Accettura Coaching Case Study 1:
Scaling from "Operational Hero" to Strategic Executive

1. The Hook
From "Shielding the Team" to Strategic Scale: How a Group VP Secured a Succession Spot by Learning to Lead from Behind.

2. The Executive Snapshot

Client Profile	Engagement Metrics
Role: Group Vice President	**Duration:** 9 Months
Industry: Global Research & Publishing	**Tools:** LPI 360 & DiSC Assessment
Challenge: "Hero Syndrome," Burnout Risk, Delegation	**Outcome:** Highest Performance Rating, Succession Candidate

3. The Friction (The "Before")
The client was a high-performing veteran with over 11 years at the organization, known for her deep domain expertise and ability to "get things done." However, her bias for action had created a bottleneck at the top.

- **The "Hero" Trap:** The client operated with a "shield and protect" mindset. When her department faced challenges, she dove in to solve them personally. This created a dependency loop where her team would "lob problems over the fence" for her to fix, rather than solving them independently.
- **The Speed Mismatch:** Her DiSC profile indicated she was "confident, outspoken, and enthusiastic," often moving at a pace that left her team feeling left behind or unable to keep up.
- **The Internal Block:** Despite her senior title, she struggled with self-limiting beliefs regarding power, viewing self-promotion as "dirty" and lacking the confidence to fully own her influence in high-stakes meetings.
- **The Stakes:** The team was described as "breaking under the weight" of the workload. The client admitted to being "exhausted and not as effective," realizing that because her team followed her model, they were also frustrated and demotivated.

4. The Unlock (The Intervention)
We shifted the coaching focus from tactical efficiency to a fundamental identity shift: moving from the **"Leader in Front"** (prescriptive, doing) to the **"Leader Behind"** (coaching, empowering).

- **The Diagnostic:** The LPI 360 assessment revealed a gap: while she excelled at "Modeling the Way," she needed to improve in "Enabling Others to Act" and active listening.

- **The Pivot (Agency vs. Rescue):** We worked on distinguishing *certainty* (having all the answers) from *confidence* (belief in oneself amidst uncertainty). This allowed her to stop "solutioning" every crisis.
- **The Work:** Instead of intervening in conflicts between her direct reports and peers, the client coached her reports to handle the issues themselves. This was uncomfortable, but it broke the cycle of dependency and reduced escalations to her desk.

5. The Transformation (The "After")

By the conclusion of the engagement, the client had shifted from an operational manager to a strategic executive.

- **Succession Readiness:** In a pivotal meeting with the CEO, the client was identified as a key succession candidate for the EVP/GM role. She was recommended for the organization's highest performance rating.
- **Strategic Expansion:** She successfully stepped back from the weeds, freeing up mental space to propose taking on a new Product Marketing portfolio—a strategic expansion of scope she previously would not have had capacity for.
- **Team Autonomy:** Her direct reports began chairing relevant meetings on her behalf[16]. The client noted that fewer escalations were coming to her, allowing her to focus on "value-added work" rather than "the muck".
- **Sponsor Feedback:** Her manager, an SVP, noted that the client had become her "go-to" leader and described the coaching process as successfully "polishing a diamond".
- **Key Strategic Initiative:** the client was assigned to a key strategic initiative, invited to present her plan to the Board, and won their approval. The initiative is global in scope and a key to the organization's future growth.

6. The Client Voice

"I used to think my job was to shield and protect my team… Stepping back, I can now see more clearly the effect that was having on me and my organization. **Having more confidence to delegate and empower others has meant I have a lot more time to set the pace, articulate the vision, and generate ideas.**"

— Group VP, Global Publishing Firm