

# FIRE OR FORGE

## LEADERSHIP DIAGNOSTIC

Are you being burned by crisis — or forged by it? | Dr. Yohana Ndahiriwe | dryohana.com

Rate each statement: 1 = rarely true 3 = sometimes true 5 = consistently true

Name: \_\_\_\_\_ Date: \_\_\_\_\_

### Identity

I know who I am apart from my title or role.

1 2 3 4 5

### Connection

Under pressure I seek counsel — not isolation.

1 2 3 4 5

### Control

I lead from principle and purpose, not fear of failure.

1 2 3 4 5

### Ego

My identity is anchored in service, not performance.

1 2 3 4 5

### Values

Difficult seasons have deepened — not compromised — my convictions.

### Emotion

I process pain as data, not something to numb or avoid.

1 2 3 4 5

### Vision

Crisis has clarified my purpose, not collapsed it.

1 2 3 4 5

### Center

I return to my mission when pressure pulls me off course.

1 2 3 4 5

### Responsibility

When things go wrong, I ask what I can learn — not who to blame.

1 2 3 4 5

### Hope

My hope is defiant — not naive, but chosen.

Score \_\_\_\_\_ / 25

Score \_\_\_\_\_ / 25

IDENTITY  
& INNER LIFE

\_\_\_\_\_  
/25

RESPONSE  
& RESILIENCE

\_\_\_\_\_  
/25

TOTAL

\_\_\_\_\_  
/50

### SCORE

40–50 **Forged**

### WHAT IT MEANS

Crisis has become your credential

### NEXT STEP

Teach and mentor others through it

25–39 **In the Fire**

Being shaped — stay in the process

Find a coach or accountability partner

10–24 **Burning**

Crisis is consuming — not forming — you

[Contact Dr. Yohana this week](#)

### THE ONE QUESTION THAT CHANGES EVERYTHING

"What is this fire trying to teach me?"

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# THE FIRE OR FORGE DIAGNOSTIC

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## WHY THIS MATTERS

Every leader eventually faces a crisis that was not in the plan. The question is never whether fire will come. The question is what you will be when you come out the other side. There is a leader who gets burned — who exits the fire smaller, harder, more defended, and less available to the people who need them. And there is a leader who gets forged — who exits the fire with greater clarity, deeper conviction, and a credibility that cannot be manufactured. This diagnostic is built on ten patterns that distinguish one from the other. None of them require perfect performance. All of them require honest reflection.

### Identity

When crisis hits, the first thing it attacks is identity. Leaders who have built their sense of self on their role, their results, or other people's approval find that when those things shake, everything shakes with them. The leaders who come through the fire intact are the ones who knew who they were before the fire started — not perfectly, but solidly enough to hold. If your score here is low, the work is not to perform better. It is to go deeper. The crisis is not your enemy. It is your excavator.

### Response to pain

How you handle emotional pain is one of the most accurate predictors of your leadership ceiling. Leaders who numb — through busyness, achievement, avoidance, or substances — stop growing at the point of the wound they will not face. Leaders who process pain honestly, who bring it into the light and ask what it is teaching them, become progressively more human, more empathetic, and more effective over time. Pain is not the opposite of leadership capacity. Unprocessed pain is. There is a significant difference.

### Vision

Fire either narrows your imagination or expands it. Leaders who get burned tend to shrink their vision to the size of the problem in front of them. Leaders who get forged find that the crisis burned away everything that was not essential — and what is left is actually clearer and more compelling than what was there before. A refined vision is worth more than an untested one. If your score here is low, the question to sit with is not 'how do I survive this?' It is 'what is this season making possible that nothing else could have?'

### Responsibility

Blame is the most natural response to crisis — and the most limiting one. When things go wrong, the question 'who is responsible for this?' is important but incomplete. The more important question is 'what can I learn from this, and what will I do differently?' Leaders who master this question become virtually unbreakable over time, because every failure becomes an investment in the next attempt. Leaders who master blame become progressively more isolated, because the people around them learn that proximity to failure means proximity to accusation.

*"The fire that forges you does not destroy you. But you have to decide, in the middle of it, what kind of leader you are going to be when you come out."*

— Dr. Yohana Ndahiriwe