

The Custodian's Audit

Are you leading as an owner or a steward?

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WHAT THIS TOOL IS

Every leader receives something they did not originate. A mission. A team. A culture. A client base built over years. The question is not whether you lead well. The question is whether you lead as the owner of those things or as their steward. Those are not the same posture, and they do not produce the same organization over time. This audit surfaces which posture is actually governing your decisions, not which one you intend.

THE DIAGNOSTIC

For each question, read both orientations. Mark the one that more accurately describes your recent decision-making, not your aspiration.

	STEWARD	OWNER
1. When a key team member raises a concern about the direction of the organization, my first internal response is:	To evaluate the concern on its merits and ask what it reveals about the health of the mission.	To assess whether the concern threatens my authority, position, or the direction I have already decided on.
2. When I think about succession or transition, my primary concern is:	Finding someone who will carry the mission forward faithfully, even if they do it differently than I would.	Maintaining influence over the organization's direction after I am no longer in the primary role.
3. When I make a major financial decision, the governing question is:	What does faithful stewardship of this organization's resources require, given what we exist to do?	What outcome best serves my personal financial position or the metrics that reflect most directly on me?
4. When the organization faces a difficult season, my instinct is:	To protect the mission and the people who carry it, even at personal cost to my position or income.	To protect my position and income first, and manage the mission and team around that priority.
5. When I think about the organization I will leave behind, the measure I care most about is:	Whether the mission was carried faithfully and the next generation of leadership is stronger than I found it.	Whether my contribution is recognized and my influence continues to shape the organization after I leave.

WHAT YOUR RESULTS REVEAL

Mostly Steward	Mixed	Mostly Owner
Your decision-making posture is aligned with the long-term health of the mission. The risk to watch is drift, particularly in seasons of growth or pressure when ownership instincts resurface.	You are operating with competing orientations. Some decisions serve the mission well. Others serve your position. Identifying which contexts trigger the ownership posture is the next honest step.	The organization is likely absorbing costs you have not yet named. Decisions are being made that serve your position more than the mission. This is not a character indictment. It is a diagnostic starting point.

If this audit surfaced something worth naming, a free 20-minute conversation is available at kingdomplanning.org/book-online. No pitch. No pressure. A structured conversation to identify what the pattern reveals and what a thoughtful next step looks like.