



# Dear Chief

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COLUMNIST

DEAR CHIEF: I’m the boss of a small company and am having difficulty with a hired relative who works in sales. This particular salesperson never meets sales quotas and I want to fire him; however, other relatives who also work as sales people in the company are giving me a lot of grief about this. Any advice on getting their support to get rid of our sub-par salesman?

FRUSTRATED RELATIVE



DEAR FRUSTRATED RELATIVE: Hiring and firing family members can be very complicated. Do your sales people work independently? Or do they work in small teams? Is it possible to create teams with team goals instead of individuals with individual goals? If so, put your sub-par relative on a team filled with the relatives who don’t want you to

## Do what’s best for the company

fire him. After a few months, I wonder if everyone will have the same opinion as they do today.

Use caution when hiring relatives. Quite often they can feel that family members “owe” them and expect to be hired in family-run businesses without having to earn the positions for which they’re hired. They often have a sense of entitlement, thinking they deserve something for nothing. Not every family will feel this way but unfortunately, many do.

Companies or businesses that hire a lot of family members can often be laced with morale problems. Employees not related to the family may see any little act of recognition or assignment given to a relative as a sign of favoritism. Now don’t go so far to the opposite extreme that you never give recognition or rewards to family members because their morale will deteriorate and that can be bad if they are truly productive

employees. They could end up feeling discriminated against and probably will not be very happy with the company. In fact, it could spill into your home life as these situations often do.

The bottom line: if a relative is truly qualified, hire them. If they do a great job, recognize and reward them. If a they perform poorly and their performance doesn’t improve with additional training and/or counseling, then show them the door. Sometimes a leader must choose between personal feelings and what is best for the company. Always do what is best for the company.



*For an opportunity to have your question, issue or concern addressed in the Dear Chief column, go to [www.DearChiefAdvice.com](http://www.DearChiefAdvice.com) and submit your comments or email them to [Jeff@DearChiefAdvice.com](mailto:Jeff@DearChiefAdvice.com).*