

The Double Bottom Line: **BALANCING PEOPLE AND RESULTS**

From Chapter 2 of Tim Arnold's forthcoming book, *Winning Culture*

Healthy workplace culture depends on leaders who can champion both **People AND Results**.

- **People** — The commitment to value, support, and invest in employees. It means creating a workplace where people feel respected, fairly compensated, developed, cared for, and included in decisions that affect them.
- **Results** — The commitment to efficiency, productivity, and profitability. It means setting high expectations, driving accountability, and making decisions that ensure long-term success and sustainability.



When you hold these two commitments in healthy tension, your culture thrives. But when one side dominates and the other is neglected, it creates predictable challenges—both for people and performance.



Reflection Questions

1. Where do you (or your team) spend most of your time?

- Which quadrant best describes your current reality?
- What patterns or habits are keeping you there?

2. What would help you move closer to Quadrant 4?

- What's one thing you could *start doing, stop doing, or do more of* in the season ahead to manage this tension more effectively?

This can be a personal reflection — or even better, a discussion in your upcoming one-on-one meetings.