

When a Pilot Becomes Infrastructure

How one school district decided to make behavioral intelligence part of its leadership infrastructure.

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Last spring, Richland County School District One set out to answer a question that most organizations have never been able to answer.

How is leadership actually being practiced across our system?

Not through observation.

Not through opinion.

Not through annual surveys.

Through behavior.

Together, we launched the district's first Behavioral Intelligence Cycle™, measuring 18 research-based leadership behaviors across senior district leadership. For the first time, leadership became something the organization could see, compare, and learn from.

The results were both affirming and revealing. Some teams demonstrated remarkable consistency. Others varied significantly—not because leaders cared more or less, but because every organizational system reinforces behavior differently.

Organizations don't simply produce outcomes. They produce patterns of behavior.

Until those patterns become visible, improvement is largely left to intuition. Once they become visible, leadership becomes measurable.

What happened next surprised us

The original engagement was designed as a pilot. Its purpose was simple: determine whether behavioral intelligence could provide leaders with a clearer understanding of how their organization actually functions.

The answer was yes.

Following the completion of the first cycle, Richland One decided to expand the work beyond a pilot and to begin implementing Signal across the district during the 2026–2027 school year. What began with one leadership group is becoming part of how an entire district learns.

The next chapter

Throughout the 2026–2027 school year, Signal will support leadership development across more than 50 schools and approximately 4,500 leaders.

Leaders will complete behavioral assessments, examine trends over time, compare organizational groups, explore districtwide behavioral patterns, and receive intelligence designed to strengthen decision-making at every level of the system.

50+

schools included in the district rollout

≈4,500

leaders participating during the school year

The goal is not to evaluate people, but to understand how the organization functions—because organizations improve differently when they can finally see themselves more clearly.

By the numbers

Senior leaders in the inaugural cycle	94
Leadership behaviors measured	18
Participation	100%
Schools included in district rollout	50+
Leaders participating during 2026–2027	≈4,500

Inaugural Behavioral Intelligence Cycle™ and the 2026–2027 district rollout.

Looking ahead

Behavioral intelligence is still a young field. Much of what organizations measure today focuses on outcomes—achievement, performance, engagement, retention, or satisfaction. Those measures matter, but outcomes result from thousands of daily leadership behaviors across an organizational system. Our work begins one step earlier.

We believe organizations deserve the ability to understand the behaviors producing those outcomes, not just the outcomes themselves.

We’re grateful to Richland County School District One for becoming our first district partner in that work, and we’re excited for what this next chapter will reveal.



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