

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

# The Forge

**Elite Leader. Legacy Builder.**

SCORE RANGE: 68 – 80

You are operating at the highest level of leadership development measured by the F.I.R.E. Score. Your systems are strong, your influence is deep, and your results are established. This report gives you a clear picture of where your legacy stands and the specific work required to make it permanent.

## 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.

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

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## YOUR ARCHETYPE

### The Forge: Score Range 68 – 80

Forge leaders are the standard. You have developed across all four F.I.R.E. pillars at a level most leaders never reach. Your execution is reliable, your influence is deep, your results are credible, and your focus is sharp. That did not happen by accident. It happened because you chose to grow when growing was hard.

The challenge for Forge leaders is not performance — it is permanence. The question at this level is not whether you can lead well, but whether what you have built will outlast you. Legacy is not a reputation. It is a living system of leaders, culture, and results that continues producing long after your direct involvement ends. 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:** Focus is highly developed; sustaining organizational focus through transitions is the edge.

## What This Score Means for You

Forge leaders have mastered personal and team focus alignment. Your priorities are clear, your team reflects them, and your communication systems reinforce them consistently. The gap at this level is in building focus infrastructure that survives leadership transitions — systems that keep the organization aligned even when you are not in the room and even when you eventually move on.

## Where Your Strength Shows Up

Your Focus is one of the most fully developed of any leader in the F.I.R.E. framework. You have built the personal discipline, the team alignment, and the communication systems that make organizational focus a reality rather than an aspiration. That capability is rare and it is a primary reason your results are what they are.

## Your Primary Gap in This Pillar

The Focus gap for Forge leaders is legacy infrastructure. You hold a significant amount of focus clarity in your own mind and relationships. The question is how much of that clarity has been documented, institutionalized, and transferred into systems that do not depend on your presence to function. Focus that lives in a leader does not outlast them.

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## YOUR ACTION STEP

Identify the three most important strategic focus decisions you make regularly that currently depend on your judgment. For each one, document the criteria, the process, and the reasoning behind your decisions. Then teach that framework to someone who could make those decisions in your absence. You are building a leadership inheritance.

# I — INFLUENCE

**Key Insight:** Influence is deep and earned; institutionalizing that influence culture is the work.

## What This Score Means for You

Forge leaders have built influence that extends far beyond their direct relationships. People who have never worked with you directly are shaped by your influence through the leaders you have developed. The gap at this level is in ensuring that the culture of influence you have built does not depend on your continued presence to sustain itself.

## Where Your Strength Shows Up

Your influence is one of the most powerful leadership assets in the room in almost any context you enter. It is built on decades of consistency, integrity, and demonstrated investment in others. That kind of influence cannot be manufactured — it can only be earned over time through sustained excellence. You have earned it.

## Your Primary Gap in This Pillar

The Influence gap for Forge leaders is institutionalization. You influence powerfully. The question is whether the influence culture you have built — the expectation that leaders invest in others, that feedback is given honestly, that people are developed intentionally — is embedded in the systems and norms of your organization, or whether it exists primarily because of you.

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## YOUR ACTION STEP

Map the influence culture of your organization or sphere. Write down three cultural norms around how people lead, develop others, and give feedback. For each one, identify whether it is institutionalized in a system, a practice, or a documented expectation — or whether it exists primarily because of your presence. The gaps are your legacy infrastructure projects.

# R — RESULTS

**Key Insight:** Results are established and institutional; building a self-sustaining results culture is the legacy work.

## What This Score Means for You

Forge leaders have built a results track record that is institutional. Your credibility is not in question. The gap at this level is in ensuring that results continue at the same standard after you transition. A results culture that depends on one Forge leader is not yet a culture — it is a performance. True legacy is a culture that produces high results because of how people think, not because of who is watching.

## Where Your Strength Shows Up

Your results have compounded over time into something rare: institutional credibility. People cite your track record when making the case for initiatives you champion. Organizations you have led continue to perform well because of the culture and systems you built. That is legacy-level impact and it is worth naming clearly.

## Your Primary Gap in This Pillar

The Results gap for Forge leaders is transferability. Your highest-leverage results work at this stage is ensuring that the standards, expectations, and accountability structures that have driven your results are fully owned by the people and systems around you — not just modeled by you. Standards that are not transferred are buried with the leader.

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## YOUR ACTION STEP

Identify the single most important results standard in your sphere — the one that, if it were ever compromised, would most significantly diminish what you have built. Document it with complete clarity: what it is, why it matters, what it looks like when upheld, and what it looks like when violated. Make sure five people can articulate it as clearly as you can.

# E — EXECUTION

**Key Insight:** Execution systems are mature; building next-generation execution leaders is the final frontier.

## What This Score Means for You

Forge leaders have built execution systems that work. Your follow-through is legendary, your processes are mature, and the people around you execute at a high standard. The gap at this level is in developing the next generation of leaders who will carry that execution culture forward — not just maintain it, but build on it.

## Where Your Strength Shows Up

Your execution systems are among the most developed in the F.I.R.E. framework. You have built infrastructure that produces consistent results regardless of individual variation. The discipline you have developed and transferred to others is a compounding organizational asset that most leaders never build.

## Your Primary Gap in This Pillar

The Execution gap for Forge leaders is succession. Your systems are strong. The question is whether the leaders responsible for maintaining and growing those systems have been fully developed to do so at the standard you have established. Execution infrastructure without execution leaders to steward it is equipment without operators.

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## YOUR ACTION STEP

Identify your top two execution leaders — the people who currently carry the most responsibility for maintaining your systems. Have a direct conversation with each: What do they need to lead at the next level? What gaps do they identify in themselves? What is the one development investment you can make in each of them in the next 90 days? Their growth is your legacy.

# 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><b>The Loneliness of the Summit</b></p> <p>Forge leaders can find themselves increasingly isolated — there are few peers at this level and the people below often cannot give you the honest feedback you need. The leaders who stay sharp at the Forge level are intentional about finding environments where they are still the student.</p>
2	<p><b>Legacy Attachment</b></p> <p>Forge leaders sometimes hold too tightly to what they have built, making it harder for the next generation to put their own mark on the organization. True legacy requires releasing control generously so that what you built can grow beyond what you imagined.</p>
3	<p><b>The Standard Gap</b></p> <p>Forge leaders set standards so high that the people around them can feel perpetually inadequate. Excellence is the goal, but Forge leaders must be careful that their standard is experienced as an invitation to grow rather than an impossible bar that discourages effort.</p>
4	<p><b>Coasting on Credibility</b></p> <p>The established track record of a Forge leader can create a dangerous comfort. When credibility is high, the urgency for continued growth can feel low. The Forge leaders who maintain their edge are the ones who never stop treating their own development with the same intentionality they give to others.</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.

## 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.

YOUR CURRENT LEVEL

## 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 Forge 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.

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## Document and Transfer One Leadership Framework This Quarter

**Not a policy. Not a memo. A living leadership inheritance.**

Forge leaders carry extraordinary leadership knowledge — hard-won frameworks, decision-making criteria, and pattern recognition built over decades. Most of it exists only in their minds and relationships. The highest-leverage move at this level is to take one of those frameworks and make it transferable.

Choose the leadership insight you have that would most accelerate the growth of the leaders around you if they fully understood it. Document it with enough precision that someone could apply it without your presence. Then teach it. Not once — repeatedly, in multiple contexts, until it takes root in the culture.

This is the work of legacy. Not reputation management, not maintaining performance, but the deliberate transfer of wisdom from one generation of leaders to the next. What you know, built through years of experience, is the most valuable asset your organization has access to. Make sure it outlasts you.

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### Why This Moves All Four Pillars

<b>F</b>	<b>Focus</b> A documented framework gives the next generation the focus criteria they need to make high-quality decisions without you.
<b>I</b>	<b>Influence</b> Transferring your framework extends your influence to leaders and contexts you will never directly reach.
<b>R</b>	<b>Results</b> A living framework produces results that compound across generations of leaders, not just during your tenure.

**E****Execution**

Documented execution thinking closes the succession gap and ensures your systems are stewarded at the standard you built.

# Built for The Forge

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

### Map Your Legacy Infrastructure

**If you lead others:** Write down the three most important things you have built — cultural norms, systems, relationships, standards — that you most want to outlast you. For each one, honestly assess: Is it institutionalized in a system or does it depend on your presence? That gap is your work.

**If you lead without a formal team:** Write down the three most important contributions you have made to the people and communities you lead. For each one, assess honestly: Would this continue without you? That gap is your legacy work.

## WEEK 2

### Choose Your Framework to Transfer

**If you lead others:** Identify the single leadership insight or decision-making framework you carry that would most accelerate the growth of the next generation of leaders in your sphere if they fully understood it. Begin documenting it this week. Write it as if you were teaching someone who has never seen you lead.

**If you lead without a formal team:** Identify the leadership insight you have developed through experience that someone earlier in their journey most needs to hear from you. Begin writing it down this week — not as advice, but as a transferable framework they can apply.

### WEEK 3

## Develop Your Execution Successors

**If you lead others:** Have individual conversations with your top two execution leaders. Ask each: What do you need to lead at the next level? What gaps do you see in yourself? What is one investment I can make in your development in the next 90 days? Listen. Commit to specific action.

**If you lead without a formal team:** Identify one person whose development you have invested in significantly. Have a direct conversation about what they need next to step into fuller leadership. Commit to one specific investment in their growth before the end of the quarter.

### WEEK 4

## Teach the Framework

**If you lead others:** Teach the framework you documented in Week 2 in a real leadership context this week. Not as a presentation — as a living conversation where you apply it to a real situation. Observe how others receive and apply it. Refine based on what you learn.

**If you lead without a formal team:** Share the framework you documented in Week 2 with at least two people whose leadership you are invested in. Teach it through a real conversation, not a document. Observe how they receive it. Refine based on what you learn.

## 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 Forge 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](http://ericjwatts.org/deb) to learn about the Group Debrief session.

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## A WORD FROM ERIC

*"The Forge is not a destination — it is a responsibility. The leaders who reach this level did not get here by accident, and the ones who stay sharp are the ones who never stop treating their own growth with the same urgency they bring to developing others. What you have built is significant. What you transfer will be your greatest leadership achievement. I am grateful for every Forge leader who chooses to give away what it took them a lifetime to build."*

**Eric J. Watts, Sr.** · Founder, Watts Leadership LLC · [ericjwatts.org](http://ericjwatts.org)