

# Performance Is an Ongoing Conversation

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**Abstract.** The report emphasizes the dynamic nature of performance management, addressing challenges through tailored strategies based on the root cause. It distinguishes between event-based and systemic underperformance, providing specific approaches for each scenario. For event-based issues, such as personal crises, the leader is encouraged to offer support, understand the impact on goals, and weather the temporary downturn together. In cases of systemic underperformance, diverse strategies are suggested, ranging from goal setting and mentorship to addressing team dynamics and workload. The report also acknowledges the difficulty of handling adversarial relationships, advising leaders to seek HR guidance, enhance conflict resolution skills, and prioritize self-care. Ultimately, it emphasizes timely action, setting resolution timelines, and, if necessary, exploring termination processes for the benefit of the team and individual growth.

**Keywords:** Event-Based Behavior· Systemic Behavior· Goal Setting· Mentorship· Team Dynamics· Workload· Exhaustion· Adversarial Relationship· Conflict Navigation Skills· Termination Processes.

## 1 Introduction

In the realm of leadership and performance management, the ability to navigate and address various challenges is paramount. This report delves into the nuanced dynamics of handling underperformance, recognizing that a one-size-fits-all approach is seldom effective. It articulates a distinction between event-based and systemic behavior, acknowledging that tailored strategies are essential for each scenario. Whether influenced by personal events like family changes or systemic issues within the team, leaders are presented with an array of strategies to diagnose, address, and support their team members. From providing mentorship during challenging times to reshaping job responsibilities for renewed enthusiasm, the report offers a comprehensive guide for leaders aiming to optimize individual and team performance. Furthermore, it recognizes the complexity of handling adversarial relationships and provides insights into conflict resolution, HR collaboration, and the importance of self-care in the pursuit of a positive and growth-oriented workplace. Through this exploration, the report underscores the significance of timely action, emphasizing that effective leadership is rooted in understanding, support, and the pursuit of shared goals for professional development.

**Sample Heading (Third Level)** Only two levels of headings should be numbered. Lower level headings remain unnumbered; they are formatted as run-in headings.

*Sample Heading (Fourth Level)* The contribution should contain no more than four levels of headings. Table 1 gives a summary of all heading levels.

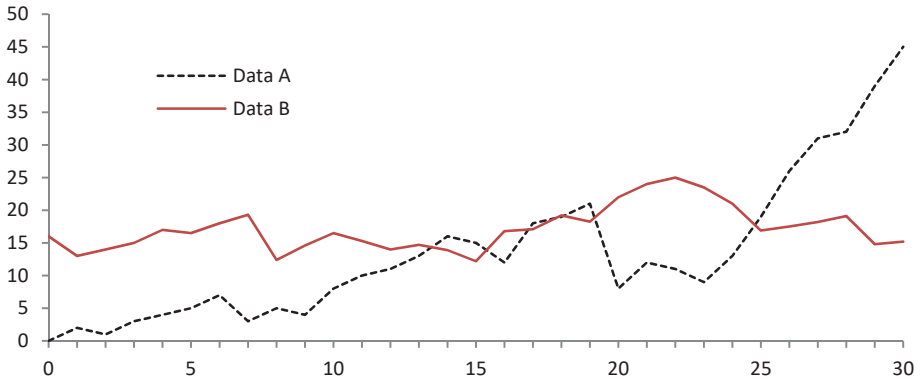
**Table 1.** Table captions should be placed above the tables.

Heading level	Example	Font size and style
Title (centered)	<b>Lecture Notes</b>	14 point, bold
1st-level heading	<b>1 Introduction</b>	12 point, bold
2nd-level heading	<b>2.1 Printing Area</b>	10 point, bold
3rd-level heading	<b>Run-in Heading in Bold.</b> Text follows	10 point, bold
4th-level heading	<i>Lowest Level Heading.</i> Text follows	10 point, italic

Displayed equations are centered and set on a separate line.

$$x + y = z \tag{1}$$

Please try to avoid rasterized images for line-art diagrams and schemas. Whenever possible, use vector graphics instead (see Fig. 1).



**Fig. 1.** A figure caption is always placed below the illustration. Please note that short captions are centered, while long ones are justified by the macro package automatically.

**Theorem 1.** *This is a sample theorem. The run-in heading is set in bold, while the following text appears in italics. Definitions, lemmas, propositions, and corollaries are styled the same way.*

*Proof.* Proofs, examples, and remarks have the initial word in italics, while the following text appears in normal font.

For citations of references, we prefer the use of square brackets and consecutive numbers. Citations using labels or the author/year convention are also acceptable. The following bibliography provides a sample reference list with entries for journal articles [1], an LNCS chapter [?], a book [?], proceedings without editors [?], and a homepage [?]. Multiple citations are grouped [1, ?, ?], [1, ?, ?, ?].

## References

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