

Episode 304: Become a Generous Leader with Joe Davis

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Mamie Kanfer Stewart 00:00

We know what it means to be generous, and we know what it means to be a leader. But what happens when you put these two concepts together? Well, today's guest explains the magic that comes from combining a generous mindset with leadership responsibilities. A warm welcome to Mikala L and Michelle A to the The Modern Manager community. Today's guest is Joe Davis. Joe is a managing director and senior partner at the Boston Consulting Group where he has been for 37 years. His new book *The Generous Leader: Seven Ways to Give of Yourself For Everyone's Gain*, reflects his passion for people and his desire to support their development, and inspire teams to work better than they thought possible. In the extended episode available to members of Podcast Plus, Joe and I talk about how small acts have big impact and how you can incorporate more small but powerful acts into your day and week. Now, here's the conversation.

Mamie Kanfer Stewart 00:50

Are you a manager, boss, or team leader who aspires to level up and unleash your team's full potential? You're listening to The Modern Manager podcast, and I'm your host, Mamie Kanfer Stewart. Each week, I explore effective strategies and provide actionable insights that supercharge your management abilities, optimize team performance, and foster a healthy workplace culture. Become a rockstar manager and help your team thrive at themodernmanager.com/more.

Mamie Kanfer Stewart 01:17

Thank you so much for joining me today, Joe, I'm very excited to talk about what it means to be a generous leader and the different types of generosity and skill sets and behaviors that it takes to really be a leader who understands and connects with their people and supports their people. So thank you for joining me today.

Joe Davis 01:38

Thank you for having me. It's it's exciting.

Mamie Kanfer Stewart 01:41

So why don't you start by just explaining what this kind of meta idea is around being a generous leader, because I'm not sure that's a term I was I hadn't heard that term, before I read your book. So I'm guessing most other people also are so familiar with this idea of generosity in the form of leadership.

Joe Davis 01:58

At the core to me, you know, a generous leader is actually somebody who gives them themselves, you know, freely without expectation of some purpose personal benefit, to enable others to grow, develop and thrive at their full potential. And that's really what the nutshell it means to be. Now, it's funny, because I say without personal benefit, but if you're helping others grow at their full potential, obviously, if you're the leader, your team is probably going to perform better and everybody's going to win or whatever it might be, but do better. So that's, that's what I think of it as and I think, um, you know, in that context, you know, there's a lot of elements that are important, but I think there's a couple of critical ones, you know, one is, you actually are seeing your team, your employees, your colleagues, whatever, as people, as humans, not as cogs in a wheel, you know, the organization's wheel, which if you think of, not to pick on IBM, and it'll commercial, the IBM, you know, just the blue, white shirt, blue suit, you know, it's just very standard, we're all a part of the thing. And I don't think that some of you can see reams of studies and data, that is not what people expect today and what people want in a work environment.

Mamie Kanfer Stewart 03:09

You're right, like this general concept of, you know, being human at work and kind of being welcoming and accepting and supportive, and all of that putting people at the center is not so new anymore. But I think the way that you've broken apart into different components is really helpful.

Mamie Kanfer Stewart 03:29

And I'm wondering if you could walk us through what the different ways that we can show up as a generous leader in our behaviors, who what is what are the different buckets that you, yeah, kind of thinking about.

Joe Davis 03:40

The meta level, you're really seeing your team as humans, and at some level you're carrying. Now I think there's a number of traits or buckets, you said, that I think are critical, they might be in one order, and what I wrote, but I might even change the order a little bit. But I think it's very important that as a leader, you really take the time to listen and learn your perspective taken, as they say, in the sight books, you know, what is the other's perspective? Where are they coming from? What is their lived experience? And very importantly, what did they know? You don't know that the two together make for better thing? You know, that's quite important. Another one is, you know, really connecting personally and deeply with folks. And, you know, we'll see where you want to go, I can tell some mission stories about some of these. But that's another important point, then I think another one is, being a action ally, which was, you know, I'm really, it's not just a mentor. I mean, you got to be offended, but actually an actual allied meaning in the sense of enabling those who might have less of a fair starting chance to at least get in the game in a fair way. Obviously, a real development is critical, and I use the word generous development, but it's really about recognizing strengths and doing the work to understand some of the strengths and then helping them to learn and be better on the opportunities areas, leveraging those strengths. And I do think something else important is, which someone may not be To find his generous, it's actually clear, direct, I won't say hard, but, you know, blunt feedback in the moment, actually, I think is the sign of real generosity as opposed to Bush feedback where people say, what are you telling me you can't learn from it, Ted last someone all that make it overused. But authenticity and vulnerability is quite critical. I mean, you need, if you can really listen to somebody say way they know something, I don't know, well, you better have some vulnerability, at least in your head, or how do I connect with this person personally. So that's quite important. And then I think another one is really thinking about how you include everyone. And I don't mean inclusion. I mean, I mean, it the sense of diversity, you know, that way, but also, but I mean, more and making sure you have different perspectives, different levels. In your meetings, especially as a leader, don't just surround yourself with your, your team, that's going to tell you the same thing. And finally, it's actually Scott Kirby, you know, the last one is in small acts make big impact. It's got Kirby, the CEO nights, CEO of United Airlines, Edinburgh, Joe, those are the big impacts the small moments, you know, whether it be as simple as the thank you congratulations. And of course, it can be many more than that recognizing people on their birthdays, the CEO of BCG, the previous one used to call every partner on their birthday. And as the firm got bigger and bigger, I must have spent two hours every morning just calling people. But these small acts, you know, just can signal really that you care and, you know, motivate, inspire people. So those are seven, seven pieces I've identified, the most important are listening to learn connecting personally. And you know, being vulnerable or authentic enough that they believe you actually care, and then developing generously.

Mamie Kanfer Stewart 06:35

Let's start with the listening piece. Because the thing that really stood out to me, both in what you were describing, and when I was reading your book was about the way of listening and being curious that is about trying to really understand and almost kind of preemptively understand what is important to this person, who are they where are they coming from so that when you come in to listen, you're not coming in to ask just ask questions and listen to their answers, but you're really trying to understand, and can you maybe unpack a little bit more about what that kind of deep listening really looks like? And I don't remember if it was in your communication chapter or your listening chapter, the story that you were you're telling about being in the car before that meeting? And I was just like, Oh, that's such an amazing. Yeah. I would love you to share that.

Joe Davis 07:24

Yeah, well, that was okay. That was an interesting one that I know, I was a third year person at BCG, and we were going to rural Pennsylvania home center chain that had been purchased by our client. So the CEO of the acquirer was our main client, and we're going to meet the CEO of the new firm. And, and I was, as I said, less senior guy, we prepare the slides and kind of prep back in the office and we pull into the parking lot my boss or we don't call them out at BCG, but my manager, the partner of the team said, Okay, Joe. So now, let's think about this a little bit. And I said, Well, we're prepared, but I said, okay, but where are they coming from? Ice? Well, you know, they're just, you know, I can't romance a time so well now think about it. So who are we to them? As well, you know, we're the consultants I know but who's consultants? Oh, I see. Where their bosses consultants. We might be the spies you know, what do you think they're gonna want out of this meeting? Oh, probably not to tell us much to speak. Yeah. So it's just the baby just go through all these questions, which will this is only two of us. It wasn't embarrassing, but it might have been embarrassing otherwise. But it really helped me unpack okay, what is in their mind as we walk in this room? Not what is in our mind walk into auto the CEO and JJ Johnson Johnson when I spoke with him say you know, Joe, really, it's best when people come in here and listen to me and once you get what's on my mind, then talk to me but don't just start talking about me. Because if you don't know what's on my mind, you can guess I'm just gonna shut down on you. So that's you know that the night if I make you tell me that if I tell another story I thought was so powerful was the one of Scott Kirby the CEO of United Airlines. This this actually was impressive to me. Scott meets everyone and he was vice president above he interviewed in one day three heads people that can't be the head of the operations managers which are in charge of the mechanics which got to they call technicians and I said the word mechanics twice needs joe joe joe technicians. But yeah, and all these are what are your What did the technicians you know, the folks at the airports want and he said, Sir, each one of them said Sir, they need more parts. So if you think about it, they want to get the plane up in the air, you know, they have to walk on there with those yellow things. And you and I look at him say why the hell isn't the plane flying? They don't feel good. And if the parts aren't in that airport, they're kind of stuck. And you know, the finance people of course didn't want parts everywhere because that's just working capital and dollars tied up but Scott locked away from all three of those and said, Okay, we are going to put more parts, not in every airport, but more parts that

will cover more of the things that might break More of the airports and that will inspire and motivate these technicians enough that they'll care more about. You know more about customer united, etc. Thinking about this moment, this moment with how Boeing's our planes are going right now, though, I don't know if that's United's problem or Boeing's problem, you know, but, but it was just a powerful example. And of course, the finance people challenged him, the investors said, Why are you the analysts? Why are you putting all these parts out there, but he thought it was more important to get more benefits with his people feeling listened to, and inspired to be able to deliver on their job versus the dollars, which you wouldn't think that's how a CEO is gonna think come out was pretty depressed.

Mamie Kanfer Stewart 10:41

Yeah. I mean, it really speaks to the way that he asks questions, but then really listens and follows through on that. Yeah, I think it's so hard for us. Sometimes we, we ask the questions, and then we hear the answers, but don't necessarily, like let them sink in. Or we don't really do anything. We're like, okay, great. Check the box, I asked all the questions, we can move on.

Mamie Kanfer Stewart 10:59

I'm wondering if you have any either favorite questions that really try to get to the underneath of what's going on, or just, you know, recommendations for how we can kind of enter a conversation ready to really listen.

Joe Davis 11:13

I mean, I'm a big believer, if you're trying to solve something, you know, but not many things you solve by yourself, but with whatever team that you actually go engage the skeptics and uncover the nose. And don't just think of, as someone said, to me, the neurologists as blockers, which you would assume they probably know, something you don't know as to why the idea won't work. So actually, one, just question, you know, what, you don't feel this is a good idea. Why not? You know, you're saying no, what am I missing that? You know, that? I don't know, as opposed to? Well, what's wrong with you? Why would the way this idea, I think it's very posed kind of two pieces that engage, find the skeptics engage them, and just little, you know, ask why, why No, why No, I mean, just like, you know, no, little negative, but why No, or what am I missing? That's if you're trying to solve a problem. I think if, if I'm doing having meetings, I'll even just find the most this pulse tight inclusion, the less tenured person either on the screen or in the room, and just ask them something about themselves. I mean, it just, everyone looks Oh, wow, the senior guys talk to the most junior guy, what does that mean? It just, it just opens up a lot. And he's actually going to listen to them. That's not a business question. But it opens up the

the willingness to engage, you know, and actually say, Okay, what does everybody have to say here?

Mamie Kanfer Stewart 12:25

Yeah, well, I think it gets to your point around being welcoming and building those relationships, that it cannot just be with the people who are your immediate team members, but really crossed the span of people that you work with. So if you have colleagues and other departments that you occasionally work with, or team members up and down the chain, that your job is not just to build the relationships, and to talk to the people who are kind of in your immediate circle, but to really go out and ask questions and build relationships with folks much far reaching.

Joe Davis 12:54

Every CEO, or lead senior leader I spoke with, said that to me, you know, Joanne Creber SATs, she's the CEO of Tapestry, the Spate, Kate Spade and these other brands. And she said, I always try to look like four or five levels down and go ask them what they think of idea. Because people don't like me to do that, but, and they don't, they'll tell you the truth. I mean, if they're too scary, they might not. But if you give them a moment, because they don't have they're not gunning for the next promotion, one below.

Mamie Kanfer Stewart 13:21

Maybe you can talk a little bit more about this idea of being really welcoming. And to create that environment where people do feel seen and do feel heard and you feel supported. Can you maybe just talk a bit more about that?

Joe Davis 13:33

You know, if you're having a meeting with people, and you cancel the last minute, or come in 10 minutes late, kind of sends a funny signal that it's not very welcoming. And I get it, people are busy, but you can always be busy and cut off five minutes early and be on time now. That's not easy. I would zoom it's even harder. So I think it's easy. You just push the button, and they're gone. But Caesar would do that when you're the boss, I guess. So that's first off. And then I do think the other thing on this in a welcoming is, is just immediately asking questions. I already, you know, oh, hey, maybe I don't know. You tell me. You know, what did you do? Or you ask where I was? Or what did you do this weekend? Or tell me just you know something about something about you and it can be very simple. Doesn't matter. That just opened it just frees the

aperture for the conversation walk into Otto told me a story, which I thought was pretty interesting is it's probably more about connecting and listening. But but it's a welcoming tactic he is if he's going to talk to people and send some messages, you'll do two things not every single time but one of you calls a friend testing you'll find somebody three or four levels below him and say, Hey, I gave this speech I said this, what are people saying about me? And he said when he first you know, three months and so what did I say? And they said oh yeah, you want to cut cost? So I never said those words. I want to I said I want to simplify more effective. He said yeah, so yeah, that's what you said cut cost. So you know, simplify and effective. Of course the most people down below means oh, we're gonna fire some people and maybe he didn't mean it. And then, and he does another very I thought very interesting thing, which is, he gets a group of people together, no practice a speech or a talk. And he'll say he'll say words. And they'll say, tell me back what I said. And he'll listen, you know, he might have said, cup, and they said glass, so then you'll change the word to glass instead of cup, because that's their word. You know. They also they always ask, okay, if I asked you to go home and tell your family at dinner, what I said, What would you say? And here's the whole story back, which may not be anywhere near the words he said, and you know, we rethink. So these are just examples, you know, of welcoming others views into your world, and actually enables you to connect a heck of a lot better, right? If you're connecting with where their brains thinking, you're gonna be so much more effective.

Mamie Kanfer Stewart 15:47

Yes. Oh, my gosh, what a powerful strategy to, to ask someone to speak it back to you, and then be able to use their language. And I feel like that gets to so many things that we do wrong as managers when we use business speak, or jargon, right? Or we understand it. So we explain it the way we understand it, and then we never really checked to see, did it make sense? The other person is my team getting this have we on board, right? And so we say one thing, I would hear something else, and we kind of all just moving on without without pausing. So I love that as it's such a simple strategy. So like, so why don't I just say, repeat back to me? And then oh, okay, I'm gonna adjust accordingly.

Joe Davis 16:25

Yeah, I said, thank you. It's not quite welcoming. But as far as communicating message I, my mentor many years always, Joe, you have to say more than three times. So what do you mean three times? He said, Well, the first time they hear your words, but they're not sure what you're on about, what do you want? What's the game here? Yeah. The second time, they're not listening, because they're talking thinking about what happened with their child last night, or the babies cried out, you know, whatever my their mom called, and all this pressure, I don't know that the third time they actually Oh, I see what person's talking about, oh, that's pretty interesting. And then engaged. I may agree, they may disagree. Or at least they engage. There was a funny story. A friend told me that she was watching the Olympics. And they're a Russian

ballet team. Always No. Ice skating team did all their moves three times, because the first time the judge say, Well, what was that? The second thing is they say, Wow, that was pretty cool. But is it real? And the third time, they said, Oh, I see they really did that. It was very, I thought it was interesting, the power of three in a different context and how I had been trained. But the exactly the same thing, the listener, in that case, the watcher doesn't really know what they saw, or believe it or know what they heard, until they've heard it a few times. Now. You don't want to repeat it for six minutes each three times.

Mamie Kanfer Stewart 17:35

But it's such a good lesson. I feel like they're, I remember learning the concept of like, when you're giving a presentation, tell people what you're going to tell them, then tell them then recap what you told them.

Joe Davis 17:46

Yeah, same thing.

Mamie Kanfer Stewart 17:49

Right. Yeah, but but I think it's, you know, that makes so much sense when you're like, Okay, I'm giving a presentation. And so therefore, I need to like plan out what I'm going to say and make sure my points get across. But so much of what we do as managers is not necessarily that organized and planned. So it's like a good little mental model to stick in our head to be like, Okay, anything I really want my team to remember out of this conversation, I need to tell them more than once. I can't just send one email. I can't just say it once in a meeting and hope it clicked and they got it and we're good, right? It does take multiple times to really make sure people remember it, have understood it or ready to run with it.

Joe Davis 18:23

Absolutely. You're using that example, it triggers a thought I once was at a client meeting and the client had a supply chain was presenting to the CEO. And that person had their presentation that was going on this track. You know, the CEO asked a question like that, to the point of listening. And the person looked over, sort of, I would almost say half ass answered but didn't ask the question and then went back to his his presentation. And you could see this IELs eyes glaze over. I mean, just stopped listening. To your point about very earlier question about how you listen. And you know, slow down. Sorry, sir, or Steve, his name is Dee, what did you mean?

What is? Even if you say I don't understand your question, could you explain it again. But otherwise, you know, you're just going to be lost and that this was a manager talking to his boss, but he was a very senior person. That'd be the same with your team if your team's glazing over good luck, as you just said, yeah, something done.

Mamie Kanfer Stewart 19:21

I want to shift gears a little bit and talk about being a generous action ally. And I love the word action with Ally I mean, and generous with Ally so yeah, I mean, you can explain what is and generous what does it mean to be a generous action ally?

Joe Davis 19:35

So you know, you could be what I call a button where so it's pride month you put the pride button on it yes, that's nice, but does that do anything for anybody, but you know, you feel good about yourself I got the but or this you know, these words are quite common in literature, you can be performative ally, which is like, okay, there's metrics that I should have this many people have this diverse nature. You get it done. I'm done. You know, whatever. An action ally is actually someone who it really is, well back to the idea of the generous leader giving of themselves to enable the other to really have a chance to thrive and grow. And it's quite important. I mean, I, you know, you can see me I'm a white senior person 60 plus years old. So like, what do I know about this? So I did interview and talk to a lot of my colleagues about what is it to them. And there's a couple of things they said, you know, they said, one thing is make sure you see me as the person, you know, one guy was Hispanic and gay. And he said, don't just see me as Hispanic person. I mean, even there, this Hispanic people from all over the world, the different back or just as a gay person actually see me. And then what they he said, is open doors, let's import or create opportunities for me, but then don't do it. Let me set go through and thrive on my own. And if you know if the person fails, well, you might help along the way, like you hope anyway, you're coaching, but so be it, but you want to get them open the door for them. And that they know, that's really the key for, you know, an action ally, someone else said to be a co conspirator, you know, help me get opportunities. And let me let me walk through on my own let me and then if you talk to other points that the going gets tough, please don't run away. And that is that everyone has stories, I thought this person was my mentor, until I started getting wobbly. Where were they? And someone else said, You got to give me your top 5%. Like if you're going to help me develop now that's true for any mentorship relation, right? But if you're really going to help me, thrive, give me the opportunity and then coaching on the way don't do it for me, and don't run away if it gets tough. And I think that's different from just checking off numbers, which is, you know, for performative all probably? Well, I won't comment, I don't know how many people are what kind of ally.

Mamie Kanfer Stewart 21:46

I'm wondering about how we can start to move into more action? And how much do we really need to, like, learn first, and if we need to kind of start from a place of of learning? What thoughts do you have on how we can start learning so that we're taking the right actions?

Joe Davis 22:02

No, I think what you said is very important, because, you know, some people may not want you to be their ally, I would recommend, instead of hey, maybe I'm gonna make sure you have a great career, you may think, Well, I don't, you know, I have three other people, I don't need you to have my back show or whatever. So I think the first point is, if you're actually thinking, or if someone you know, talking to people, you may try to help make a difference with about do they, you know, want you to team with them and make them help, you know, provide support and open opportunities. And then to your point, really spend some time understanding, you can never know their shoes and be in their shoes, and they all remind me this, but where, you know, understand their lived experience as best you can, and what are their goals and objectives? You know, what are you helping? If you don't do that? Well, now you're not by definition, not being generous, because you're assuming what's in your head, as opposed to where they need to get. So I think there is, you know, check whether a person's interested in you teaming with them and be supportive, speak with him listen and learn. And, and then, of course, you know, assess how it's going, which is, you know, in our day to day going so fast, it's not as easy as you think, you know, some, but you know, sitting down and saying, you know, am I helping the right way? Am I making a difference? I think it's another way to constantly check whether you're doing the right thing. So jumping in.

Mamie Kanfer Stewart 23:19

Do you have any stories or examples of what that action or that door opening or clearing of the path looks like? So that once we know, yeah, we had a team member, and we were going to partner with them to be an ally to help, you know, move them forward and create opportunities for them to move forward? What does that part look like? What is the clearing of the path look like?

Joe Davis 23:41

So I think a couple of things, you know, there was, um, I talked to one ECG woman who said that this other person, male, see more senior guy who really went out of his way to help, you know, the women have equal or not equal opportunity. It's not bad, but you don't really have a shot and be a player in the room and not be perceived like they often are. There's too many

stories of oh, hey, Ma'am, would you take the notes? I mean, we've all been in the room. And yet, that's the most senior person that was just asked to take the notes. I mean, it's really hard. But she tells the story once where the client said, okay, and turned over to Louisa that I'll turn it over to Maura. And it's Mr. Wit, you know, go ahead and get started. And I assume you're taking the notes. And Mark said, no, no, no, she's the expert. I'm actually taking the notes. And she said it was interesting. She watched the room and like, three people didn't even hear what happened, which was fine. Three people like holy shit. What do you mean this? She's the one and then three thought, Wow, very impressive. So you know, this example or there's another time variation? I believe that two female related stories, but someone in one of our meetings, a woman said something, and then conversation conversation. Someone else at the end, no one reacted. Someone else said the same exact thing, a guy and everyone talked about it, and one of our colleagues said, Hey, I mean, he literally stopped the ropes and stopped. Did you all see what just happened? This person pretty clued in. And he actually said, she just said that we ignored it ignored it, you said it, and now we're talking about it. You know, I think he kind of said shame on all of us. And let's just so you know, those are, you know, I think there's a little bit of when you see a situation that just, I'll just call it not right, you know, jump in and make make a move, then it's important. I have another friend of mine that said, Joe, you know, I used to use a black leader, BCG and he had always seen sit back like this literally, can you see me? And he moved back. And I said to him, I said, and you know, you're in this room, because you belong in the room. We didn't invite you in the room just for the fun of it. And so I expect, you know, I don't care how you sit, but lean forward and engage and tell us what's on your mind and push. And he said, I said that pretty harshly. I don't know if that harsh. I can be blunt. But he said, but actually, you cared enough to tell me and to bring me into the conversation. And it was very powerful, Joe, and I mean, I, you know, I didn't like you saying that front of others. But I realized, Hey, I've got a seat here. Let me grab that seat. I think those you know, it's actually a lot of what I'm saying there is, you know, in the moment when you see an opportunity to bring a person into the conversation, who is either sitting back themselves, or being, you know, whatever, inconsiderately ignored, you can take some action.

Mamie Kanfer Stewart 26:18

Yeah, yeah, that's such a great way to think about is, how can I make sure that people are in the rooms or in the conversations and having the opportunities to share their thoughts in their thinking, when they may otherwise either not be invited or are being overlooked? What a simple thing that all of us as managers can do to support our team members, and giving them more opportunities to show off what they got. And to be part of the conversation.

Mamie Kanfer Stewart 26:43

Sadly, we have to start to wrap up, though. Okay. Can you tell us about a great manager that you worked for? And what made this person such a fabulous boss?

Joe Davis 26:52

Yes. So I had an exceptional mentor, fabulous as a nice word. So I met her for probably 20 years at BCG. He was, a lot of people didn't like him, because he had this reputation of being a tough guy or whatever. But actually, if you spent some time to understand he actually had to be very success oriented. And he was very much about developing you to be successful. And he cared. But you had to you know, you he would give you feedback, you have to work at it and all that. But he was he was incredible. And you know, what, what did he do? It was just first off, I can tell he cared about me. It's also he's one of these kinds of people that if you didn't think you're going to really learn how to turn off, you know, he just wouldn't talk to you as much. But he would either he, you know, he did two things are important. You'd often just lead by example. I mean, we would, you know, that story, you raise the Philadelphia in the parking lot in Pennsylvania, he stopped and he coached me through that entire thing. He didn't have spent the time he could have just manage that meeting himself. He also was given harsh feedback. But you know, one time he said to me, so Joe, if I put you in this guy, fill up in a room with four white walls, no door out, gave you a problem and saw if you get out of the room, you solve it, Philip would solve it and get out of them every time, you may or may not solve it. However, if then I said, Okay, here's the answer. Now, get it done. Philip would never get it done. And you would get it done 100% of the time. And partly because he's you know, what you don't know. So you ask you surround yourself with teams, you invite the teams, and you're extremely inclusive. So you can say on the one hand, pretty tough feedback, although I remember it, but it wasn't that he was trying to tell me you're too dumb. He's trying to tell me you have these massive strengths, use them to get results. So those were, you know, he's he just did things like that. And I just thought it was amazing. Now, I was mature enough to take the punches of the negative, it wasn't negative, but you know, but because it was all around wanting me really to learn.

Mamie Kanfer Stewart 28:48

Yeah, love that. What, uh, what sounds like a very interesting kind of person. Alright, and where can people learn more about you, Joe? And tell us what's the name of your book and where people can find it.

Joe Davis 29:00

So the book is called [The Generous Leader: Seven Ways to Give of Yourself For Everyone's Gain](#). You can go into any Amazon or any of the other companies. If you're someone someone asked me, where can I buy besides Amazon, you could just you know, off the other sides of it. More about me there I did. joedavis.com, which has some background about me, and I'm putting more in there, you know, some of my thoughts, or, you know, I hate to say it, but you can

go on LinkedIn and look at the various posts. I'm trying to post them on my thinking you can just scroll down pretty fast. And just [LinkedIn, Joe Davis](#), that gets a BCG or something because a lot of Joe Davis's or the Generous Leader.

Mamie Kanfer Stewart 29:38

Fabulous. Well, thank you again, so much. I know we only hit the surface of the but it was nice. At least just start to unpack some of some of these great ideas and people should pick up your book and learn more. Great.

Joe Davis 29:49

Thank you. Thanks. Thanks for the time.

Mamie Kanfer Stewart 29:51

Joe is giving away five copies of his book, The Generous Leader. It's an innovative and insightful seven part guide to heartfelt and collaborative action that transform the reader and to a generous leader, this book is for anyone seeking to elevate your heart, lead with humanity and live a life of deep integrity, you must enter the drawing by Wednesday, May 8. Plus in the extended episode available to members of Podcast Plus, Joe and I talk about how small acts have big impact and how you can incorporate more small but powerful acts into your day a week. In order to enter the drawing, become a member of Podcast Plus, and when you do, you get dozens of other guest bonuses, extended episodes and more. Join us at themodernmanager.com/more. All the links are in the show notes, and they can be delivered to your inbox when you subscribe to my newsletter. Find that at themodernmanager.com. Thanks again for listening. Until next time.