



Colorado Charter Schools Annual Conference

February 25-27, 2026
Denver Marriott Tech Center



"If you want to go fast, go alone.
If you want to go far, go together."
— African proverb



PRESENTED BY



(64) The Devil Is In The Change Management

Daniel Casselli, President

BuyQ

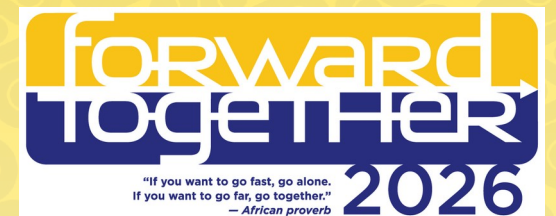
Alastair Dawe, Chief Operating Officer

University Prep Schools

Humboldt Peak
February 27, 2026 | 8:30-9:30
Human Resources & Staffing



**Colorado League of
Charter Schools**



“
The
conference
at your
fingertips.



DOWNLOAD THE APP



THANKS TO OUR GENEROUS SPONSORS



PRESENTED BY



D | A | DAVIDSON
FIXED INCOME CAPITAL MARKETS

JHL
CONSTRUCTORS
BUILDING COLORADO'S FUTURE



DIAMOND

gs
Gillem Staffing
Special Education Staffing



Staples

PLATINUM



GroundFloor Media

SW
SPARKSWILLSON, P.C.





We make it our priority to **advocate** for high-quality public charter schools across Colorado.



Be a part of the action.



Welcome to...

The devil is in the change
management

BuyQ



UPREP

Goals for today

- ✓ Leave excited about the potential for change
- ✓ Help you move from “we designed a better system” to “we are implementing with fidelity a system that is driving measurable change”
- ✓ Provide an actionable framework for change management using the 4 disciplines of execution (4DX)
- ✓ Laugh at least 1x

During this workshop you will be asked to...

1. Draft a **wildly important goal (WIG)** for a real ops initiative you're leading
2. Identify **lead measures** that drive daily/weekly behavior (not lag metrics!)
3. Build a **scoreboard** that creates clarity + motivation for all stakeholders
4. Choose an **accountability cadence** that builds ownership without burnout or confusion

**"No matter how brilliant the strategy,
it's worth nothing unless it's
implemented properly,"**

- *Former Ford CEO Mark Fields*

STORY
TIME!

When it didn't go so well...

"The secret of change is to focus all of your energy not on fighting the old, but on building the new"

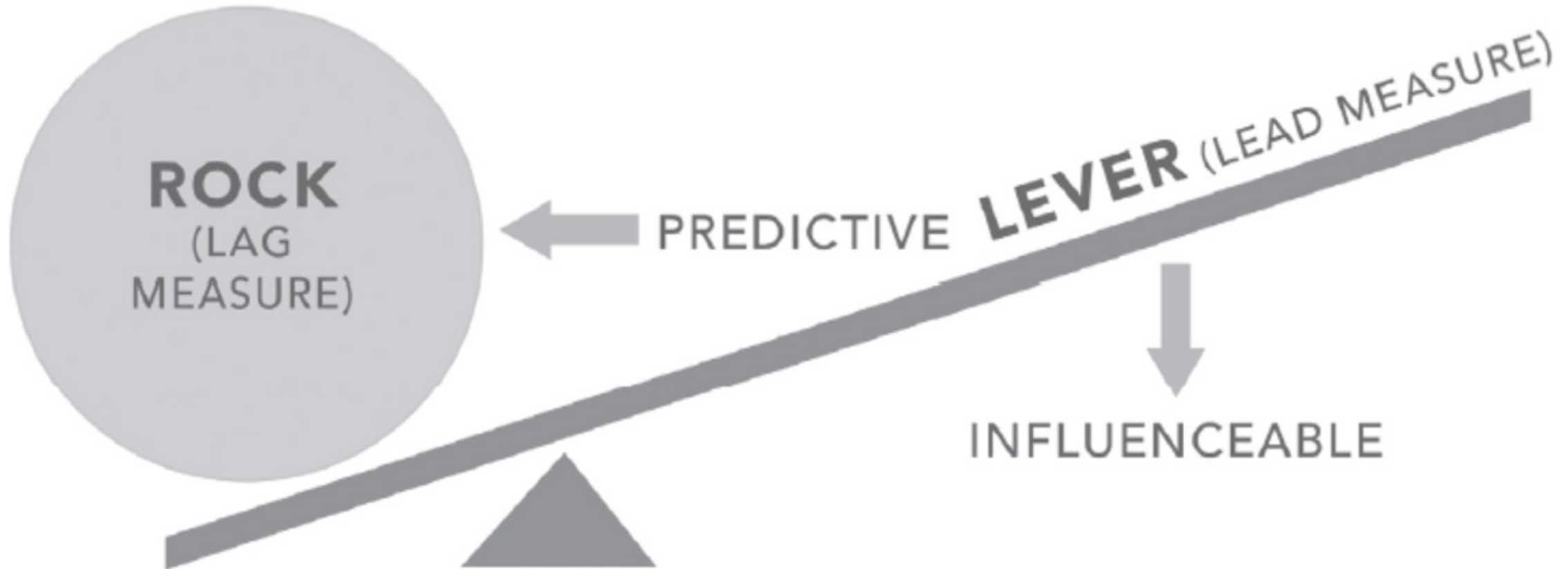
— Socrates

Getting to know the 4 disciplines of execution

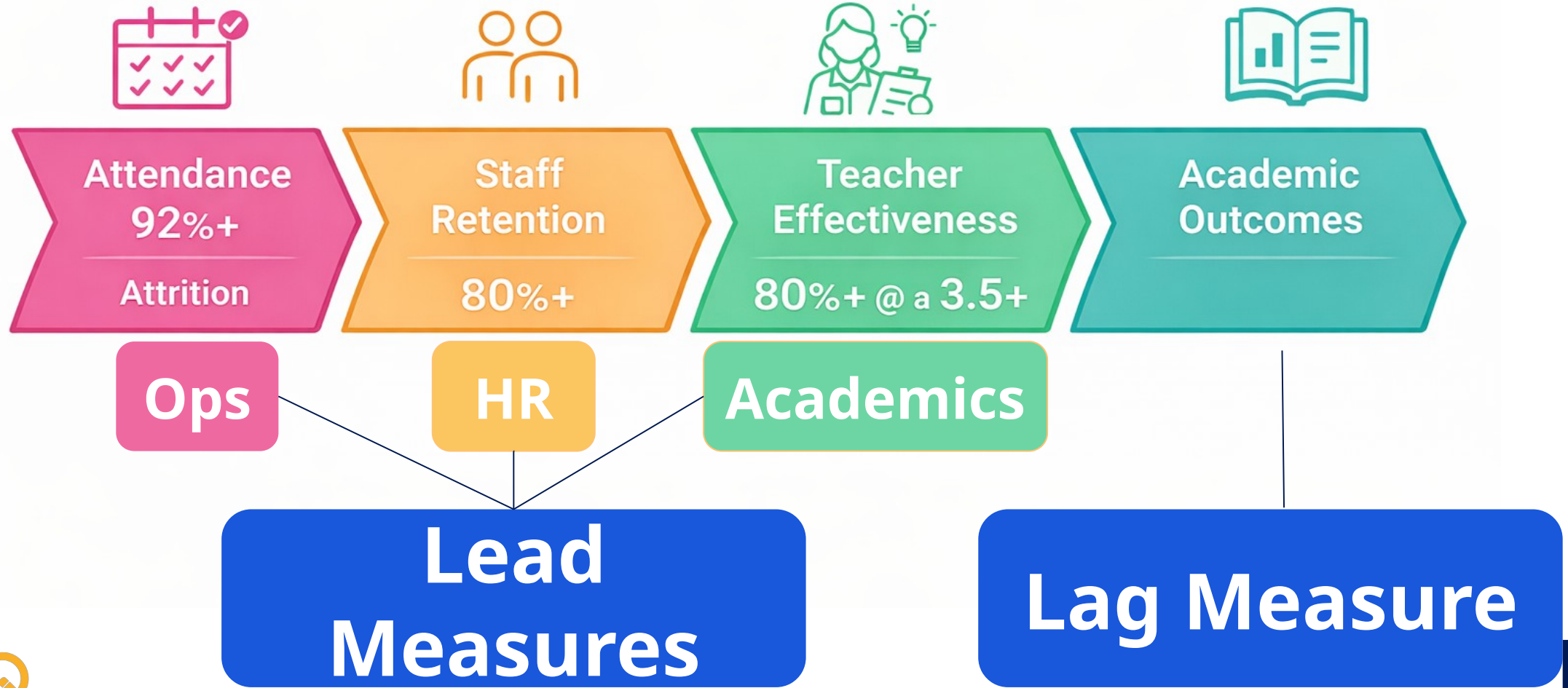
4 Disciplines of Execution



U Prep Wildly Important Goal (WIG) - Example



U Prep WIG - Organizational Example



Discipline #1 - Defining your “Wildly Important Goal”

Guiding Questions

- What is your WIG and why is it so important to the organization?
- What other goals are competing with this one and if you had to stack rank in importance which is at the top? Why?
- Is this goal specific enough to drive behavioral change or is it too theoretical?

YOUR TURN

**Share your
WIG
Turn & Talk
3 min.**

CORE IDEA

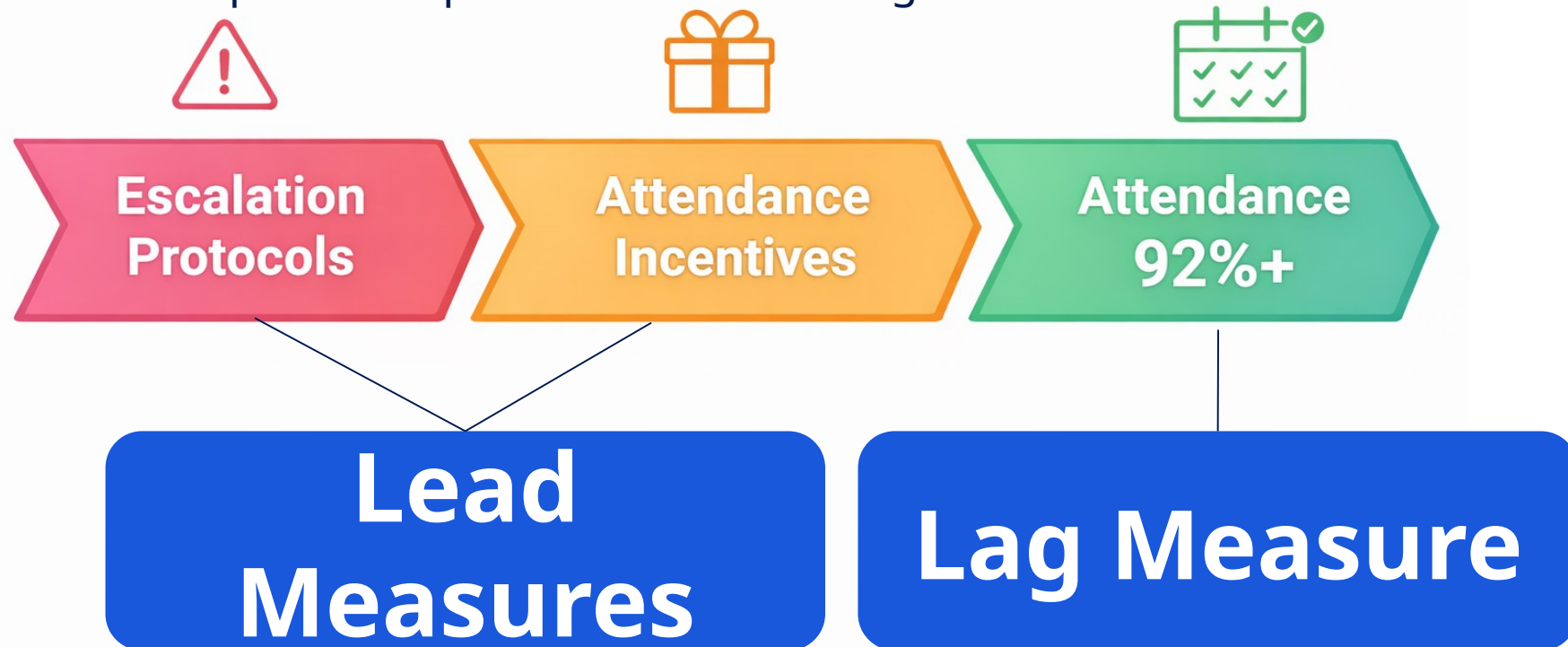
A **WIG** is a goal so important that not achieving it makes other achievements inconsequential.

U Prep Lead Measures - Operations

Lead Measures are those that you can influence **every day**. Attendance was the Operation Teams Lead Measure. Underneath this measure were a series of clearly articulated tactics defined to give focus to our daily actions.

Lead Measures should be:

- Must be predictive of achieving the WIG
- Must be influenceable by the team
- They can look simple with a precise focus on a single behavior.



Discipline #2 - Create lead measures that support your WIG

Guiding Questions

- Are these measures behavioral or outcomes based?
- Is this “influenceable” by our team weekly?
- Who owns this and how often can it be measured? +How will it get measured?

YOUR TURN

List 2-4 lead measures that support your WIG

CORE IDEA

A Lead Measure is the measure of an action **planned** and **taken** as a means to achieving a WIG

UPrep Attendance - Scoreboard

Even though you have defined a clear and effective game by creating a WIG and a Lead Measures, the team won't engage at their best unless they are emotionally attached, and that happens when they can tell if they are winning or losing.



UPrep Attendance - Scoreboard

Even though you have defined a clear and effective game by creating a WIG and a Lead Measures, the team won't engage at their best unless they are emotionally attached, and that happens when they can tell if they are winning or losing.



SCHOLAR ATTENDANCE DATA

Days Absent	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Whole School	72	40	42	26	16	7	12	4	5	2	0	0	1	0	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Kindergarten	10	7	3	3	2	2	1	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
First	17	6	7	5	3	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Second	16	6	6	5	2	1	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Third	8	5	9	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fourth	14	9	13	2	2	0	7	2	1	0	0	0	1	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Fifth	7	7	4	5	1	3	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

*Please ensure that after each action on the escalation protocol that you are checking the box for each scholar under the appropriate action and recording notes in Infinite Campus (IC)

Grade	Scholars with at least 4 absences	Verbal contact with Family (Teacher)	Variance	Scholars with at least 8 absences	Phone Call with a Leader	Variance	Scholars with at least 12 absences	Meeting with a School Leader	Variance	Scholars with at least 20 absences	Truancy Warning Letter Delivered	Variance	Scholars with at least 30 absences	Truancy Filed	Variance
Kindergarten	12	10	-2	4	1	-3	0	0	0	0	0	0	0	0	0
First	12	10	-2	2	0	-2	0	0	0	0	0	0	0	0	0
Second	11	11	0	2	1	-1	1	1	0	0	0	0	0	0	0
Third	12	11	-1	0	0	0	0	0	0	0	0	0	0	0	0
Fourth	17	16	-1	6	2	-4	3	0	-3	0	0	0	0	0	0
Fifth	12	8	-4	1	2	1	0	0	0	0	0	0	0	0	0
Total	76	66	-10	15	6	-9	4	1	-3	0	0	0	0	0	0

Today's Date: 02/20/2026

Grade	Average Daily Attendance	Class Size
Kindergarten	91.8%	45
First	92.5%	50
Second	90.7%	47
Third	92.6%	41
Fourth	89.8%	62
Fifth	89.6%	37
Total	91.1%	282

Average Daily Attendance vs. Grade



Discipline #3 - Designing your scoreboard

Scoreboard Development Checklist

- Defines the WIG clearly
- Must fit on one screen / dashboard (simple to understand)
- Demonstrates clearly the lead measures being tracked
- Answers the question “are we winning/progressing right now?”
- *Bonus: Contains nuanced views for various key stakeholders (i.e. principal vs. ops manager vs. exec director)

YOUR TURN

**Draft your
scoreboard
in under 5
min.**

CORE IDEA

Your Scoreboard should clearly show your team if you're winning or losing

UPrep Accountability Cadence

An accountability meeting has a singular purpose: To refocus the team on the WIG and the actions associate with your lead despite the daily whirlwind. It takes place regularly, **at least weekly** and sometimes more often.

1. **REVIEW:** look over the scoreboard and identify successes and failures
2. **REPORT:** Each team member to report on their last weeks commitments (*state the commitment, state it's outcome*)
3. **PLAN:** Clear the path by removing obstacles and make new commitments that will raise the lead measures to the required level of performance the coming week. Leaders should guide the team in making commitments that have the highest impact using the following guidelines.

Discipline #4 - Cadence of accountability that fosters ownership (without burnout!)

Designing your cadence:

- Who attends? (sync or async?)
- Weekly vs biweekly vs other?
- Where do commitments live (tracker, Teams/Slack channel, etc.)?
- If we miss X weeks or X updates, what's the recovery plan?

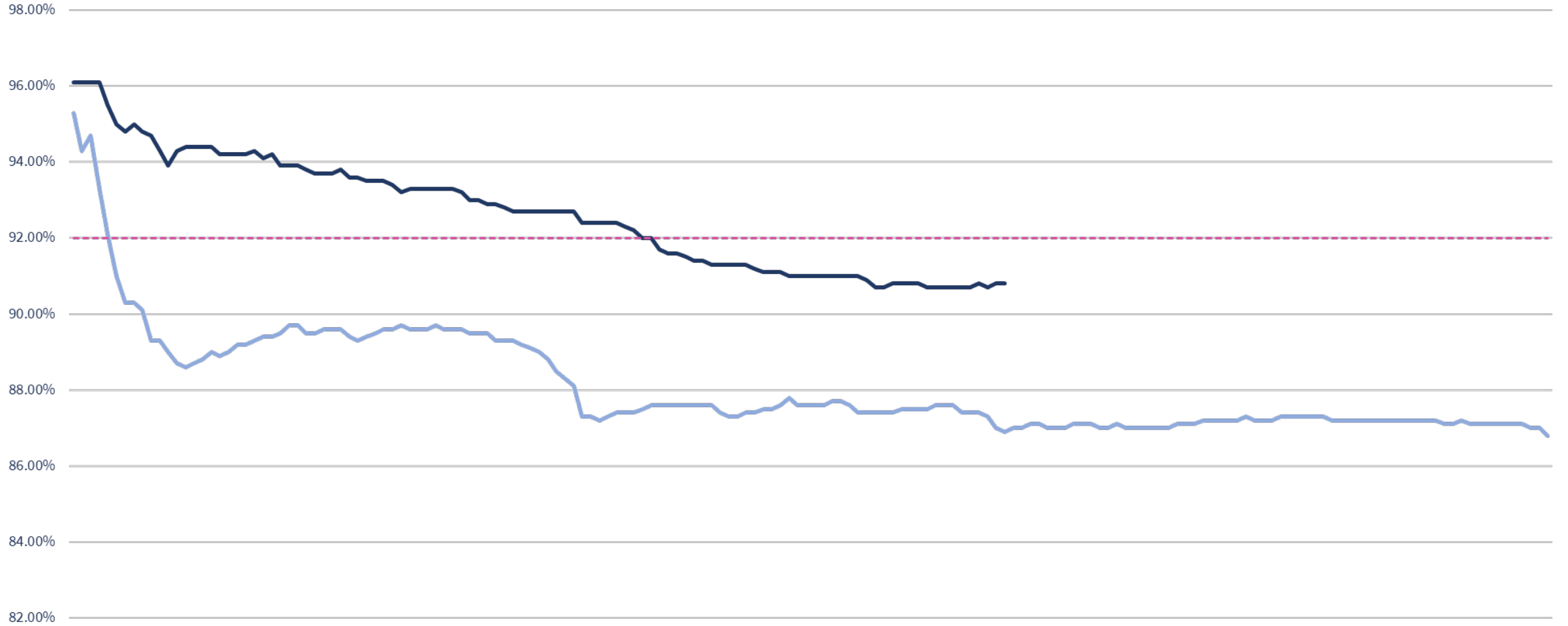
YOUR TURN

Come up with an example cadence to share with the group - 5 min.

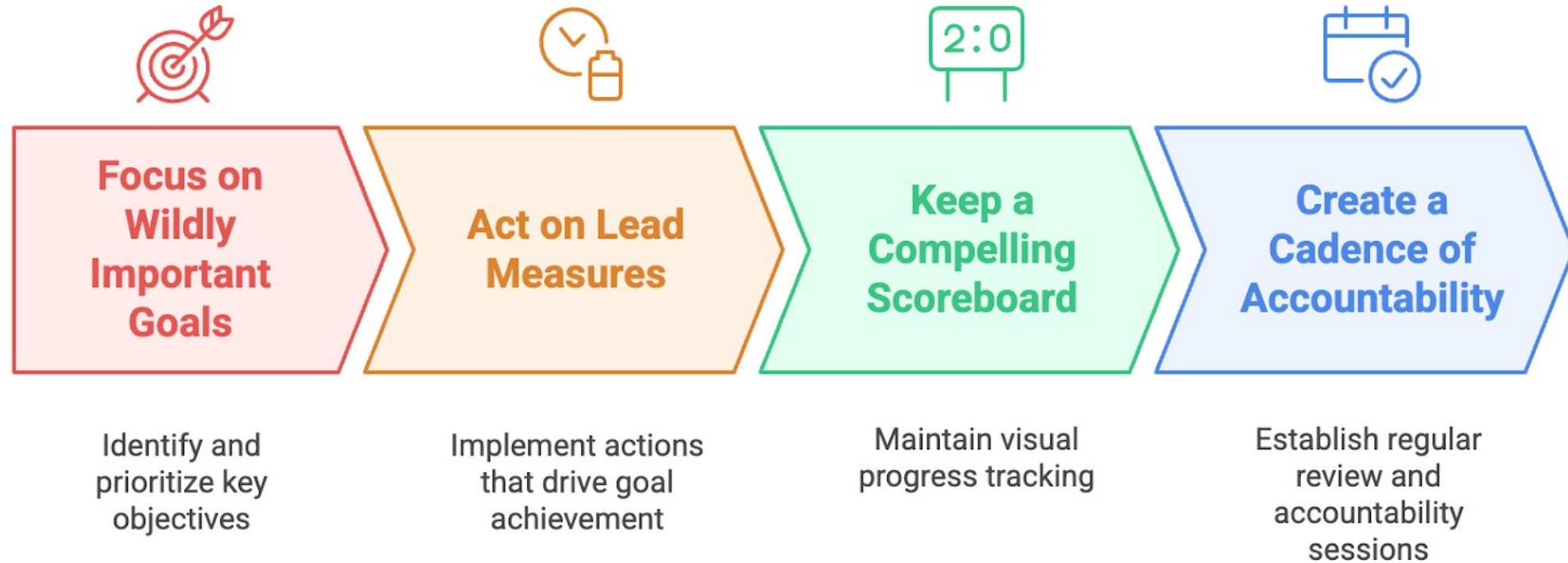
CORE IDEA

Accountability meetings are necessary to refocus the team on the **WIG** and **Lead Measures** away from the whirlwind.

Does it Work?



What we've covered



Other Things to Consider?

→ Communication: 'ACE' the Memo

- ◆ **Actionable** - does the change set reasonable expectations and describe the path forward effectively?
- ◆ **Credible** - Does the message provide the rationale for the change?
- ◆ **Emotional** - does the message engage heart and head?

→ Resources:

- ◆ Make sure that you have access to the resources necessary to enact change (*change is hard enough without having to battle against the lack of people, time, money*).

What now?

- Write down 1 commitment of action that you plan to make in the next 7 days to support your WIG (or to develop one!)
- Think about who your primary accountability partner in this work will be and email/text them
- Use the 4DX template / worksheet to help guide discussion with your team/s for implementing change this Spring/Fall

Keep in touch



Alastair Dawe
Chief Operating Officer
University Prep Schools
adawe@uprepschool.org



Daniel Casselli
President
BuyQ
dcasselli@buyq.org

THANK YOU

BuyQ

“
**Your
feedback
helps us all
move forward
together**



**Colorado League of
Charter Schools**

Each time you take the survey you can enter to win prizes