Human Resource Management in Small Business
Achieving Peak Performance

Edited by
CARY L. COOPER
RONALD J. BURKE

NEW HORIZONS IN MANAGEMENT
Series Editor: Cary L. Cooper
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9. Addressing personal and family transitions in small businesses: effective human resource management practices

Kyle Fuschetti and Jeffrey M. Pollack

INTRODUCTION

As the global economy attempts to recover from one of the worst economic downturns in recent memory, some of the most pivotal players on the road to recovery might not be household names like General Electric, General Dynamics, or General Motors. Rather, with small businesses becoming more and more important to the global economy, it might be businesses with names such as Jim’s General Store that most aid the economic recovery. In fact, the growing importance of small and medium enterprises (SMEs) is a global trend that drives productivity, innovation, and employment growth in both developed as well as developing nations (e.g., Ayyagari et al., 2007; Van Praag & Versloot, 2007). However, though the importance and the prevalence of SMEs have increased, SMEs still face multiple obstacles.

Globally, failure rates in SMEs within the first three years of operations range from roughly 30 percent to upwards of 50 percent (for an initial review and introduction to relevant controversies see Headd, 2003; Van Praag, 2003). Overall, though it is important for owners as well as stakeholders of SMEs to be aware of the high proportion of failure, it is more important to understand why high numbers of SMEs fail. Multiple categories of reasons exist that attempt to explain the general causes of business failures such as lack of planning and organization (e.g., insufficient business planning, lack of long-term outlook, inaccurate analysis of competitive environment, unrealistic expectations), lack of knowledge or experience (e.g., lack of business expertise in critical areas, unwillingness to seek help), lack of resources (e.g., not enough financial capital, not enough human capital, poor credit or lack of access to debt financing),
and personal and family transitions (e.g., role stress, lack of good models and/or support, difficulty dealing with uncertainty, family issues). Overall, considering these factors, the data are clear – due to these liabilities (often termed liabilities of newness and smallness) it is probable that early-stage entrepreneurs will fail (Delmar & Shane, 2004).

Substantial amounts of research have focused on some of these critical risk factors for business failure. However, a notable lack of research has focused on the personal and family transitions entrepreneurs encounter; this chapter, thus, focuses here. Specifically, we focus on two general areas in which entrepreneurs face difficult transitions: (1) stress-related issues and (2) family-related issues. We proceed as follows. First, we discuss the stress-related transition issues entrepreneurs encounter, and then we explore the family-related issues that can arise. Second, consistent with the benchmarking practices in SMEs (Cassell et al., 2001, 2002), we present relevant best practices for dealing with issues in both of these categories (i.e., stress-related, family-related). In conclusion, we provide practical, empirical, as well as theoretically-oriented thoughts regarding the personal and family transitions entrepreneurs face (see Table 9.1).

### PERSONAL AND FAMILY TRANSITIONS IN SMALL BUSINESSES

#### Entrepreneurial Stress

Across the domains of organizational behavior, human resources, and management, occupational stress is a key construct (Barsky et al., 2004; Gilboa et al., 2008). We build on this research in the following section, which provides some insight into the stress-related transitions entrepreneurs encounter. Overall, though, limited research has been conducted in the domain of entrepreneurial stress. The work that has been done in entrepreneurship has focused on two general areas: (1) role conflict, role ambiguity, and role overload (for a review see Wincent & Orqvist, 2009a, 2009b), and (2) failures (for reviews see Shepherd, 2003, 2004, 2009).

First and foremost, the main transition a person faces when engaging in entrepreneurial activity is the reality of working for yourself (i.e., role issues). Potentially, the days of hour-long lunch breaks, lenient bosses, and the occasional snow day are gone. Your business may now be open (i.e., you can now work) 24 hours per day, seven days per week – and, clients often do not care about extenuating circumstances; they want the work done or service provided efficiently and effectively. This, potentially, can lead to role conflict (i.e., difficulty meeting the demands of

### Table 9.1 Transition issues, consequences, and best practices

<table>
<thead>
<tr>
<th>Transition Type</th>
<th>Specific Transitions</th>
<th>Consequence</th>
<th>Best Practice(s)</th>
<th>Practitioner Exemplar</th>
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<tbody>
<tr>
<td>Stress-related</td>
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<td>Conflict with partners &amp; employees</td>
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<td>Environmental uncertainty</td>
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<td>Struggles with high need for achievement</td>
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<td>Stress-related</td>
<td>Pressure for success</td>
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<td>Wahoo's Fish Taco</td>
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<td>Threat of failure</td>
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<td>Unfavorable long-term outlook</td>
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<td>Stress-related</td>
<td>Lack of uniform prescriptions to transitional problems</td>
<td>Applying best practices that don't fit the company</td>
<td><em>Analyze your specific situation</em></td>
<td>Stroller Strides</td>
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<td>Ignoring important issues altogether</td>
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<td>Family-related</td>
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<td>Lack of quality family time</td>
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<td>Strain on familial relationships</td>
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<td>Entrenchment</td>
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<td></td>
<td>Lack of incentive to share wealth</td>
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<td>Nepotism</td>
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<td>Unfair business judgments based on family members' past actions</td>
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<td>Smothering effect: all family, all the time</td>
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customers, financiers, licensing agencies, family members), role ambiguity (i.e., difficulty being the salesperson, marketing representative, payroll processor, and chief executive officer), and role overload (i.e., inability to accomplish all that needs to be done) (for reviews see Wincent & Ortmvist, 2009a, 2009b). Specific concerns related to the stressful nature of the entrepreneurial occupation include factors such as loneliness, excessive time demands, work overload, conflicts with partners and employees, environmental uncertainty, and struggles with high need for achievement (Akande, 1994; Buttner, 1992; Harris et al., 1999). Wincent and Ortmvist (2009a, p. 228) present a model and describe how role conflict, role ambiguity, and role overload may lead to both potential rewards and exhaustion – stress-related transition issues can have serious consequences for job performance, work–family conflict as well as job satisfaction and withdrawal (for a review see Wincent & Ortmvist, 2009b).

Though transition-related role issues are a concern, one additional concern is related to the threat of entrepreneurial failure. Specifically, the pressure for success grows and the consequences of failure increase; suddenly poor business performance leaves a small business owner wondering if he or she will be able to put food on the family's table. Generally, this area is substantially under-examined. However, research by Shepherd (2003, 2004, 2009) focuses on the issues related to businesses failure and how this adversely affects entrepreneurs and their families, both pre- and post-failure. As a stress-related issue, owners of SMEs should be aware that performance-oriented pressure can be a substantial concern to an entrepreneur.

Regarding the overall study of stress in entrepreneurs, recent research by LePine et al. (2005) as well as Podsakoff et al. (2007) holds promise as a framework to examine the stress-related transitions of entrepreneurs. This research highlights both the positive and negative effects that stress can have on individuals' performance. Traditionally, stress is viewed as a negative influence – however, this is not how original research on stress emerged. Originally, stress was simply described as a framework involving stimulus and a subsequent response (e.g., Lazarus & Folkman, 1984). Recent conceptualizations have described stress in terms of both feedback loops (e.g., Edwards, 1992) and resource conservation (e.g., Hobfoll, 2002). And, research by LePine et al. (2005) and Podsakoff et al. (2007) focuses on the differences between challenge stressors versus hindrance stressors. Challenge stressors are those influences that can improve performance (e.g., personal development and achievement) whereas hindrance stressors inhibit performance.

Imagine, for a moment, an entrepreneur facing two issues that are causing stress. Issue one is that the bank from which he/she seeks financing is two weeks late in making a decision. Issue two is that it is the end of the month and he/she is behind on sending out invoices to clients. In the challenge stressor–hindrance stressor framework, issue one would be a hindrance stressor – something that inhibits performance. Alternatively, issue two – the invoices – may actually put pressure on the entrepreneur to work efficiently and effectively to mail all the invoices in one day – a performance-enhancing stressor. In the present work, we primarily discuss the negative implications of stress as they relate to personal and family transitions, however, an intriguing line of research for future inquiry relates to how challenge stressors and hindrance stressors differentially affect entrepreneurs. For instance, Hunter and Thacher (2007) examined a sample of 270 bank employees and found that individuals who felt stress and had higher commitment and higher levels of experience exhibited better performance relative to individuals who felt stress and had lower commitment and experience. Extending this line of research to the domain of entrepreneurship holds both practical and theoretical value.

**Family-related Transition Issues**

In terms of family-related issues, there are two main types of issues that can arise. On one hand, problems can arise if family members are not included in the business. On the other hand, problems can arise if family members are involved in the business. Overall, family-related factors influence one's ability to work effectively and are directly related to personal depression (Frone et al., 1992). And, when elements of work interfere with one's family life, overall life satisfaction and work satisfaction of the small business owner may be negatively affected (Adams et al., 1996). In the following section, we first discuss the problems that arise from not having family members involved, then we address the issues that can arise with direct family involvement.

To operate a business in which family members are not explicitly involved creates some important challenges. As an example, for a spouse, when a partner decides to embark on an entrepreneurial endeavor it can be difficult that financial security is no longer assured, set paychecks no longer arrive each month, and personal savings accounts become business reserves. Additionally, time spent together may decrease and some new SME owners have a workaholic mentality that can alienate a partner. Also, for children of entrepreneurs, the transition can be difficult as well (Mendels, 2000). Research has noted that children are actually "silent carriers of family financial stress", and that they are "not only keenly aware of it, but... more likely to behave badly and develop emotional problems" (Shellenbarger, 2008). Thus, it is easy to envision the problems that arise
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in terms of family-related transition issues if members are not involved in the business.

Alternatively, when operating a business in which family members are explicitly involved, some of the above issues may be somewhat alleviated. However, though there are significant benefits, important disadvantages also can also arise (for reviews see Hoy & Sharma, 2009; Nicholson, 2008a, 2008b; Sharma, 2004; Sharma et al., 1997). On the plus side, firms with higher family involvement are typically able to leverage and build strength through their shared life experiences; thus, small businesses with high family involvement may be more able to handle challenges and crises (Nicholson, 2008a). However, overall, Lansberg (1983) found that there are four different types of problems that firms with high family involvement can encounter: (1) employee selection, (2) employee compensation and equity, (3) employee appraisal, and (4) employee training and development. And, these areas manifest themselves as problems with higher levels of entrenchment, special dispensation or compensation, lack of incentive to share wealth, nepotism, and free-riding (Burkart et al., 1997; DeAngelo & DeAngelo, 2000; Gomez-Mejia et al., 2001; Pollack, 1985; Schulze et al., 2003).

Synthesis

Overall, new entrepreneurs in SMEs may encounter substantial difficulties due to the transition. These transition issues can be due to stress-related and/or family-related issues. Transition issues may have serious consequences for job performance, job satisfaction, work–family conflict as well as withdrawal. In the following sections we outline some best practices that focus on addressing some of these transition issues and decreasing the potential negative impacts.

DEALING WITH TRANSITION-RELATED ISSUES: BEST PRACTICES

In order to help smooth personal and family transitions in small businesses, there are several human resource (HR)-related practices that owners of SMEs can follow. By adhering to some of these basic concepts and learning from various small business success stories, a new entrepreneur will be able to avoid some of the common emotional pitfalls discussed earlier and establish an enterprise oriented towards long-term success. In the following examples, we address both how to deal with common stress-related issues as well as common family-related transition issues.

Train Others to Do What You Do

Initially, an entrepreneur in an SME may need to do everything (e.g., marketing, sales, emptying the trash, doing the payroll). However, this is neither sustainable nor realistic in the long run (Gerber, 2001). Eventually, as discussed earlier, role conflict, role ambiguity, and/or role overload create unacceptable levels of stress, which then affect performance. Therefore, as soon as the SME gets to the point where employees can be hired, the entrepreneur has a real opportunity to take a significant amount of the workload off his/her shoulders — generally, adding an employee can pay for itself in terms of efficiency and effectiveness in a short amount of time. Additionally, by investing in employee training, a lot of time can be freed up for the small business owner to devote to his or her family and other commitments; vacations can be planned, school plays can be attended and reasonable work hours can be realized.

A great example of this can be seen by analyzing the story of WhitGroup Consulting LLC (http://www.wgconsult.com/) (see Isidro, 2010). Bianca Whitfield, a newly divorced mother with a one-year-old daughter, made a career choice that few individuals would consider. Instead of playing it safe with a guaranteed paycheck from her corporate accounting job, Whitfield decided to go into business for herself and start an accounting, tax and financial services firm: WhitGroup Consulting LLC. Success came quickly to Whitfield — almost too quickly. WhitGroup Consulting LLC, once a one-woman, home-based operation, soon became a full-fledged small business with its own office and employee base. Though success did come fast, it certainly did not come easy. Early on in the company's existence, Whitfield was forced to work long hours in order to grow her business while remaining a devoted mother. These significant changes in her personal and professional life were becoming hard to deal with so Whitfield took steps to help ease the transition. One of these major moves was her commitment to her employees' training and development. Not only did she want to see these individuals succeed and develop their knowledge bases, but Whitfield also wanted them to learn as much as they could as quickly as possible so that they could help take some of the work off her plate. This additional assistance greatly helped Whitfield with her and her daughter's transition into this new, entrepreneurial life (ibid.).

Encourage Family Members to Feel as if They Are Part of the Business

Completely separating the family and business aspects of entrepreneurial life is difficult. A spouse, partner, or child will often feel like the entrepreneur is living two lives — one at home and one at work. This often can
in terms of family-related transition issues if members are not involved in the business. Alternatively, when operating a business in which family members are explicitly involved, some of the above issues may be somewhat alleviated. However, though there are significant benefits, important disadvantages also can also arise (for reviews see Hoy & Sharma, 2009; Nicholson, 2008a, 2008b; Sharma, 2004; Sharma et al., 1997). On the plus side, firms with higher family involvement are typically able to leverage and build strength through their shared life experiences; thus, small businesses with high family involvement may be more able to handle challenges and crises (Nicholson, 2008a). However, overall, Lansberg (1983) found that there are four different types of problems that firms with high family involvement can encounter: (1) employee selection, (2) employee compensation and equity, (3) employee appraisal, and (4) employee training and development. And, these areas manifest themselves as problems with higher levels of entrenchment, special dispensation or compensation, lack of incentive to share wealth, nepotism, and free-riding (Burkart et al., 1997; DeAngelo & DeAngelo, 2000; Gomez-Mejia et al., 2001; Pollack, 1985; Schulze et al., 2003).

Synthesis

Overall, new entrepreneurs in SMEs may encounter substantial difficulties due to the transition. These transition issues can be due to stress-related and/or family-related issues. Transition issues may have serious consequences for job performance, job satisfaction, work-family conflict as well as withdrawal. In the following sections we outline some best practices that focus on addressing some of these transition issues and decreasing the potential negative impacts.

DEALING WITH TRANSITION-RELATED ISSUES:
BEST PRACTICES

In order to help smooth personal and family transitions in small businesses, there are several human resource (HR)-related practices that owners of SMEs can follow. By adhering to some of these basic concepts and learning from various small business success stories, a new entrepreneur will be able to avoid some of the common emotional pitfalls discussed earlier and establish an enterprise oriented towards long-term success. In the following examples, we address both how to deal with common stress-related issues as well as common family-related transition issues.

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With Stroller Strides, Druzman was able to create a service for the large, underserved market of stay-at-home moms looking to find time to stay in shape without neglecting their children. In addition, Druzman was able to ease her own transition into the world of small business by actually incorporating her child into the business. Druzman shows that creativity and out-of-the-box thinking are vital to smoothing out personal and family transitions in entrepreneurial endeavors (ibid.).

Engage in Open and Honest Communication with Family Stakeholders

As with any good peer-review process at a large corporation, small business owners should engage in scheduled, frequent 360 degree reviews with all of their stakeholders, namely, their family members. These candid review sessions give everyone a forum where they are free to speak their mind about their concerns and feelings about their family’s transition to a small business lifestyle. These reviews allow the entrepreneur to see where he or she is failing as a boss, partner, spouse, and/or parent as well as where he/she is doing well (Hirsberg, 2010).

It is also prudent to set up certain unbreakable family rules and guidelines, such as non-negotiable partner-partner time or parent-child time or outlawed use of technology (e.g., phones, computers) at the dinner table. This open and honest communication with one’s family will create a more pleasant home environment for everyone, which has far-reaching benefits. Research has shown that a person’s overall happiness in life is more closely related to family satisfaction than it is to work satisfaction; even the most dedicated entrepreneur would be wise to make his or her family’s happiness his or her top priority (Edwards & Rothbard, 1999).

One HR practice that can be used is to set up specific governance tools for family members that guide actions, set expectations, and provide a forum for feedback. Some tools to consider are regularly scheduled family-only meetings, elected family councils, and collaborative family constitutions (Hoy & Sharma, 2009). By keeping family members constantly engaged and expressing an interest in their feedback, the entrepreneur will ensure his or her management style doesn’t appear to be that of a dictatorship. These governance tools will also establish a certain degree

Analyse Your Own Specific Situation

Studying successful small businesses practices and the musings of sage HR professionals is a wise move for any entrepreneur, however, in reality, there is no one-size-fits-all approach to managing personal and family transitions into small business. Rather, each person is different, each family is different, and each business is different. In fact, Edwards and Rothbard (1999, p. 123) noted that “uniform prescriptions for resolving work and family stress are likely to be ineffective”. Importantly, they asserted that “Efforts to manage work and family stress should be individualized, based on careful assessment of the fit between the person and his or her own work and family environments”. We, accordingly, encourage owners of SMEs to find a way of doing things that works in their particular situation.

A great example of this can be found by studying Lisa Druzman’s company, Stroller Strides (http://www.strollerstrides.com/) (see Pennington, 2005). In 2001, Lisa Druzman, a fitness aficionado, gave birth
foster resentment and feelings of a lack of appreciation when the entrepreneur chooses to stay late at work instead of coming home for meals or family events.

The entrepreneur can counteract this vicious cycle by engaging family members in the business. Bringing work "home" is often referred to negatively—however, tasks such as stuffing envelopes in the living room, or making the weekly deposit at the bank a family endeavor, can enable members to feel as if they are truly a part of the business. Indeed, enabling family members, especially kids, to be part of the business builds pride, and understanding of the endeavor (Hirshberg, 2010).

The Road Less Traveled (http://www.theroadlesstraveled.com/), a Chicago-based small business, exemplifies the family involvement model. Jim and Donna Stein, the owners and founders of the company, which leads expeditions with high school students around the globe, have three children. Two decades ago, when they started the business, the three kids were just born. Over time, Jim and Donna had a choice—lead the company by keeping work and family separate—or, engage the family in the business and enable all the employees to benefit from the family-oriented culture. Their choice—high involvement of both Jim and Donna, as well as the three kids—has been tremendous for the company. Expedition leaders with the company, who see the kids at all company events and at the annual staff training, have the sense that they are part of a family. And, the kids are now engaged in the business and actually, now that they are old enough, lead trips of their own for the company.

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of fairness since underlying ground rules are documented for all to see and feedback is routinely being solicited.

Bring in Outsiders to Fill High-level Positions

By putting only family members in high-level positions of power, the entrepreneur misses several significant opportunities. In the realm of HR, engaging a professional employer organization (PEO) can lead to many great benefits for the company. First, this PEO can signify a certain degree of fairness to employees, indicating that HR decisions are being influenced by an outside third party and any sort of family bias that exists with the business owner can be effectively managed (Tansky & Heneman, 2006). Bringing in PEOs can make employee members and putting them in positions of power can lead to significant gains in organizational knowledge, efficiency, and effectiveness.

A great example of this can be seen by studying the story of Wahoo's Fish Taco (http://www.wahoos.com/) (see Kilroy, 2009). In 1988, Wing Lam, Ed Lee, and Mingo Lee opened up a small restaurant in Costa Mesa, California. These three brothers, who grew up peeling shrimp in their parents' Chinese restaurant, never dreamed that Wahoo's Fish Taco would become the incredible success that it is today. Early on, as the business demands began to explode, the three brothers were able to recognize their own professional shortcomings. Ed explained, "After we opened our third store, it sort of became a business. I started having to worry about inventory controls, scheduling people. I mean, we didn't have any of those things in place" (Kilroy, 2009). In 1990, the three brothers recognized that they couldn't expand any further without some outside help. As a result, Steve Karraridis became a partner and COO of Wahoo's and brought with him several years of experience as a consultant to many Orange County restaurants.

Because Wing, Ed, and Mingo were able to recognize their professional shortcomings and solicit outside help, Wahoo's was able to expand geographically and flourish. Wahoo's now has over 30 stores in four different states and continues to grow and gain national brand recognition. Their sage decisions allowed the three brothers to transition smoothly from a small, family-owned operation to a bigger, ever-expanding enterprise (ibid.).

Make Family Members Earn Their Stripes

The majority of businesses do not require family members to have any sort of experience or necessary qualifications when entering the company (Beek, 2009). However, for multiple reasons (e.g., effectiveness, efficiency, employee morale, fairness) it is imperative that family employees receive the necessary training and develop significant knowledge bases before taking on any sort of important role within the firm.

A great case study of this principle can be found with Dorothy Lane Markets (http://www.dorothyylanecom/), a small, family-owned Ohio-based supermarket chain (see Fenn, 2005). These markets, owned since 1948 by the Mayne family, provide customers with an incredible environment in which to do their shopping: free cappuccino at the coffee bar, fresh artisanal bread baking in the $60,000 French hearth oven and an incredibly helpful staff, dressed in crisp white shirts and bow ties (ibid.).

Due to the upscale and ultra-welcoming store environment, any customer who spends more than five minutes in a Dorothy Lane Market would leave convinced that, for management, the customer is the number one priority. They would, however, be incorrect in that assumption. In the early years of the business, customer service was certainly the Mayne family mantra, but they soon came to realize that exceptional service starts with exceptional employees (ibid.). As a result, Dorothy Lane spends over $25,000 (and uncountable amounts of time) on employee training each year. The industry average turnover of part-time supermarket employees is around 100 percent – at Dorothy Lane, this number is closer to 25 percent.

As a family-owned business, though, much attention is paid to family employees in addition to part-timers. Older generations want to be absolutely sure that the future of the company is in good hands, so they invest heavily in growing the knowledge base of the younger members of the Mayne family. Norman Mayne, son of founder Calvin and current CEO, spent his youth sweeping floors, stocking shelves, and working the register. Norman's son Calvin is also getting into the act: at 12 years old, Calvin was sweeping the basement floor and stocking shelves during the graveyard shift. He became a specialty food buyer in the mid-1990s and became a general manager in 1996. Calvin understands the need for his years of grunt-work, explaining it was understood that he needed to earn his role in the company. This notion of a successor having to earn his or her stripes is missing from far too many family-owned small businesses. This leads to an extremely high failure rate for inter-generational transitions. By starting employees at a young age and having them truly learn the craft, this risk of uninformed successors can be effectively mitigated in many SMEs (ibid.).

Recognize Family Member Strengths and Give Them Room to Succeed

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too many policies, rules, and regulations are put in place, family member employees may begin to feel overwhelmed and micro-managed. Too much of a family culture can also suffocate employees and have adverse effects on the long-term health of the business. Once employee strengths are identified, they should be given a certain degree of freedom to pursue their objectives and deliver results for the business without interference.

Husband and wife team Martin and Andrea Swinton learned this lesson early on when starting their business: Take-A-Boo Emporium in Toronto, Ontario (http://takeaboo.worldpress.com) (see Ward, 2010). As a married couple, the Swintons quickly came to discover the challenges associated with working with your spouse as a business partner. Every minute of each day was spent with one another – this, they realized, could be difficult for even the most devoted couples. By opening Take-A-Boo together, the Swintons not only had to worry about the health of their business but also the health of their marriage.

Martin and Andrea realized that their business and their marriage would never last if they were constantly in each other’s space. They also realized that they had two very different professional backgrounds and skill sets that could complement each other very well. As a result, the Swintons set up clearly defined responsibilities and spheres of action: Martin was responsible for the day-to-day antique-based operations while Andrea managed the business, operated the website, and handled the finances. By being honest and open with each other and recognizing individual strengths, Martin and Andrea Swinton were able to assist each other with their transitions into the world of operating a small business and kept their marriage healthy. These lessons can be applied in almost any family-operated small business and can be utilized to prevent many of the common pitfalls that send these businesses to their demise (ibid.).

CONCLUSION
Research shows that business practices, specifically in the area of human resources, vary substantially among small and medium-sized businesses (Cassell et al., 2002). Not only do the practices show a high degree of variability, but so do the relative levels of success. Overall, existing SMEs can learn from peers, both from within and outside of their own industry. Without positive role models, or benchmarks, for human resource-related best practices the need for a small business owner to figure things out alone will quickly result in elevated difficulty due to stress and family-related issues in the transition to entrepreneurship (e.g., De Grijp & Sieben, 2005).

In this chapter we’ve explored the difficult personal and family transitions that go along with entrepreneurial endeavors. And, in order to smooth these transitions we’ve concluded that, first and foremost, the business owner must understand the challenges being faced by all involved stakeholders (e.g., owners, managers, family). Accordingly, we have established a series of best practices, based on high-performing SMEs, that business owners can model to help smooth the transition-related issues that result from engaging in entrepreneurial activity.

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