



Managing
Employee
Behavior in a
Small Library

Why is this difficult in a small library?

- We have closer relationships
- We have more sympathy
- We feel more pressure to be liked
- Inter-personal stress is higher
- There is no command structure
- There is less respect for authority
- We have previous conceptions about people
- It is harder to communicate
- There isn't enough time

The Ideal Workplace

- Productivity
 - Service
 - Quality
 - Positive Attitude
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- Having an idea of what a good workplace looks like makes it easier for you to create expectations for your employees

The One Thing

- The success or failure of your efforts to manage employee behavior depends on only one thing...

- YOU

Create a Workplace Culture

- Establish a command structure
- Make your expectations clear
- Encourage positive, open communication without fear

Communication

- E-mail is great but it isn't always the best solution
- Find new ways to communicate that work for you
 - Notebooks
 - Daily logs
 - Shift change reports
 - Frequently asked questions
 - 'What I learned today'

Coaching

- Stop negative behavior before it starts
- Have regular, planned conversations
- Check in often and be available

When you notice negative behavior

- Deal with it now
- Be consistent
- Have conversations, not conflicts

The Conversation

- State the reason you are having the conversation
 - Use I statements and be specific
- Describe what you know about the situation
 - Only address the current problem
- Talk about the impact of their behavior
- Ask for and listen to their response
- Repeat their position to verify understanding
- Collaborate to find a solution
- Follow up

Get to the bottom of it

- Reasons for unacceptable behavior
- Don't know what to do or why
- Don't have the resources
- Don't know how to do it
- Barriers to performance
- Don't want to do it

Termination

- Document everything
- Have a progressive discipline plan
- Know when enough is enough



Let's Practice!