Accettura Coaching Case Study 4:
Strengthening Executive Influence During Significant Organizational Change

1. The Hook
From Trusted Fixer to Strategic Anchor: How a Senior Executive Strengthened Her Influence Without Losing Herself During Leadership Transition.

2. The Executive Snapshot

Client Profile	Engagement Metrics
Role: Executive Vice President	**Duration:** 6 Months
Industry: Financial Services	**Tools:** 360 & Marshall Goldsmith SCC
Challenge: Reactivity under pressure, overextension	**Outcome:** Sustained behavioral change exceeding target, increased strategic credibility and influence

3. The Friction (The "Before")
The client was a long-tenured, deeply trusted executive known for her institutional knowledge and ability to stabilize chaos. When problems surfaced, she was the person leadership relied on to step in and fix them.

Over time, this created a hidden cost. Her bias for action led to reactivity, over-involvement, and an expanding scope that quietly pulled her back into the operational weeds. During periods of organizational change, her speed and directness, once seen as strengths, began to impede progress.

Internally, she felt stretched thin and increasingly aware that how she showed up mattered as much as what she delivered. Externally, subtle signals suggested that her leadership style needed to evolve to remain effective in a shifting power dynamic.

4. The Unlock (The Intervention)
The coaching focus moved away from tactics and toward an identity-level shift: from being the executive who absorbs pressure to the one who shapes direction.

Using a disciplined stakeholder-feedback process and monthly behavioral tracking, the work centered on slowing response patterns, increasing intentionality, and creating space between stimulus and action. This allowed the client to retain decisiveness while reducing reactivity.

Rather than stepping in to resolve issues, she practiced coaching others through problems, setting clearer boundaries, and choosing when—and how—to exert influence. The emphasis was not on changing her personality, but on increasing her range.

5. The Transformation (The "After")
By the conclusion of the engagement, the client demonstrated measurable and sustained behavioral change under real-world pressure.

Her monthly weighted behavioral score exceeded the established success threshold by 60%, signaling observable and consistent change as perceived by key stakeholders. Feedback reflected greater calm, improved delegation, and a more strategic presence in high-stakes conversations.

Importantly, her influence increased during a period of organizational uncertainty. She was no longer seen solely as the fixer, but as a steady, enterprise-level leader capable of navigating complexity without absorbing it.

6. The Client Voice
"I didn’t need to become someone else. I needed to be more deliberate about how and when I showed up. That shift changed how others experienced my leadership—and how sustainable the role feels now."
— *EVP, Financial Services*