



ConvergenceCoaching, LLC
Inspired Ideas Podcast
Episode 9: Generous Leadership;
Driving Trust and Empowering Growth

Welcome to the ConvergenceCoaching Inspired Ideas podcast. Join us as we explore great leadership and management ideas that apply within the accounting profession and in other aspects of life and business too.

Jennifer Wilson ([00:17](#)):

Hi, this is Jennifer Wilson with ConvergenceCoaching® and welcome to Inspired Ideas. Today we will discuss the topic of Generous Leadership. We chose this session for a variety of reasons, but most importantly, because we think generosity is such an important leadership attribute. When we thought about who should be our guest for this session, it was really easy for me to determine right away that I wanted to invite my friend and colleague Amy Vetter, because she and I have had a lot of conversation about generosity and generous leadership. So Amy, maybe give a brief introduction of yourself here and then we'll get into it.

Amy Vetter ([00:53](#)):

Yeah, I'm so happy to be here and also discussing this important topic as well. I am the CEO of the B3 method Institute. I also own a yoga studio. I'm a CPA Yogi and a technologist. I do keynote speaking and advisory work.

Jennifer Wilson ([01:11](#)):

That's great. Thanks. And I love the sort of eclectic, but super integrated career you've build. I mean, it, it gives you a lot of different perspectives, I think, and not just as an advisor to firms and organizations and somebody using technology and seeing how it could transform businesses, but also as a small business owner, I think that's a super cool mix of perspectives that you bring. And so I'm really glad to have you here. We start every single podcast with the same question. And that is, what inspires you most about your work? So why don't you share a little bit about inspiration with us?

Amy Vetter ([01:50](#)):

I've always found inspiration in asking, "What we can do?" or "How can we make things better?" There's always somewhere to go and in this profession I have found; I know when I first started out, I had a very limited view. I started out in audit and thought that was going to have to be the path or nothing. And I think really being open to learning rather than focusing on the destination is really important because as you learn about new things that are happening, whether it be technology, cyber security, accounting standards changing, or, you know, we get hit with a pandemic and what do we do? There's all these new roles and opportunities in the profession all the time. If you keep your eyes wide open, you can go toward what excites you rather than trying to go for a title.

Jennifer Wilson ([02:51](#)):

Yeah. So, you know, you teach a lot about mindfulness and that sounds like almost like mindfulness on the path, right? Like I'm gonna pay attention to learning and pay attention to the journey and the discovery maybe, and not be so focused on that destination that I end up screwing up and not taking a path that opens up instead. I love that.



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Amy Vetter ([03:13](#)):

Well, that was definitely my path. I started out thinking I wanted to be a partner in a CPA firm. I did a TEDx talk on this. And when I actually got the job, I was like, wait, so I just stay here now? This is what I do? And so that was kind of one of those eye opening moments where, and I think a lot of people starting their careers, no matter what you do, you stay very focused on a path. You don't look right or left. You don't look at all the other things happening. And then, you know, you have those moments where you're like, okay, is this what's serving me? Is this what's exciting for me? And then, how do I use the expertise that I have, not lose it and not give up on it and really keep my eyes open to what all the other opportunities I could go in and be okay to step back when I need to? So there's many times in my career that as I've pivoted that I've said, you know what, I gotta take a step backward, learn it, learn the job before I can move forward into leadership positions I might've wanted later.

Jennifer Wilson ([04:26](#)):

Yeah. Great perspective though. The whole idea of learning, I'm a learner too, so I can relate. And I also found myself a partner in a CPA firm and I also had this say the same, like, Oh, I'll be careful what you ask for. So cool. Interesting connectivity. So the subject of this episode and, and I guess my first question of you is, why do you think generosity is important? And why don't you think we hear about it more?

Amy Vetter ([04:55](#)):

I think it's the same thing. When we use the term soft skills, people are like, I don't need to do education on soft skills and it sounds light. But it's actually some of the most important skills that we need. I mean, outside of work, inside of work; Communication and generosity, these are really important tools to better understanding the people around us. And I think too many times we make wholesale opinions about people based on our past experiences, based on maybe where we have insecurities as well. And we immediately size people up and I, I can be the same way. And it's learning to pause before you make assessments of other people and really have a one to one approach of understanding what each person needs to be successful versus a one to many approach and people dropping out as that happens, because it doesn't fit the way they learn, the way they grow, the way that they'll be most successful. So the goal to me in being generous is that we are creating an environment where people can succeed. And if it's an environment that doesn't fit them, then we do it in a very nurturing way of finding the right path out to something else that will help them as well, not just dropping them, but finding a career path will help them and guiding them that way too.

Jennifer Wilson ([06:25](#)):

Interesting. I have never thought of it this way, but I just heard in what you said, like one size fits all thinking is efficient. You know, we're running a big machine here, that whole way of thinking, but making space for that individuality and being generous enough to do and create one size fits one development and career pathways. And all of those things are a definite form of generosity.

Amy Vetter ([06:54](#)):

And it takes time. This is probably more in public accounting, and this is just my opinion, but in corporations, there's a lot of focus on leadership development and so forth. And and public accounting, with client deadlines



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and demands and everything else, taking the time away from billable work to actually nurture a career path is a lot harder. Especially if you're in traditional types of firms where you're on the billable hour still instead of project based, you know, value billing. But I think it's really important to think about how, as a leader, if you are leading a team, if you are even a coworker that wants to be influential and lead, it doesn't mean it's a title. Leadership is really about not being the subject matter expert. It's about helping somebody else achieve. And too many times, I think that gets confused a lot in a lot of workplace cultures that the leaders are doers, but what we're talking about with generosity is that they're taking work off their plate in order to help their team grow.

Jennifer Wilson (08:09):

Yeah. So instead of doers, enablers or empowerers, you know, we would call them developers of others. Yeah. Great point. Well, so what other attributes; let's, make a list together. Let's try to think; if we were going to say generosity in leadership looks like this, you know, these are the attributes we might see. What would some of those things be, do you think? And I'll try to think of some too, as you're talking to see if we can come up with a good list for our listeners.

Amy Vetter (08:39):

Okay. Well, I think I'll start with transparency that, when we hold information, whether we intend or not, people will take their perception of why you're holding that information. They're not good enough to know it. They're not smart enough. They don't have the right title to know it. They'll make up things about what that reason is when it's really something, not that big. Or perhaps you go through change management and you're not being transparent about what your goals are and what you're trying to achieve and not allowing the group to give you feedback during that process. So when we eliminate transparency, we actually eliminate the process of people being excited and happy in their work and being a part of the process where we open up and we're more transparent about what's working and what's not working. So even as a leader, when I think, you know what, I'm not doing so hot right now... Like what I had planned, the work is not working. So let's get together and figure out why it's not working so that we can figure out a new plan together. But when you become transparent like that, and I would guess there's some authenticity in that as well. People buy into you more as a person rather than seeing you as a separate entity.

Jennifer Wilson (10:08):

For sure. So, you and I, before we started this list we started a list; and you came up with developer and empowerer, and then you just added transparency and authenticity. So I'm going to add to the list. If I'm transparent and authentic, like in the example you gave, I don't know what I don't know, or that I made a plan that doesn't work, then I'm vulnerable. So, you know, generosity shows up as vulnerability. You know, I'm open to feedback. You alluded to the idea that as a generous leader, I am not only willing to give feedback, maybe risk our relationship to give feedback, but more importantly, I want to get feedback. You know, I'm open to change, I guess that would be another attribute. What else, what else can you think of that we might put on this list of generous attributes?



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Amy Vetter ([11:02](#)):

Emotional intelligence. So I think it's can be an overused term and I, I would even kind of coincide it with unconscious bias. That a lot of times, you know, we don't understand the experiences that people are having because they internalize it and the outward emotion we see, is maybe digging their heels in the sand or whatever that is. There's probably some layers there to dig into versus just assuming what their issue is. And then branding them for that. And so a lot of people feel stuck in a brand that they can't control. And if you're really being more open as a leader, more as a leader, then you are actually coming to a place of understanding of what their experiences are and why they're reacting the way they are so that you can help them course correct.

Jennifer Wilson ([12:08](#)):

Yeah. So the empathy part of the social and relationship management pieces; social awareness and relational management pieces of emotional intelligence. That's what it sounds like you were talking about there. There's some simple ones, simple attributes that maybe we think are so simple that they're given. And one is as a leader giving away credit, you know, there's that saying you know, give away credit for the things that work and take responsibility for the things that don't, and that that's a generous leader, you know, so that's another thing I would put down. What do you think of that?

Amy Vetter ([12:48](#)):

Yeah, absolutely. I, I think it's the same thing as saying thank you,

Jennifer Wilson ([12:55](#)):

Gratitude, huh.

Amy Vetter ([12:58](#)):

You know, too many times we get so busy and people feel that they aren't noticed, especially in these times where we've had so much change. And it's a question to step back and ask yourself who have I appreciated? It's a small thing. It's a little thing that you give, but it will go a long way. People remember that longer than a rate.

Jennifer Wilson ([13:24](#)):

I agree, gratitude. We probably need a whole podcast on it. And I often think that maybe gratitude is something we all feel and few express. I know that it's true that that there are curmudgeons or whatever that don't feel grateful or entitled or whatever. But I think most of us as leaders do, do have the feelings, but we do a terrible job of making sure other people get how much we appreciate them. Right?

Amy Vetter ([13:51](#)):

Like, how comfortable are we to share our emotions with others? When you come back to mindfulness and awareness, it's really taking those pauses in your day to be aware of what other people are doing for the benefit of your workplace. And then when you stop and pause, you're like, wow, like they're really coming through for us, you know, in ways that we couldn't have expected.



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Jennifer Wilson ([14:19](#)):

Yes, I agree. I was just thinking that, you know, earlier you had talked about being transparent and part of the example you gave was sharing a problem. Maybe, you know, like I, don't just, I'm not just transparent with good news. I'm transparent with bad news or challenges or concerns that we have things that aren't working. And, and I think that that level of generosity where I involve you in my challenges or problems without being a whiner and without being overly problem-focused, but I let you in on them and I ask for your help and your support. And I share innovation opportunities. I share problem solving opportunities. I share the stuff that causes people to make leaps forward and also blow you away with what they are capable of when you didn't know it; if you let them in and, and give them a chance to share what they think and, and and share the problem, share the load. I have found that that's been some of the finest moments of growth and also big wild moments with my people that I work with, where they just have blown my mind when I can finally just say, I'm stuck, or I really don't know what to do.

Amy Vetter ([15:37](#)):

Yeah. And with that, I think it's not always business. You know, I remember when I started out in accounting and in my career, everyone was like, personal and business are very separate and you shouldn't meld the two. And I have found through my career when I am more personal, there's stronger bonds with the people that I'm working with and but everybody's comfortable with doing that. So it doesn't mean this is a one size fits all, but for you can take little steps in which, you know, are things I had to do over time. You know, I remember when I started yoga in my early thirties I wouldn't tell any CPAs I did yoga because I was like, Oh, they're going to look down on me for doing that.

Jennifer Wilson ([16:25](#)):

Yeah, that's true. "That's too new wave"...

Amy Vetter ([16:29](#)):

Yeah. And then in my yoga class, I didn't tell anyone that I was a CPA. So I had a class where I was teaching a yoga class and a client walked in and it was like, Oh, you're the teacher. And then started talking about, you know, whatever business stuff. And then I see all the students sitting at the front going, wait, you're a CPA. Like my husband's a CPA. It started like this whole conversation. And then I realized we were bonding over things that we would have never bonded before there was new business because of it as well. But and those are, you know, not the intention, but the after effect of that. But I think you become more human and then people start sharing the things that they love to do. And when you learn about what other people love to do outside of work, you see that spark happen with them. And then you can start thinking about as a leader, how do I take a little bits and pieces of what they love to do outside of work and bring it here somehow, you know? So that, that spark comes into the workplace and that bonds them even tighter.

Jennifer Wilson ([17:42](#)):

Yeah. I love that. And you know, when we teach relationship development, we call that personal and professional rapport, you know, you're supposed to have both, and sometimes we just try to keep it all business and just have professional rapport. And we always say that that makes the relationship shaky. You've



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got to have both personal and professional. And I agree when you can find those connect points, you know, it just bonds you better. It just makes it longer lasting well. So, we're talking about generosity and leadership because maybe people don't pay attention to it. They think it's too soft. But also I think you and I have bonded on generosity and leadership. We've certainly had more than this discussion on it. And I, and we've done that because we see sometimes cultures that don't have generosity or, or maybe it's not intentional that they're not generous, but they're not. So maybe we should talk for a minute about, you know, some of the things where we see it missing signs that it's missing or, or, you know, things that leaders do that make it feel, not generous.

Amy Vetter ([18:58](#)):

Well, I think a big example right now, and not to shame; but if you weren't taking a pay cut as a leader during this pandemic time, so that you could figure out how to help your staff... It's those little things. If they're seeing, you're still having this big salaries and they're struggling to keep their jobs, or you're reducing their pay because of budget issues...which is all okay to do...but you're not doing it for yourself, those things are remembered. And it creates unrest. It creates gossip which is never something that you want in the workplace. So you want people to feel like you're in it with them. Doesn't mean, you know, you have to destroy your life, but it's learning to be selfless with some of the decisions that have to be made in the business in order to keep it going. And that has been a really hard part of staying in business right now as a business owner. But I've got employees and I've got contractors and there are sacrifices that had to be made so that their lives stayed intact through this.

Jennifer Wilson ([20:15](#)):

Yeah, I think earlier you talked about transparency and how, if you don't tell people things, they make up their own ideas. And we always say, in the absence of information, people make up their own and it's almost always negative. And so, it's possible leaders are taking pay cuts, but they didn't disclose it and, or they've stopped or reduced draws. If there's going to be some some bad news happening, we say the big dogs eat the dog food first; the leaders take the hit. And so of course you cut your pay or you cut your draws and you have to be transparent that you did it, and you have to tell them maybe what percentage, especially if you're asking them to take a percentage pay cut. And by the way, your paycut better be the same or more percentage wise.

And then you want to tell them when you're going to revisit their pay cut or their hours cut or their whatever. And you'll be clear about when you're going to revisit yours too as a partner group. I agree with you, that's a that's a real you know, vivid example that we're seeing right now in some firms have been super transparent about it. And that was their first action and others were quiet, maybe. And we don't know what that means and neither do their people. What other sort of less generous acts can you think of for cultures that don't feel as generous or leadership actions that don't feel very generous?

Amy Vetter ([21:40](#)):

Well, I think going through change management and doing it behind closed doors; people become selfish and people make things up as they go along. And when you're pushing at people to change without giving them the education that they need and investing in your team, that becomes very selfish, right? It's like, well, you just



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need to figure this out. And what happens in a human psyche is like, immediately, I'm going to think I'm not good enough that I'm going to lose my job, which then creates other behaviors, you know, that kind of imposter syndrome, all of that stuff. Right? So it's really important that if we're going to create change, and even in a time where we had to force change really fast, where did we pause and say, we're going to invest in you. We see what you're going through. We see what we are putting you through. What do we need to do to invest in you? And it could be right now, I have a manager at my yoga studio that, you know, she was really working around the clock to keep things going. You know, if she tells me she needs to take a weekend trip right now, she's taking a weekend trip.

Jennifer Wilson ([22:56](#)):

Yeah, yeah.

Amy Vetter ([22:59](#)):

It may be inconvenient for me, but if I'm seeing she needs a break she's on burnout...There isn't always a way for everything to be convenient for us, the ones running the business. As much as we would like to say, no, we're in charge, this is the way it's going to be. You really have to see what each person needs, whether it's to get their mental health back, to get the education that they need, or maybe they need different hours so that they can feel better. I mean, right now, over and over and over, I'm hearing burnout, you know? And so what do we do to help someone that's on burnout so that they're not in the point of exhaustion?

Jennifer Wilson ([23:48](#)):

Yeah. Well, there's so much in what you just said, and one of the things is like, she says, I've got to go and it's not convenient...but who are you going to be about it? Not just say, "Okay, go," but "Okay, go; I care about you. It's okay. We'll cover." Or, "All right. If you have to go, we will make, do." I can either make her feel bad, I could shame or guilt or I could embrace them; not physically, but, you know, with acceptance and empathy and compassion and let them have it and recognize sometimes as a leader, I have to take on more over here so that others are okay. And sometimes they'll take on more so I'm okay.

You know, and I'm willing to risk the investment, you know, like, okay, I'll take it over here. And maybe someday I'll need you to take it over there, but I'm not gonna wait until you prove it to me. One thing I heard you say; I don't know, it might have been a nuanced idea...the concept that as leaders, we have to recognize that sometimes, maybe it is too much. And and I know I'm guilty of this in our organization, you know, we're innovators and we're content creators, and we're up to a million things. And, and when everybody feels pushed to the edge, sometimes generosity looks like backing off of the ideas saying, okay, what are we going to cut?

What are we going to pause? What are we going table? What can we back burner? Let's not say yes to everything. Cause you know what, that makes us a mile wide and an inch deep. It makes every deal elastic tight and somebody's gonna snap. So I think that's another generosity trade is the willingness to stop and say, we thought all these were good and they are good, but they're killing us. So what, what can we give up? And sometimes that means trimming the client base if capacity doesn't fit the client base size. Sometimes it looks



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like you know, maybe changing an initiative launch date, or just saying, we're not going to do this service line or this industry initiative right now because we just can't swallow it. Right. And I think sometimes as leaders, once we feel like we start something, we can't turn back,

Amy Vetter ([26:29](#)):

It's not working and can it, yeah.

Jennifer Wilson ([26:32](#)):

Yeah.

Amy Vetter ([26:34](#)):

You know, if there's something you keep pushing against and it's not working, you can take the best parts of it to take into your next stage of your learning, but you don't keep throwing money at something and pushing something that's not working..

Jennifer Wilson ([26:49](#)):

Well, and we have a concept when we teach leadership called selfish interest and I think this is an emotional intelligence idea, but I haven't seen it sort of written into the emotional intelligence frame. And it's this idea that I am in touch with what my selfish interest is in all transactions, like what I would like to get out of it. Right. And so, and then I, I'm not just in touch with it and aware of it myself, but willing to disclose my selfish interest. So you know, you and I have been doing these Friday lunch chats, which has been super fun. And you know, you were hosting them and saying, Hey, they're going up on my YouTube channel. Do you want to take a turn? You know, I thought that generous and I hadn't really thought of it.

I guess I wasn't concerned about it, but, I'm sure my social media folks were. But you like put your hands up and said, Hey, I'm getting a benefit here. Would you like to benefit too? Which is, I think a generous act. And it's just being in touch with it and disclosing selfish interest and disclosing when you're going to get a benefit out of something and trying to figure out how to make sure other people are getting that benefit. Sharing conflicts of interest, those are hard things to do, but I think that they really are some of the most powerful, what are your thoughts?

Amy Vetter ([28:16](#)):

Well, and I think it goes back to not assuming what someone else's thinking and being okay with asking the question, because a lot of times you may think they're mad. They're mad at something that they are or that they're not, or maybe they have an issue about something and they don't feel comfortable to bring it up. Gloria Steinem has a quote that says when you're a leader, listen, as much as you speak. And when you're not a leader speak as much as you listen, because what happens is that as people rise through the ranks, people are afraid to give feedback. If you don't open the door for it, if you don't allow people to feel that, that you are open to the things that they have to say or issues there and counting doesn't mean, you always have to agree with it.



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You know, you can say, well, you don't understand, like I've got these five other parameters that are coming into my decision and you're just seeing the one, but at least it opens the conversation for them to get a better understanding of why you're making the decision. You're just assuming they're moving forward with that decision, but they might be angry about it, you know? So it's opening up the door for someone to be able to ask you the question, but then it's the awareness of what you're hearing, what you're seeing the body language, you know, and I've definitely encountered that, especially this last month of reopening and there are definitely opinions of how I should have done it or what they wanted to be done versus what I did, but they also don't know all of the other concerns I have as a leader to do it. And then when you start having to make different decisions, and then maybe you made a decision, but as it's rolling out, you're like, well, we might have to shift this decision or find another way. So not like staying hard to a decision, you have to keep that awareness, open a feedback, even when someone's not comfortable to verbally say it to you.

Jennifer Wilson ([30:26](#)):

Yeah. Well, and this idea of selfish interest in getting feedback, most of us don't want to look bad. That's, that's one of the four areas of selfish interests. We are concerned about looking good, which doesn't mean necessarily having a great haircut. It means more like not looking bad or being held in high esteem or seeming smart or capable or something. And sometimes we don't want feedback because we feel like it makes us look bad, but it looks bad not to get feedback. You're going to have a crisis of mistakes if you don't give feedback, that's the bottom line. So I think that that's a really great example; You don't always have to take it all, but you don't even know what people are thinking if you don't open it up for them.

So anyway, I think this idea of selfish interest is one that we all have to pay attention to and be careful of because most of us are trying to protect our time and we want to look good and we don't want less money. We don't necessarily want more money, but when stuff costs us money you know, that could be a concern for some. And I think we have to watch what we're protecting. That's what I always tell leaders. If they want to improve generosity, start looking in every transaction and at every discussion, asking, what am I protecting? And, maybe if I stop protecting that, we could have some sort of a breakthrough in thinking around this thing. Or if I tell people here's what I'm afraid of losing or here's what I'm afraid of happening, which is again, that transparency and vulnerability that you started with.

Well, we're coming to an end of our podcast and and I'm really excited to ask you these questions. One of which is you know perfect for you today because you're in a tee shirt with a saying on it. So we have these quick fire questions we always ask. And one of them is, if you had to wear a tee shirt for one year with, one word or a phrase on it, what would it say?

Amy Vetter ([32:29](#)):

Well, I am wearing a word today that says karma, but that actually probably wouldn't be the word I'd wear for a year. So I picked a word this year, which is really come into play and that was "release". I had a lot of change in my personal life and couldn't have ever predicted how much change was going to happen in my business life at the same time. And it was really about not holding onto any preconceived notions of what my life is supposed to be or any kind of opinions or thoughts that I had of what I'd want to do or not want to do. And it



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was more about releasing all of that and being curious, just being more open to what's coming... Who would have known when I picked that word that, as a keynote speaker, the conference industry went down and the yoga studio has gone through a million changes as well. So there's the profession, but then there's that release of what I thought the year was going to look like versus now what will I do and, and what changes and what have I learned through different opportunities and how to keep my eyes open.

Jennifer Wilson ([33:47](#)):

Yeah. And what's possible right at the end of the day. So I love it; "release." If you knew you couldn't fail, what would you do? Or what would you undertake?

Amy Vetter ([33:57](#)):

Soap Opera Star.

Jennifer Wilson ([34:00](#)):

Love it. I absolutely love it. My God... (laughter)

Amy Vetter ([34:06](#)):

Yep, soap opera star. I've been watching General Hospital since I was, I don't know, a toddler. I mean, they get their hair done every day, they have new clothes, it looks like a fun job. It's probably is the hardest thing ever to memorize new lines every day though.

Jennifer Wilson ([34:22](#)):

Yeah. Well, so their role changes so little day to day that it's probably maybe close to the same lines. So would you be a good guy or a bad guy villain or would you be in between one of those that is good sometimes and bad at other times?

Amy Vetter ([34:39](#)):

That's a good question because the bad characters are always a little bit more interesting, but I think I'd be a complex character. I don't know if it would be bad, but I think complex is a good way to be.

Jennifer Wilson ([34:55](#)):

Yeah. Okay. A little of both. Maybe you don't want the word bad in there, but I like complex. That's fine. Usually it's a little of both. I think that's fine. I have to tell you that that's my most original answer to that question and it really got me. The authenticity of that and originality and I think those are two words that I would always use to describe you, Amy; authentic and original and and just fantastic. I'm serious. I really appreciate the opportunity to collaborate with you. I can't tell you how happy and grateful I am. On behalf of our whole team and all of our listeners, thank you so much for your generous sharing of your ideas on generous leadership and thanks to all of our listeners. We appreciate your feedback and if you have any for us or for Amy, please be sure to share it. Thanks everybody.



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