

Summit To Success, Inc.

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

Gurung Fellowship in Business Operations

Constraint & Tradeoff Project — Statement of Work (SOW)

Updated May 12, 2026

Purpose

The Constraint & Tradeoff Project is designed to build judgment under limitation, pressure, and competing priorities.

Fellows learn how real organizations operate when:

- time is limited,
- information is incomplete,
- resources are constrained,
- and multiple valid priorities compete at the same time.

This project works best when Fellows stop searching for “perfect” solutions and begin thinking carefully about consequence, timing, and tradeoffs.

What This Project Is

- A constrained judgment assignment
- A way to practice prioritization under real limitations
- A framework for understanding how tradeoffs shape organizational decisions

This project helps Fellows notice:

- how limitations affect judgment
- why solving one problem may create another
- how pressure changes prioritization
- why urgency can distort thinking
- how competing priorities create tension
- when “good enough” is more realistic than “perfect”
- how different people value different risks or outcomes
- why many organizational decisions involve choosing between imperfect options

You do not need to solve everything.

You do need to think carefully about consequence and tradeoff.

What This Project Is Not

- Not optimization training
- Not business strategy consulting
- Not finding “the best” answer
- Not proving intelligence under pressure
- Not productivity or efficiency culture
- Not forcing certainty when uncertainty still exists

Thoughtful restraint and realistic judgment are expected.

How This Project Works

Fellows engage with constrained operational situations involving:

- competing priorities,
- limited capacity,
- incomplete information,

- or difficult tradeoffs.

During this project, Fellows:

- work within defined limitations
- make decisions with incomplete clarity
- explain tradeoffs rather than defend perfection
- pay attention to second-order effects
- notice how pressure changes thinking and behavior
- observe when urgency improves judgment — and when it weakens it
- think carefully about what cannot realistically be prioritized at the same time
- avoid treating every visible problem as equally important

The goal is not to eliminate limitations.

The goal is to understand how judgment changes because limitations exist.

Experiential Learning Layer

Some tradeoff exercises may include:

- competing-priority situations
- limited-resource scenarios
- sequencing and timing constraints
- incomplete-information exercises
- conflicting stakeholder situations
- escalation tradeoffs
- capacity limitation exercises
- or situations where improving one outcome weakens another

These activities are not designed to create stress or competition.

They are designed to help Fellows experience how:

- limitations shape decisions

- pressure changes prioritization
- uncertainty affects confidence
- tradeoffs influence outcomes
- and “good” decisions can still carry cost or consequence

The deeper learning comes from understanding why certain tradeoffs were made — and what those tradeoffs changed.

Simple constraints can reveal important patterns.

Access Model

When approved, Fellows may receive access to:

- operational scenarios or exercises
- planning structures or workflows
- limited-context decision environments
- prioritization frameworks
- examples of real organizational tradeoffs or constraints

Access is specific and bounded.

Participation does not imply operational authority.

Required Engagement

To complete this project, a Fellow engages with at least two constrained situations involving competing priorities or limited resources.

Examples may include:

- limited time and multiple requests
- conflicting operational priorities
- visibility versus privacy tradeoffs

- speed versus clarity decisions
- escalation versus observation situations
- quality versus capacity limitations

Volume is not the goal.

Thoughtful reasoning under limitation is.

Reflection Log (Required)

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

The reflection demonstrates:

- engagement across multiple constrained situations
- identification of a pattern, tradeoff, or tension
- at least one thing that could not realistically be prioritized simultaneously
- at least one unintended consequence or second-order effect noticed
- a cause → effect judgment
- reflection on pressure, timing, uncertainty, limitation, or prioritization
- translation into how the Fellow would think differently under future constraints

Possible areas of reflection may include:

- urgency
- overload
- tradeoffs
- sequencing
- incomplete information
- second-order effects
- competing priorities
- capacity limitations
- uncertainty

- what intentionally was *not* prioritized

This is not self-justification.

This is not proving correctness.

This is not feelings journaling.

One or two clear sentences per insight is enough.

Clarity matters more than length.

If thoughtful tradeoff reasoning is missing, the project is not complete.

Completion Standard

The Constraint & Tradeoff Project is complete when:

- required constrained situations were engaged thoughtfully
- Reflection Log criteria were fully met

There is no partial completion.

What You Will Be Practicing

Through this structure, Fellows practice:

- judgment under limitation
- prioritization under pressure
- second-order thinking
- reasoning through imperfect options
- recognizing operational tradeoffs
- understanding that all choices carry consequence
- balancing timing, capacity, and clarity
- staying thoughtful under uncertainty and constraint

These skills are not graded.

They develop through repetition, observation, and reflection.

Evaluation Philosophy

There are:

- no grades
- no rankings
- no performance incentives
- no pressure to appear highly decisive or efficient

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

Final Note to Fellows

You are not here to eliminate every problem.

You are here to understand how real decisions change when:

- time becomes limited,
- information stays incomplete,
- priorities compete,
- and no perfect option exists.

Many difficult organizational decisions are not difficult because nobody cares.

They are difficult because:

- improving one area may weaken another,
- attention becomes limited,
- capacity runs out,
- or multiple valid priorities exist at the same time.

Sometimes strong judgment means acting quickly.

Sometimes it means accepting that every available option carries cost.

You're done when you can explain not only what decision was made —

but what tradeoff came with it, what limitation shaped it, and what could not realistically be prioritized at the same time.

Access is a gift.

Effort is the cost.

Growth is the return.

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