

F.I.R.E. SCORE™
FULL LEADERSHIP REPORT

The Flame

High Performance. Expanding Influence.

SCORE RANGE: 55 – 67

You are operating at a level most leaders never reach. Your execution is strong, your influence is real, and your results are visible. This report shows you exactly what it takes to move from high performance to lasting impact.

WHAT'S INSIDE THIS REPORT

- Your complete archetype profile and what it means at this stage of growth
- Pillar-by-pillar score analysis across all four F.I.R.E. dimensions
- Your specific blind spots named clearly, without softening
- A 30-day action plan built specifically for your archetype
- Bonus: F.I.R.E. Quick Reference Guide

THE FRAMEWORK

What F.I.R.E. Measures

The F.I.R.E. Score™ assesses four dimensions of leadership effectiveness. Every leader has strengths in some pillars and gaps in others. This report reveals exactly where you stand across all four.

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| F | FOCUS Identifying the right priorities and protecting attention from noise and distraction. |
| I | INFLUENCE Moving people, building trust, and leading others beyond their own perceived limits. |
| R | RESULTS Translating vision into measurable, sustained outcomes. |
| E | EXECUTION Building systems, delegating well, and following through with consistency. |

YOUR ARCHETYPE

The Flame: Score Range 55 – 67

Flame leaders have done the work. You have developed real execution discipline, built genuine influence with the people around you, and produced results that others can point to. You are not emerging — you are established. That is a meaningful achievement.

The challenge for Flame leaders is not performance — it is multiplication. At this level, the ceiling is no longer your own capability. It is your ability to develop other leaders, expand your influence beyond your immediate circle, and build systems that produce results without requiring your constant presence. This report shows you exactly where your pillars stand and gives you a clear path forward built specifically for where you are right now.

F — FOCUS

Key Insight: Strategic focus is strong; organizational focus alignment is the growth edge.

What This Score Means for You

Flame leaders have developed strong personal Focus discipline. You know your priorities, protect them well, and rarely get pulled off course by noise. The gap at this level shifts from personal focus to organizational focus — ensuring that the people around you are as aligned to the right priorities as you are.

Where Your Strength Shows Up

Your Focus is one of your most developed leadership assets. You have built real discipline around priority management and it shows in your results. The people you lead benefit from your clarity because it gives them a clear direction to execute against. That kind of focused leadership is rare and valuable.

Your Primary Gap in This Pillar

The Focus gap for Flame leaders is alignment. You are clear on the priorities. The question is whether your team is equally clear — not just aware of them, but genuinely aligned around them in their daily decisions. Organizational focus breaks down not because leaders are unclear but because clarity is not communicated repeatedly enough to take root.

YOUR ACTION STEP

Ask three people in your sphere to tell you, in their own words, what the top priorities are right now. Do not prime them. Just ask and listen. The gap between what you hear and what you intended to communicate is your alignment gap. Address it with a focused communication initiative this month.

I — INFLUENCE

Key Insight: Direct influence is strong; multiplying influence through others is the next level.

What This Score Means for You

Flame leaders have built real influence. People trust you, follow your lead, and respond to your vision. The gap at this level is in extending that influence beyond the people you work with directly. True leadership influence multiplies — it reaches people you have never met through the leaders you develop.

Where Your Strength Shows Up

Your influence is built on a genuine track record. People follow you not because of your title or your energy but because you have consistently delivered and demonstrated that you care about the people around you. That kind of earned influence is the most durable form of leadership capital there is.

Your Primary Gap in This Pillar

The Influence gap for Flame leaders is reach. Your direct influence is strong. Your indirect influence — through the leaders you are developing — is the area with the most untapped potential. If your influence disappears when you leave the room, you have built a following. If it continues and expands, you have built leaders.

YOUR ACTION STEP

Identify one person in your sphere who has the potential to lead at a significantly higher level than they currently occupy. Commit to one intentional development investment per month for the next quarter — a conversation, an assignment, an introduction, or a resource. Document it. Track their growth.

R — RESULTS

Key Insight: Results are consistent and credible; building a results culture is the next move.

What This Score Means for You

Flame leaders produce results reliably. Your track record is established and your credibility is real. The gap at this level is in building a culture where results are expected, measured, and celebrated by the whole team — not just produced by you. A results culture outlasts any individual leader.

Where Your Strength Shows Up

Your results speak for themselves. You have built a track record that gives you credibility and influence in rooms where new leaders have not yet earned either. That track record is a leadership asset that compounds over time — every result you produce makes the next opportunity more accessible.

Your Primary Gap in This Pillar

The Results gap for Flame leaders is cultural. You produce results. The question is whether the people around you are developing the same ownership of outcomes that you carry. A team that depends on one high performer to drive results is fragile. A team where everyone owns outcomes is scalable.

YOUR ACTION STEP

In your next team setting, shift from reporting results to celebrating contributors. Publicly recognize three people whose work drove a specific outcome. Ask each of them to name what made that result possible. You are building the habit of collective results ownership — and it starts with who gets credit when things go well.

E — EXECUTION

Key Insight: Personal execution is excellent; developing others' execution capacity is the edge.

What This Score Means for You

Flame leaders execute at a high level personally. Your follow-through is strong, your systems work, and you deliver consistently. The gap is in transferring that execution capacity to the people around you. Your execution ceiling is now defined by how well you develop execution in others, not by your own personal output.

Where Your Strength Shows Up

You have built genuine execution discipline. You do what you say you will do, on time, at a high standard. That reliability is the foundation of your leadership credibility and it gives the people around you something concrete to trust and model. Execution at your level is a form of leadership in itself.

Your Primary Gap in This Pillar

The Execution gap for Flame leaders is transference. You execute well. The question is whether the people you lead are developing the same execution discipline — or whether they depend on your energy and standards to stay on track. Leaders who can only execute personally hit a hard ceiling. Leaders who develop execution in others scale without limit.

YOUR ACTION STEP

Choose one person you lead who has strong potential but inconsistent follow-through. Have one direct conversation about it — not critical, but honest and developmental. Ask what gets in the way. Listen. Then identify one structural change you can make together to improve their execution rhythm. Coach, do not fix.

The Blind Spots Named Clearly

Every archetype has recurring patterns that show up under pressure. These are not character flaws — they are leadership edges. Knowing them gives you a choice. Not knowing them means they run unchecked.

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| 1 | <p>The Competence Ceiling</p> <p>Flame leaders can unconsciously set a ceiling on the people around them by doing things themselves rather than developing others to do them. It is faster to do it yourself. It is also how you build a team that cannot function without you.</p> |
| 2 | <p>Impact Without Infrastructure</p> <p>Flame leaders often produce significant impact through personal effort and relationships. The risk is that none of it is systematized. When you move on, much of what you built moves with you rather than remaining in the organization.</p> |
| 3 | <p>The Isolation of High Performance</p> <p>Operating at a high level can create distance between you and the people you lead. They admire your performance but do not always feel they can reach you. The best Flame leaders are both excellent and accessible.</p> |
| 4 | <p>Neglecting Your Own Next Level</p> <p>Flame leaders spend so much energy developing others and delivering results that they sometimes stop investing in their own growth. The leaders who move to Forge are the ones who stay intentional about their own development even while leading others well.</p> |

Where You Stand. Where You Are Going.

Every leader moves through these four levels over time. Understanding the full spectrum shows you exactly where you stand today and what the work looks like at each level ahead.

THE SPARK

SCORE RANGE: 16 - 39

High Vision. Building Systems.

You are building the foundation. The work at this level is learning to translate vision into repeatable systems before your energy outpaces your infrastructure.

THE EMBER

SCORE RANGE: 40 - 54

Growing Awareness. Developing Consistency.

Awareness is growing. The work here is developing the consistency habits that turn good intentions into reliable leadership rhythms.

YOUR CURRENT LEVEL

THE FLAME

SCORE RANGE: 55 - 67

High Performance. Expanding Influence.

You are operating at a high level. The work now is expanding your influence beyond your immediate circle and building leaders around you.

THE FORGE

SCORE RANGE: 68 - 80

Elite Leader. Legacy Builder.

You are leading from legacy. The work at this level is multiplying what you have built into the next generation of leaders.

The One Thing That Changes Everything

Based on the F.I.R.E. profile of The Flame leaders, there is one development focus that creates the greatest compound return across all four pillars. It is not the most exciting thing. It is the most important thing.

Develop One Leader Intentionally This Quarter

Not a mentorship program. Not a casual conversation. One intentional investment.

Flame leaders reach the Forge by multiplying themselves. The single highest-leverage move at this stage is identifying one person with significant leadership potential and making a deliberate, documented, consistent investment in their development for one quarter.

This is not about adding a responsibility. It is about shifting how you see your role. Your most important leadership output is no longer just results — it is the leaders you produce. One developed leader creates compounding returns that no amount of personal performance can match.

When you do this with intention and follow-through, something else happens: your own leadership grows. Teaching sharpens thinking. Developing others forces you to articulate what you know — and what you still need to learn.

Why This Moves All Four Pillars

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| F | Focus Developing someone else requires clarity about what matters most, which sharpens your own priorities. |
| I | Influence Your influence multiplies through every leader you develop — reaching people and places you never could alone. |
| R | Results A developed leader produces results long after your direct involvement ends, creating compounding organizational returns. |
| E | Execution Teaching execution to others cements your own discipline and builds organizational execution capacity simultaneously. |

Built for The Flame

These four steps are sequenced intentionally. Each week builds on the one before. Do them in order.

These steps are written for leaders at every level. If you lead others, apply each step directly. If you lead without a formal team — as an individual contributor, emerging leader, pastor, or someone building toward their next role — apply each step to your sphere of influence: peers, collaborators, mentors, or the people you are already developing.

WEEK 1

Identify and Commit

If you lead others: Name the one person in your sphere with the highest leadership potential who is currently underdeveloped relative to their capability. Write down three specific areas where intentional investment from you could accelerate their growth. Share your intention with them directly this week.

If you lead without a formal team: Name one person in your sphere — a peer, collaborator, or someone you mentor informally — whose leadership potential is underdeveloped relative to their capability. Write down three areas where your investment could help them grow. Tell them you see their potential this week.

WEEK 2

Alignment Check

If you lead others: Ask three people on your team to tell you, unprompted, what the top priorities are right now. Listen carefully. The gap between what you hear and what you intended to communicate is your alignment gap. Address it in a team communication before the week ends.

If you lead without a formal team: Ask three people in your sphere what they understand your current priorities or focus areas to be. Listen without correcting. The gap between what you hear and what you intended to communicate is real data. Use it to sharpen how you communicate your direction.

WEEK 3

Results Culture Investment

If you lead others: In one team setting this week, shift the spotlight. Publicly name three contributors whose work drove a specific outcome. Ask each of them what made the result possible. You are building collective results ownership — and it starts with who gets credit.

If you lead without a formal team: In one setting this week — a meeting, a conversation, a message — publicly recognize someone whose contribution to a shared outcome went unnamed. Be specific about what they did and why it mattered. Recognition that is specific builds culture.

WEEK 4

Execution Coaching

If you lead others: Schedule a direct, developmental conversation with one person you lead who has strong potential but inconsistent follow-through. Ask what gets in the way. Listen. Identify one structural change you can build together to improve their execution rhythm. Coach, do not fix.

If you lead without a formal team: Have a direct, honest conversation with someone in your sphere about an area where their execution could be stronger. Frame it as investment, not criticism. Ask what gets in the way. Offer one specific idea. Follow up in two weeks.

WHAT COMES NEXT

Your Next Level Starts Here

This report is the beginning of a conversation, not the end of one. The F.I.R.E. Score gives you the map. What you do with it determines whether you actually get to where you are trying to go.

Work Through the 30-Day Plan

Do not read this and move on. The four-week plan is specifically designed for The Flame leaders. Block time this week to start Week 1.

Track Your Progress

Leadership development is not linear. Some weeks you will execute perfectly. Others you will default back to old patterns. What matters is noticing and adjusting. Keep a simple leadership journal this month.

Consider the Group F.I.R.E. Debrief

If you lead others, bringing your whole group through the F.I.R.E. process creates a shared leadership language that changes how your team operates. Visit ericjwatts.org/deb to learn about the Group Debrief session.

A WORD FROM ERIC

"Flame leaders are the people I most enjoy working with because they have already done the hard work of developing themselves — and now they are ready to do the most important work of leadership, which is developing others. The move from Flame to Forge is not about becoming more impressive. It is about becoming more generous with what you have built. Your next level is in the leaders you are about to develop. I am honored to be part of that journey."

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