



Colorado Charter Schools Annual Conference

February 25-27, 2026
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From Strategy to Results:

Bringing the 4 Disciplines of Execution to K-12 Schools

**Chris Ferris, Executive Director
Highline Academy**

**Jean De la Mata, Project Manager
Unleashed**

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Unleashed

From Strategy to Results:

Bringing the 4 Disciplines of Execution to K-12 Schools

2026 Annual Conference | February 27, 2026

Facilitated by Chris Ferris & Jean De la Mata | Unleashed



COLORADO LEAGUE of
CHARTER SCHOOLS

About Unleashed



Mission

To implement strengths-based practice to unleash the genius in individuals, teams, and organizations for breakthrough results in life, school, and work.

Vision

We envision communities and organizations where each member:

- is affirmed in who they are, without judgment of who they are not;
- contributes the unique gifts they bring to this world, without judgment that only certain gifts have value, and
- delivers those gifts in a way that feels authentic to them, without judgment that there is only one right way;

leading to meaningful breakthrough results and impact.



Alesha Arscott

CEO/Founder Unleashed

- Founder and CEO of Unleashed
- 20+ years experience in K-12 education
- Former Chief Talent Officer and Senior Director of Strategy
- Helped facilitate the growth of a charter operator from 5 to 76 schools in 7 states
- Consultant with the League conducting board trainings and strategic planning facilitation for the past two years

Checking In

Don't raise your hand... just make eye contact with the person next to you:

- Started the year with 12 priorities... and finished none of them
- Built a strategic plan...that sat on the shelf for 3 years
- Launched a new initiative that quietly died by October
- Let the urgent eat the important (again)
- Set inspiring goals...with confusing next steps
- Held meetings that felt busy but didn't move the needle
- Built trackers no one used
- Focused on test scores but couldn't name the behaviors driving them
- Felt like you were the only one carrying the goal in your head
- Didn't know you were off track until it was too late
- Watched the team burn out from too much change at once



The Whirlwind

- This is an execution problem, not a leadership problem
- Most schools don't struggle with:
 - ✗ vision
 - ✗ effort
 - ✗ caring
- They struggle with execution in the middle of the whirlwind of the day-to-day job of running a school.

TURN & TALK:

What is the #1 thing in your role that constantly hijacks your time?

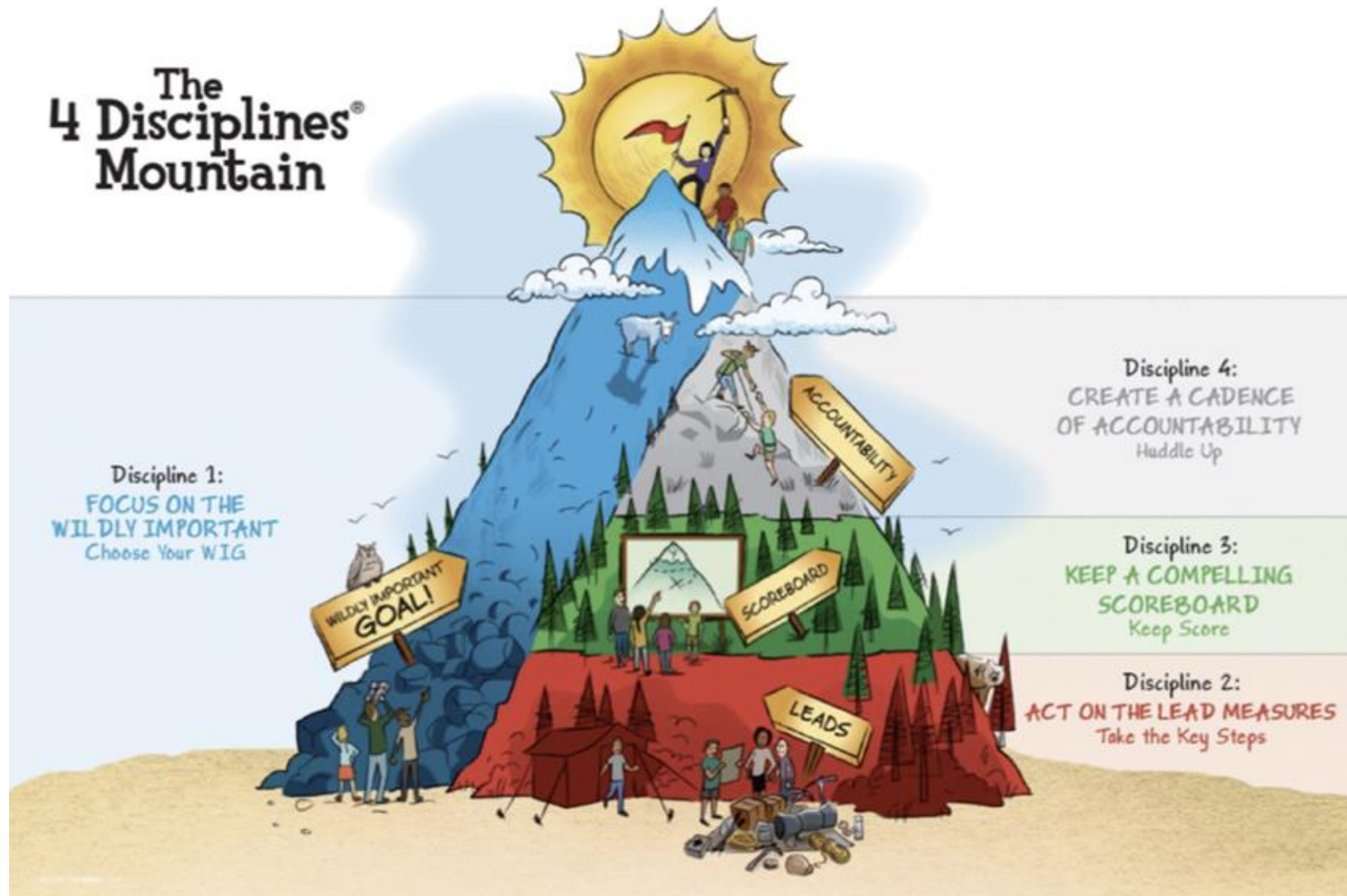
The **4 Disciplines of Execution (4DX)** is a framework for turning goals into consistent actions that lead to measurable results—*despite* the whirlwind of daily work.



The Four Disciplines of Execution (4DX)



The Four Disciplines of Execution



The Four Disciplines of Execution



Discipline #1: Focus on the Wildly Important

****If everything is important, nothing gets done well.****

Definition: Choosing **one goal that matters most right now** and giving it protected attention, even when everything else feels urgent.

A WIG is:

- ✓ Narrow
- ✓ Measurable
- ✓ Time-bound
- ✓ Student-centered

NUMBER OF GOALS (In addition to the Whirlwind)	2-3	4-10	11-20
	↓	↓	↓
GOALS ACHIEVED WITH EXCELLENCE	2-3	1-2	0

Not a WIG:

- ✗ A vague hope
- ✗ A long list
- ✗ “Everything we care about”

What this discipline fixes:

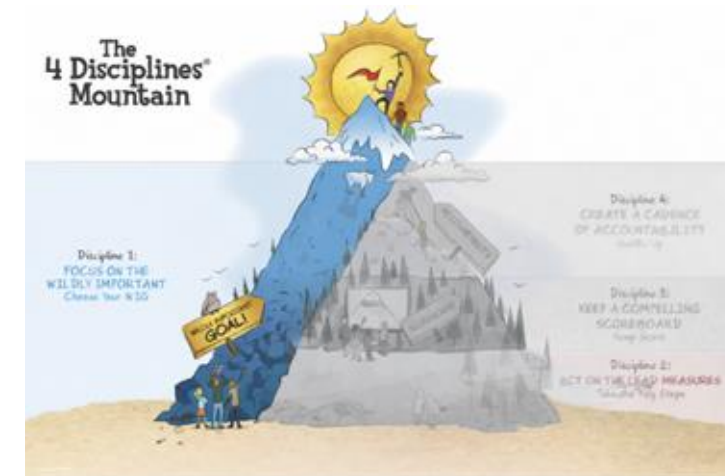
- Too many priorities
- Initiative overload
- “Everything is important” syndrome



Discipline #1: WIG or Wish?

Which are WIGs?

1. Improve engagement
2. Move 3rd grade reading from 42% → 60% on grade level by May
3. Strengthen MTSS
4. Reduce chronic absenteeism/ from 18% → 12% by June



Discipline #1: Draft Your WIG

Format: From **X** to **Y** by **When**

Essential Question: If everything else stayed the same, what change would have the most impact on accomplishing our mission as a school?

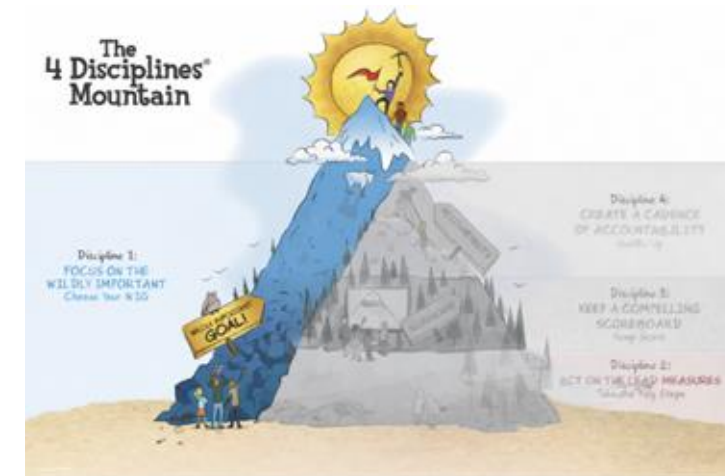
Draft a WIG (5 min):

By [DATE] we will move [METRIC/FOR WHOM]
from [BASELINE] to [TARGET].

Example: By May we will increase the % of our Multi Language learners who are on track to English language proficiency from 53% to 65%.

Tips:

- Start with 1 WIG
- Reflect: If you had an extra hour, where would you go in your building?



Discipline #2: Act on the Lead Measures



****Stop only watching results. Start changing behaviors.****

Definition: Identifying and acting on the **few behaviors you can control weekly** that are most likely to move your goal.

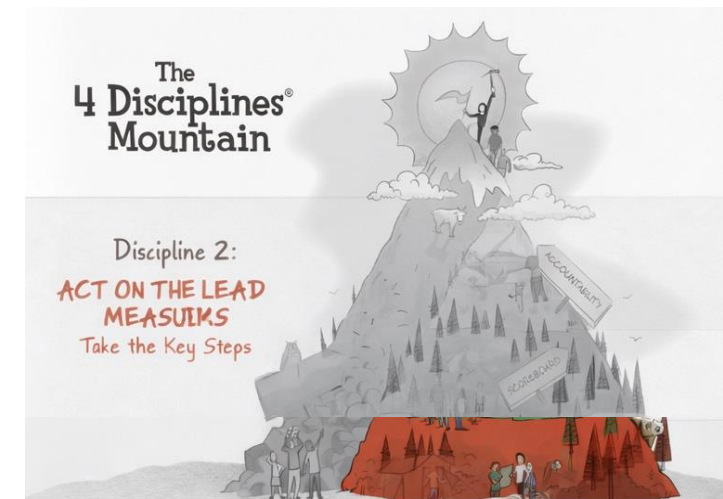
Lag Measures <i>Outcomes</i>	Lead Measures <i>Actions we can control and influence weekly</i>
<ul style="list-style-type: none">• Test scores• Attendance rate• Graduation rate	<ul style="list-style-type: none">• Daily reading minutes• Weekly family calls• % of teachers using a strategy

Good lead measures are:

- Predictive (they move the result)
- Influenceable (you control them)
- Trackable weekly

What this discipline fixes:

- Knowing the goal but not knowing what to do differently
- Only looking at lagging data (test scores, rates, end-of-year results)
- Feeling off track, too late to adjust



Discipline #2: Pick Your Lead Measures

Essential Question: What is one behavior, if done consistently each week, that would move your WIG? What will we do differently on Monday?

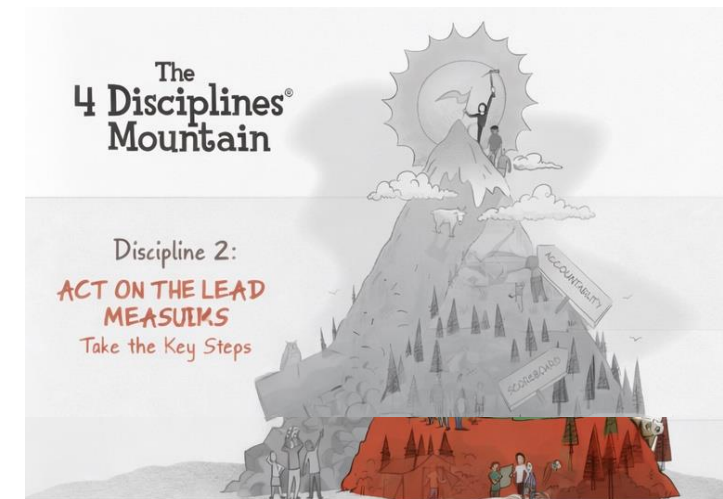
Pick your lead measures:

- Lead Measure #1: _____
- Lead Measure #2 (optional): _____

Example: *% of teachers embedding multi-language learning strategies into their lessons every week*

Remember, good lead measures are:

- Predictive (they move the result)
- Influenceable (you control them)
- Trackable weekly



Sample WIGs and Lead Measures



WIG: Increase number of students proficient in Math, as measured by CMAS, from 30% to 60% by May 30

Lead Measure 1: Meet with intervention group 3X/week

Lead Measure 2: Increase formative assessment scores by 10% each week

WIG: Increase student proficiency on the NWEA reading assessment

Lead Measure: Do focused instruction on affixes, Greek, and Latin roots for 75 minutes per week

WIG: Reduce reports of bullying from 50% of students to 25% by the end of the first semester

Lead Measure 1: By December 1st, all students in grades 5-7 will participate in five lessons about bullying and conflict resolution

Lead Measure 2: By December 1st, all students will be able to name five strategies to address bullying as a victim or bystander

WIG: 100% of students will get an hour of moderate to vigorous physical activity every day by May 30

Lead Measure: All students will run or walk 111 miles per month to reach 1,000 miles by the end of the school year

Discipline #3: Keep a Compelling Scoreboard

*****If people can't see the score, they don't know if they're winning.*****

Definition: Making progress **visible and easy to understand** so the team always knows if they're winning or losing.

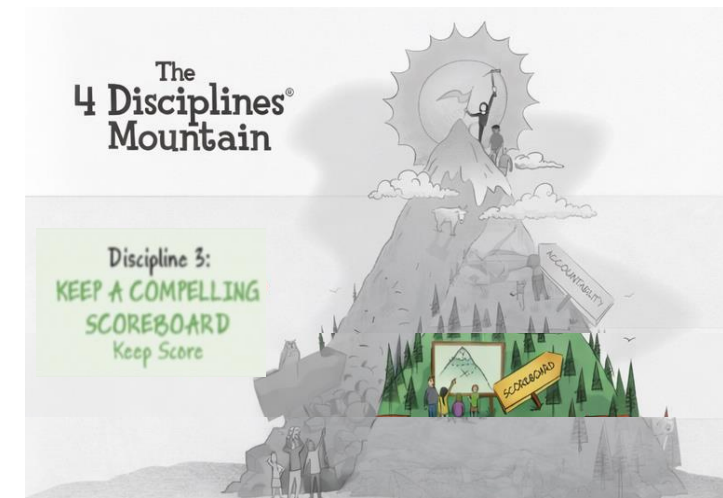
Make winning visible:

- ✓ Simple
- ✓ Visual
- ✓ Updated frequently
- ✓ Owned by the team
- ✓ Shows lead + lag measures

What this discipline fixes:

- Not knowing if you're on track in real time
- Data buried in spreadsheets
- Low engagement with goals

If it takes **more than 5 seconds** to understand, it's too complex.



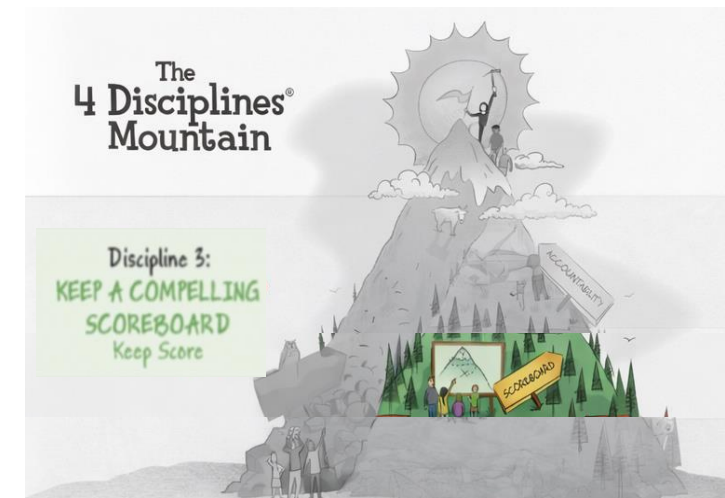
Discipline #3: Design Your Scoreboard

Essential Question: What will be tracked? Where will it live? Who updates it?

- **Discipline #1 (WIG) Example:** By *May* we will *increase the % of our Multi Language learners who are on track to English language proficiency from 53% to 65%.*
- **Discipline #2 (Lead Measures) Example:** *% of teachers embedding multi-language learning strategies into their lessons every week*

Sketch your scoreboard. Include:

- Your WIG (lag measure)
- 1–2 lead measures
- A weekly goal line or target
- A simple way to show weekly progress
- Where it will live (wall, slide, doc, board)
- Who updates it (and when)
- Ugly drafts welcome 😊

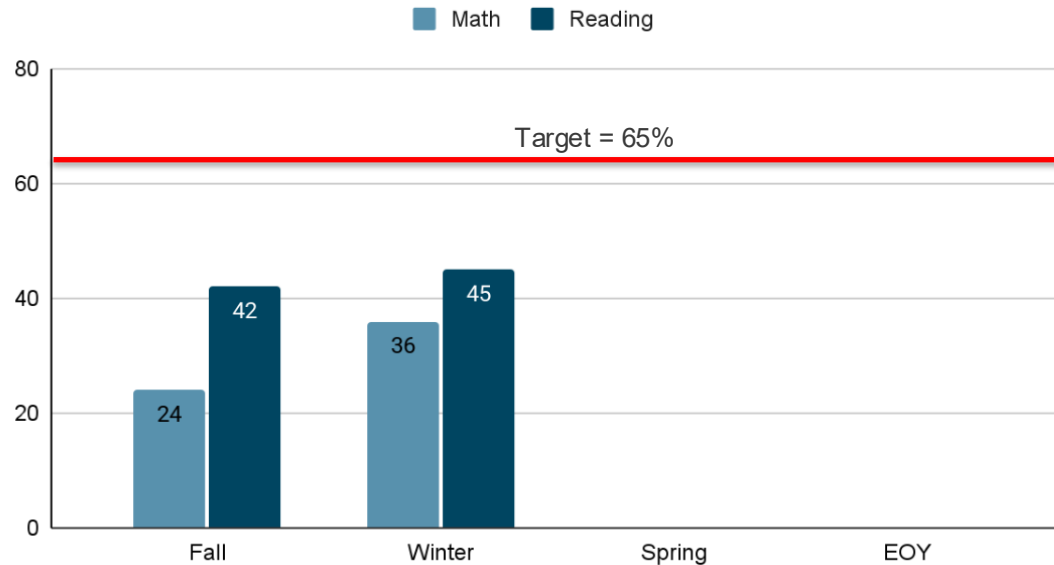


Discipline #3: Design Your Scoreboard Examples



WIG:

STAR Growth Scores for MLL's

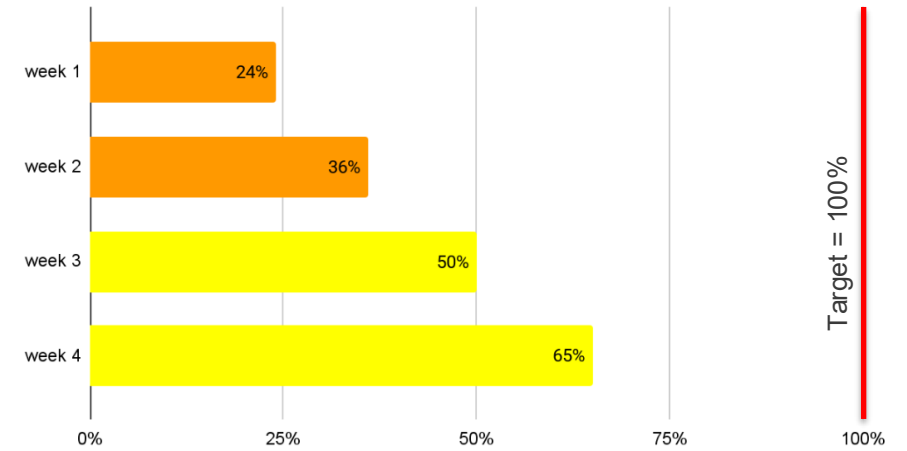


By May we will increase the % of our Multi Language learners who are on track to English language proficiency from 53% to 65%.

Lead Measures:

% of teachers embedding multi-language learning strategies into their lessons every week

% of classrooms using MLL Strategies

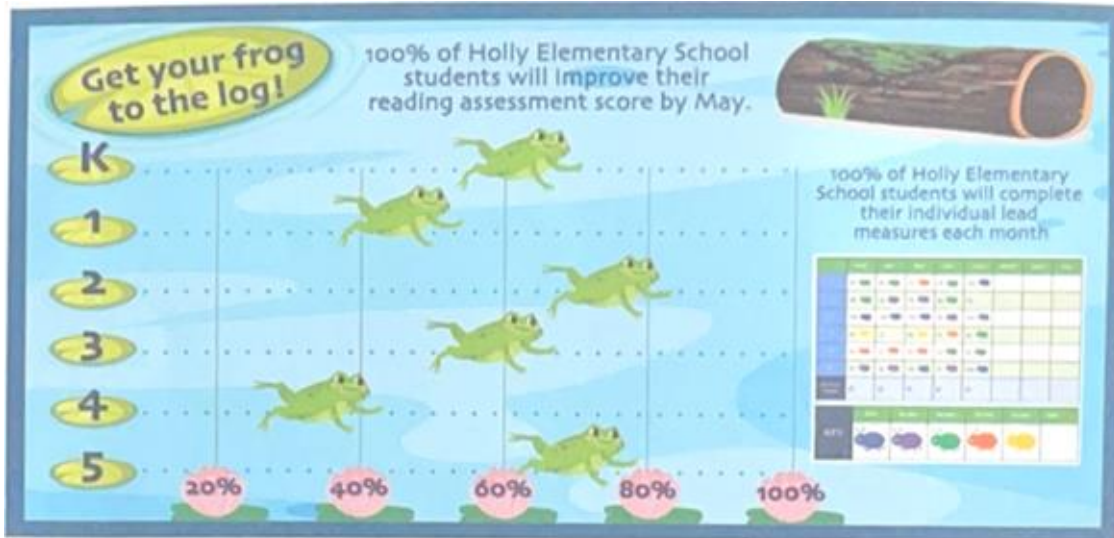


Which Strategies are we focusing on this week?

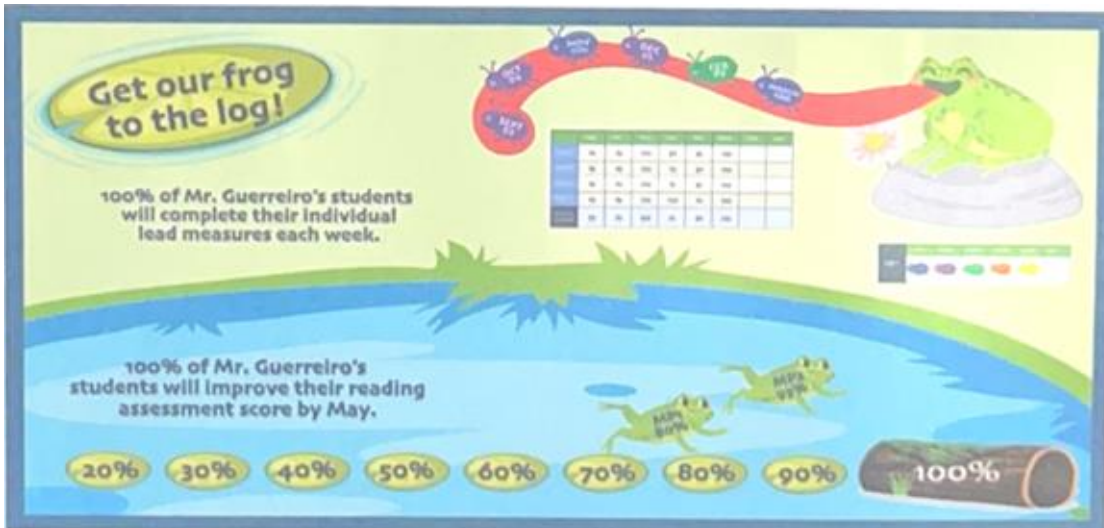
Target = Each grade should focus on at least one strategy

Strategy	K	1	2	3	4	5
Creating a safe space to make mistakes	😊					
Explicit teaching of academic vocabulary					😊	😊
Focused Peer discussions				😊		
Visual and audio supports for grade level content						
Scaffolds for writing and speaking			😊			
Activating background knowledge		😊				
Language Rich Classroom resources						
Opportunities for repeated practice and exposure						

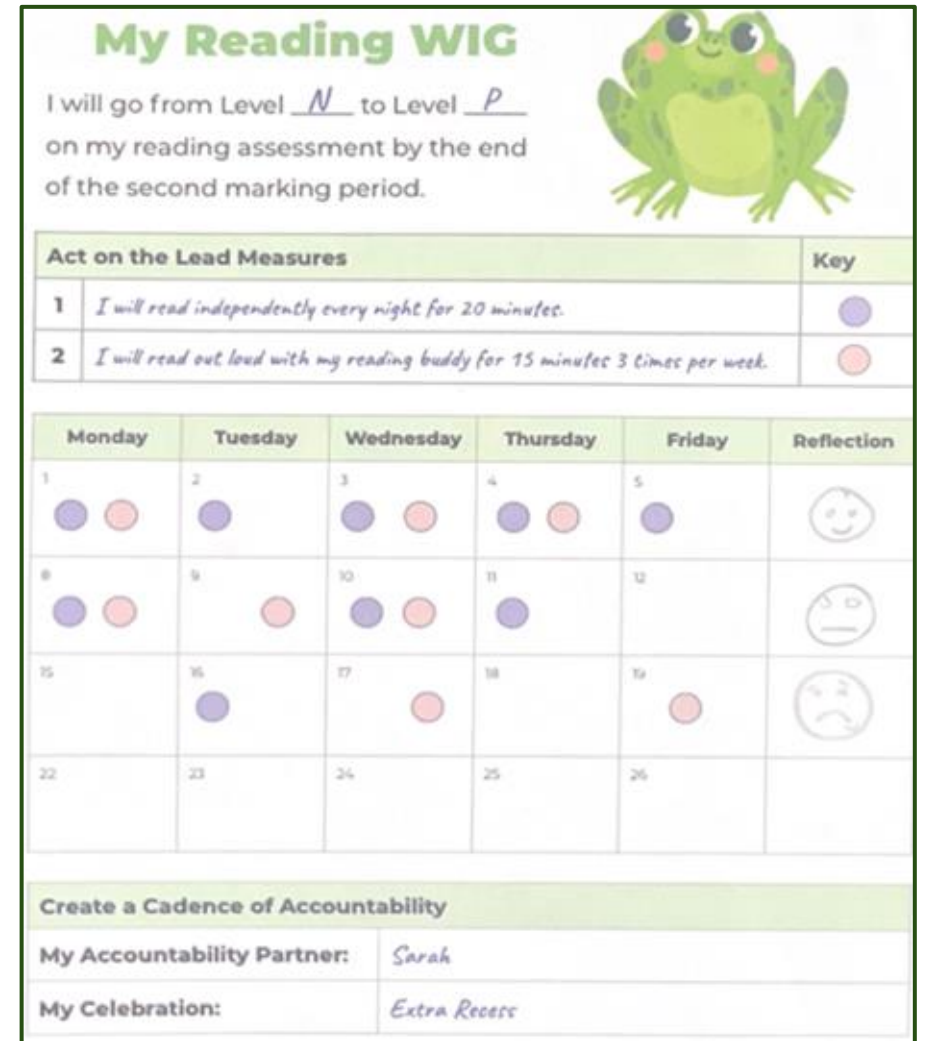
Sample Scorecards by Level



School Scoreboard



Classroom Scoreboard



Student Scoreboard (Private)

Discipline #4: Create a Cadence of Accountability



*****Goals don't die from bad intentions. They die from lack of follow-through.*****

Definition: Building a **short, consistent rhythm of follow-up** where people report on commitments and set the next actions.

Key points:

- 15-20 minutes, weekly
- Focused only on:
 - Commitments
 - Results
 - Next actions

What this discipline fixes:

- Strong launches that fade
- Goals that disappear after August
- Lack of follow-through or ownership

Every week, ask:

1. What did you commit to?
2. Did you do it?
3. What moved the lead measure?
4. What will you commit to next?



Discipline #4: Build Your Cadence

Essential Question: Did I fulfill my commitment and what was the result/learning? What are the one or two most important things I can do this week to impact the lead measures?

Build Your Cadence:

- Who meets? _____
- How often? _____
- How long? _____
- Start date: _____
- Agenda:
 - **Results:** What progress have we made on the lead/lag measures?
 - **Commitments:** What did we commit to?
 - **Impact:** Did we do it? How did it go? Ideas for clearing the path?
 - **Next actions:** What will we commit to next?



Your 4DX One-Pager: Pulling It All Together



- **WIG:** Pick one goal that matters most
- **Lead Measures:** Do the few actions that move the goal
- **Scoreboard:** Make progress visible
- **Accountability:** Check progress weekly

Steal one good idea from someone nearby.

My 4DX Action Plan (Participant Workbook)

Name: _____ School/Role: _____

1) Wildly Important Goal (WIG)

By _____, we will move _____

WIG Check: Specific Measurable Time-bound Focused

2) Lead Measures (weekly behaviors you can control)

Lead #1: _____ Owner: _____

Lead #2 (optional): _____ Owner: _____

Lead Check: Predictive Influenceable Trackable weekly

3) Compelling Scoreboard (simple + visual)

What will be shown (lag + lead): _____

Where it lives: Wall Slide Shared doc Whiteboard Other _____

Who updates it: _____ How often: _____

Sketch: _____

4) Cadence of Accountability (10-15 minutes, weekly)

Who meets: _____ When: _____

Standing questions: How are we doing? What did we commit to? Discuss next?

Monday-Morning Move: _____

4DX Examples Menu by Discipline

1) Example WIGs

- By May 2026, move % of 3rd graders reading on grade level from 42% to 60%
- By June 2026, move % of chronically absent students from 18% to 12%
- By Dec 2026, move % of classrooms using the core strategy from 35% to 80%
- By May 2026, move % of 8th graders on track for Algebra I from 48% to 70%

2) Example Lead Measures

- % of classrooms implementing daily 15-minute reading
- # of targeted students contacted weekly for attendance
- % of walkthroughs observing the target strategy
- # of small-group intervention sessions delivered weekly

3) Example Scoreboards

- Literacy: Weekly % of classrooms meeting the lead + current % on grade level
- Attendance: Weekly % of targeted students contacted + chronic absence rate
- Instruction: Weekly % of teachers using strategy + monthly engagement

4) Example Accountability Rhythms

- Leadership Team: 10 minutes weekly (commitments → results → next actions)
- PLCs: 10 minutes weekly focused on one lead measure
- Student Support Team: 15 minutes weekly on attendance/behavior

Common Pitfalls to Avoid

- Turning WIGs into long lists; choosing lag measures as leads; overcommitting; no follow-up

4DX Examples by Topic (All Four Disciplines Together)

Literacy (Elementary)

- **WIG:** By May 2026, move % of 3rd graders reading on grade level from 42% to 60%.
- **Lead Measures:** % of classrooms implementing daily 15-minute reading; # of students receiving small-group instruction 3x/week.
- **Scoreboard:** Weekly bar showing % of classrooms meeting the lead + current % on grade level (posted in PLC room).
- **Accountability:** 10-minute weekly PLC check-in (commitments → results → next actions).

Attendance (Secondary)

- **WIG:** By June 2026, move % of chronically absent students from 18% to 12%.
- **Lead Measures:** % of targeted students contacted weekly; # of attendance plans reviewed weekly.
- **Scoreboard:** Weekly green/red tracker of contacts made + current chronic absenteeism rate (staff lounge board).
- **Accountability:** 10-minute weekly student support huddle (commitments → results → next actions).

Instructional Practice (All Levels)

- **WIG:** By Dec 2026, move % of classrooms using the core instructional strategy from 35% to 80%.
- **Lead Measures:** % of walkthroughs observing the strategy weekly; # of coaching cycles completed weekly.
- **Scoreboard:** One-slide weekly visual with % of classrooms using the strategy + goal line (shared in leadership meeting).
- **Accountability:** 10-minute weekly leadership check-in focused on strategy commitments.

Behavior/Climate

- **WIG:** By May 2026, reduce average daily office referrals from 5 per day to 2 per day.
- **Lead Measures:** # of positive behavior acknowledgements per day; % of classrooms teaching expectations weekly.
- **Scoreboard:** Simple weekly chart of acknowledgements + current referral average (posted near main office).
- **Accountability:** 10-minute weekly admin/counselor check-in on behavior commitments.

MTSS / Intervention

- **WIG:** By May 2026, move % of Tier 2 students meeting growth targets from 46% to 70%.
- **Lead Measures:** % of Tier 2 students receiving intervention 3x/week; # of progress monitoring checks completed weekly.
- **Scoreboard:** Weekly bar showing % of Tier 2 students receiving 3x/week intervention + current % meeting growth targets (posted in MTSS room).
- **Accountability:** 10-minute weekly MTSS huddle (commitments → results → next actions).

Algebra Readiness (Middle School)

- **WIG:** By May 2026, move % of 8th graders on track for Algebra I from 48% to 70%.
- **Lead Measures:** % of classes using daily spiral review; # of targeted students attending tutoring weekly.

Your 4DX One-Pager: Pulling It All Together



WIG: Pick one goal that matters most

By May we will increase the % of our Multi Language learners who are on track to English language proficiency from 53% to 65%.

Lead Measures: Do the few actions that move the goal

% of teachers embedding multi-language learning strategies into their lessons every week

Scoreboard: Make progress visible

Accountability: Check progress weekly



Grade level teams choose a strategy each week to practice and share it on Friday before they leave along with why they are trying that strategy. This is published in the Sunday weekly update and used to update the scorecard on which strategies are being used this week. Teachers can use it to decide who they might like to observe to learn a new strategy, also can use it for data analysis at the end of each cycle- which grades are showing the most growth and which combination of strategies are they using the most frequently?

Monday Morning Move



What is the first small step you will take next week?

Thank You!

Contact Us

Alesha Arcscott | Founder & CEO | Unleashed

Schedule a free consultation [here](#)



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