Managing Employees in a Small Workplace

- Why is this more difficult?
  - We have closer relationships with our employees and co-workers.
  - We know their families and what is going on in their lives.
  - We have more sympathy for their situations.
  - We feel more pressure to be liked because it may feel like they are our only friend and ally.
  - There is a higher degree of interpersonal stress when you are with someone all the time in a small space.
  - There is less of a command structure and therefore less respect for authority.
  - We have to deal with previous conceptions of people that we may have known all our lives.
  - It is harder to communicate because we might not see each other often.
  - There are probably not enough hours in the day to do all the things we need to do much less manage employees.

- Having the Tough Conversations
  - Understand your position and own it
    - Your success or failure in managing employees depends on one thing - YOU
  - Coaching-stop a problem before it starts
    - Have regular planned conversations
    - Check in often and be visible
  - 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
  - Recognize when enough is enough and don’t be afraid to deal with it

- Create a work culture
- Positive
- Command structure
- Expectations

- Communication
  - E-mail is great but not the only solution
  - Find new strategies that work for you