

LEADING CHANGE

The 5 Tensions to Manage for Successful Transformation

PERSONAL ACTION PLAN

Welcome to *Leading Change* – a journey into transformative leadership!

To show my appreciation for embarking on this adventure with me, I am thrilled to offer you this editable resource to craft your personalized action plan based on the book's core concepts.

Keep this resource handy as you explore the chapters, taking time to reflect and tailor the material to ensure it evolves from intriguing insights to practical applications. Together, we will harness the power of Both/And thinking to navigate change effectively and unlock your organization's true potential.

Embrace the journey and enjoy the process!

Warm regards,

Tim Arnold

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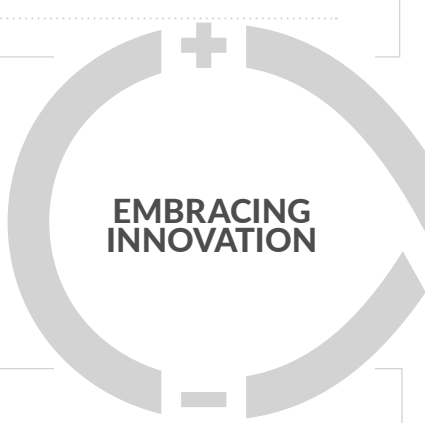
STEP 1: UNDERSTAND

HEALTHY TENSION WORKSHEET FOR EMBRACING **INNOVATION** AND **CONSISTENCY**

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

+ POSITIVE RESULTS OF EMBRACING INNOVATION

POSITIVE RESULTS OF EMBRACING CONSISTENCY **+**



EMBRACING INNOVATION



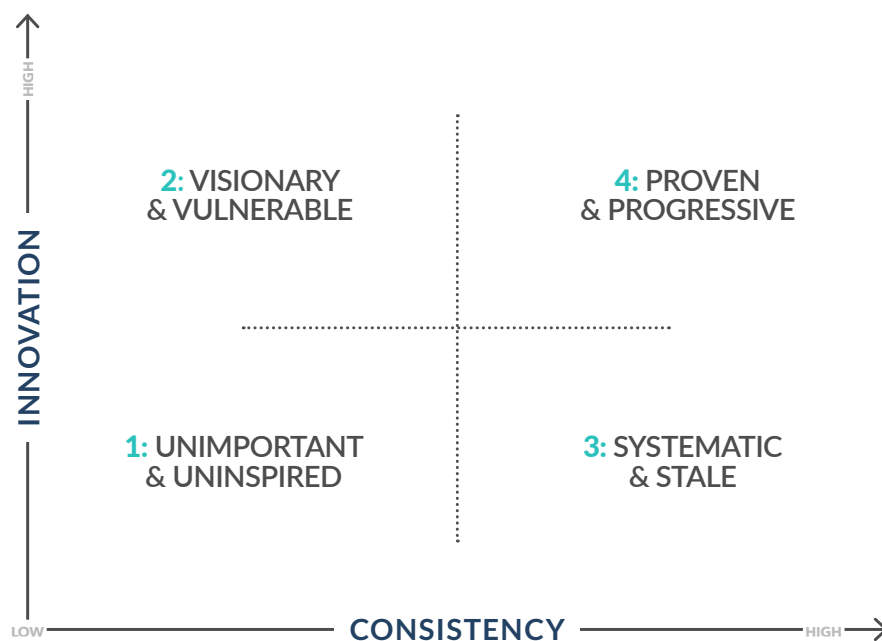
EMBRACING CONSISTENCY

- 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

EMBRACING **INNOVATION** AND **CONSISTENCY**

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 **INNOVATION** AND **CONSISTENCY**

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 embracing innovation**?
What? Who? When?

ACTION STEPS:

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

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 innovation to the neglect of consistency**?
What? Who owns it? So what?

RED FLAGS:

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

STEP 1: UNDERSTAND

HEALTHY TENSION WORKSHEET FOR VALIDATING **FACTS** AND **FEELINGS**

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

+ POSITIVE RESULTS OF
VALIDATING FACTS

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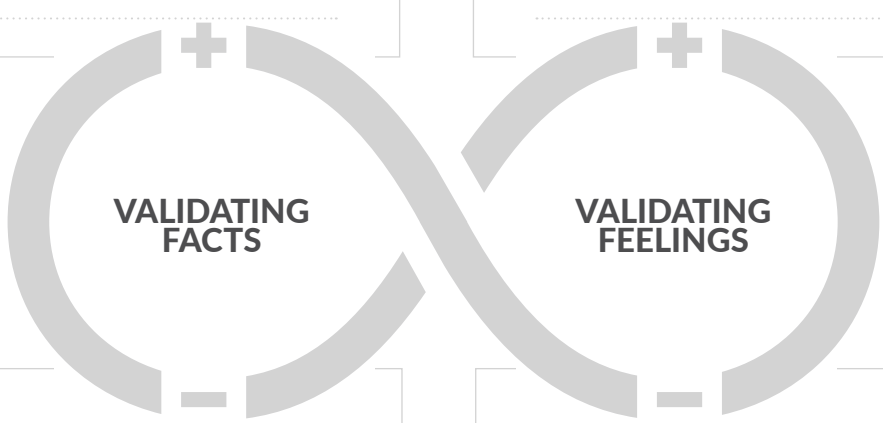
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POSITIVE RESULTS OF **+**
VALIDATING FEELINGS

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**VALIDATING
FACTS**



**VALIDATING
FEELINGS**

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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

VALIDATING **FACTS** AND **FEELINGS**

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 VALIDATING **FACTS** AND **FEELINGS**

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 validating facts**?
What? Who? When?

ACTION STEPS:

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

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 facts to the neglect of feelings**?
What? Who owns it? So what?

RED FLAGS:

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

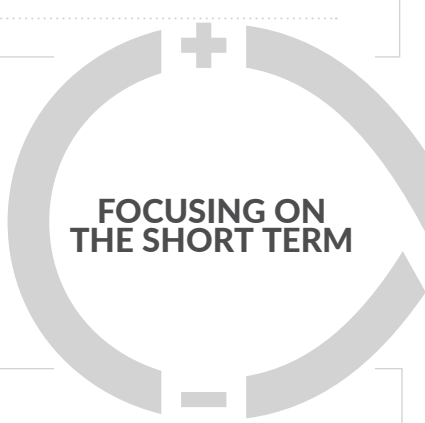
STEP 1: UNDERSTAND

HEALTHY TENSION WORKSHEET FOR FOCUSING ON THE **SHORT TERM** AND THE **LONG TERM**

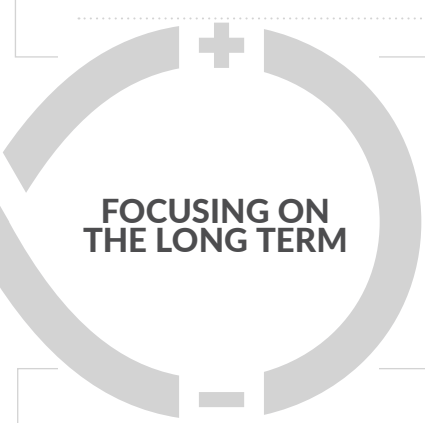
Start by identifying 3 **positive results** from focusing on each side and write them in these two boxes below.

+ POSITIVE RESULTS OF
FOCUSING ON THE SHORT TERM

POSITIVE RESULTS OF **+**
FOCUSING ON THE LONG TERM



**FOCUSING ON
THE SHORT TERM**



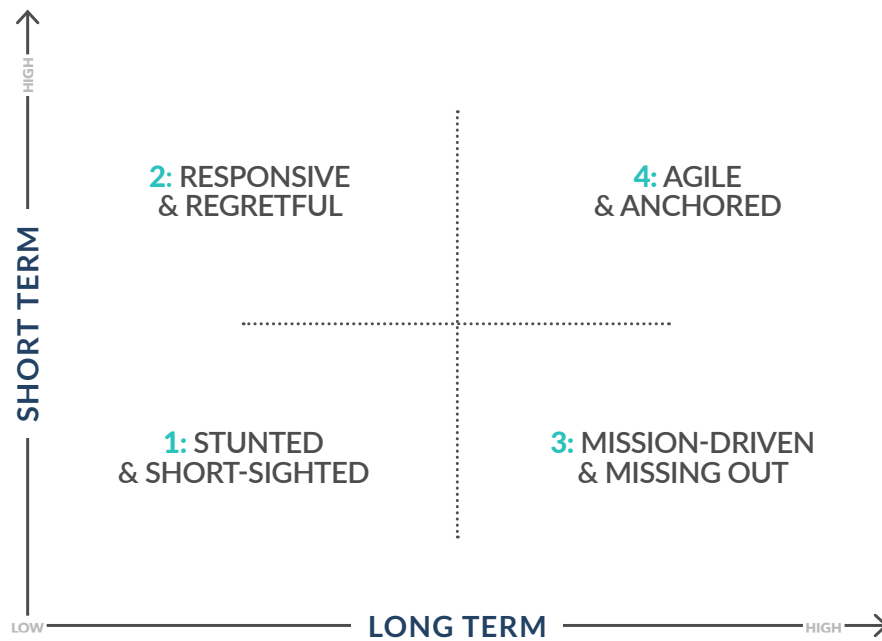
**FOCUSING ON
THE LONG TERM**

**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

FOCUSING ON THE **SHORT TERM** AND THE **LONG TERM**

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
FOCUSING ON THE **SHORT TERM** AND THE **LONG TERM**

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 focusing on the short term?**

What? Who? When?

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ACTION STEPS:

What are things you do to gain or maintain **the positive results of focusing on the long term?**

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 the short term to the neglect of the long term?**

What? Who owns it? So what?

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RED FLAGS:

What are early warning signs that you're **overfocusing on the long term to the neglect of the short term?**

What? Who owns it? So what?

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STEP 1: UNDERSTAND

HEALTHY TENSION WORKSHEET FOR PROMOTING **PLANNING** AND **ACTION**

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

+ POSITIVE RESULTS OF
PROMOTING PLANNING

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POSITIVE RESULTS OF **+**
PROMOTING ACTION

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**PROMOTING
PLANNING**



**PROMOTING
ACTION**

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NEGATIVE RESULTS
WHEN OVERDONE

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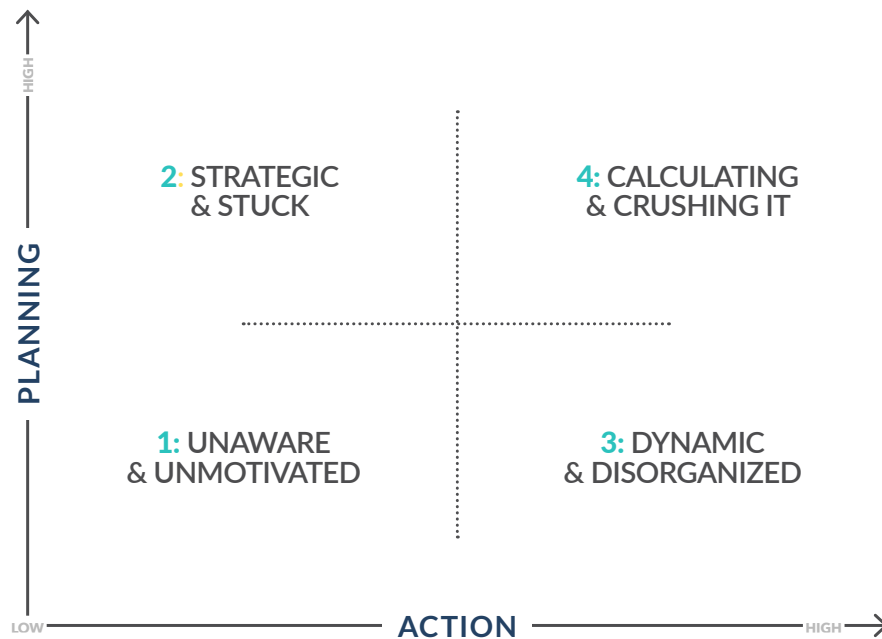
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NEGATIVE RESULTS
WHEN OVERDONE

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

STEP 2: ASSESS

PROMOTING **PLANNING** AND **ACTION**

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
PROMOTING **PLANNING** AND **ACTION**

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 promoting planning**?

What? Who? When?

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ACTION STEPS:

What are things you do to gain or maintain **the positive results of promoting action**?

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 planning to the neglect of action**?

What? Who owns it? So what?

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RED FLAGS:

What are early warning signs that you're **overfocusing on action to the neglect of planning**?

What? Who owns it? So what?

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STEP 1: UNDERSTAND

HEALTHY TENSION WORKSHEET FOR VALUING **COMPLEXITY** AND **SIMPLICITY**

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

+ POSITIVE RESULTS OF VALUING COMPLEXITY	+ POSITIVE RESULTS OF VALUING SIMPLICITY
+ VALUING COMPLEXITY - ■ NEGATIVE RESULTS WHEN OVERDONE	+ VALUING SIMPLICITY - ■ 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

VALUING **COMPLEXITY** AND **SIMPLICITY**

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
VALUING **COMPLEXITY** AND **SIMPLICITY**

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 valuing complexity**?
What? Who? When?

ACTION STEPS:

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

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 complexity to the neglect of simplicity**?
What? Who owns it? So what?

RED FLAGS:

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

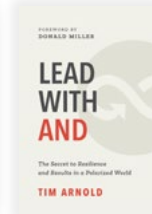
NEXT STEPS



Go deeper.

Find links to the rest of Tim Arnold's books and learn more about the power of healthy tension.

[TIMARNOLD.CA/BOOKS](https://timarnold.ca/books)



Give your team the core skills required for success.

Leaders for Leaders' live & virtual workshops provide you with the skills and confidence needed to thrive in the workplace.

[LEADERSFORLEADERS.CA](https://leadersforleaders.ca)

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