

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

Observation Project — Statement of Work (SOW)

Updated May 12, 2026

Purpose

The Observation Project is designed to build judgment through careful observation, restraint, and reflection.

Fellows learn how real organizations make decisions by observing how people, systems, priorities, communication, and pressure behave under real conditions — without intervening, rushing to conclusions, or trying to prove insight too early.

This project works best when Fellows slow down, notice patterns over time, and learn how attention, timing, and uncertainty shape decision-making inside real organizations.

What This Project Is

- A structured observation assignment
- A way to practice seeing before reacting
- A framework for understanding how decisions actually unfold inside organizations

This project helps Fellows notice:

- how attention shifts
- how priorities change under pressure

- what gets discussed — and what does not
- how communication changes under uncertainty
- when restraint is more useful than immediate action
- how systems behave differently in practice than on paper
- how emotion, urgency, visibility, or repetition can distort judgment
- why some situations escalate while others do not

You do not need to understand everything immediately.

You do need to remain patient, attentive, and intentional.

What This Project Is Not

- Not management training
- Not participation in decision-making
- Not a critique exercise
- Not “finding mistakes” in people or systems
- Not proving intelligence or insight
- Not forcing conclusions too quickly

Quiet attention and partial understanding are expected.

Observation often becomes clearer later.

How This Project Works

Fellows engage with approved observation inputs tied to real organizational situations.

During this project, Fellows:

- observe without intervening
- take private notes for later reflection
- focus on patterns before conclusions

- pay attention to timing, pressure, communication, and attention shifts
- notice what changes behavior inside groups or systems
- observe how uncertainty influences decisions
- pay attention to what does not escalate, does not get discussed, or does not get acted on
- avoid rushing to explain everything immediately

The goal is not to judge people.

The goal is to better understand how humans and systems behave under real conditions.

Experiential Learning Layer

Some observation exercises may include simple structured activities, simulations, or real-time scenarios.

These activities are not designed for competition or entertainment.

They are used to help Fellows experience how:

- pressure affects decisions
- people respond to authority or uncertainty
- timing changes behavior
- attention shifts inside groups
- communication breaks down or improves
- hesitation, confidence, or conformity influence action

The activity itself is only the starting point.

The deeper learning comes from understanding *why* people responded the way they did.

Simple situations can reveal important patterns.

Access Model

When approved, Fellows may receive access to:

- meetings or recorded discussions
- workflows or operational systems
- organizational documents
- onboarding or planning sessions
- limited operational environments
- other approved observation opportunities

Access is specific and bounded.

Observation does not imply authority.

Required Engagement

To complete this project, a Fellow engages with at least two observation inputs tied to different situations or contexts.

Examples may include:

- two meetings
- a meeting and a workflow review
- a document set and an onboarding session
- a live interaction and a recorded interaction

Volume is not the goal.

Careful observation and thoughtful comparisons are.

Observation Notes (Required)

Fellows maintain simple observation notes throughout the project.

Notes should remain:

- factual

- concise
- neutral
- incomplete (by design)

Observation Notes capture signal, not final conclusions.

Reflection Log (Required)

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

The reflection demonstrates:

- engagement across multiple observation contexts
- identification of a pattern, contrast, or tension
- at least one thing that stayed consistent across situations
- at least one meaningful difference across contexts
- a cause → effect judgment
- reflection on attention, timing, communication, pressure, or non-action
- translation into how the Fellow would think differently in future organizational settings

Possible areas of reflection may include:

- urgency
- silence or non-action
- shifting priorities
- pressure or visibility
- decision timing
- indirect influence
- differences between structure and reality
- how groups respond under uncertainty
- why certain things received attention while others did not

This is not a summary.

This is not feelings journaling.

One or two clear sentences per insight is enough.

Clarity matters more than length.

If thoughtful observation and reflection are missing, the project is not complete.

Completion Standard

The Observation Project is complete when:

- approved observation access was engaged responsibly
- Observation Notes were maintained
- Reflection Log criteria were fully met

There is no partial completion.

What You Will Be Practicing

Through this structure, Fellows practice:

- judgment before reaction
- restraint under access
- recognizing patterns over time
- distinguishing signal from noise
- understanding how people and systems behave under real conditions
- staying thoughtful with incomplete information
- noticing how pressure, timing, and visibility influence behavior
- understanding that not every situation requires action or escalation

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 insightful or confident

Completion reflects attentiveness, patience, restraint, and judgment — not certainty or speed.

Final Note to Fellows

You are not here to control outcomes.

You are here to learn how decisions, attention, communication, timing, and pressure interact inside real systems.

Many important things inside organizations happen quietly:

- what gets delayed
- what gets ignored
- what changes attention
- what influences behavior
- and what never needed escalation in the first place

Sometimes strong judgment means acting.

Sometimes it means waiting long enough to understand what is actually happening.

You're done when you can explain not only what happened —

but why certain things mattered more than others, why people responded the way they did, and why some situations did not require immediate action.

Access is a gift.

Effort is the cost.

Growth is the return.

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