

You've Been Promoted... Now What?

How to lead yourself
(before leading others)

CONTENTS

The Author

Introduction

What is Effective Holistic Leadership?

Learning to Become an Effective Holistic Leader

The traits of an Effective Holistic Leader

In closing

Instead of a sage on a stage here is a guide by your side

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YOU'VE BEEN PROMOTED... NOW WHAT?

The Author

HELLO THERE! I'M GARY.

Professionally speaking I am a COMENSA- Transformation and Life Coach, a SAQA-accredited trainer, an I3 personality and team dynamics profile coach and a Yogalap certified breathwork coach.

My past includes the starting, running, and selling of two businesses being the author of three interactive children's books, being a production manager in the film industry, and an export sales manager in a listed company.

My belief is that leadership is not a position applicable to a select few but a set of skills that can be developed. However when people get promoted into a leadership for the first time they can become overwhelmed in their new role due to a lack of training and understanding. This books and the programs I facilitate are geared towards alleviating these issues.

INTRODUCTION

Hello and thank you for taking the time to read my effective holistic leadership EBook, "***You've been promoted... now what?***"

Just before you begin, I wanted to share that this Ebook forms part of my programs that highlight both the need for personal leadership skills development and wellbeing through breathwork. My complimentary breathwork EBOOK, ***Breathe Right, Feel Better***, is also available on my website

Throughout this book, I'll be relating a personal story of achievement and how I implemented the tools related to effective holistic leadership.

WHAT IS PERSONAL LEADERSHIP?

Some of the questions I commonly receive as an Accredited Leadership Trainer and a Credentialed Life and Transformation Coach is “What is personal leadership.”

I always like to start with what personal leadership isn't.

The term, “leader,” is thrown around so loosely these days. Politicians, captains of industry, celebrities, etc are sometimes labeled as leaders, not because of their qualities but rather because they are the focus of media attention or because of the position they hold.

Leadership isn't a position applicable to a select few, but effective holistic leadership is, instead, a set of skills and actions that can be learned and developed and can become a way of life.

I want to reiterate this as I really believe that the interpretation of the term “leadership” is so flawed that many people believe that it can't apply to them as they feel that they don't have the qualities of a leader. So, they give up before the start of their development.

However, as you read further and discover the skills I believe that apply to personal leadership, I'm sure you'll agree that these skills are already a part of your life. Also, these skills are not only applicable to the position of a leader leading teams, but if we become conscious of them in our everyday life and develop them further, it becomes a way of life and we become better leaders within our own lives. As we work on developing these skills internally the knock-on effect is that we start to act more naturally as a leader should. This is why I call this style of leadership Personal Leadership, as it is about learning to lead our own lives which results in it being reflected externally. It's about taking ownership of where we are, dealing with what life throws at us, and making the changes necessary to be where we want to be while acting as a leader.

Personal Leadership starts with us looking inwards, taking note of who we are, what makes us unique, and how it applies to both our personal and professional lives.

We are all unique, with different strengths, talents, limitations, and triggers – both debilitating and motivating. If we are first able to identify them and understand how they affect us personally and how to best work with them, we can more easily develop and hone these skills and actions that transform us into being able to deal with what life throws at us.

Understanding who we are makes it easier to acknowledge and understand that those around us are also unique – this, in turn, makes it easier to lead those around us – in our teams, collaborations etc.

IN A NUTSHELL

PERSONAL LEADERSHIP

- Includes the development of a set of skills, that will result in us leading our way through both our personal and professional lives as opposed to just managing with what it throws at us.
- Involves developing ourselves and contributing to the growth of those around us so that they can develop these skills and in turn develop those around them.
- It can be incorporated into our professional and personal lives.

LEARNING TO BECOME AN EFFECTIVE LEADER

For us to achieve anything in life there are **3 BELIEFS** that must be in place.
(In no specific order)

1. The **belief** that we can achieve it.
2. The **belief** that if we're not sure how to achieve it we can learn the how.
3. The **belief** that we are good enough.

1. THE **BELIEF** THAT WE CAN ACHIEVE IT

As I mention in my leadership-related programs this point is self-explanatory. If you don't believe that the goal is achievable then don't try, you're just wasting your time. In this instance we're talking about becoming an effective leader, if you don't believe that you can become one then before you give up, I implore you to ask yourself why you have this belief and why you believe it can't be changed. (I'm always happy to chat with you if that belief stays the same)

2. THE **BELIEF** THAT IF WE'RE NOT SURE HOW TO ACHIEVE IT WE CAN LEARN THE HOW

One of the reasons that many give up on their goals and dreams is that they don't know how to achieve them. The secret is that we don't need to know how to get to the end result. What we do need is,

- The belief that we can learn what is needed to get to the end result.
- The courage to take the first step - the journey must begin for achievement.

3. THE **BELIEF** THAT WE ARE GOOD ENOUGH

I believe that self-belief is one of the most valuable commodities we have today. It affects how we think and speak to ourselves and others. If we develop it, it affects our self-confidence - and with a healthy dose of self-confidence, we can achieve much more than if we're not.

The importance of having self-belief when we want to achieve something is that we don't achieve what we **want**, we achieve what we **expect**. And our expectations are relative to our **self-belief**.

SO HOW DO THESE **3 BELIEFS** AFFECT THE DEVELOPMENT OF EFFECTIVE HOLISTIC LEADERSHIP THAT FORMS PART OF LIVING A CREATFUL LIFE?

1. You must believe that becoming an effective leader is possible.
2. You must understand that it might take some re-adjustment of your current life but that you can acquire the knowledge and the tools.
3. You must believe that you are good enough and that you deserve it.

PERSONAL STORY

In the early 2000's I wrote a children's story, "The Magic That's Ours," an interactive book that introduces children to their imagination. To cut a long story short someone mentioned that I should try and get it published. Besides my feeling of how cool it would be to have a published children's book, I believed that this story had a lot to offer, and I decided to learn how to approach publishers. (It's not about just submitting the manuscript and the expectation that it'll be published. They do require marketing proposals, synopsizes, the story about the book, the story about the author, etc, etc, etc.)

After 3 years of submitting the manuscript to various publishers, and 3 years of receiving rejection letters, a publisher contacted me to say that they'd read the manuscript, loved the idea, and wanted to publish my story.

I'm sure you can imagine the effect of hearing this.

Thereafter every party, gathering, or braai I went to my friends heard on numerous occasions that I was to become a published author.

Life was fantastic!

The contract was signed, and I commissioned an illustrator who created amazing illustrations. About six months later just as I was about to send the final manuscript and illustrations to the publisher, they contacted me to say that they were going out of business, and they could no longer publish my book.

Suddenly life was a bit bleak.

There were lots of dark-grey tones mixed with a bit of lonely crying in the corner while feeling like the victim who had been hard done by.

After a few days of feeling very sorry for myself, I decided that I needed to decide as I couldn't carry on like this – breaking down and crying in public whenever I thought about my bad fortune – not a good look for a grown man.

A PERSONAL STORY

I realised I had three options available to me.

1. I could give up on the idea completely and for the rest of my life tell people I was almost a published author.
2. I could go down the road of looking for another publisher, but after three years of rejection letters, I don't think my ego could handle another pounding as it had.
3. Or, I had the manuscript, the illustrations, and the confidence knowing that someone had wanted to publish my book, I could independently publish my book.

Option 3 was the most attractive and I decided on that one but there was one tiny challenge. I knew absolutely nothing about the world of publishing. Niks, nada, nichts, rien.

However, I decided that I really wanted my story published and I questioned my 3 beliefs.

1. Yes, it was achievable - it had been done by others before.
2. I believed I was good enough to do it.
3. I could learn what was needed to achieve this dream.

And thereafter I went about learning everything about the world of publishing.

I read books about it. I met with independently published authors, printers, designers, bookstore managers, book marketers, distributors, and anyone whom I felt could help me learn about achieving my dream.

I think it's safe to say that I achieved my dream – otherwise a bit of a futile story, but I did. 18 months after I made the decision, the launch of the Magic that's Ours took place in Cape Town. All this happened because my 3 beliefs were aligned but most importantly because I believed that I could learn what was needed for me to achieve my goal.

EVEN THOUGH THERE WILL BE WORK REQUIRED TO LEARN WHAT IS NEEDED FOR US TO ACHIEVE WHAT WE WANT TO, IT STARTS WITH THE BELIEF THAT WE CAN, FOLLOWED BY THE COURAGE TO TAKE THE FIRST STEP.

THE TRAITS OF AN PERSONAL LEADERSHIP

WHAT ARE THESE PERSONAL LEADERSHIP TRAITS?

There are more traits associated with personal leadership and the following is a breakdown of what I focus on. They are not in an order of importance, but they are presented in this order for a reason.

1. (SELF) AWARENESS
2. CONFIDENCE
3. EMPATHY
4. EFFECTIVE INTERPERSONAL COMMUNICATION
5. ACCOUNTABILITY
6. CREATIVITY
7. ADAPTABILITY
8. DECISIVENESS
9. COMMITMENT
10. INTEGRITY
11. OPTIMISM
12. VULNERABILITY

(SELF) - AWARENESS

Developing awareness and self-awareness highlights the need to understand that we and others are unique. We all have certain values, beliefs, talents, strengths, limitations, and triggers. If we take the time out to explore these in ourselves and are aware of them in those around us it contributes to our interpersonal skills, which I believe is the cornerstone of effective holistic leadership.

As we explore ourselves internally and learn more about ourselves – acknowledge what makes us unique – develop the positives further and work on remedying the negatives, this contributes to our own growth.

If we take the timeout to be more aware of those around us, it shows that we are interested, we become more engaging and approachable.

The other importance of being self-aware and aware of those around us is that it helps when, working in a leadership role in a team environment, delegating tasks to those people whose strengths are in line with the tasks at hand.

PERSONAL STORY

The idea of me independently publishing my children's book was a very big goal for me. And as I embarked on the journey, I came to realise something – which we tend to do once we're outside of our comfort zone, and that is I'm a big-picture thinker, I romanticize, I fantasize, and I struggle with finer details. I realized very quickly that publishing a book is about finer details. It's about layout and design. It's about word font and size. It's about homing in on who is going to read and what they would expect. From the start of this journey, I quickly became aware of my strengths and weaknesses. And even though I could utilize my strengths I would have to connect with people, get them to buy into my dream, and pass on the tasks where their skills outshone mine. By becoming self-aware I needed to become aware of what others could offer to make the journey more pleasurable and successful.

CONFIDENCE

Confidence comes from self-belief, and self-belief comes from self-awareness. The more we understand ourselves, and stop comparing ourselves to others, the more our self-belief grows. Confidence also comes from preparation, while realising that we will make mistakes – as we all do - but understanding that we can learn from them.

“Confidence is preparation. Everything else is beyond your control.” Richard Kline

A confident leader is also someone who realises that answers to solutions can come from those around us and be confident enough to acknowledge that, and not have the need to continuously hog the limelight and be right and heard all the time.

It's the confident effective holistic leader that doesn't feel the need to skinner, compare and belittle as they are comfortable with who they are.

EMPATHY

Empathy is not about always being warm and friendly; it's making a concerted effort to understand.

It's not asking: “What would I have done in that situation?” but rather asking: “Why did they do what they did?”

We all have different energy levels, mood swings, triggers, and issues, and for that reason, we react to and deal with situations differently.

Empathy is the understanding of this, and it comes from being aware of those around us.

A common thread I've found while covering this module in my effective holistic leadership program is the question: “How do I know if someone has a real issue or they're just trying to take advantage of me to get out of doing work?”

EMPATHY

I must say I am surprised how many times this question comes up, and my response is that - with a combination of confidence and empathy - we are able to give the benefit of the doubt, and if we are aware of those around us sooner rather than later, we will notice the trend within that person trying to take advantage of us and the situation. How we deal with it is about combining accountability and communicating effectively, which is something that I deal with in the program and will get to shortly.

To have empathy in this fast-paced world where we're all trying to produce results we need to step outside of our own egos, take a moment and become aware of those around us, and engage with them. It's by engaging with others that we get to understand them.

"We judge what we don't understand."

EFFECTIVE INTERPERSONAL COMMUNICATION

Life is a team sport. We are constantly dealing with other people. The way we communicate with ourselves and those around us have a massive impact on our mood, energy levels, actions, and reactions.

Effective interpersonal Communication is not about being able to stand up in public and deliver an inspiring keynote talk, but more about communicating effectively with others.

I believe that this trait is so important that the Ebook is to be released after this one is dedicated to it. And, it is a standalone program or takes up half a day in my 2-day leadership skills program.

Effective interpersonal communication is about.

- Speaking so nothing gets lost in translation.
- Listening to understand
- Building rapport
- Dealing with criticism

EFFECTIVE INTERPERSONAL COMMUNICATION

To communicate we need to be clear in what we're saying. Jokes, stories, and anecdotes are all important and are a huge part when it comes to building rapport. Clear communication needs to happen for accountability to take place as you'll see in the accountability trait.

And then we need to take the time to listen. Listening is so important, as not only are we able to gather information, but it also acknowledges the value of the other person(s) input and presence.

Listening builds rapport, which is crucial for team building and for allowing people to be comfortable enough to open up, contribute, and share information.

Effective communication contributes massively towards how we act as a leader especially when it comes to feedback, praise, and conflict resolution all of which must be presented in a way that considers the individuality and the sensitivity of the other.

Words – so innocent and powerless as they are, as standing in a dictionary, how potent for good and evil they become in the hands of one who knows how to combine them.”

Nathaniel Hawthorne

ACCOUNTABILITY

One of the first questions that I ask the groups that I work with is: “What is accountability?” to which the response is always “To be responsible.”

And then I ask: “What is needed for accountability?”

Very seldom do I get the answer that I’m looking for.

There are two crucial elements needed for accountability.

1. **Communication – nothing can be lost in translation,**
2. **Expectations.**

At times we know what we want someone to do. However, we might be feeling anxious, stressed, tired, or excited. All of that can affect how we communicate. To hold someone accountable - whether ourselves or someone else we must communicate the **what**, **why**, and **by when** (the 3W’s as I like to call it) effectively, which results in a clear expectation.

We can’t hold someone accountable, ourselves included, unless we know what the expectations are.

Being accountable also builds trust. Here is a **brief video** explaining how accountability builds trust.

“Accountability is about defined communication and expectations.”

ACCOUNTABILITY

PERSONAL STORY

As I previously mentioned I'm more of a big-picture thinker, but I realised that to publish my book I had to break that big picture down into bite-sized chunks. I then had to either delegate those goals or I had to take them on myself. The crucial aspect of this was really clarifying the expectations so that either I knew what I was accountable for or discussing with the other person and agreeing on the accountability. During this whole part of my journey, I came to realise how important the role of goalsetting is when it comes to accountability.

CREATIVITY

It's going to seem like I'm becoming a bit lazy as I'm not going to write too much about creativity. The reason is that creativity is part of the threesome that makes up the concept that is "Carefulness – Living an effective life," and a separate Ebook about creativity will follow.

However, as a little titbit.

When I talk about the leadership traits that I workshop people are quite surprised that I don't mention bravery. The reason is that bravery falls under the banner of "creativity."

To be an effective holistic leader is to be creative because we must try new things, we must be prepared to be wrong, we need to make connections, and we need to solve problems because all of this not only contributes to innovation, but it also alleviates boredom and stagnation and promotes growth. This is creativity.

To function as an effective holistic leader is to be creative, and to be creative, one needs to be brave and act as a leader.

CREATIVITY

Being creative is not only about being an exhibiting artist, recognised author, or an award-winning actor, it is so much more. It is about solving problems, making connections being curious, and trying new things – all things that promote the need to step outside of our comfort zones – the place where the need to be brave and creativity merge.

“Creativity is inventing, experimenting, growing, taking risks, breaking rules, making mistakes, and having fun.” Mary Lou Cook.

PERSONAL STORY

I remember so clearly at the book launch when people came up to me and congratulated me. Many mentioned how creative I was because I'd written this book. Absolutely, I am creative, and I'll own it, but so are you! The act of writing the book is definitely a form of creativity where I got to create something by using my imagination. However, the journey of publishing the book is as creative.

A lot of the journey was spent asking, “How am I going to do this?” “What do I need to do next?” “Who can help me with this?”

“Where am I going to get the money from?” etc etc etc.

And adapting after certain things weren't working or speaking to someone else that I felt would be a good fit all form pat of creativity.

Creativity IS about solving problems, making connections, trying new things and being brave.

ADAPTABILITY

The interesting thing about adaptability is that we only feel the need to adapt when things aren't going well. Adaptability is either changing the situation, changing to fit into the situation, or - if we are contributing negatively to the situation - making a personal change.

The issue arises when we are stubborn, rigid, hard-headed, and fearful of change.

The world is moving at such a fast pace, with AI a reality, communication between different generation gaps varying, and global uncertainty all around us.

If we are stubborn, rigid, or pigheaded, the chances are that we will struggle to deal with the new horizons. At times it can be a bit of a challenge deciding if the situation must change, or we can change the situation or we must change but there is a formula I have that is workshopped during my "Thriving in Life," leadership program.

"It is not the strongest of the species that survives, nor the most intelligent. It is the one that is most adaptable to change."

Charles Darwin

PERSONAL STORY

Even though losing my publisher wasn't a life-threatening event; it did affect me quite deeply. I really wanted to have my book published.

The situation I was in when I had my publisher changed- something that I had very little control over. By deciding to learn about and independently publish the book I could now fit into the new situation – the world of self-publishing. I had to adapt and be creative to achieve my dream.

DECISIVE

As daunting as it can be, with the possibility that there might be implications, decisiveness is key as it inspires confidence. Have you ever been around someone who dithers, delays, and puts off deciding – I'm sure if you have it hasn't inspired too much confidence in them.

However, to find solutions one can ponder on a decision as well as engage with those around us to seek out advice or answers. Ultimately, no matter the route we choose to decide we have to decide because if we don't it will rear its head somewhere down the line and need revisiting.

The comfort is that if we realise that we've made the wrong decision, we'll just need to make another one. If we're confident in our abilities both personally and professionally and we are open to hearing solutions and ideas from those around us. Sooner or later we will make the correct decision.

“In any moment of decision, the best thing you can do is the right thing, the worst thing you can do is nothing.” Theodore Roosevelt.

PERSONAL STORY

I remember the moment when I opened the box of my book – the finished article but because of the thinness of the cover, it seemed more like a brochure than a book, floppy in my hands. As proud as I felt I was also disappointed as it didn't feel right. I had to decide whether to change 1000 covers of the book to a heavier weight of paper - a change that would cost R8000,00, or live with it as it was. It was potentially a very costly decision, not an easy one to make. Simple to answer but excruciating to make. I weigh up the pros, the cons, ask myself what's the worst thing that can happen, ask myself what's the best thing that can happen, and then and I either do it or I don't. I had to make a decision. And I did, and to this day I don't ever regret making that decision.

COMMITTED

Here is a question for you.

What is it to be in a committed relationship?

Your level of commitment in any relationship or goal or team environment is relative to your level of success. That is the simplified formula when it comes to commitment. And when the going gets tough there is adaptability and creativity to look to before opting out. If we give up on something when the going gets tough, it builds the memory muscle saying: "It's ok to give up when things aren't going our way." However, if we continuously go down that path, then that will always be our go-to response – and nothing much will ever be achieved.

PERSONAL STORY

"How much?!" I exclaimed after hearing that the production and printing cost of 1000 copies of the 36-page, the full-color book would cost R65 000 (This was before the time of print-on-demand).

I couldn't print less than 1000 copies as that would have pushed the unit price of each book too high.

Up until then, the cost of the book hadn't cost too much – well within my budget, but this was a very big curveball as I didn't have that kind of money.

"Do I carry on, or not?" I asked myself.

"Can I hit this curveball out of the park?"

"How committed am I to seeing it through?"

Big decisions needed to be made, massive adaptability and creativity to raise the funds, lots of effective communication - that fell just short of begging, and revisiting my beliefs to assure myself that I could pull this off. But I was committed.

INTEGRITY

There are so many interpretations of what integrity is, yet the only thing I want to say about why it is so important is this: if your integrity is ever in question, you lose trust.

When you lose trust, you undermine commitment and accountability, and then the domino effect is a difficult one to reverse. To rebuild trust is a long and arduous climb up a very slippery slope.

“Integrity is doing the right thing even when no one is watching.”

C.S. Lewis

OPTIMISM

Whether optimistic or pessimistic, the challenge will remain the same. To be optimistic is a mindset that is as important as the other traits when it comes to effective holistic leadership. Both optimism and pessimism are contagious and they both affect our energy levels, moods, and commitment. It can also affect those around us, creating an environment where they want to be with us or distance themselves from us.

A simple remedy to pessimism is to look at the things we are grateful for in our lives.

“Choose to be optimistic, it feels better.”

Dalai Lama XIV

OTIMISM

PERSONAL STORY

“What I noticed along my journey and subsequent journeys thereafter is that the level of optimism CAN be directly proportional to the distance from the outcome. The closer we get to the end result the more optimistic we become. The optimistic challenge can arise when we have a long way to go before success. There were times when I questioned WHY was I doing this and whether was it worth it. And even though I never fully doubted it, during those moments of (slight) doubt I found the elixir to be creativity. Instead of dwelling on the challenge I would look for the solutions, the new ideas, the connections. One moment that comes to mind is when I was looking for a book distributor. At the time, when online sales were very much in their infancy and bookstores wouldn't deal with independently published authors unless they had a distributor – the distributors were very choosy and some costly. The journey to find a suitable distributor who believed in me enough (I was a complete unknown with no books under my belt- yet!), took a lot of calls, emails, and rejections. But it was optimism and belief that ensured I was completely committed to finding one.

VULNERABILITY

Vulnerable comes from a Latin word that means, “to be wounded.”

In the past warriors wore a physical coat of armour to protect themselves. In the modern day, we wear many emotional, intellectual, and psychological coats of armour to protect ourselves.

However, to live as an effective holistic leader we must learn new skills and develop ourselves, and at times we have to be vulnerable to the fact that we are not always going to be right, and we'll make mistakes – but that it's okay because we never get everything right 100% of the time. Growth, change, and creativity come from exploring, trying, and implementing, and when wrong learning and correcting.

The vulnerability part is being ok with this while still showing up, to continue learning, developing, and contributing to our own growth and those around us.

During a recent program for the Heads of Departments at Stadio Higher Education, one of the attendees was openly blown away by this concept of vulnerability. At the end of the day, he mentioned to me that, for his whole life, he feared being wrong because he always felt it made him look bad, stupid, and weak. This led him to live in a very safe and secure comfort zone that hindered his growth and experiences. But now that he has a new understanding of it, he's motivated to change this.

“Vulnerability is not a weakness. And that is profoundly dangerous. Vulnerability is the birthplace of innovation, creativity, and change.”

Brene Brown.

VULNERABILITY

PERSONAL STORY

“There were so many moments along my journey when I was vulnerable. Because everything I was experiencing was new to me I had very little understanding and almost no experience in what I was trying to do. What I learned is that when I was honest and open about my lack of knowledge and skill everyone was understanding and helpful so that I could gain the experience. And I did make mistakes and I was wounded along the way, but nothing fatal. My vulnerability created so much new knowledge, memories, and a children’s book to show for it.



YOU'VE BEEN PROMOTED... NOW WHAT?

IN CLOSING

Thank you for reading this far. I'm sure that you understand what my take is on leadership and why I call it personal leadership. I'm also sure we can agree that there is nothing here that is so foreign that makes the chances of you developing these skills further impossible. I know you have these traits in you, you've tapped into some or all of them at some time or another. And I hope that you will agree with me that if we become more conscious of them, and develop them further we will be able to lead our way through life as opposed to just managing with what life throws at us.

The skills that I have mentioned can be developed, yet challenges can arise as they are related to more than just "me" – it does involve dealing with other people. To develop them we need to be present, persistent, and patient.

If we take the time to develop these traits it will automatically contribute to our growth, but effective holistic leadership is also about contributing to the growth of those around us.

I remember reading a quote that said:

“Rather than having a sage on the stage, it’s better to have a guide at your side.”

And truer words have never been spoken when it comes to continuous motivation for continuous growth.

Whether personally or professionally, if we are growing and contributing, we are adding value not only to ourselves but also to those around us, and if we are contributing to those around us, we're adding value. And when we add continuous value, we become indispensable both in our personal and professional lives.

INSTEAD OF A SAGE ON A STAGE HERE IS A GUIDE BY YOUR SIDE

This EBook is about the **WHAT** and the **WHY** effective holistic leadership is important. The **HOW** part is explored via my various coaching and training options. It's one thing seeing a speaker, reading a book, or attending a workshop. The inspiration, motivation, and enthusiasm last for a short while. But then everyday life takes over, along with it the growing "to-do" list, and other commitments. Sooner or later motivation, enthusiasm and inspiration tend to take a back seat.

What I offer moving forward is designed to contribute to your continued growth and development along your chosen leadership or transformation journey. An accountability partnership is created for the desired outcome.

WHAT I FOCUS ON

Personal Leadership, interpersonal Communication, and Wellbeing Transformation.

WHAT I OFFER

- 1:1 coaching – live and live online.
- Bespoke live programs
- Live webinars and programs
- Talks and presentations.

THANK YOU!

To find out more visit www.garyhirson.com or contact me at gary@garyhirson.com