

FORGE

Core Values

1. Do the Right Thing – Especially When It Hurts

Rule: Win clean or don't win at all.

Reward: Selfless behavior; doing what's right even when no one's watching.

Punish: Sleaziness, deception, cutting corners for short-term gain.

2. Truth Over Comfort

Rule: Complain up, never down. Praise publicly, criticize privately.

Reward: Direct, solution-oriented communication — surfacing problems, tensions, or doubts through the right channels.

Punish: Hiding problems, gossiping sideways, or letting issues fester.

3. Develop People Relentlessly

Rule: If they're your rep, you're responsible for their growth.

Reward: Mentorship — investing in others' growth, diagnosing under-performance, modeling change.

Punish: Complaining about others instead of guiding them.

4. Own the Outcome

Rule: Standard Apology — “I understand you feel X. I did Y when I should've done Z. I care about our relationship and will change this behavior going forward.”

Reward: Taking ownership when it's easier to blame someone else. Making it happen anyway.

Punish: Reflexive blame, excuses, 'not my job' mentality.

5. Do It Even When It's Hard or Scary

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Rule: Courage beats comfort.

Reward: Reps who sell in adverse conditions; managers who stretch beyond comfort.

Punish: Quitting when challenged or seeking reasons not to try.

6. Earn Your Seat Every Day

Rule: Success owes you nothing — you earn it daily through performance and attitude.

Reward: Humility and example-setting; leading from the front.

Punish: “I’m above that” behavior or seniority without effort.
