

STEWARDSHIP DECISION LENS

A framework for responsible, enduring decisions.

Use this lens to guide core decisions through the five stages of responsibility – in order.

Decisions shape the future long before their consequences are seen. The **Stewardship Decision Lens** helps you, your team and your company to act responsibly by asking what you inherit, who and what is affected, what requires care, whether a choice endures, and the legacy it sets. Stewardship begins not with answers, but with how we choose to decide.

The **Stewardship Decision Lens** takes into account that responsibility is proportional to role, proximity, and power. Stewardship does not mean being accountable for everything, but means being accountable for what is genuinely within scope. The lens therefore serves two functions: to locate where responsibility meaningfully applies and to help guide responsible decisions

1. INHERIT

What are we receiving, and from whom?

NOTHING BEGINS FROM ZERO.

This stage surfaces:

- Materials and resources
- Cultural references
- Labour histories
- Environmental and social conditions

Key consideration:

What existed before us that makes this decision possible – and what of this are we responsible for stewarding?

If this stage is skipped:

Inherited value is treated as disposable rather than finite.

2. IMPACT

Who and what is affected – immediately and over time?

NOT IMPACT AS NARRATIVE, BUT IMPACT AS CONSEQUENCE.

This stage examines:

- Human cost
- Environmental burden
- Downstream effects

Key consideration:

Who carries the weight of this decision, and who benefits – and which impacts do we directly cause versus indirectly contribute to?

If this stage is rushed:

Responsibility is displaced onto the invisible.

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3. CARE

What must be protected, maintained, or repaired?

THIS IS WHERE STEWARDSHIP DIVERGES FROM SUSTAINABILITY ALONE.

Care asks:

- What requires attention rather than replacement?
- Where is repair more responsible than innovation?
- What warrants restraint or patience?

Key consideration:

What does responsible care look like here – and what care is within our mandate versus requiring escalation or collaboration?

If this stage is ignored:

Efficiency is prioritised at the expense of ethical judgment.

4. CONTINUITY

Does this decision hold over time?

This stage tests:

- Durability
- Long-term viability
- Resilience beyond trend cycles

Key consideration:

Will this still make sense when incentives or leadership change?

If this stage is weak:

Short-term gains erode long-term trust.

5. LEGACY

What precedent does this decision set?

EVERY DECISION SIGNALS WHAT IS ACCEPTABLE AND REPEATABLE.

This stage considers:

- Norms being reinforced
- Behaviours being incentivised
- Future decisions enabled or constrained

Key consideration:

What are we teaching others to do through this choice – within our sphere of influence?

If this stage is absent:

Leadership becomes reactive rather than intentional.

AGE OF THE STEWARD

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For organisations facing decisions where responsibility, legacy, or long-term trust are at stake, Age of the Steward may be invited to guide teams through the Stewardship Decision Lens. This can be applied to specific choice-making, or as a pre-emptive framing to help orient towards Stewardship, over time.

If you are interested in learning more, and booking in, please contact Hardeep, Steward + Founder AoS: hardeep@perse.london.

Practising stewardship requires commitment.

Those who wish to take this lens beyond reflection and into lived practice are invited to sign the [Stewardship Pledge](#) and join the Age of the Steward – a growing body of leaders choosing to be accountable not just for outcomes, but for how decisions are made.

www.ageofthesteward.com



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