



EXECUTIVE
STEWARDSHIP
FELLOWSHIP

AN INVITATION TO LEAD DIFFERENTLY

The Executive Stewardship Fellowship

Where leaders learn to create the conditions in which others flourish.

Most leadership development asks how people grow. This fellowship asks a deeper question: **what conditions make growth possible — and how do we ensure that growth benefits the whole community?** You are invited to join a select group of executives exploring the relationships, narratives, power dynamics, and cultures that quietly determine whether potential is realized or suppressed.

THE HEART OF STEWARDSHIP

*Talent reveals what a person **could** become. Stewardship creates the conditions where that becoming can actually **occur** — and where it expands the possibilities available to others.*

Why this fellowship is different

FROM CAPACITY

Much of leadership development focuses on building individual capacity — persistence, adaptability, courage, and a hunger to learn. These character skills matter, and they are real.

TO CONDITIONS

Executive Stewardship turns to the environment around them. Many organizations celebrate resilience while running systems that *require* it. Stewardship asks instead: are we building people up, or quietly wearing them down?

Eight frameworks, one foundation

Executive Stewardship doesn't compete with the models you already trust — it completes them.

Each of the frameworks below explains what effective leaders and organizations *do*. The Executive Stewardship Fellowship develops the narratives, relationships, identities, and power awareness that determine whether those practices ever take root. The pages that follow show how the Fellowship extends eight of the most influential models in leadership, organizational life, and the craft of helping itself.

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|-----------|---------------------------------------|---|
| 01 | Hidden Potential | <i>From how people grow to the conditions that make growth possible.</i> |
| 02 | Think Again | <i>From how we rethink to why we hold our beliefs at all.</i> |
| 03 | The Leadership Challenge | <i>From what effective leaders do to who they must become.</i> |
| 04 | Good to Great | <i>From how organizations become great to what greatness is worth pursuing.</i> |
| 05 | The 4 Disciplines of Execution | <i>From what behaviors must change to why they exist and how to transform them.</i> |
| 06 | Agile | <i>From learning faster to learning more deeply.</i> |
| 07 | Theory U | <i>From sensing what is emerging to discerning what is worth stewarding.</i> |
| 08 | Process Consultation | <i>From helping a group see how it works to tending the conditions that sustain it.</i> |

*Executive Stewardship is not another framework to adopt. It is the **developmental ground** in which the frameworks you already use can finally take root.*

Building on *Hidden Potential*

How the Executive Stewardship Fellowship complements a proven model of growth.

Adam Grant's *Hidden Potential* offers a compelling framework for how individuals and teams grow beyond what they believe is possible. The Executive Stewardship Fellowship doesn't replace that work — it **extends it**, turning from the question of how people grow to the conditions that determine whether their potential is ever realized.

HIDDEN POTENTIAL

Character skills

Persistence, courage, humility, and adaptability drive growth.

→

Learning orientation

Growth comes from improving how we learn, not proving how smart we are.

→

Scaffolding growth

People stretch when given support structures beyond their current ability.

→

Coaching & guidance

Great coaches help people see possibilities they cannot yet see.

→

Opportunity creation

Potential is unlocked when people gain access to new opportunities.

→

Growth culture

Cultures should make growth expected and supported.

→

Learning from failure

Mistakes are opportunities for learning and growth.

→

Continuous growth

Potential is not a destination; growth is ongoing.

→

EXECUTIVE STEWARDSHIP ADDS...

Conditions for flourishing

Builds the environments where those skills can actually take root — rather than praising resilience in systems that quietly require it.

Narrative Awareness

Surfaces the stories about worth and competence that shape whether a person believes they can learn at all.

Relationship Ecology

Widens scaffolding to mentorship, community wisdom, and cultural affirmation — asking who is holding the ladder while others climb.

Reclaiming inner wisdom

Helps people connect to their own inherited strengths — becoming less dependent on the coach and more rooted in their own wisdom.

Power Mapping

Asks who has access, who decides, and who is excluded — moving the conversation from opportunity to genuine equity.

Generative Power

Distinguishes cultures that invite people to bring more of themselves from those that quietly require them to bring less.

Pattern Recognition & Interruption

Asks what system and assumptions produced an outcome — making failure a source of collective learning, not individual blame.

Stewardship & Legacy

Reframes the goal toward contribution and flourishing — growth that expands the possibilities available to others.

Hidden Potential asks, “How do people grow?” Executive Stewardship asks, “What conditions make growth possible — and how do we ensure that growth benefits the whole?”

Building on *Think Again*

How the Executive Stewardship Fellowship complements a proven model of learning.

Adam Grant's *Think Again* makes a powerful case for intellectual flexibility — the willingness to question what we know and rethink outdated beliefs. The Executive Stewardship Fellowship doesn't replace that work — it **extends it**, turning from how we rethink to why we hold these beliefs in the first place, whose interests they serve, and what conditions make genuine transformation possible.

THINK AGAIN

Think like a scientist

Stay curious, test assumptions, and revise conclusions as new evidence arrives.

Rethink assumptions

Question what you know and seek out disconfirming evidence.

Beyond preacher, prosecutor, politician

Notice when you are defending, attacking, or seeking approval, and choose curiosity instead.

The joy of being wrong

Growth requires the willingness to admit mistakes.

Flexible identity

Anchor identity in values rather than fixed beliefs.

Productive disagreement

Healthy disagreement sharpens decisions.

Curiosity

Curiosity is the engine of learning.

Intellectual humility

The strongest learners balance confidence with humility.

EXECUTIVE STEWARDSHIP ADDS...

Narrative Awareness

Asks where those assumptions came from — examining the personal, organizational, and cultural stories we treat as truth.

Pattern Recognition

Moves from individual thinking to systems thinking, naming the habits and norms that keep producing the same result.

Power Literacy & Identity Awareness

Looks beneath the behavior to its roots — fear, identity protection, scarcity, and power dynamics.

Psychological Safety & Belonging

Builds the conditions of trust and belonging that let people learn without fear of being wrong.

Identity Reclamation

Goes deeper into identity itself: who told me who I am, which stories I am protecting, and which I am reclaiming.

Love-Centered Leadership

Adds relational capacity — how we stay connected and honor one another's humanity while thinking differently.

Curiosity vs. Extraction

Asks what kind of curiosity is operating: seeking to understand a person, or seeking to use what we learn.

Stewardship Responsibility

Reframes the balance — not “how certain am I?” but “how responsible am I for what I believe and whom it affects?”

Think Again asks, “**How do we rethink?**” *Executive Stewardship* asks, “**What must be understood, healed, reclaimed, or stewarded to make rethinking possible?**”

Building on *The Leadership Challenge*

How the Executive Stewardship Fellowship complements a proven model of leadership.

Kouzes and Posner's *The Leadership Challenge* describes five practices that define what effective leaders do. The Executive Stewardship Fellowship doesn't replace that work — it **extends it**, developing the self-awareness, relational capacity, and power consciousness that make those practices possible to consistently embody.

THE FIVE PRACTICES

Model the Way

Clarify your values and align your actions with them.

→

Inspire a Shared Vision

Create and communicate a compelling picture of the future.

→

Challenge the Process

Seek out opportunities to innovate and improve.

→

Enable Others to Act

Foster collaboration and build trust.

→

Encourage the Heart

Recognize contributions and celebrate victories.

→

EXECUTIVE STEWARDSHIP ADDS...

Narrative Awareness & Identity Reclamation

Helps leaders become congruent before modeling for others — examining the stories, identities, and patterns they may be reproducing without realizing it, and naming what they claim to value versus what they practice.

Power Mapping & Collective Meaning-Making

Asks whose voice shaped the vision and who benefits from it — building the belonging that turns a borrowed vision into a genuinely shared one.

Pattern Recognition & Interruption

Gives leaders tools to see the system first — the entrenched assumptions, historical habits, and repeated cycles — before trying to change it, and to name what they are creating in its place.

Generative Power & Relationship Ecology

Examines how power actually flows, naming the gap between organizations that say they empower people and structures that quietly remain extractive — so people can thrive rather than merely comply.

Wellness, Restoration & Community Stewardship

Broadens recognition into restoration — asking not only how we celebrate success, but how we sustain, heal, and care for people while pursuing it.

*The Leadership Challenge helps leaders understand **what to do**. Executive Stewardship helps leaders understand **who they must become to do it well**.*

Building on *Good to Great*

How the Executive Stewardship Fellowship complements a proven model of greatness.

Jim Collins's *Good to Great* identifies the disciplines that move organizations from good performance to enduring greatness. The Executive Stewardship Fellowship doesn't replace that work — it **extends it**, developing the relational, cultural, and leadership capacities required to sustain greatness without sacrificing people, community, or purpose.

GOOD TO GREAT

Level 5 Leadership

Transformational leaders pair deep personal humility with fierce professional will.

First Who, Then What

Get the right people on the bus before deciding where to drive it.

Confront the Brutal Facts

Face reality honestly while keeping faith you will prevail.

The Hedgehog Concept

Find where passion, your best-in-the-world skill, and your economic engine meet.

A Culture of Discipline

Disciplined people, disciplined thought, disciplined action.

Technology Accelerators

Technology accelerates momentum but never creates it.

The Flywheel

Greatness builds through consistent action, not a single miracle moment.

The Doom Loop

Organizations fail by chasing new initiatives instead of building momentum.

EXECUTIVE STEWARDSHIP ADDS...

Stewardship & Generative Power

Expands humility into responsibility, asking what you are stewarding and whether you are building something that can thrive beyond you.

Belonging & Relationship Ecology

Asks who has historically been invited on the bus and who was left at the stop — and whose knowledge is missing from the room.

Narrative Awareness & Power Mapping

Helps leaders confront not only facts but narratives — the hidden assumptions, historical harms, and power imbalances beneath them.

Stewardship Purpose & Community Impact

Adds a fourth circle — what serves community and future generations — beyond advantage toward collective responsibility.

Conditions for Flourishing

Asks what conditions make disciplined action possible — shifting from “more discipline” to wellness, trust, and shared values.

Wisdom-Guided Innovation

Remembers that culture decides how the tool is used — asking whether we are accelerating wisdom or accelerating dysfunction.

Daily Stewardship Practices

Turns operational momentum into relational momentum, asking what daily practices are actually creating the future we say we want.

Pattern Recognition & Interruption

Provides tools to diagnose the loop — the reaction cycles and scarcity thinking that feel like progress but quietly repeat.

Good to Great asks how organizations become great. Executive Stewardship asks what kind of greatness is worth pursuing.

Building on *The 4 Disciplines of Execution*

How the Executive Stewardship Fellowship complements a proven model of execution.

FranklinCovey's *The 4 Disciplines of Execution* (4DX) gives teams a powerful structure for getting the most important things done. The Executive Stewardship Fellowship doesn't replace that work — it **extends it**, developing the awareness, relationships, and stewardship practices that make sustainable execution possible. If 4DX is the execution framework, Executive Stewardship is the developmental infrastructure that helps it succeed.

THE 4 DISCIPLINES OF EXECUTION

The Wildly Important Goal (WIG)

Focus the whole organization on the one or two goals that matter most.

Act on lead measures

Pinpoint the few high-leverage behaviors that drive the goal.

Change frontline behaviors

Execution depends on people changing what they do every day.

Keep a compelling scoreboard

Make progress visible so everyone knows whether they are winning.

Cadence of accountability

Meet on a regular rhythm to stay accountable to commitments.

When change feels threatening

4DX assumes people will engage even when change feels risky.

From compliance to commitment

Lasting execution requires genuine commitment, not surface compliance.

The adaptive work beneath execution

4DX is largely technical: define, measure, track, and report.

EXECUTIVE STEWARDSHIP ADDS...

Identity Reclamation & Generative Power

Builds the inner capacity and shared power people need to sustain change long enough to actually reach the goal.

Power Mapping

Reveals where influence actually lives, so the behaviors that matter are championed where they can truly move.

Pattern Recognition & Interruption

Helps people see the habitual responses producing today's results — and consciously choose differently.

Narrative Awareness

Aligns individual meaning with collective purpose, so the work reflects something people genuinely care about.

Stewardship Practices

Builds real ownership rather than compliance — accountability people choose, not accountability they endure.

Trust & Belonging

Tends the trust and safety that let people lean in rather than resist when the stakes feel high.

Meaning & Identity

Examines how identity and meaning shape engagement, turning required behaviors into chosen ones.

Adaptive Stewardship

Tends the human questions underneath — who must become different, what beliefs must shift, and what power must be shared.

4DX tells us what behaviors need to change. Executive Stewardship helps us understand why those behaviors exist in the first place — and how to transform them.

Building on *Agile*

How the Executive Stewardship Fellowship complements a proven model of adaptation.

Agile gives teams a powerful way to navigate complexity — responding to change, learning quickly, and delivering value through continuous iteration. The Executive Stewardship Fellowship doesn't replace that work — it **extends it**, developing the narratives, relationships, and power awareness that determine how well teams actually learn, collaborate, and adapt.

AGILE

Individuals & interactions

Value people and their interactions over processes and tools.

→

Responding to change

Adapt continuously rather than rigidly following a plan.

→

Iterative learning

Work in cycles: plan, build, review, improve.

→

Retrospectives

Reflect regularly on what worked and what should change.

→

Cross-functional collaboration

Diverse perspectives create stronger outcomes.

→

Servant leadership

Leaders remove barriers and support their teams.

→

Continuous improvement

Small, incremental gains compound over time.

→

Metrics & velocity

Measure progress, track velocity, and assess delivery.

→

EXECUTIVE STEWARDSHIP ADDS...

Relationship Ecology

Names the conditions that make interaction meaningful — the relational dynamics beneath the ceremonies many organizations skip.

Narrative Awareness & Identity Work

Explores why change is hard — because it touches identity, belonging, power, and safety — and what people are being asked to let go of.

Pattern Recognition

Moves from improving the product to improving awareness, naming the recurring patterns that show up in our work and relationships.

Reflective Stewardship

Deepens reflection beyond what happened to the assumptions, narratives, and power dynamics that shaped it.

Power Mapping & Inclusion

Asks whose perspective is missing — who is in the room, and who is actually shaping the room.

Stewardship Leadership

Expands support into responsibility — cultivating conditions where people, teams, and communities can thrive over the long term.

Values Alignment

Grounds improvement in purpose and belonging, asking not just “improve how?” but “improve toward what?”

Collective Flourishing

Adds the questions metrics miss — how we accomplished it, who benefited, who was harmed, and what trust was built.

*Agile helps organizations learn **faster**. Executive Stewardship helps organizations learn **more deeply** — developing the people and systems that make meaningful adaptation possible.*

Building on *Theory U*

How the Executive Stewardship Fellowship complements a proven model of transformation.

Otto Scharmer's *Theory U* offers a powerful methodology for sensing and creating emerging futures — moving from reacting out of old habits to creating from what wants to emerge. The Executive Stewardship Fellowship doesn't replace that work — it **extends it**, examining the narratives, identities, relationships, and power dynamics that shape what becomes possible, so transformation doesn't reproduce the very patterns it seeks to change.

THE MOVEMENT OF THE U

Downloading

We operate from habit, repeating familiar responses and assumptions.



Seeing

Suspend judgment and observe reality with fresh eyes.



Sensing

Listen deeply and connect to the whole system.



Presencing

Pause at the bottom of the U, between letting go and letting come.



Crystallizing

Clarify the vision and what wants to emerge.



Prototyping

Test ideas, experiment, and learn through action.



Performing

Scale, embed, and institutionalize what works.



EXECUTIVE STEWARDSHIP ADDS...

Narrative Awareness

Helps people name what is being downloaded — the inherited stories and invisible assumptions shaping every decision.

Power Mapping

Helps leaders see power, not just structure — formal, informal, historical, and cultural influence, and who remains unseen.

Relationship Building & Community Wisdom

Expands sensing into village-building — circle practices, story sharing, and asking whose experience has not yet been heard.

Identity Reclamation & Ancestral Wisdom

Adds cultural memory and collective healing, asking what wisdom already lives within us that we have forgotten.

Stewardship & Shared Values

Moves visioning toward legacy — not only what we want to create, but what responsibility comes with creating it.

Pattern Interruption

Brings discernment to experimentation, asking what old, extractive pattern is trying to sneak back into the new idea.

Generative Power & Sustainable Systems

Asks whether success is healthy and shared — and how to ensure success does not quietly become extraction.

*Theory U helps leaders sense **what is emerging**. Executive Stewardship helps leaders discern **what is worth stewarding**.*

Building on *Process Consultation*

How the Executive Stewardship Fellowship complements a proven model of helping.

Edgar Schein's *Process Consultation* reframed the helper's role: not the outside expert with answers, but a partner who helps a group see and improve its own human processes, so people grow more capable of helping themselves. The Executive Stewardship Fellowship shares this conviction and **extends it**, mapping Schein's seven human processes onto the narratives, relationships, identities, and power that shape whether a group's processes generate flourishing or reproduce harm.

THE SEVEN HUMAN PROCESSES

Communication

How people actually talk and listen — who speaks, and who is truly heard.

→

Member roles & group maintenance

Healthy groups balance the task with the work of holding the group together.

→

Problem-solving & decision-making

Groups must diagnose problems and decide together.

→

Group norms & culture

Unspoken norms govern what a group treats as acceptable.

→

Leadership & authority

How leadership and influence actually function in the group.

→

Feedback & appraisal

Honest feedback helps a group learn and adjust.

→

Intergroup processes

Cooperation and competition between groups shape the whole.

→

EXECUTIVE STEWARDSHIP ADDS...

Narrative Awareness

Surfaces the stories and assumptions beneath the words — the narratives that quietly shape what can and cannot be said.

Relationship Ecology

Widens “roles” into a living ecology of belonging, mentorship, and community wisdom — asking who is truly held by the group.

Power Mapping

Asks who actually shapes the decision — where influence lives, who decides, and who is left out.

Generative & Extractive Power

Distinguishes generative cultures that invite people to bring more of themselves from extractive ones that quietly require less.

Stewardship Leadership

Reframes authority as stewardship — cultivating conditions where people thrive, rather than dependence on the leader.

Pattern Recognition & Interruption

Turns feedback into pattern work — what recurring system, not just the individual, produced this, and what to interrupt.

Belonging & Collective Flourishing

Tends the bonds across groups — replacing rivalry and extraction with belonging and shared flourishing.

Process Consultation helps a group see how it works. Executive Stewardship helps a group tend the narratives, relationships, and power that let that work flourish — building its own capacity rather than dependence.

What you will explore

Five practices that move the conversation from individual effort to collective stewardship.

01

Narrative Awareness

Examine the stories about competence, worthiness, and failure that quietly shape how leaders and teams learn — and which ones may be limiting what is possible.

02

Power Mapping

Ask who has access, who decides, who is excluded, and where gatekeeping lives — moving the conversation from opportunity to genuine equity.

03

Generative & Extractive Power

Distinguish cultures that invite people to bring more of themselves from those that quietly require them to bring less, and build trust, belonging, and affirmation.

04

Pattern Recognition & Interruption

Treat setbacks as collective learning. Ask what system and assumptions produced an outcome — not just who is to blame — and interrupt the patterns that repeat.

05

Relationship Ecology

Broaden the scaffolding of growth beyond technical support to mentorship, community wisdom, cultural affirmation, and wellness — the people holding the ladder.

The questions we sit with

Stewardship begins with honest, often uncomfortable, reflection.

“ *Are we cultivating resilience, or normalizing the conditions that require it?* ”

“ *Am I helping people become more dependent on me, or more connected to their own wisdom?* ”

“ *Are opportunities distributed fairly, or concentrated among those already closest to power?* ”

“ *Does this culture invite people to bring more of themselves, or less of themselves?* ”

“ *What is this experience teaching us about the system, not just the individual?* ”

“ *How does my growth expand the possibilities available to others?* ”

The journey of the fellowship

A path from awareness to legacy — toward flourishing that is both personal and shared.

- 1 Increase narrative awareness**
Surface the stories shaping how you and your people see capacity and worth.
- 2 Understand power & relationships**
Map how access, decisions, and connection actually flow through your organization.
- 3 Reclaim identity & wisdom**
Recognize the inherited strengths already present and often overlooked.
- 4 Interrupt limiting patterns**
Learn from the system, not just the symptom, and break cycles that constrain growth.
- 5 Build generative communities**
Create cultures of trust, belonging, and psychological safety where people thrive.
- 6 Cultivate stewardship & legacy**
Lead toward contribution and flourishing — growth that expands what is possible for others.

Who this is for

This fellowship is designed for executives and senior leaders who sense that real change is less about doing more and more about tending well to the people and systems in their care.

- Leaders responsible for culture, talent, and the well-being of teams
- Executives navigating power, belonging, and equity inside their organizations
- Coaches and mentors who want to deepen others' wisdom, not dependence
- Those who measure success by contribution, flourishing, and legacy

YOUR INVITATION

A seat at the table is open to you.

If this resonates, I would be honored to talk with you about joining the next Executive Stewardship Fellowship cohort.

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AN ECOSYSTEM FOR HUMAN FLOURISHING

“Executive Stewardship helps communities create the conditions where becoming can occur — attending not only to individual growth, but to the relationships, power, identities, and communities that make growth possible.”

YOU ARE INVITED TO JOIN US

Connected Minds Consulting Group, LLC