

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

The Ember

Growing Awareness. Developing Consistency.

SCORE RANGE: 40 – 54

You are more self-aware than most leaders ever become. You can see your patterns, name your gaps, and identify what needs to change. This report gives you the clarity and the specific steps to turn that awareness into consistent action.

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.

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 Ember: Score Range 40 – 54

Ember leaders are at one of the most important inflection points in the leadership journey. You have moved past the early-stage blind spots that hold most leaders back. You know yourself well enough to be honest about where you fall short. That self-awareness is a significant asset.

The challenge for Ember leaders is the gap between knowing and doing. You can articulate what good leadership looks like. The work now is building the daily disciplines and consistent habits that make that knowledge operational. Awareness without action is just sophisticated self-criticism. 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: Awareness of priorities is growing; consistent prioritization discipline is developing.

What This Score Means for You

Ember leaders have developed enough self-awareness to recognize when they are off-focus. The gap is in building the structural habits that protect focus before the distractions arrive, rather than recovering focus after it has already been lost. You know what matters. The work is building the systems that guard it.

Where Your Strength Shows Up

You are developing the ability to step back and assess where your attention is going. Most leaders never build this skill. Your growing self-awareness around Focus means you catch yourself drifting earlier than you used to, and that catching point is getting faster.

Your Primary Gap in This Pillar

The Focus gap for Ember leaders is inconsistency. You have good days where your priorities are clear and you protect them fiercely. You have other days where urgency pulls you off course and you respond to whatever is loudest. The goal is not perfect focus — it is a reliable system that makes your best Focus days the default, not the exception.

YOUR ACTION STEP

Design a simple daily planning ritual — no more than 10 minutes. Each morning, identify your one non-negotiable priority for the day before you open email or messages. Do this for 21 consecutive days. Track the days you complete it. Consistency over time is the goal, not perfection on any single day.

I — INFLUENCE

Key Insight: Relational credibility is building; consistency of influence is the growth edge.

What This Score Means for You

Ember leaders are developing genuine relational influence. People trust you more than they used to because you have demonstrated self-awareness and a commitment to growth. The gap is in making your influence consistent and intentional rather than situational. Right now your influence peaks when you are energized and dips when you are stretched thin.

Where Your Strength Shows Up

Your self-awareness makes you a more trustworthy leader than most. People can sense when a leader is honest about their limitations. That honesty creates psychological safety, which is the foundation of real influence. Ember leaders often develop deeper loyalty than leaders who project more confidence but less authenticity.

Your Primary Gap in This Pillar

The influence gap for Ember leaders is follow-through. You cast vision and build relationships well, but the commitments you make to develop others sometimes get dropped when life gets busy. When you say you will do something for someone you lead and it does not happen, it costs more relational equity than you realize.

YOUR ACTION STEP

Make a list of every development commitment you have made to the people in your sphere that you have not yet fulfilled. Choose two. Complete them this week. Then build a simple system — a recurring reminder, a shared document, anything — that ensures you never let a development commitment go untracked again.

R — RESULTS

Key Insight: Results are being produced; measuring and owning outcomes needs development.

What This Score Means for You

Ember leaders are producing results but often struggle to connect their activity clearly to measurable outcomes. You work hard. The gap is in defining what success looks like before you start, so you can accurately assess whether you got there when you finish. Activity and outcome are not the same thing, and Ember leaders are still learning to track the difference.

Where Your Strength Shows Up

Your growing self-awareness extends to your results. You are more willing than most leaders to honestly evaluate whether something worked. That honest assessment is the foundation of continuous improvement. Leaders who cannot evaluate their own results cannot improve them.

Your Primary Gap in This Pillar

The Results gap for Ember leaders is ownership. When results fall short, the temptation is to attribute it to external factors — timing, resources, other people. Ember leaders are developing the discipline of asking "What could I have done differently?" before looking outward. That internal accounting is what separates good leaders from great ones.

YOUR ACTION STEP

For your next three projects or initiatives, write down the specific measurable outcome you are aiming for before you begin. Be precise. Not "improve communication" — "send a written update to my team every Friday for the next 60 days." Precision in defining results makes accountability real.

E — EXECUTION

Key Insight: Follow-through is improving; building reliable execution rhythms is the next step.

What This Score Means for You

Ember leaders are developing their execution muscles. You have more follow-through than you did at the Spark stage, and you are building awareness of where your execution breaks down. The gap is in creating rhythms and routines that make consistent execution the default rather than something you have to fight for every week.

Where Your Strength Shows Up

You have developed enough self-awareness to recognize your execution patterns — when you are most productive, what derails you, and what conditions help you follow through. That self-knowledge is the raw material for building reliable execution systems. Most leaders never get this far in understanding themselves.

Your Primary Gap in This Pillar

The Execution gap for Ember leaders is rhythm. You can execute well in bursts but struggle to maintain consistent output over long stretches. When the emotional fuel of a new initiative fades, execution often fades with it. The goal is to build structures that keep you moving when motivation is low — because motivation will always be low sometimes.

YOUR ACTION STEP

Identify the one weekly rhythm that, if you did it consistently, would have the greatest impact on your leadership effectiveness. It might be a team check-in, a planning block, a review of your priorities, or a development conversation. Put it on the calendar as a recurring appointment. Protect it for eight consecutive weeks. Track your completion rate.

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.

1	<p>Analysis Before Action</p> <p>Ember leaders can get caught in the loop of planning and preparing without launching. You want to be ready. The risk is that "getting ready" becomes a way to avoid the vulnerability of actually doing the thing and being evaluated on the result.</p>
2	<p>The Self-Awareness Trap</p> <p>Deep self-awareness is an asset, but Ember leaders sometimes use it to explain their gaps rather than close them. Knowing why you struggle with consistency is not the same as building the habit that solves it. Insight must become action.</p>
3	<p>Inconsistent Standards</p> <p>Ember leaders often hold themselves to different standards on different days depending on their energy level or emotional state. This inconsistency creates confusion for the people around you who cannot predict which version of your leadership they will get.</p>
4	<p>Waiting for Confidence</p> <p>Ember leaders frequently wait to feel more confident before stepping into fuller leadership. The truth is that confidence at this level comes from action, not from additional preparation. The next level of your leadership is on the other side of the thing you are waiting to feel ready for.</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.

YOUR CURRENT LEVEL

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.

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 Ember 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.

Build One Non-Negotiable Rhythm This Quarter

Not a new goal. Not a new framework. One protected rhythm.

Ember leaders do not lack knowledge or intention. What creates the ceiling at this level is the absence of consistent structure. You know what to do. The gap is in doing it reliably regardless of how you feel on a given day.

The highest-leverage move is to identify the one weekly practice that, done consistently, produces the most compounded leadership growth — and then make it non-negotiable for one full quarter. Not optional. Not moved unless absolutely necessary. Protected.

One rhythm built into bedrock changes everything. It proves to yourself that you can sustain consistency, and that proof becomes the foundation for the next rhythm. This is how Ember leaders cross into Flame.

Why This Moves All Four Pillars

F	Focus A protected rhythm forces you to decide what matters enough to defend, building real prioritization muscle.
I	Influence Consistent behavior builds trust faster than any single impressive moment. Your people notice reliability.
R	Results Rhythms produce measurable, repeatable outcomes that make your results visible and credible.
E	Execution Directly addresses the consistency gap that defines the Ember stage and limits growth to the next level.

Built for The Ember

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

Audit Your Consistency

If you lead others: Review the past 30 days. Identify three commitments — to your team, your goals, or your own development — that you made but did not fully keep. Write down what broke down. Not to criticize yourself, but to find the pattern. The pattern is what you are fixing.

If you lead without a formal team: Review the past 30 days. Identify three commitments you made to yourself or others that you did not fully keep. Write down what broke down each time. Look for the common factor. That is what you are addressing this quarter.

WEEK 2

Choose Your Anchor Rhythm

If you lead others: Select one weekly practice that would have the greatest impact on your leadership if done without fail. Schedule it as a recurring appointment. Tell one person about it and ask them to check in with you on it weekly. Accountability is not weakness — it is wisdom.

If you lead without a formal team: Select one weekly practice for your own growth or influence — a learning block, a mentoring conversation, a reflection time. Schedule it. Tell one person. Ask them to check in with you on it weekly.

WEEK 3

Close an Open Loop

If you lead others: Go back to the audit from Week 1. Choose one of the unfulfilled commitments to your team or the people you lead. Complete it this week. Then create a simple tracking system so open commitments never age past two weeks without resolution.

If you lead without a formal team: Go back to the audit from Week 1. Choose one unfulfilled commitment to yourself or someone in your sphere. Complete it this week. Then set up a simple system — even a notes app list — to track open commitments so nothing falls through.

WEEK 4

Measure and Name Progress

If you lead others: At the end of week four, write down what changed. What did your team experience differently? What results showed up because of your new rhythm? Name the wins out loud to your team. Progress that is named becomes a new baseline.

If you lead without a formal team: At the end of week four, write down what changed. What did you notice in yourself? What results showed up because of your new rhythm? Share the win with someone who has invested in your growth. Progress named becomes a new baseline.

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 Ember 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

"The Ember stage is where most leaders stay longer than they should — not because they lack ability, but because they confuse knowing with growing. I have watched leaders with extraordinary self-awareness stay stuck for years because they kept diagnosing the problem instead of building the habit. You already know enough to lead at a higher level. The question is whether you will build the consistency that takes you there. I believe you will."

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