



Coach Approach Ministries Podcast

Episode 96: Jerome Has Been a Professional Coach for 13 Years

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Chad Hall: You've been through the coach training, and you've embraced the dream of becoming a full-time coach, but as you've run towards this dream, a wall has appeared that seems too high to scale. The dream is on the other side, and it's slipping away. I'm Chad Hall, president of Coach Approach Ministries, and I want to invite you to join me and the CAM Team, for our breakthrough intensive in Nashville, Tennessee, June 20th-24th, 2018. During this time together, we're going to help you gain more confidence in your coaching, identify the coaching niche that will clarify who should be your client, and develop a workable plan to fill your schedule with clients. We only have room for ten more coaches who are ready to break through into living the dream of being a professional coach. If you're ready to stop the struggle, go to coachapproachministries.org/June and sign up for our June breakthrough event in Nashville, Tennessee. I hope to see you there.

[Intro Music]

Brian Miller: I'm Brian Miller, strategic director for Coach Approach Ministries, CAM for short, and I'm joined here today by Jerome Daily, author of a new book called *Monk in the Marketplace*, he is a full-time coach, been doing it for thirteen years, largely working with businesses and organizations. His website – I'll just get it out now, is, thrive9solutions.com. Married to Kelly, 27 years, she must be a patient woman. That would be my guess right off the bat.

Jerome Daily: Now why would you say that, Brian?

Brian: I'm very intuitive, Jerome. Three grown children... We're excited to have you on the podcast, Jerome.

Jerome: Thanks, man. It's good to spend some time with you, Brian.

Brian: So, let's get into this. *Monk in the Marketplace* is a book you've got out there, it obviously has a sense of spirituality, a sense of dare I say the secular business world, tell us a little bit about it.

Jerome: Sure thing, man. Well, the ideas for *Monk in the Marketplace*... This is really sort of the confluence of the two worlds where I live. Like you, I have been a former pastor, and one of my deep passions is spiritual formation, both in my own life and in those that I work with. The people I tend to work with are often executives, organizational leaders, sometimes pastors. This book gives me a chance to bridge those two worlds and equip leaders who want to carry the influence of God in the marketplace with a rootedness in spiritual practice that can really sustain that. Just real quick, I go back to the

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Benedictines to pull out three cool principles and five cool practices and say, what would something that is birthed in the 6th century AD. What possible application could there be for that in the modern world that stands up to the riggers of contemporary leadership, and that's kind of where I'm going with that.

Brian: I love it. It seems to me like it would just create a framework for you to start hanging some pieces on. I would think, and I haven't read the book, I know, I should have read the book before, but this sense of, if you can understand what spiritual formation needs to look like in the marketplace, it might help us understand what spiritual formation needs to look like everywhere else. It doesn't have the hang-ups, or, I don't know, the tradition. You really get at the root, the heart of spiritual formation, I would think.

Jerome: Well, and that's the thing. Our lives don't really compartmentalize all that neatly, and so we carry who we are at home into our work, and we carry who we are at work into our home, into the church, and so hopefully these all become woven together into a seamless fabric of life that is Godward, and that is using our gifts and our talents in the places where God has called us to be, and for many of us, that is out in the world of commerce.

Brian: Well, and we've talked about the ancient, going back to the Benedictines, that a lot of Christian life was, I think, felt like it was to be lived out in life more. We've kind of condensed it into the church much more than they did then, so, I would think that could really harken back to some good principles.

Jerome: Well, you know, the contemporary culture that we live in tends to pull us so wide, that it becomes a shallow, even for just talking in the realms of leadership. The demands on modern leaders are so immense, and so far-flung, that this idea of really going deep, even in our market is tough. Much less, going deep in the realm of the spirit. So, I'm pitching this idea of spiritual gravitas, not that we are supposed to be self-important, but that our words can carry weight, and our actions can be weighty in the world. If that's true, that has got to come from somewhere that's going to come from more than just coming from church Sunday mornings, and reading a chapter in the morning before we go to work. I'm not trying to add to peoples' to-do list, in fact I'm trying to help them reel that back in a little bit.

Brian: I think as you talk about spiritual gravitas, that excites me a little bit because I think that feels like a dangerous world to talk about spiritual things out there in the corporate world, and mainly because we might find out what you're against, and be offended by what you're against... but this idea of gravitas gives me a feeling that – and you said the words you can use are weighty... I think that's a great feel for Christian spirituality in the marketplace.

Jerome: Yes. That word gravitas does come from the same root as our word gravity, so there's this sense of... There is weight, there is substance – there is something here that people sense and feel when we've rooted ourselves in the presence of God and have really invested in spiritual practice that runs deep. Use the metaphor of a tree, classic metaphor, that in order to sustain the branches of influence, we've got to deepen and widen that root structure. We see capsized trees, if you will, all over the landscape where peoples' gifts outweigh their foundations, so there tends to be burnout, or flameout, or rust-out, whatever, from folks who have not built that foundation that can support what's meant to come forth from their lives. So, that's in my heart, and I feel like we've got a whole monastic culture that most of us who've grown up in the modern church don't have much connection with. It may even feel foreign, it might feel very bizarre, and yet these are entire cultures that were all about going deep, and they have built their lives around that, and I think it's time to learn some things from the ancients.

Brian: That's really healthy, let's dive into this coaching. You know, just having you on this podcast, Jerome, is an encouragement and an inspiration to many, and I can tell already you're a humble guy and you're not sure what that's about, but you've been a full-time coach for 13 years. This is something that people wonder. Can I do coaching full-time, is there a place for that, and I tend to tell them, yes, however, there's not necessarily... in counseling, people are looking for a counselor, it's not always true with a coach, it is not as wide-spread. There may be organizations where you can to hire-on as a counselor, but there's not organizations that are saying "We're looking for a coach." Some, but usually those are developed within someone with that heart, that mindset. I tell people you certainly have to be entrepreneurial to some extent, but it certainly can be done, and you have done it.

Jerome: Well, I'm working on it.

Brian: For thirteen years you're working on it.

Jerome: For thirteen years I've been working on it. I don't think that making a full-time business out of coaching is an easy path, and while there's a strong appeal to it, for folks who have that heart for people, and the idea that I could take my passion to walk with people and help them succeed in life, and actually support a family on that, it feels almost dream-like.

Brian: Yes, it does.

Jerome: When I was getting my coach training, starting back in 2005, they were really kind-of pushing that dream scenario, and really sort-of pitching the upsides of this. There were books, and seminars about six-figure coaching, and there are few folks who are able to pull that off. I've had a few years of six-figure coaching, but I'll tell you what it's not for the faint-of-heart. I'm not a marketing genius. I do have a business degree, but it did not equip me honestly beyond the most fundamental concepts of being in business. I do think it is unusual for folks to be really gifted as a coach and really gifted as a business person.

Brian: Or as a marketer.

Jerome: Definitely as a marketer. I think I'm a good coach, I think I'm a so-so business person, and I think I'm a terrible marketer. I just feel like this is where God has placed me, and every time I've questioned that and imagined doing something else, God has used various ways to say, "Stop whining, and keep at it."

Brian: That's really encouraging to me because like you have said, if you're a great marketer, I really doubt you're listening to this podcast because you don't have the heart of a coach, typically. The people with the heart of a coach typically don't think about marketing themselves, they just love coaching. Let me just play a game with you here, and see where it lands... I'm putting you on the spot a little bit. If it doesn't go well, we'll fix it. When you think back, you've made the switch and got that first client, how did you get that first client?

Jerome: By accident. You know, I was just a couple of months into coach training, I hadn't even finished my first forty hours. I was having lunch with a business guy, his kids were in school with my kids, and it just sort-of came up. "Hey, what are you doing?" I'm doing coach training. You know, I've been in the business world, I've been in the ministry world, this feels like the next thing for me to do. "Tell me about

coaching. What's it like, what do you do?" You know, we help people get in touch with their visions and aspirations and figure out where is that gap between the life I'm called to, and the life I'm living. We create options, we create action. The more I talked, the more he got pensive and thoughtful. Finally, he turned to me and said, "I think I need you." I was shocked.

Brian: I'm sure that was not your intention to get him to hire you as a coach, but there you were explaining to him what you do, or are learning to do, and it resonated.

Jerome: It definitely resonated, and I really kind of had to screw up my courage and say okay. Internally I'm saying this is what I signed up for, you better say yes. Ok, when do you want to meet? We were off and running.

Brian: That's super. How did you get your last client?

Jerome: Oh, gosh. My last client was referred to me by a mutual friend. Coaching is such a personal business, it requires a lot of trust. If you don't have first-hand connections, you have got to at least have second-hand connections, which is why I think advertising is so silly in the business. It's really hard to throw your face on a website because people are asking a legitimate question. Who are you? Why are you trustworthy, and can you really help me solve my problems? I'd say word of mouth, and personal referrals are by far the best way, and that's the way I've most experienced growing my business.

Brian: We have to remind ourselves of that. Most of my clients are through a network of people that I'm a part of that I know, or they have seen me present somewhere. They know me from some other way. I do think it's important to have a website, and you have one. What kinds of things do you put on that website to help you with your connections?

Jerome: On the website I try to as quickly as possible answer the question, what is it that I'm trying to solve? I'm trying to get into contact with the stereotypical felt needs of my client. I'm trying to say, who is it that I serve? This is a relatively new website for me, about every three or four years I get tired of the old one. The good thing is, is that forces me to come back and say, what is it I do again? For the first time I said, I'm here to serve Christian leaders.

Brian: Because you were a little nervous about saying Christians.

Jerome: I was a bit nervous about closing that part of the funnel. Now, the truth is, because I was a pastor for 10 years, I was a writer of Christian books for four years, and almost all of, for good or ill, most of the people that are in my sphere of influence are believers. That's been my market anyway, and it just finally clicked into place. I admire Christian coaches who are out there serving a secular crowd, I think it's absolutely kingdom work. For myself, I've come to realize that I want to get into the spiritual side of marketplace leadership with people, that's what I want to do, so I've tried to spell that out very quickly, simply, and give a clear action step on every page. If this resonates with you, if you're a Christian leader in a company or workgroup, and you've got some of these issues, let's talk.

Brian: So, what I hear you saying is, you're outcome is you want to help them spiritually, so on the front-end you've created your niche to say it's Christian leaders, it's not because you don't want to deal with no-Christian leaders, it's that the outcome is directly tied to the niche. Let me ask you this, do you wish you would have tightened the niche up earlier, or do you feel like, no, it just devolved to that point

where it was the right time?

Jerome: In my 13 years of coaching, there's been a constant evolution of my business. It started very much in the sphere of life coaching, and then because I had written a number of books, it kind of morphed into doing a lot of writer coaching, then it picked up on my pastoral background, and I wound up working with a lot of spiritual leaders. It morphed into leadership coaching, and then it broadened out into the organization sphere, so, for me, and I think many coaches, it takes a while to dive in. I feel more comfortable than ever before, and I don't feel like I could have jumped from the beginning to the end immediately.

Brian: I think that's helpful, I think I may call this the most encouraging podcast of 2018 that a coach can hear, because we feel that way of like, well, we're just not dialed-in enough, but the truth is we probably need to be dialed in more, and that needs to happen along the way.

Jerome: You know, there's that tension that every new coach feels, which is even though we're told the narrower your niche, the stronger your brand, we kind of hear it, but don't really believe it. We feel like, well, I still want to keep the door as wide-open as possible, and then when I'm really established, then I can pair it down. There's some truth in that, but I think that as soon as you can honestly say, this is the group of people I want to work with, and this is what I want to help them accomplish, and the more specific that can get, it really does strengthen the brand. You can't force that necessarily, it has to come forth. If you have that from the get-go, boom, jump on it. For others, we kind of have to sift through, and figure that out as we go.

Brian: I think that can look like... yours has been in several different areas, I think I call myself a leadership coach, as you've made me realize, I started off coaching individuals and developing, and then I started coaching leaders and smaller teams, and then I started coaching leaders and organizations. That happened, not just necessarily because of my confidence, but because of my experience, I learned more. I had more tools in my pocket, it allowed me to kind-of expand out, and what I love about your story is that you got a client as soon as possible. I think they think, oh, I shouldn't get a client until I'm a trained coach. Well, yes, and no, but you're never going to be fully trained in a sense, until you start experiencing clients. That's part of the training, and knowing what worked, and what didn't work. That was a huge key for you to bring it in.

Jerome: Oh, it really was. I think your first few years as a coach, you're learning all over the place. That's the beauty of the business, you're being paid to learn.

Brian: I love it, you feel guilty every once in a while. I had one yesterday, Jerome, I was coaching a guy, and when I was done I told my wife, that hour just changed my life, and I got paid to do it. That's the beauty of coaching, you get to sit and learn and listen, not only they are learning, but you get to hear it, and it's a wonderful piece to be in.

Jerome: I'll just interject this. I've got a son now who's in college, and I had no idea until the summer he decided to choose his major that he decided to go into, what they now call, industrial organizational psychology. In other words, he's more or less following me into my field, although it could look different. I look back on it and think, wow, that's so cool to get that kind of a running start. I had to blunder my way into this, and if we looked back on our past, we never would have orchestrated or known to put together the pieces we had, but every one of them is there for a reason. Why I went to business school

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before seminary, why I spent this time, those years... I still really see myself as a pastor. You pull the coach hat off, and this is just another way of me showing up to take care of people's souls. Sure, it ripples out and affects organizations and companies, but the work I do is really pastoral.

Brian: How have you interacted with the idea of money, especially as a Christian coach? I find this really hangs people up, especially people like me and you who came out of the pastors, when someone would say, hey, pastor, I really need your help. You'd say, well, it's this much an hour.

[laughter]

Brian: It feels really weird at the beginning. How have you adjusted interacting with money?

Jerome: That's an interesting question. I do remember that my very first coaching rate came in at about \$50 for an hour session, and today that's not a bad place to start when you're a rookie coach. I've trained coaches too, and they are always asking that question. It's an obvious and important question. You wind up pulling some numbers out of the air when you start. You try to take into consideration the audience that you're serving, and the amount of discretionary income that they may have, and that's going to look different, whether the person is writing a personal check rather than a corporate check. It makes a difference if you're working with a more professional crowd, or rural, blue collar crowd. Whether you start out coaching college kids... It's been a work in progress, and most of what I have done has just been a matter of trial and error. I hit a point where I feel like I capped out for my audience when it came to the individual clients I was serving, and that was one of the motivations for moving to more of an organizational environment. I still do both. It's not that one is more worthy than the other, it's a matter of where God has placed you, and how can place the full weight of influence that God has called you to take?

Brian: We're about finished with our time here, and that's too bad because this has been a ton of fun. I know you talked about coaching from the small story, to the big story. Could you tell us a little bit about that?

Jerome: I sure will, that's a good note to end on. What I find is that most people, almost without exception come to me are looking to solve a problem. It could be a life problem, having to do with finances, physical health, or career alignment. It could be an organizational problem where the executive team is like a revolving door and they can't keep people. Or it could be that they are trying to work with an underperforming key factor. It could be that they are trying to work with some culture management, or conflict. It's something that's motivating a client to invest time and money and effort in you. After I listen and ask questions... Pretty early in the coaching conversation, if the relationship is going to move towards employment, I try to pitch this idea that whatever project you've hired me to help you accomplish, we're going to go after that. It matters, and it's also probably a small story. If they are Christ followers, and even if they are not, there's something that's going to last a lot longer than that solution that we uncovered together, and that's going to be who you are as a person, while we solve this issue. That's a big story. That's coming into your true self, and that's going to last a lifetime. That's not to take away from the coaches' agenda, but that's to say, let's broaden our work, and let's run down two tracks. The small story, and the big story, and we're going to run down both tracks, if that's good for you.

Brian: That's when you're setting up the relationship. That's before you're hired, you're negotiating that

this is an outcome that they're looking for, and you're more than happy to help them with that outcome, and you're more than happy to do so by providing coaching. In the midst of that conversation you throw in there that there's a bigger story here, too, and I'd like to help you with that. Has that typically come out that you do both tracks at the same time, or do you find that leads to something else after the small stories are resolved?

Jerome: For me, it's almost always intertwined. There are pressures... While we are working on a challenge, your character shows up. Your strengths and weaknesses show up. The places where you're underdeveloped, and the places where you're super healthy. It's not, we're going to fix this and work on that, it's part of a whole. I want people before they sign on, to understand what they are going to get. The way it's most life-giving for me, I feel like it's part of the unique calling that I have as a coach, is to bring that piece of the mix into the leadership world.

Brian: You bring that up during the negotiation, as a part of marketing yourself that way.

Jerome: Yes. This is part of a personal conversation, and it comes after I've done all my good listening, so I understand what's most important for them.

Brian: I think that's important. I think we as coaches, pastoral types especially, we'd love to just talk about the big story, and market ourselves for the big story, but what we see over and over again in coaching is that people buy outcomes. They don't buy coaching. We will coach the outcome they want, but it comes out of something specific that's a problem, and once you're in the conversation you add on and say... I love the way you said it, the conflict arrives, how are you going to react? We can build around those areas too. Jerome, it's been a ton of fun interviewing you today, I loved it.

Jerome: Thanks so much, it's so great to engage you, and to realize we are one much of the same journey together, coming alongside of leaders, both of ministry and in the marketplace. There's nothing better. It's good stuff.

Brian: If you want to know more about Jerome Daily, you can go to thrive9solutions.com and find him there. Thanks so much for joining us today, don't miss any of our podcasts. Subscribe to our podcast at iTunes, Overcast, Stitcher, or go to Google Play by searching Coach Approach Ministries podcast. We'll see you next week.

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