

# The FIRE Framework

## Strategic accountability at every level of the organization

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### What this is

Every leader identifies 3–5 priorities directly tied to the strategic plan — the things that matter most in their scope right now. Each week, leaders have a structured conversation with their supervisor about each item. The outcome is simple: a status and a brief note. Those feed a dashboard that gives leadership an honest, real-time view of where the organization stands.

The same framework runs at every level. A team leader's items connect to their director's items. A director's items connect to their exec's items. An exec's items connect to the strategic plan. Progress is visible from the front line to the president.

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### Your 3–5 priorities

- Each item must be traceable to a specific strategic plan goal
  - Each item should be significant enough in scale to warrant your attention as a leader
  - The list is reviewed quarterly — items can be added or retired with justification
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### The FIRE conversation (*weekly, with your supervisor*)

	Dimension	The question
<b>F</b>	<b>Fidelity</b>	Are we executing as designed — and if not, is that a deliberate decision or unmanaged drift?
<b>I</b>	<b>Impact</b>	What are we measuring, what's the target, and what does the current trend tell us? If outcomes are lagging, what leading indicator are we watching?
<b>R</b>	<b>Remarks</b>	What's worth your supervisor knowing right now?
<b>E</b>	<b>Extent</b>	Are we doing this work at sufficient scale? How many [students / dollars / etc.] are we actually reaching — and is that volume enough to expect the results we're after?

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### Status

After the FIRE conversation, each priority gets a status:

- **Green** — All FIRE dimensions at or above expectations.
- **Yellow** — Meaningful deviation in one or more dimensions. Work continues, but something requires attention, a decision, or course correction.
- **Red** — Progress is materially blocked or at serious risk. Significant focus or intervention is required — whether from this leader, peers, or above.

***A dashboard that is completely green is not an honest dashboard. If everything is green, we are either not being candid about our challenges, or our priorities are not ambitious enough.***

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### The weekly rhythm

1. Leader and supervisor have the FIRE conversation for each priority
2. Leader records a status and brief note for each item
3. Status appears on the supervisor's dashboard — and rolls up to the president's view