

LEAD WITH AND

The Secret to Resilience and Results in a Polarized World

PERSONAL ACTION PLAN

Welcome to *Lead with AND*. I am pleased to provide you with this editable resource that will allow you to create a personal action plan around the key concepts and big ideas of the book.

Keep this close as you read through the chapters and take time to reflect and personalize the material so that it moves from *interesting* to *actionable*.

The ability to *lead with and* is the secret to resilience and results in a polarized world, and I am excited to share it with you. Get ready to unleash the superpower of Both/And thinking in an Either/Or world.

Good luck and have fun!

Cheers,

Tim Arnold

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Step 1: Understand

HEALTHY TENSION WORKSHEET FOR BEING OPTIMISTIC AND BEING REALISTIC

Start by identifying **3 positive results** from focusing on each side and write them in these two boxes below.

+ POSITIVE RESULTS OF
BEING **OPTIMISTIC**

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POSITIVE RESULTS OF **+**
BEING **REALISTIC**

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- NEGATIVE RESULTS
WHEN **OVERDONE**

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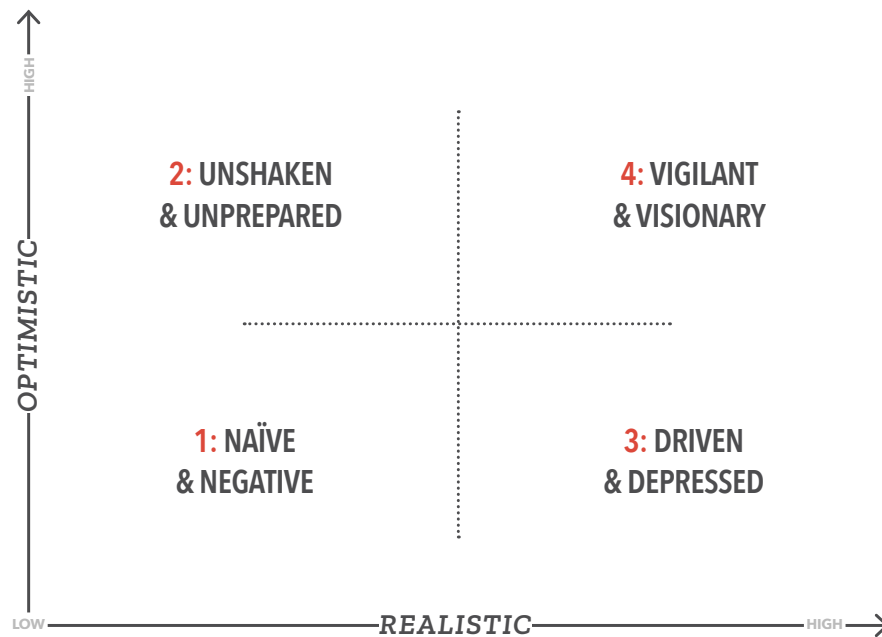
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NEGATIVE RESULTS **-**
WHEN **OVERDONE**

Identify **3 negative results** when each side is overdone to the neglect of the other in the two boxes above.

Step 2: Assess

BEING OPTIMISTIC AND BEING REALISTIC

What quadrant are you spending the most time in these days?

If you find yourself in Quadrant 1, 2 or 3, what are a few things you could **START** or **STOP** doing that would help you to spend more time in Quadrant 4?

If you find yourself in Quadrant 4, what are some things that you need to make sure you **CONTINUE** doing to stay in this quadrant in the season ahead? How can you leverage your ability to manage this tension well to help others around you at work and home move into this quadrant?

NOTES:

Step 3: Leverage

ACTION PLAN
FOR **BEING OPTIMISTIC** AND **BEING REALISTIC**

Start by identifying **1 to 3 actions** you (and/or your team) can take to gain or maintain the positive results of each side.

ACTION STEPS: _____

What are things you do to gain or maintain **the positive results of optimism**?
What? Who? When?

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ACTION STEPS: _____

What are things you do to gain or maintain **the positive results of realism**?
What? Who? When?

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Identify **1 to 3 red flags** that serve as early warning indicators that a side is being overdone to the neglect of the other.

RED FLAGS: _____

What are early warning signs that you're **overfocusing on optimism to the neglect of realism**?
What? Who owns it? So what?

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RED FLAGS: _____

What are early warning signs that you're **overfocusing on realism to the neglect of optimism**?
What? Who owns it? So what?

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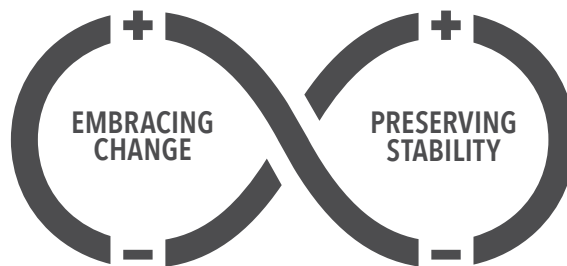
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Step 1: Understand

HEALTHY TENSION WORKSHEET FOR EMBRACING CHANGE AND PRESERVING STABILITY

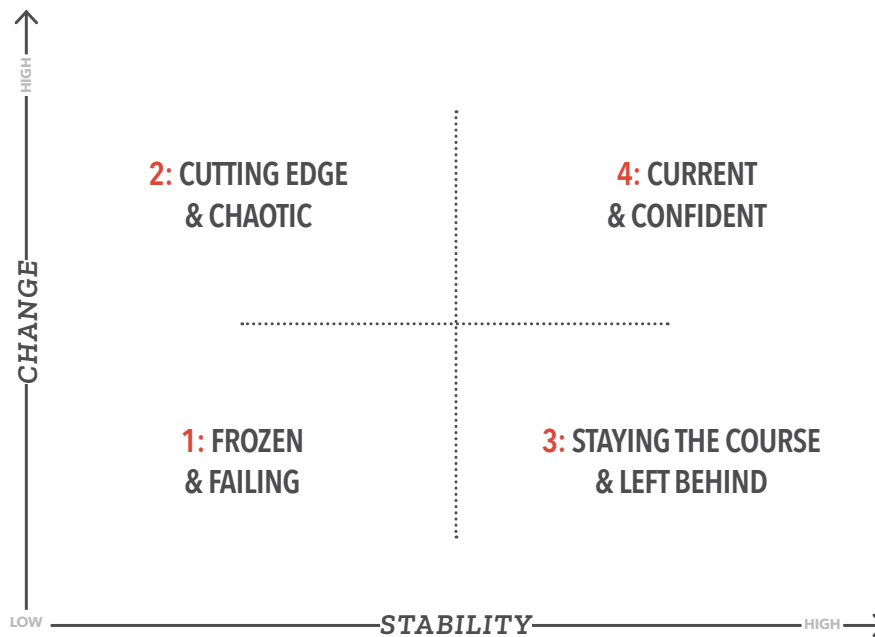
Start by identifying **3 positive results** from focusing on each side and write them in these two boxes below.

+ POSITIVE RESULTS OF CHANGE 	+ POSITIVE RESULTS OF STABILITY
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- NEGATIVE RESULTS WHEN OVERDONE 	- NEGATIVE RESULTS WHEN OVERDONE
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Identify **3 negative results** when each side is overdone to the neglect of the other in the two boxes above.

Step 2: *Assess***EMBRACING CHANGE AND PRESERVING STABILITY**

What quadrant are you spending the most time in these days?

If you find yourself in Quadrant 1, 2 or 3, what are a few things you could **START** or **STOP** doing that would help you to spend more time in Quadrant 4?

If you find yourself in Quadrant 4, what are some things that you need to make sure you **CONTINUE** doing to stay in this quadrant in the season ahead? How can you leverage your ability to manage this tension well to help others around you at work and home move into this quadrant?

NOTES:

Step 3: Leverage

ACTION PLAN
FOR EMBRACING CHANGE AND PRESERVING STABILITY

Start by identifying **1 to 3 actions** you (and/or your team) can take to gain or maintain the positive results of each side.

ACTION STEPS:

What are things you do to gain or maintain **the positive results of change**?
What? Who? When?

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ACTION STEPS:

What are things you do to gain or maintain **the positive results of stability**?
What? Who? When?

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Identify **1 to 3 red flags** that serve as early warning indicators that a side is being overdone to the neglect of the other.

RED FLAGS:

What are early warning signs that you're **overfocusing on change to the neglect of stability**?
What? Who owns it? So what?

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RED FLAGS:

What are early warning signs that you're **overfocusing on stability to the neglect of change**?
What? Who owns it? So what?

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Step 1: Understand

HEALTHY TENSION WORKSHEET FOR BEING **PROFIT FOCUSED** AND **PURPOSE DRIVEN**

Start by identifying **3 positive results** from focusing on each side and write them in these two boxes below.

+ POSITIVE RESULTS OF
BEING **PROFIT FOCUSED**

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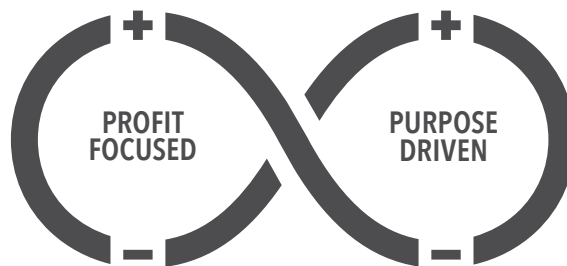
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POSITIVE RESULTS OF **+**
BEING **PURPOSE DRIVEN**

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- NEGATIVE RESULTS
WHEN **OVERDONE**

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NEGATIVE RESULTS **-**
WHEN **OVERDONE**

Identify **3 negative results** when each side is overdone to the neglect of the other in the two boxes above.

Step 2: *Assess***BEING PROFIT FOCUSED AND BEING PURPOSE DRIVEN**

What quadrant are you spending the most time in these days?

If you find yourself in Quadrant 1, 2 or 3, what are a few things you could **START** or **STOP** doing that would help you to spend more time in Quadrant 4?

If you find yourself in Quadrant 4, what are some things that you need to make sure you **CONTINUE** doing to stay in this quadrant in the season ahead? How can you leverage your ability to manage this tension well to help others around you at work and home move into this quadrant?

NOTES:

Step 3: Leverage

ACTION PLAN
FOR BEING **PROFIT FOCUSED AND PURPOSE DRIVEN**

Start by identifying **1 to 3 actions** you (and/or your team) can take to gain or maintain the positive results of each side.

ACTION STEPS:

What are things you do to gain or maintain **the positive results of being profit focused?**
What? Who? When?

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ACTION STEPS:

What are things you do to gain or maintain **the positive results of being purpose driven?**
What? Who? When?

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Identify **1 to 3 red flags** that serve as early warning indicators that a side is being overdone to the neglect of the other.

RED FLAGS:

What are early warning signs that you're **overfocusing on profit to the neglect of purpose?**
What? Who owns it? So what?

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RED FLAGS:

What are early warning signs that you're **overfocusing on purpose to the neglect of profit?**
What? Who owns it? So what?

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Step 1: Understand

HEALTHY TENSION WORKSHEET FOR **HAVING EXPECTATIONS** AND **EXTENDING GRACE**

Start by identifying **3 positive results** from focusing on each side and write them in these two boxes below.

+ POSITIVE RESULTS
OF **EXPECTATIONS**

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POSITIVE RESULTS
OF **GRACE** **+**

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- NEGATIVE RESULTS
WHEN **OVERDONE**

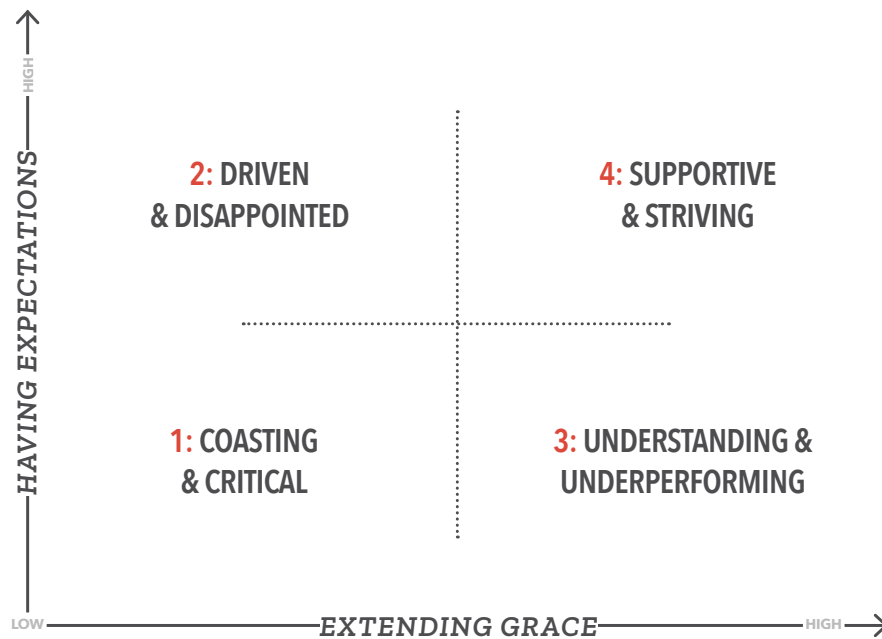
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NEGATIVE RESULTS
WHEN **OVERDONE** **-**

Identify **3 negative results** when each side is overdone to the neglect of the other in the two boxes above.

Step 2: *Assess***HAVING EXPECTATIONS AND EXTENDING GRACE**

What quadrant are you spending the most time in these days?

If you find yourself in Quadrant 1, 2 or 3, what are a few things you could **START** or **STOP** doing that would help you to spend more time in Quadrant 4?

If you find yourself in Quadrant 4, what are some things that you need to make sure you **CONTINUE** doing to stay in this quadrant in the season ahead? How can you leverage your ability to manage this tension well to help others around you at work and home move into this quadrant?

NOTES:

Step 3: Leverage

ACTION PLAN
FOR **HAVING EXPECTATIONS AND EXTENDING GRACE**

Start by identifying **1 to 3 actions** you (and/or your team) can take to gain or maintain the positive results of each side.

ACTION STEPS: _____

What are things you do to gain or maintain **the positive results of expectations**?
What? Who? When?

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.....

ACTION STEPS: _____

What are things you do to gain or maintain **the positive results of grace**?
What? Who? When?

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Identify **1 to 3 red flags** that serve as early warning indicators that a side is being overdone to the neglect of the other.

RED FLAGS: _____

What are early warning signs that you're **overfocusing on expectations to the neglect of grace**?
What? Who owns it? So what?

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RED FLAGS: _____

What are early warning signs that you're **overfocusing on grace to the neglect of expectations**?
What? Who owns it? So what?

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Step 1: Understand

HEALTHY TENSION WORKSHEET FOR CARING FOR OTHERS AND CARING FOR YOURSELF

Start by identifying **3 positive results** from focusing on each side and write them in these two boxes below.

+ POSITIVE RESULTS OF
CARING FOR YOURSELF

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POSITIVE RESULTS OF **+**
CARING FOR OTHERS

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- NEGATIVE RESULTS
WHEN **OVERDONE**

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NEGATIVE RESULTS **-**
WHEN **OVERDONE**

Identify **3 negative results** when each side is overdone to the neglect of the other in the two boxes above.

Step 2: *Assess***CARING FOR OTHERS AND CARING FOR YOURSELF**

What quadrant are you spending the most time in these days?

If you find yourself in Quadrant 1, 2 or 3, what are a few things you could **START** or **STOP** doing that would help you to spend more time in Quadrant 4?

If you find yourself in Quadrant 4, what are some things that you need to make sure you **CONTINUE** doing to stay in this quadrant in the season ahead? How can you leverage your ability to manage this tension well to help others around you at work and home move into this quadrant?

NOTES:

Step 3: Leverage

ACTION PLAN FOR
CARING FOR OTHERS AND CARING FOR YOURSELF

Start by identifying **1 to 3 actions** you (and/or your team) can take to gain or maintain the positive results of each side.

ACTION STEPS:

What are things you do to gain or maintain **the positive results of caring for others**?
What? Who? When?

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ACTION STEPS:

What are things you do to gain or maintain **the positive results of caring for yourself**?
What? Who? When?

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Identify **1 to 3 red flags** that serve as early warning indicators that a side is being overdone to the neglect of the other.

RED FLAGS:

What are early warning signs that you're **overfocusing on others to the neglect of self**?
What? Who owns it? So what?

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RED FLAGS:

What are early warning signs that you're **overfocusing on self to the neglect of others**?
What? Who owns it? So what?

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Step 1: Understand

HEALTHY TENSION WORKSHEET FOR BUILDING CONFIDENCE AND REMAINING HUMBLE

Start by identifying 3 **positive results** from focusing on each side and write them in these two boxes below.

+ POSITIVE RESULTS OF CONFIDENCE 	+ POSITIVE RESULTS OF HUMILITY
--	---



- NEGATIVE RESULTS WHEN OVERDONE 	- NEGATIVE RESULTS WHEN OVERDONE
--	---

Identify 3 **negative results** when each side is overdone to the neglect of the other in the two boxes above.

Step 2: *Assess***BUILDING CONFIDENCE AND REMAINING HUMBLE**

What quadrant are you spending the most time in these days?

If you find yourself in Quadrant 1, 2 or 3, what are a few things you could **START** or **STOP** doing that would help you to spend more time in Quadrant 4?

If you find yourself in Quadrant 4, what are some things that you need to make sure you **CONTINUE** doing to stay in this quadrant in the season ahead? How can you leverage your ability to manage this tension well to help others around you at work and home move into this quadrant?

NOTES:

Step 3: Leverage

ACTION PLAN
FOR BUILDING CONFIDENCE AND REMAINING HUMBLE

Start by identifying 1 to 3 actions you (and/or your team) can take to gain or maintain the positive results of each side.

ACTION STEPS:

What are things you do to gain or maintain the positive results of humility?
What? Who? When?

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ACTION STEPS:

What are things you do to gain or maintain the positive results of confidence?
What? Who? When?

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Identify 1 to 3 red flags that serve as early warning indicators that a side is being overdone to the neglect of the other.

RED FLAGS:

What are early warning signs that you're overfocusing on humility to the neglect of confidence?
What? Who owns it? So what?

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RED FLAGS:

What are early warning signs that you're overfocusing on confidence to the neglect of humility?
What? Who owns it? So what?

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UNCOMMON SENSE LEADERSHIP

Moving from an Either/Or to a Both/And approach to leadership takes a high level of curiosity, connection, and courage. Do you have what it takes on all three scales to lead with AND?

What is your curiosity level currently at?



CURIOSITY

- Constant desire to learn and understand new perspectives
- Assumes you are always missing something
- Inquisitive and open

When reading through the section in Chapter 9 that explains curiosity, what are some ways you could grow in this area? What would look different in your leadership (and relationships) if you grew in your curiosity?

What is your connection level currently at?



CONNECTION

- Finds common ground between polarizing viewpoints
- Develops authentic relationships with people who see the world differently
- Builds bridges instead of walls

When reading through the section in Chapter 9 that explains connection, what are some ways you could grow in this area? What would look different in your leadership (and relationships) if you grew in your connection?

What is your courage level currently at?



COURAGE

- Moves beyond the comfort of picking sides
- Desires challenge and push-back on your views and beliefs
- Can support views and beliefs that disappoint or frustrate others

When reading through the section in Chapter 9 that explains courage, what are some ways you could grow in this area? What would look different in your leadership (and relationships) if you grew in your courage?

NOTES

Other notes, ideas and learning commitments based on *Lead with AND*:

CLOSING THOUGHTS



Congratulations! You did it!

In a world that is stuck in (and obsessed with) overdone Either/Or thinking, you've gained the superpower of Both/And leadership – the secret to resilience and results.

Our world, our organizations, our communities, and our families are reeling from mistakenly treating every issue as if it is either right or wrong, good or bad, win or lose. But there's hope! Leaders like you are showing the watching world that there is a better way and another path to take, that tension is actually a good thing and is the best road to experiencing the win-win outcomes that all leaders long for.

I want to challenge you to go beyond focusing on the personal gains you'll achieve by leading with AND, and focus on how you can lead the way for others. By modeling and teaching Both/And thinking to those around you—your teams, your colleagues, your friends, and your family—you will clear the path for them to lead with AND as well.

In a world that is often polarized and divided, we need Both/And leaders like you to provide a better path.

Thank you for taking me up on the challenge to *Lead with AND*. I trust that your leadership will never be the same.

Cheers,

Tim Arnold



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