

## **Summit To Success, Inc.**

*With opportunity comes obligation. Together, we climb. One child, one community, one nation at a time.*

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### ***Gurung Fellowship in Business Operations***

#### **Capstone Project — Statement of Work (SOW)**

**Updated May 12, 2026**

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#### **Purpose**

The Capstone Project is designed to build judgment under trust, timing, and restraint.

Fellows learn how leaders decide what deserves attention, when, and why by practicing clear sense-making without escalation, recommendation, or unnecessary action.

This project draws on the same judgment skills practiced throughout the Fellowship, now applied together under real context, ambiguity, and consequence.

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#### **What This Project Is**

- A sense-making and judgment assignment
- A way to practice focus before action
- A framework for understanding how attention, timing, and escalation affect leadership decisions

This project helps Fellows notice:

- what draws attention versus what actually deserves it
- how urgency and visibility can distort judgment
- when “not yet” is the correct decision

- how leadership attention becomes a limited resource
- why clarity often comes from leaving things out
- how premature escalation creates noise
- how timing changes the value of information
- why restraint sometimes protects outcomes more than immediate action

You do not need to be decisive.

You do need to be intentional.

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### **What This Project Is Not**

- Not decision-making authority
- Not operational support
- Not reporting or status updates
- Not recommendation delivery
- Not solving every visible problem
- Not a test of productivity, speed, or usefulness

Calm reasoning and restraint are expected.

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### **Eligibility**

Access to the Capstone Project is earned.

To begin this project, a Fellow must:

- complete at least two Fellowship projects
- demonstrate professionalism, discretion, and reliability
- receive explicit Leadership approval

This project is intended for Fellows who are ready to think across contexts — not simply follow instructions.

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## **How This Project Works**

This project only works when Fellows act as trusted sense-makers, not contributors.

During the Capstone Project, Fellows:

- reflect on real situations they observed
- notice what felt important in the moment
- slow down before elevating anything
- explain timing logic rather than opinions
- pay attention to what changes attention, pressure, or urgency
- notice when emotion or repetition creates false importance
- default to not escalating unless clearly warranted
- think carefully about what leadership actually needs to know

Fellows help leadership stay focused.

They do not help leadership do more.

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## **Experiential Learning Layer**

Some Capstone exercises may include:

- competing-priority scenarios
- limited-information situations
- escalation threshold exercises
- attention-management challenges
- timing and sequencing situations
- or situations involving pressure, uncertainty, or conflicting signals

These activities are not designed to test decisiveness or speed.

They are designed to help Fellows experience how:

- urgency distorts prioritization
- attention becomes overloaded
- repetition can create false importance
- uncertainty changes judgment
- escalation affects focus and decision quality
- and timing changes whether information is useful or distracting

The deeper learning comes from understanding why certain things deserved attention — while others did not.

Simple situations can reveal important patterns.

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### **Required Engagement**

To complete the Capstone Project, a Fellow submits Leadership Focus & Timing Notes over a defined period.

- Each note is:
- one page maximum
- written only when there is material worth reflecting on
- selective by design

If a note feels full, something must be removed.

The goal is not usefulness through activity.

The goal is usefulness through clarity.

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### **Leadership Focus & Timing Notes — Structure**

For 3–5 items observed, include:

- what it was  
(brief and factual)

- why it drew attention  
(urgency, visibility, repetition, emotion, uncertainty)
- how it was initially interpreted  
(first instinct or reaction)
- why it did not need elevation yet  
(timing, leverage, missing information, low consequence)
- what would change that judgment  
(signal, threshold, or condition)

At least one item must be intentionally not elevated.

If nothing rises, that is a valid outcome.

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### **Reflection Log (Required)**

This project is considered complete only when the Reflection Log meets all requirements below.

The reflection demonstrates:

- engagement across multiple situations over time
- identification of a pattern in attention, prioritization, or judgment
- at least one thing that stayed consistent in how focus was applied
- at least one meaningful shift in what was deprioritized
- a cause → effect judgment
- reflection on timing, escalation, uncertainty, or attention management
- translation into how the Fellow would think differently in future leadership contexts

Possible areas of reflection may include:

- urgency
- repetition
- escalation
- attention overload

- emotional salience
- timing
- uncertainty
- non-action
- visibility
- what intentionally remained unelevated

This is not self-evaluation.

This is not justification.

This is not feelings journaling.

One or two clear sentences per insight is enough.

Clarity matters more than length.

If restraint is not demonstrated, the project is not complete.

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## **Completion Standard**

The Capstone Project is complete when:

- required Leadership Focus & Timing Notes were submitted
- Reflection Log criteria were fully met

There is no partial completion.

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## **What You Will Be Practicing**

Through this structure, Fellows practice:

- judgment under trust
- timing over urgency
- attention management

- resisting salience bias
- protecting leadership focus
- understanding escalation thresholds
- knowing when not to elevate
- staying thoughtful under ambiguity and pressure

These skills are not graded.

They develop through repetition, observation, and reflection.

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### **Evaluation Philosophy**

There are:

- no grades
- no rankings
- no performance incentives
- no pressure to appear decisive, useful, or highly active

Completion reflects judgment, restraint, attentiveness, and clarity — not speed or confidence.

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### **Final Note to Fellows**

You are not here to move things forward.

You are here to help leadership stay focused, avoid premature action, and respond at the right time for the right reasons.

Many situations feel important in the moment because they are:

- repetitive,
- emotional,
- visible,

- urgent,
- or uncomfortable to ignore.

But not everything that demands attention deserves elevation.

Sometimes strong judgment means acting.

Sometimes it means waiting long enough to understand whether something actually matters.

You're done when you can explain not only why something deserved attention —  
but why something else intentionally did not.

Access is a gift.

Effort is the cost.

Growth is the return.

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