WINNING CULTURE

The 5 Tensions to Manage for Excellence and Engagement

PERSONAL ACTION PLAN

Welcome to Winning Culture: your guide to building a thriving workplace culture by managing five unavoidable tensions.

As a thank-you for joining me on this journey, I've created this editable Personal Action Plan to help you put the key ideas from *Winning Culture* into action.

Whether you're exploring these ideas through the book or a keynote, use this resource to reflect, capture your insights, and identify practical steps that move the content from *interesting* to *actionable*.

In an Either/Or world, organizations that leverage culture as a competitive advantage know how to **Lead with AND**. This is where that journey starts for you and your team.

Cheers,

Tim Arnold

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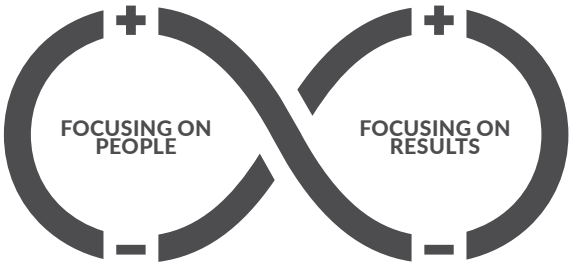
STEP 1: UNDERSTAND

WORKSHEET: DRIVE THE DOUBLE BOTTOM LINE BY FOCUSING ON **PEOPLE** AND **RESULTS**

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

+ POSITIVE RESULTS OF **FOCUSING ON PEOPLE**

POSITIVE RESULTS OF **FOCUSING ON RESULTS** +



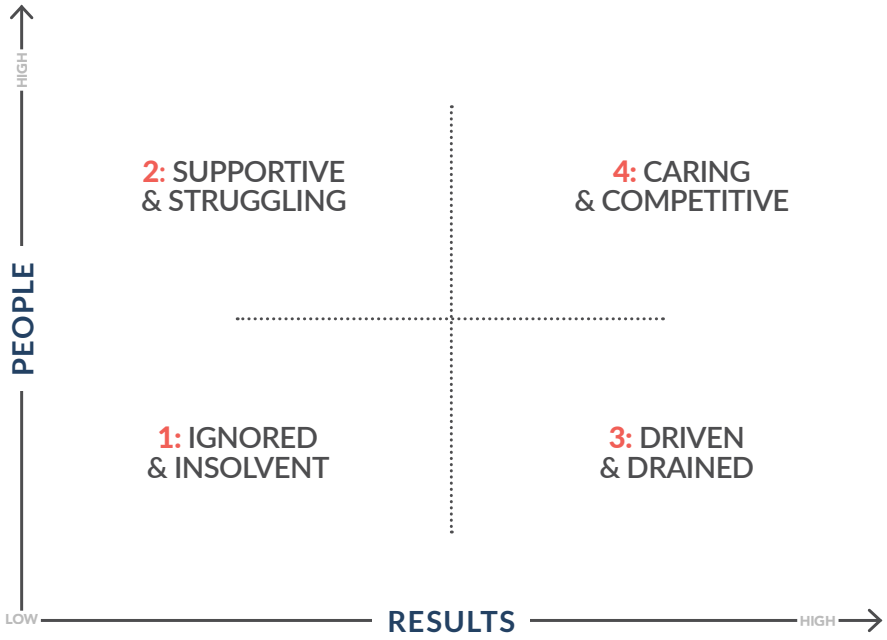
– **NEGATIVE RESULTS** WHEN OVERDONE

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 **PEOPLE** AND **RESULTS**



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: DRIVE THE DOUBLE BOTTOM LINE BY FOCUSING ON **PEOPLE** AND **RESULTS**

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 people?**
What? Who? When?

ACTION STEPS:

What are things you do to gain or maintain **the positive results of focusing on results?**
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 people to the neglect of results?**
What? Who owns it? So what?

RED FLAGS:

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

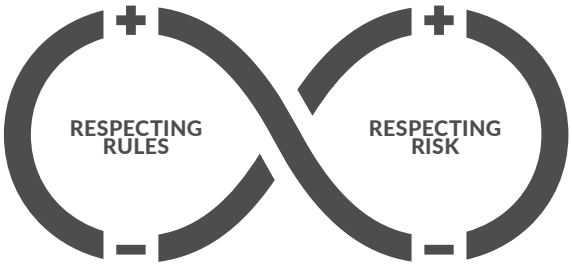
STEP 1: UNDERSTAND

WORKSHEET: FUEL INNOVATION BY RESPECTING **RULES** AND **RISK**

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

POSITIVE RESULTS OF **RESPECTING RULES**

POSITIVE RESULTS OF **RESPECTING RISK**



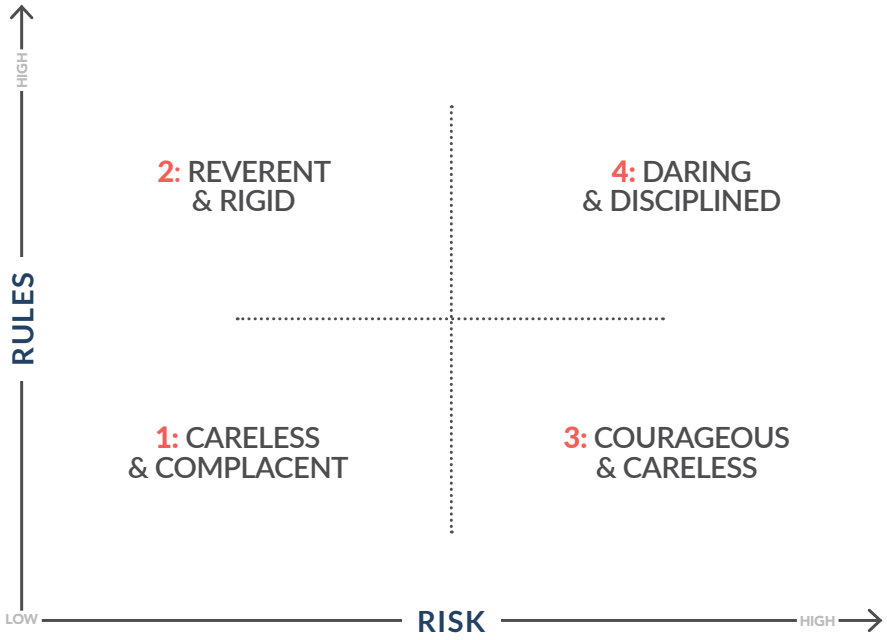
NEGATIVE RESULTS WHEN OVERDONE

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

RESPECTING **RULES** AND **RISK**



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: FUEL INNOVATION BY RESPECTING **RULES** AND **RISK**

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 respecting rules?**
What? Who? When?

ACTION STEPS:

What are things you do to gain or maintain **the positive results of respecting risk?**
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 rules to the neglect of risk?**
What? Who owns it? So what?

RED FLAGS:

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

STEP 1: UNDERSTAND

WORKSHEET: BUILD A FEEDBACK CULTURE THROUGH **CHALLENGE** AND **ENCOURAGEMENT**

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

POSITIVE RESULTS OF
FOSTERING CHALLENGE

POSITIVE RESULTS OF
FOSTERING ENCOURAGEMENT



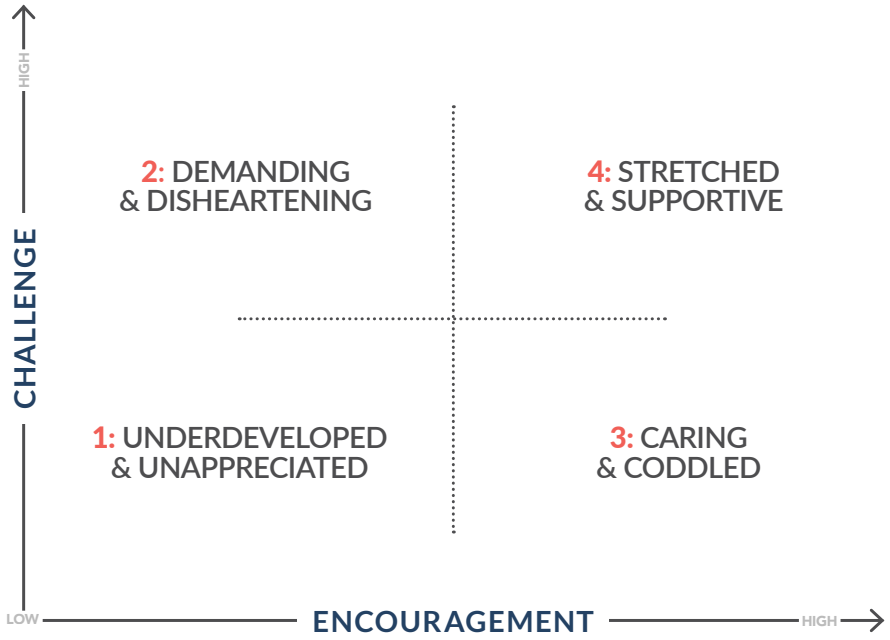
NEGATIVE RESULTS
WHEN OVERDONE

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

FOSTERING **CHALLENGE** AND **ENCOURAGEMENT**



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: BUILD A FEEDBACK CULTURE THROUGH **CHALLENGE** AND **ENCOURAGEMENT**

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 fostering challenge?**
What? Who? When?

ACTION STEPS:

What are things you do to gain or maintain **the positive results of fostering encouragement?**
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 challenge to the neglect of encouragement?**
What? Who owns it? So what?

RED FLAGS:

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

STEP 1: UNDERSTAND

WORKSHEET: CREATE BELONGING BY CELEBRATING **COMMONALITIES** AND **DIFFERENCES**

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

POSITIVE RESULTS OF
CELEBRATING COMMONALITIES

POSITIVE RESULTS OF
CELEBRATING DIFFERENCES



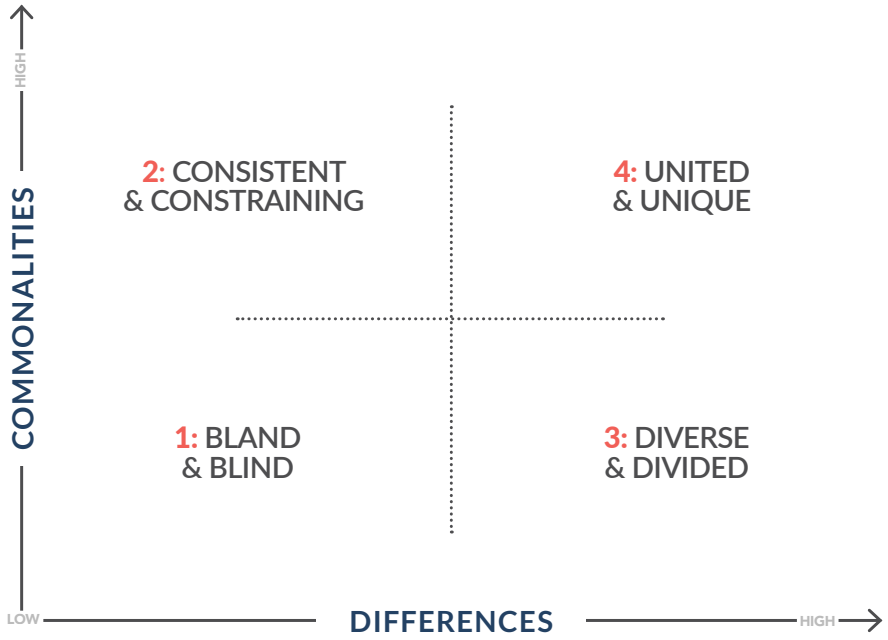
NEGATIVE RESULTS
WHEN OVERDONE

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

CELEBRATING **COMMONALITIES** AND **DIFFERENCES**



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: CREATE BELONGING BY CELEBRATING **COMMONALITIES** AND **DIFFERENCES**

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 celebrating commonalities?**
What? Who? When?

ACTION STEPS:

What are things you do to gain or maintain **the positive results of celebrating differences?**
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 commonalities to the neglect of differences?**
What? Who owns it? So what?

RED FLAGS:

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

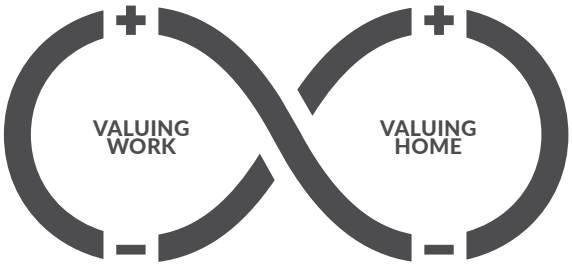
STEP 1: UNDERSTAND

WORKSHEET: PROMOTE SUSTAINABLE SUCCESS BY VALUING **WORK** AND **HOME**

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

POSITIVE RESULTS OF **VALUING WORK**

POSITIVE RESULTS OF **VALUING HOME**



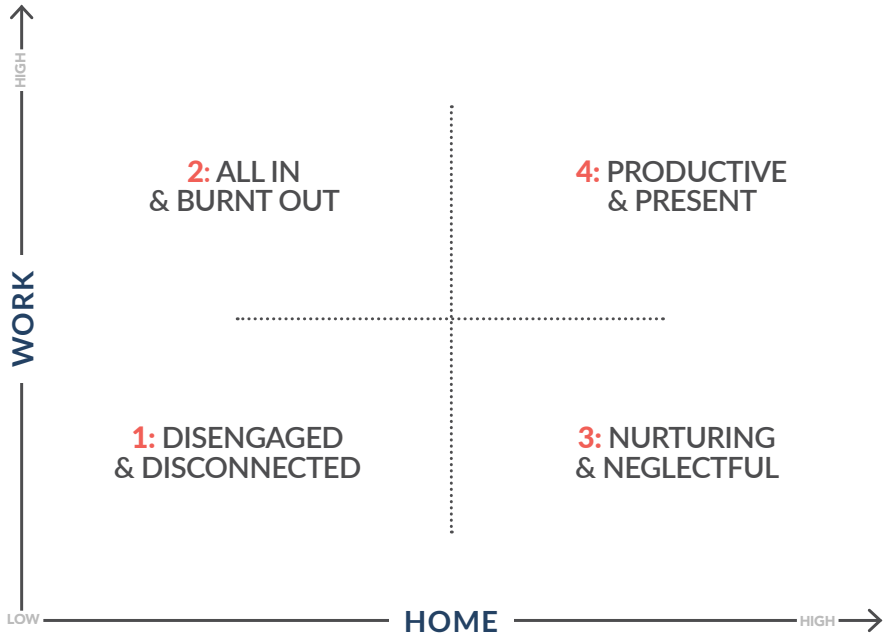
NEGATIVE RESULTS WHEN OVERDONE

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

VALUING **WORK** AND **HOME**



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: PROMOTE SUSTAINABLE SUCCESS BY VALUING **WORK** AND **HOME**

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 work?**
What? Who? When?

ACTION STEPS:

What are things you do to gain or maintain **the positive results of valuing home?**
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 work to the neglect of home?**
What? Who owns it? So what?

RED FLAGS:

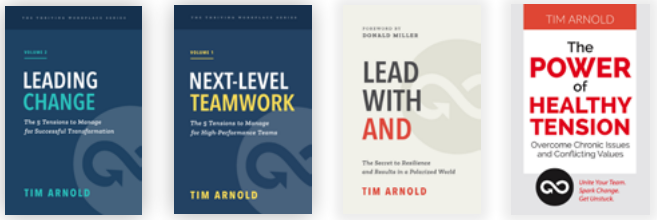
What are early warning signs that you're **overfocusing on home to the neglect of work?**
What? Who owns it? So what?

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



Help your leaders and teams thrive in a complex world.

Tim Arnold's engaging keynotes and interactive workshops equip leaders and teams with the mindset, skills, and practical tools to navigate change, strengthen teamwork, and build thriving workplace cultures.

TIMARNOLD.CA

The Leaders Edge.

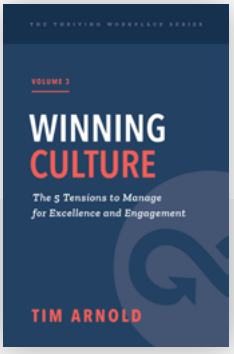
Every month, Tim sends out a Healthy Tension quick tip and a DIY team activity. Each newsletter is practical enough to put into action right away.

GET THE LEADERS EDGE

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