BE A DILIGENT, RESPECTFUL, AND CARING STEWARD

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STEWARDSHIP STEWARD

What does it mean to BE A DILIGENT, RESPECTFUL, AND CARING STEWARD?

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Stewards act responsibly to carry out activities with integrity, care, and trustworthiness while maintaining compliance with internal and external

guidelines. They demonstrate a broad commitment to financial, social, and environmental impacts of the projects they support.

Stewardship has slightly different meanings and applications in different contexts. One aspect of stewardship involves being entrusted with the care of something. Another aspect focuses on the responsible planning, use, and management of resources. Yet another aspect means upholding values and ethics.

Stewardship encompasses responsibilities both within and external to the organization. Within the organization, stewardship includes:

- Operating in alignment with the organization, its objectives, strategy, vision, mission, and sustainment of its long-term value;
- Commitment to and respectful engagement of project team members, including their compensation, access to opportunity, and fair treatment;
- Diligent oversight of organizational finances, materials, and other resources used within a project; and
- Understanding the appropriate use of authority, accountability, and responsibility, particularly in leadership positions.

Stewardship outside the organization includes responsibilities in areas such as:

- Environmental sustainability and the organization's use of materials and natural resources;
- Organization's relationship with external stakeholders such as its partners and channels;
- Impact of the organization or project on the market, social community, and regions in which it operates; and
- Advancing the state of practice in professional industries. Stewardship reflects understanding and acceptance of trust as well as actions and decisions that engender and sustain that trust. Stewards also adhere to both implicit and explicit duties. These can include the

following: — ->

Integrity. Care.

Integrity.

Stewards behave honestly and ethically in all engagements and communications. Stewards hold

themselves to the highest standards and reflect the values, principles, and behaviors expected of those in their organization. Stewards serve as role models, building trust by living and demonstrating personal and organizational values in their engagements, work activities, and decisions. In the project management context, this duty often requires stewards to challenge team members, peers, and other stakeholders to consider their words and actions; and to be empathetic, self-reflective, and open to feedback.

Care.

Stewards are fiduciaries of the organizational matters in their charge, and they diligently oversee

them. Higher-performing projects feature professionals who diligently oversee those matters, beyond the confines of strictly defined responsibilities. Stewards pay close attention and exercise the same level of care over those matters as they would for their personal matters. Care relates to the internal business affairs of the organization. Care for the environment, sustainable use of natural resources, and concern for the conditions of people across the planet should be reflected in the organizational policies and principles.

Projects bring about changes that may have unanticipated or unwanted consequences. Project practitioners should identify, analyze, and manage the potential downsides of project outcomes so that stakeholders are aware and informed.

Care includes creating a transparent working environment, open communication channels, and opportunities for stakeholders to raise concerns without penalty or fear of retribution.



Stewards represent themselves, their roles, their project team, and their

authority accurately, both inside and outside of the organization. This behavior allows people to understand the degree to which an individual can commit resources, make decisions, or approve something. Trustworthiness also entails individuals proactively identifying conflicts between their personal interests and those of their organization or clients. Such conflicts can undermine trust and confidence, result in unethical or illegal behaviors, create confusion, or contribute to suboptimal outcomes. Stewards protect projects from such breaches of trust.

• Compliance. Stewards comply

with laws, rules, regulations, and requirements that are properly authorized within or outside of their organization. However, high-performing projects seek ways to integrate compliance more fully into the project culture, creating more alignment with diverse and potentially conflicting guidelines. Stewards strive for compliance with guidelines intended to protect them, their organization, their stakeholders, and the public at large. In instances where stewards face conflicting guidelines or questions regarding whether or not actions or plans align with established guidelines, stewards seek appropriate counsel and direction.

Stewardship requires leadership with transparency and

trustworthiness. Projects affect the lives of the people

who deliver them as well as those who are affected by the project deliverables and outcomes. Projects can have effects, such as easing traffic congestion, producing new medications, or creating opportunities for people to interact. Those effects can produce negative impacts and consequences, such as reduced green space, side effects from medications, or disclosure of personal information. Project teams and their organizational leaders carefully consider such factors and impacts so they can make responsible decisions by balancing organizational and project objectives with the larger needs and expectations of global stakeholders.

Increasingly, organizations are taking a holistic view to business that considers financial, technical, social, and environmental performance simultaneously

instead of sequentially. Since the world is interconnected now more than ever and has finite resources and a shared environment, stewardship decisions have ramifications beyond the project.

Thank you.