

— A LEADERSHIP TRANSFORMATION

FROM SELF-AWARE TO IMPACTFUL

How a Fortune 500 VP turned “Am I valued here?” into a self-authored case for his next role.

THE CLIENT

OLIVER M.

VP, Fortune 500 Company

THE WIRING

ENNEAGRAM 3

The Achiever

HOW TO FASCINATE®

CONNOISSEUR

Prestige + Passion

— THE STORY IN ONE LINE

Over ten sessions, a VP who leads through connection stopped shrinking — and built the evidence-backed case that **redefined his value and expanded his role.**

PREPARED BY

HILLARIE KAY

A ten-session 1:1 engagement · The Translation Method™

Incorporates the How to Fascinate® system discovered by Sally Hogshead, a registered trademark of Fascinate, Inc. Content and analysis © Hillarie Kay. All rights reserved.

A LEADER THE ROOM RELIED ON

Oliver is the kind of leader every company wants. An industry veteran who can walk into any room, read it instantly, and move thorny, high-stakes work forward without drama.

The rare operator who connects the dots across silos and gets people to a “yes” by collaboration rather than force. But the ground was shifting under him. His company was mid-transformation. New senior leaders were arriving with a different energy. Meetings were getting “spicier.” As Oliver put it, *“the knives are out”* — everyone hunting for their next win. For someone whose superpower is collaboration, that environment was quietly dangerous. Under pressure, he found himself doing one of two things:

SLIDING INTO WITHDRAWAL

Sitting back, watching the show, thinking *“I’m not going to make a difference here anyway.”*

SPINNING IN ANXIETY

Burning a full hour of dread before a meeting, over-preparing, armoring up for conflict that often never came.

His own words for those last weeks: *“borderline unhealthy.”* The goal he brought to the engagement was simple, and high-stakes.

“I need to know how to position myself if I want to continue to move up in this organization.”

OLIVER — SESSION ONE

THE TRANSLATION METHOD™

Most leaders know *what* they intend. Far fewer understand the gap between that intent and the **impact** they actually land. The Translation Method closes that gap by combining two lenses.

HOW HE'S WIRED

THE ENNEAGRAM

Not a personality label, but a map of *how* Oliver takes in the world and makes decisions — his center of intelligence, his stress and growth patterns, and his survival instincts.

DISCOVERED BY SALLY HOGSHEAD

HOW TO FASCINATE®

The *language* he speaks when he's at his best — and how the world perceives him the moment he walks in.

The throughline of the work was a single reframe Oliver returned to again and again. The goal was never to make him more aggressive, more detail-obsessed, or more like the trophy-hunters. It was to help him use *exactly who he already is*, deployed consciously and strategically, for maximum impact.

THE THROUGHLINE

“THE SAME ME —
JUST **DIFFERENT.**”

FOUR SHIFTS THAT CHANGED HOW OLIVER LEADS

1

NAMING THE SLIDE — AND FINDING THE WAY HOME

The first breakthrough was simply *seeing it in real time*. Oliver learned to recognize the moment he left his home base — the confident, value-creating Enneagram 3 — and slid into either withdrawal or anxious over-preparation. The tool wasn't willpower. It was **language**: small, tactical pivots that pulled him back to his best self in minutes rather than days.

“It took a lot of strength to not move into the anxiety — but the conversation was fine. Now my brain has proof.”

2

TURNING EXPERIENCE INTO EVIDENCE

Oliver's instinct in conflict was to retreat from “opinion” battles he felt he couldn't win on data alone. We reframed his greatest asset: **experience is data**. His read of a room, his decades of operational pattern recognition, the felt sense of what will and won't work in his industry — those aren't “just feelings.” They're a category of evidence no spreadsheet on the table could provide. He stopped trying to out-aggress the aggressive players and started winning as the one voice translating lived experience into a clear, decisive recommendation.

3

SPEAKING EVERY DIALECT IN THE ROOM

Oliver learned to read not just *what* people said but *which operating system* they were running — and to meet each one on its terms. Not changing his strategy; deploying a tactic.

- With **body-centered, hard-charging colleagues**, he stopped meeting action with action — which only triggers a fight — and led with curiosity: “*I'm sure you've already thought about this — help me understand...*”
- With **detail-driven, risk-averse colleagues**, he packaged his ideas as *that leader's* win, front-loading the precision that earns their trust.
- With his **own direct reports**, he began noticing their wiring and adapting his leadership to bring out *their* best — not manage them through his own.

4

COMPETING WITHOUT LOSING HIMSELF

Oliver is dominant in the Social instinct — he scans, connects, and reads the whole room — with his “fighter” energy sitting repressed. In a culture full of leaders running on exactly that competitive intensity, his gift could read as absence. The answer wasn’t to become someone he’s not. It was to bring his repressed intensity forward *selectively*: scan the room as he always does, then pick **one moment** to go all in — direct eye contact, precision over frequency, owning the highest-stakes issue and speaking straight to the person who holds it. He proved it almost immediately. In a tense review, Oliver read the dynamic, stepped in, and reframed the issue — defusing the moment, helping a colleague, *and* positioning himself as the person who can solve what the room couldn’t. Collaboration and ambition, in the same move.

“I don’t need the dang trophy. As long as I contribute and I’m recognized for it. I just need it to look like you win — and I get the win alongside.”

| FROM SELF-AWARE TO IMPACTFUL

By the close of the engagement, the worry that opened it — *“is my role about to be downgraded or eliminated?”* — had become something far more powerful: **a self-authored case for his value and his future.** Walking into his mid-year leadership review, Oliver had built, for the first time, a complete and evidence-backed value proposition organized around three categories we developed together — Successes, Value, and Respect. What surfaced wasn’t a man treading water. It was a leader who, in six months, had:

— SIX MONTHS OF IMPACT

- Launched **four operational proof-of-concepts solo**, with no additional support
- Resolved a **seven-figure financial under-recovery**
- Led a **major operational package rollout** across the portfolio
- Stood up a **wellness innovation lab** from concept through costing and sponsorship
- Quietly set up his boss, his peers, and his teams for **win after win**

More importantly, he could finally *name* the thread connecting all of it — the differentiator no one else on his team possessed.

HIS THROUGH-LINE

HE TRANSLATES EXPERIENCE INTO EXCELLENCE.

The deep operational fluency, the ability to orchestrate a room, the instinct to curate the *right* opportunities out of a flood of shiny objects — these stopped being invisible background skills and became his explicit, articulated brand. Instead of waiting to be reorganized, Oliver drafted a proposed evolution of his own role and walked in ready to advocate for it.

— THE SHIFTS THAT STUCK

- A **reframe of conflict** — from something to avoid into the arena where his collaborative, experienced style is the differentiator, not the deficit

 - A **strategy for executive 1:1s** — leading with story, then data, then a clear action, focused only on what his manager most needs

 - **Faster recovery** from stress spirals, using his own body-language and energy cues as early-warning signals

 - A **repeatable leadership skill** — adapting to his own team's wiring — that extends the work far beyond himself
-

He came in asking how to position himself to move up. He left able to *see, name, and defend* his value — and to keep doing it long after the final session.

A NOTE FROM OLIVER

“

Working with Hillarie came at exactly the right time in my career. After years of leading teams, projects, and large-scale initiatives, I found myself facing a different challenge. The work itself wasn't the issue — the challenge was navigating a changing leadership environment while staying true to who I am and how I naturally lead. As organizations evolve, the rules of engagement change, and I wanted to be more intentional about how I showed up and communicated my value.

What I appreciated most is that she never tried to turn me into a different kind of leader. Instead, she helped me better understand the strengths I already had and where those strengths could become even more effective. She has a unique ability to listen, ask the right questions, and connect dots that are difficult to see on your own.

Through our work together, I gained a much deeper understanding of how I approach relationships, influence, decision-making, and leadership. More importantly, I learned to trust my own perspective and experience in a way I hadn't before. Rather than second-guessing myself or over-preparing for every conversation, I became more confident bringing my own point of view to the table.

The biggest change for me was clarity — around what makes me effective, what differentiates me, and how to communicate that in a way that feels authentic rather than rehearsed. That clarity changed how I approached conversations with senior leaders, how I advocated for ideas, and how I thought about my own future.

The impact has been both personal and professional. I feel more confident, more grounded, and more intentional in how I lead. That confidence helped me reposition myself within my organization, ultimately leading to an expansion of my responsibilities and opportunities to contribute at a broader level.

Hillarie helped me see things that were right in front of me but that I had never fully recognized. I left with a stronger understanding of myself, a clearer sense of my leadership story, and renewed confidence in the contribution I can make. I would recommend Hillarie to any leader who wants to better understand how they operate, strengthen their influence, and lead with greater confidence and authenticity.

OLIVER M.

VP AT A FORTUNE 500 COMPANY

— THE TRANSLATION METHOD™

CLOSE THE GAP BETWEEN INTENT AND **IMPACT.**

The Translation Method™ helps leaders close the gap between what they mean and what others experience — using the Enneagram and the How to Fascinate® system to turn self-awareness into real-world influence. Explore coaching for yourself or your leadership team.

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