

SHIFT

PARALLEL SEVEN • BALANCE OFFENSE AND DEFENSE

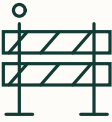


Successful leaders recognize that both modes—offense and defense—have a place and time.. Offense makes sense when you've developed the plan and are launching initiatives, driving transformation, or investing in growth. Other situations call for defense—conserving and redirecting resources. The key is knowing when to shift between them.

Offense and defense are balancing forces. Leadership requires knowing when to SHIFT.

ASK

ACT

		Scan the Situation <ul style="list-style-type: none"> • What has changed? • What opportunities are emerging? • What risks are increasing? • What game am I actually playing today? 	<i>Every strategy begins with awareness</i> <ul style="list-style-type: none"> ✓ Assess current conditions ✓ Recognize emerging risks ✓ Look for new opportunities
		Honor the Objective <ul style="list-style-type: none"> • What are we ultimately trying to achieve? • What must we protect? • What outcome matters most? • Are our actions aligned with our objective? 	<i>Stay committed to the mission, not the tactic</i> <ul style="list-style-type: none"> ✓ Keep the mission clear ✓ Align actions with priorities ✓ Focus on outcomes
		Identify the Inflection Point <ul style="list-style-type: none"> • What signals suggest it's time to shift? • Are market conditions changing? • Are resources becoming constrained? • Is our current strategy still serving us? 	<i>Recognize when the current approach no longer fits</i> <ul style="list-style-type: none"> ✓ Recognize turning points ✓ Reassess the strategy ✓ Prepare to shift
		Flex the Strategy <ul style="list-style-type: none"> • Should we expand or consolidate? • Should we invest or protect? • What approach best fits today's conditions? • Where is greater flexibility needed? 	<i>Adapt without abandoning the mission</i> <ul style="list-style-type: none"> ✓ Adjust the approach ✓ Balance offense and defense ✓ Stay strategically flexible
		Transition with Intention <ul style="list-style-type: none"> • What changed? • Why are we changing direction? • What remains the same? • What does success look like now? 	<i>Help people understand the shift</i> <ul style="list-style-type: none"> ✓ Explain the shift ✓ Reinforce what matters ✓ Lead with clarity

