



# Managing Performance & Conflict

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A Leadership Lab

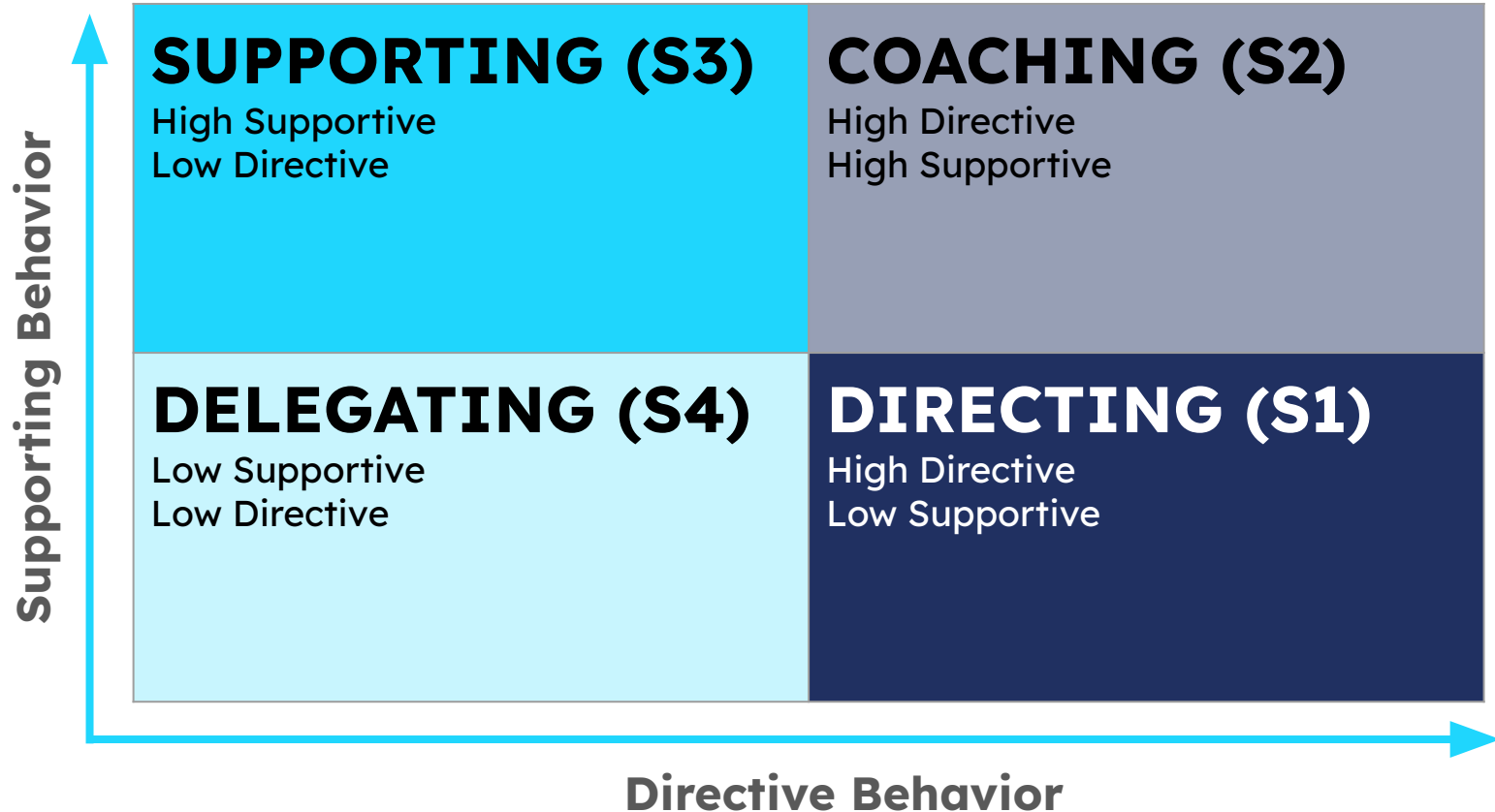
[ November 14, 2025 ]



# Welcome!

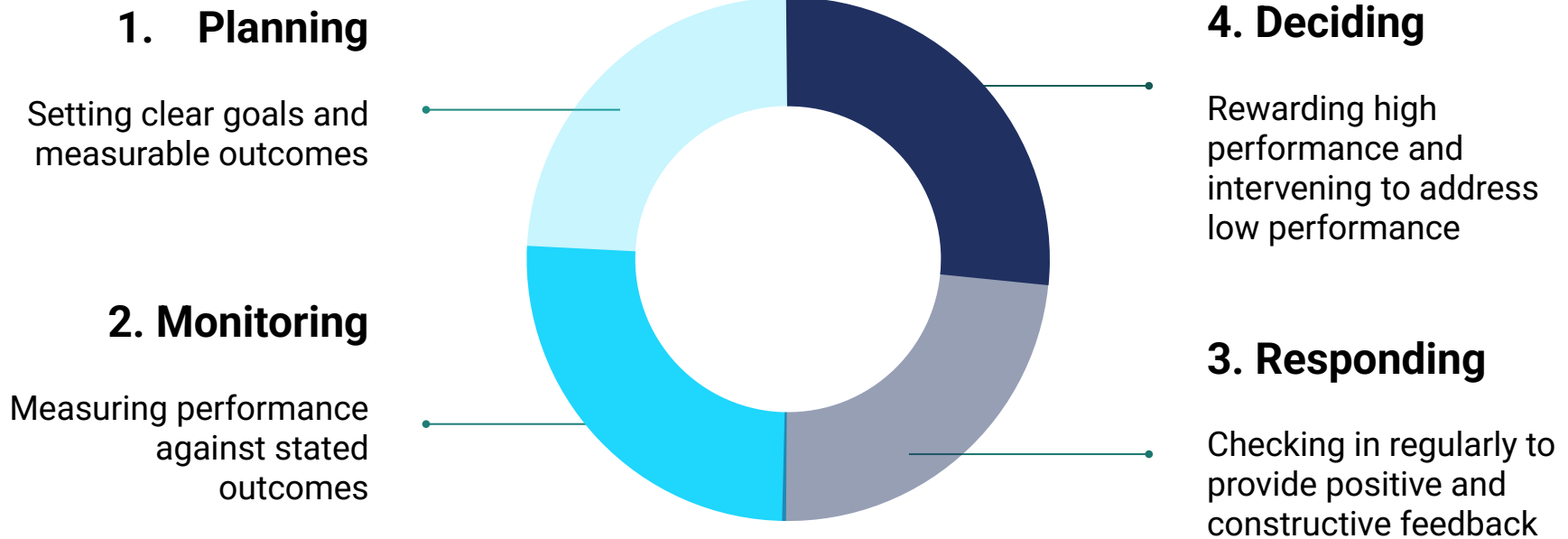


# Situational Leadership Model





# Performance Management Process



# Development Levels

## High Performers

## Low Performers

<b>SELF-RELIANT ACHIEVER (D4)</b>  High Competence High Commitment	<b>CAPABLE BUT CAUTIOUS PERFORMER (D3)</b>  Moderate to High Competence Variable Commitment	<b>DISILLUSIONED LEARNER (D2)</b>  Some Competence Low Commitment	<b>ENTHUSIASTIC BEGINNER (D1)</b>  Low Competence High Commitment
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# Motivating People 101: The SCARF Model



# From Good to Great



**Status**

Less than or  
more than



**Certainty**

Knowing what  
to expect



**Autonomy**

Sense of control



**Relatedness**

“In group” or out  
group”



**Fairness**

Perception of  
fair exchange

**Exposure,  
Leadership**

**Strategic  
Alignment**

**Choice,  
Ownership**

**“A seat at the  
table”**

**If they do X, Y  
will happen**



# From Not So Great to Good



**Status**

Less than or  
more than



**Certainty**

Knowing what  
to expect



**Autonomy**

Sense of control



**Relatedness**

"In group" or out  
group"



**Fairness**

Perception of  
fair exchange

**Reality Check**

**Clear  
Expectations**

**(Limited)  
Choice**

**Kindness,  
Empathy**

**If they do X, Y  
will happen**

# Apply: Motivate a High Performer

<b>SELF-RELIANT ACHIEVER (D4)</b>  High Competence High Commitment	<b>CAPABLE BUT CAUTIOUS PERFORMER (D3)</b>  Moderate to High Competence Variable Commitment
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STATUS

Exposure,  
Leadership

CERTAINTY

Strategic  
Alignment

AUTONOMY

Choice,  
Ownership

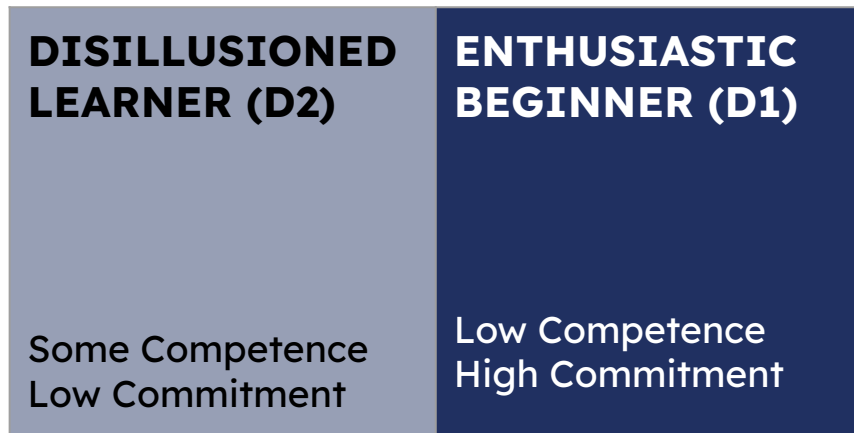
RELATEDNESS

“A seat at the  
table”

FAIRNESS

If they do X, Y  
will happen

# Apply: Motivate a Low Performer



**STATUS**

**CERTAINTY**

**AUTONOMY**

**RELATEDNESS**

**FAIRNESS**

**Reality Check**

**Clear  
Expectations**

**(Limited)  
Choice**

**Kindness,  
Empathy**

**If they do X, Y  
will happen**

# Performance Improvement Plan

1. **Performance Issue:** (Specific, Observable behaviors)
2. **Impact:** (To team, customer, workflow)
3. **Expectations:** Clear and measurable
4. **Support:** What type of coaching/training the leader will provide
5. **Timeline:** 30–90 days with regular check-ins
6. **Consequences:** What will happen if improvement doesn't occur (including termination)
7. **Employee Response/Comments**



# Letting a Poor Performer Go

## Legal Considerations

### Discrimination

Ensure that your decision is not based on race, color, religion, sex (including pregnancy, sexual orientation, or gender), national origin, disability, age (40+), genetic history, or the employee's decision to report or participate in a discrimination lawsuit.

### At Will Employment

Arizona is an “at-will” employment state which means that any employer can fire any employee at any time, for any reason, or for no reason at all.

74% of the US workforce is “at-will”.

# Insight Question Action

