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

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!