understand their experience transitioning into management without onboarding and identify what support they wish they had/would want future managers to have.

1. What challenges did you face when you first transitioned into a managerial role?
2. What skills or knowledge do you feel you lacked during your early months as a manager?
3. Were there any tools, resources, or support systems you wish had been available to you?
4. How did you learn to manage people, processes, and expectations in your role?
5. What do you believe new managers need most in their first 90 days?
6. What organizational factors (e.g., pace of work, team dynamics, leadership expectations) impacted your development?
7. If you could redesign your own onboarding experience, what would it include?
8. What soft skills (e.g., communication, coaching, conflict resolution) do you think are most critical for new managers?
9. How do you think onboarding could better prepare managers to align with company values and performance expectations?

Focus Group Questions for Individual Contributors (ICs)

Purpose: Gather insights on what ICs perceive as gaps or strengths in their managers' capabilities.

1. Have you noticed any common challenges or gaps in how new managers lead or support their teams?
2. What skills do you think new managers often lack when they first start?
3. What kind of support or guidance do you wish managers provided more consistently?
4. Are there tools or processes you think managers should be better trained on?
5. What would you include in a training program to help managers better support their teams?
6. How do you think onboarding could improve the manager-employee relationship from day one?