

PR LEADS AUDIO CLUB
HOW TO BUILD YOUR OWN SIX-FIGURE COACHING BUSINESS
Dan Janal Interviews Karen Friedman

Dan – Welcome to the Coaching Wizards Session with Dan Janal, the President and Founder of [PR Leads](#). I'm delighted to welcome you to this week's installment of The Coaching Wizards: How to Build Your Own Six-Figure Business. I'm delighted to welcome a long-time friend, client and subscriber, Karen Friedman. Karen has a great background in television broadcasting and brings a much different perspective to this series of Coaching Wizards. Welcome Karen.

Karen – Thanks Dan, good to be here. I appreciate the invite.

Dan – Can you tell us a little bit about the focus of your coaching practice please?

Karen – I'm actually a communication's coach. I help people become more effective spokespeople. Whether you're talking to the media or you're delivering a presentation to senior management or you have to address a community hearing of upset or frustrated people, we help you better connect and make sure that what you're saying, or what you want to say rather, really comes through.

Dan – What is the primary benefit that your clients receive?

Karen – It's two-fold really. I think the biggest benefit people receive is that they overcome their fears and they also understand what I call the difference between want and need. What people think they need to tell other people is not necessarily what other people want to hear. Then if they have something very important to say, how can their messages be heard? We help them not only communicate so other people pay attention, but also understand how to develop and really formulate a message that is very specific to the listener or listeners that they're addressing.

Dan – That sounds fascinating. I'm sure a lot of people right now are saying, "Gee, I wish I could learn more about that and read some articles that she's written and learn more about her services." What is your website where people can learn more about you?

Karen – www.KarenFriedman.com

Dan – How long have you been a coach?

Karen – I have been a coach for pushing ten years. It's kind of funny because I always called myself a trainer or a consultant, and it's sort of morphed into coaching, or the coaching is just part of what I do every day.

Dan – Why did you want to be a coach?

Karen – It's funny, when I was thinking about that question, I decided that I'm going to give you the truthful answer. The truthful answer is I didn't want to be a coach. I didn't say, "Okay, now

I'm going to be a coach." What I wanted to do is exactly what I did. I left the world of television news to start my own practice, which essentially was teaching people to become more effective communicators. Originally, most of what we did was group training, meaning that there were 20, 30, maybe more people in a room, and there would be a subject like how to handle a crisis or something very specific to a company, and we did a lot of that training where we would break folks out into breakout groups. We still do all of that. We do it a lot. But what ended up happening is, little by little, as I got to know people better, I started doing executive coaching. Then that turned into, quite frankly, building relationships with people and really building rapport with people. The more they got to know me and value my advice and trusted me and formed relationships with me, the more people called me and ask for advice or say, "Can I send you my presentation," or "Can you come over and help me work through something?" That has ended up being really the coaching practice, or what I call just the one-on-one.

Dan – Let's talk about the benefits that you find as being a coach? What is the most rewarding part of being a coach?

Karen – When you're sitting in front of somebody and you look at them and you see the ah-ha or you see the light bulb go off in their eyes. What happens many times when you're coaching somebody, you feel you should be saying, "This is what you need to know. Do it this way." People aren't going to do something because you say, "Do it." People have to learn in their own timeframe and in their own style. If I as a coach can get somebody to think differently, then I can get him or her to perhaps apply differently. If they think differently and then they apply differently, they then realize, "Wow! This works for me! I can use this. I can become better. I get it," and you can see that in their eyes. For me, that's the single most rewarding moment in a coaching session.

Dan – That's great. What's the most frustrating part of being a coach?

Karen – When you can't get through. I'll give you a better example. A lot of times a company might hire you and they say, "Karen, today I want you to work with Joe." Joe comes to the table, or Joe comes to the room, and Joe does not want to be there. But Joe has to be there because Joe's boss said, "You need to improve in these areas and we want you to work with Karen." Joe can spend half of the session with his arms folded, being kind of like a spoiled little child, "I'm not going to do this, but I'm going to be here because I have to and I'm really not going to learn." That is one of the most frustrating moments because you want to shake them or you want to say, "You know something, we're not getting anywhere here," but you can't do that. In some ways, the frustration, at least for me anyway, turns into a challenge, and the challenge being, okay, what can I do to move this person? How can I bring them to my side of the table? How can I make him realize or make him think that it's his idea based on something I said and now he can take that and use that in his own business? The long-winded answer to your question, Dan, is that's what's most frustrating, but the frustration becomes the challenge, and if you can overcome that challenge, then it's not just a win for me, but it's a win for the guy on the other side of the table.

Dan – Fantastic. Let's take a step back to when you started your business. You told us that you were a television reporter, an anchorperson, in Philadelphia, and then you quite modestly didn't

tell us about all your awards, but I know your background and you've been highly, highly decorated. Can you tell us how this background helped you become a good coach?

Karen – Number one, I've learned how to be, quite frankly, a much better listener than I was when I was a reporter, which might sound funny because people tell you their stories all day long and you have to listen. But when you're a television reporter, you have a little bit of a short attention span, so listen with half an ear. Number two, as a television reporter, you really master the ability to ask the right questions and to gently draw people out and understand how to get them to talk to you and to share with you and to tell you their stories. The third thing, as a television reporter, and this is actually key, our —short attention spans, actually works in your favor because what happens is, when you are a television reporter, or a journalist of any kind, quite frankly, you really don't have time for a history lesson when you're putting a story together. You don't have time for somebody to say, "This is what we did in the past ten years and now you understand how we brought this product to market and why it's so important." What happens is I would like to think that I have the ability to help people—and it may be in a greater way than others—condense that complicated information without dumbing it down to a point that they feel their credibility is shot. But condensing that complicated information into these bite-size nuggets so they can then deliver it or frame it in a way that's really meaningful to other listeners. And if I may just sort of go on a little bit longer than I would let one of my clients go on, the other part of this is I'm always saying to people, regardless who they're communicating to, "Okay, you just told me this. What does that mean? No, what does it mean to the listener. What does it mean to that audience?" Or the other question that I'm constantly asking is, "So what? Well, who cares? So?" While you may think that's rude or arrogant, it's not. That's my background as a television reporter, which your original question was how does it help, which is what I look for to help somebody else connect in a greater way when they're speaking.

Dan – I love how you put that all together. Again, going back to the beginning of your career, how long was it before you made a realistic, full-time income just from your coaching practice?

Karen – I would say that when I left television, I had a really good state contract for a couple of years, so that was certainly paid. But I would like to tell you, and I know people might not want to hear this, that it was a good two or three years before my income got to a point where I could live off it. Fortunately, for me, I had saved some money before I quit my post at ABC. I'm also married, so I had a second income and that helped. But most people aren't going to just close the door on one job and start making six figures on the next.

I heard somebody say at a conference a couple of summers ago, and I just remembered it—this person was speaking and he said, "You know, I love it when people say, 'Wow! You got discovered!' It took me 37 years to get discovered. In television, it took 15 years until I worked for ABC in the fourth largest market. I didn't graduate college and become a "star" all of a sudden. Well this is the same way. It's ten years later and I feel that I'm still growing and evolving, even though it was two years or three years before I started to generate more income.

I will tell you this, and anybody that's listening knows there's down times, too. I've been doing this like 9-1/2 years, but five-six years into this I hit a real bump in the road —, where my

biggest client pulled their contract because of budget cuts in Pennsylvania. This was my statewide contract where we were coaching and training hundreds and hundreds of people. I lost that contract at the same time that my husband lost his job. That was not fun. The silver lining is I was nervous, and I was scared. Fear is a great motivator. And it made me go after different areas of business and it made me network and call and just really, really work to get new business and to get it back. The bottom line is that I think the second that you sit and rest on your laurels, even now, today, you're asking for trouble. I just never take this for granted. I might be, knock on wood, doing great today and really busy, but you just never know what's going to happen tomorrow. I think that you always have to reinvent yourself and you always have to be looking for the next client.

Dan – That's wonderful advice. I've spoken to other coaches who've hit the ground running because they got contracts right away or whatever, but I'm sure a lot of people are listening they're not making six figures and it's good to know that after years of struggle, there is a pot of gold at the end of the rainbow. That's wonderful inspiration for everyone listening here. Thank you for sharing that with us, Karen. Let's talk about marketing your business in the early stages. What were some of the biggest mistakes you made when you started your business?

Karen – I think that perhaps the biggest mistake that I made, and maybe a lot of people do, is trying to be everything to everyone. You're so anxious when you first start that, and you need the business...you don't have the luxury always to pick and choose, "No I want to work with him. No, I don't want to work with him." You need the income. You need the business. So you try to do everything, even if it's not what you love or not what you're best at.

I remember somebody gave me a piece of advice, which I actually think was the wrong piece of advice, but he said to me, "Listen, if somebody asks you to roll a barrel down Broad Street," which would be Main Street USA, "you say, 'Fine, I can do that,' and you find a way to do that." In the beginning, a couple of things happened. Number one, I was trying to do everything. I was trying to do things that were a little out of my scope. Then when I realized that it was out of my scope, or out of my expertise, I was trying to find other people to do them. While you might say, "Well hey, that's a good business model. You can make money off of people," maybe for some people it is, but for me, I found that I wasn't focused. I wasn't focused on what I did best, which was the coaching, training, speaking, and in the area of communication.

The second thing that I did is even though I had this wonderful sense of confidence and self-worth, certainly, from being on television for years, it was whole different ball game when I left the world of television where I was a local celebrity and people wanted to have dinner with me because I was on television. In business, it was very different. I found that what I thought I knew, I didn't know. Or more simply put, I didn't know as much as I thought I knew. While I was trying to partner with people and have loose joint ventures, I was also trying to make other people a part of everything I did and not relying enough on my own knowledge and my own area. I discovered that I lacked the self-confidence to be able to do things alone. As a result of that, I think I got taken advantage of a little bit. And it was my fault.

Also, when I hired some assistants and some part-time people, it didn't work out as well in the beginning. Quite frankly, I don't blame them. I blame me. I think that I didn't give them enough

guidance. I expected them to know what I wanted, to know my style, to know how I write, to know how I pitch, and they didn't. That was the area that I had to grow. Today, it's different. It morphs into something else, and today, there are still growing pains. There always will be. But the issues are different and I think that what happens is, Dan, or what should happen, is you have to make mistakes. It's good to make mistakes because if you don't make mistakes, you won't fail, and if you don't fail, you can't possibly succeed. Making mistakes is not a bad thing. You should make mistakes.

Dan – Let's talk about some of marketing mistakes you made.

Karen – The marketing mistakes I made. I think the marketing mistakes I made was not marketing enough, not understanding that there's a difference between saying, "Hey, I did this. I'm great. I've spoken..." There's a difference between how you get the word out versus it's about them, it's not about you, meaning that when you're going to market, don't put pieces together that says, "Karen Friedman was an award-winning television reporter and she's fabulous and you need to hire her," Newsflash, nobody cares. People don't care about that. They only care about what you can do for them. It was learning how to sort of reposition or reframe. If you are marketing, for example, if you're putting together a brochure, or even a news release, it's not about you. It's about the benefits that you've provided for other people. It's about what you're going to do for other people.

I also learned a lot along the way because I wasn't marketing. I learned a lot, quite frankly, through the organization that we're both a part of, which is the National Speakers Association. I learned volumes about writing articles and pitching those articles. You would say, "Wait a minute. You're a reporter; you should know how to pitch." It's very different when you're pitching yourself. How to get placement in those articles, speaking more, and not worrying so much about if you're speaking for free. I spoke all the time when I was a television reporter, but I spoke about stories I covered and people wanted to attend because I was on TV. Why would they want to hear you speak when you're now just a "regular person?" What is that you're speaking about, most importantly, what are the how-to's? When you talk about marketing, if you're writing articles, if you're speaking, if you're getting quoted, what is it that you can do to impart people with knowledge so they can apply it? I think some of that is the key. People don't want to just hear you speak, or they don't want to just read your articles. They want to know, "What is it that I can do right now? How can I go back into my business or my community and do A, B, C, D and E? What do I have to do?" Those were some of the early marketing things.

I think a few other things that I learned along the way was not to be shy to get testimonials, meaning people saying, again, not that you're great, but what it is that you did for them. A few other things—networking, talking to other people who do what you do and sharing ideas, but not taking each others' ideas. That would be a no-no. But sharing ideas and saying, "Okay, what worked for Susanne is great. Now how can I apply that in my own business," as well as not being afraid to ask people for referrals. That was something that early on I didn't do. Now, quite frankly, and again, not that I shouldn't be out there calling, but now the majority of my practice is referrals. I hope that sort of answers some of that question.

Dan – That was great information. Thank you very much. It's almost like a great beginning course in PR as well in terms of what we can do and should do. Let's talk about the problems you made in running your business or the administration of your business. What were some of your problems and how did you overcome them and what were some of the good things you did?

Karen –Believe me, I still make mistakes, but originally I think, I just kind of didn't run it like a business. I just did what I did because, I mean, face it; I'm a writer and a speaker and/or creative if you will, and what do I know about business. In fact, I have another colleague who does what I do. We sat on the phone and said, "I never even took business courses when I was in college." I didn't know anything about this. I think that I ran it kind of small, and didn't really track things. I didn't even track web hits. Not that we've gotten so sophisticated, because we are still a small coaching and consulting practice, but here are some of things that I did do. Finally, maybe about five years into this, I sat down with my accountant and with some people and I said, "What do I have to do here?" We totally took a look at the finances of the business and we said, "Whoa! This is like a pretty decent business, but we're not running it like a business." We did a couple of things. Again, you have to consult with your people because what I did might not be right for you. What we did was we incorporated. That was one of the first things that we did to sort of act more like a business. Obviously, for us, part of that consideration through our accountant was the tax implications—incorporating and how that translated to taxes and things that we were able to do in the financial arena.

The second thing we did was I hired somebody—and coincidentally it was my husband because it was during the time that he was out of work—and it was a really good thing, and in some ways a not good thing. Here's why it was really good. His background is in business. He was able to kind of look at everything and put things together for me in a much more professional way. What I mean is this. There are a lot of things, for example, that are now completely standard in my practice—not complicated things, but things like if we agree to work together, obviously, there's going to be a legal agreement which says here's what we're doing, here's the date, here's the agreement, here's the cancellation policy. A lot of that wasn't standard. All of that is standard now. We're not reinventing the wheel every time somebody walks in the door. There are questionnaires. There are pre-program sheets. There are evaluations. There are travel forms. There are, for example, a coaching session yesterday. I wrote a complete review so the folks that I worked with had something very tangible. All of these have become sort of standard formats. What I mean by that is there are templates. You don't have to just re-do this every single time. He was able to put a lot of that into place. I think for me that was huge because it was a big time saver.

The other thing that we did was make an investment in completely revamping the website. Now a lot of people might say to you, "Well, that's not going to bring in money." Well, I don't know if it brings in money or not, but I do know this. I know that I wanted a much more professional look. When I first started, and I'll go back to what I said, the website was about Karen. It was Karen's pretty picture all over the website. You might say, "Okay, well hey, you're a professional speaker. What's wrong with that?" But a lot of the people that I work with, it's corporate America—it's Fortune 100 and Fortune 500—and I didn't want the website to be about Karen. I studied other people's websites and I wouldn't let anybody write any of my material. I rewrote everything. I got a professional designer. Dave, in my office, coordinated with the web

folks. We started making our ezines more professional. Rather than just sending out the electronic newsletters, we started sending out articles. For example, a month or two ago, there was an article that I had written. It got published in, I forget exactly which trade, but it was in a magazine and it was called something like How to Wow People with Financial Presentations. What we're able to do now, very quickly, is identify all of the people in the database who would benefit from that, whether they're financial folks or whether they're people who present on Wall Street, quickly sent out emails with this article saying, "Here's some information that might be valuable to you." Again, to just sort of summarize, I think a lot of these things helped us take this little, tiny business and make it bigger, and make it operate more like a bigger business even though we really are just a small firm.

Dan – Great. We'll talk more about the size of your business and such later in the seminar. I really want to thank you for these very unique strategies. I find it very interesting that in the interviews that I've done, everyone has a different answer to these same questions. It just gives our listeners a wide variety of options to choose from. There's no one way to run this business and there are a lot of great opportunities and a lot of great strategies depending on where you happen to be and where you want to go, so I thank you for that.

Karen – Dan, if I can, that's a really good point, because I think, and especially, and it even goes back to your question about in the early years. I think that a lot of people, especially when you start out, and quite frankly, for a long time, it can be very overwhelming. I think what happens is you hear advice. One person says this, but another person says this. You go to a conference and people say this is the only way to do it. The reality is that you need to step back and you need to realize that there is no magic bullet. There is no one-way to do something. You have to figure out what works best for you. You can have people telling you, "You have to write a book. You have to write a book." But if that doesn't fit the time commitment or what have you, fit into your lifestyle at the moment because your kids are little, then you have to realize that that's okay.

In fact, now that I have thought about it, and even though it's a few questions back about my biggest mistakes, quite honestly, that was one of my biggest mistakes. I was so overwhelmed and so convinced that I had to do everything I learned, that I made myself nuts. I think you have to get comfortable realizing, "You know something. This is what I want and need in my life, and if it's not the same balance that Tim down the road thrives for, that doesn't mean that just because Tim's making seven figures and I'm only making six, that Tim is more successful." You have to determine what your own success mark is. I think that is one of the hardest things we learn—and I'm still learning—that you have to stop measuring yourself against other people. It'll kill you because you'll always feel inadequate.

Dan – I can imagine everyone jumping up and down on their chairs right now saying thank you for giving us permission to do what we want to do as we want to do it. You've liberated thousands of people. Congratulations. Let's talk about how you price your services. How do you set your fees? Are they based on hourly, per project, or are they value based?

Karen – That's a really good question because I still sometimes struggle with that. I was doing a proposal yesterday and struggling with it because it's not a corporate client. It was something that I knew that I couldn't price what I price on a corporate level, but I didn't want to under price

it because you never want to go to something and feel like I'm not getting paid what I should get paid. Some of that has, quite frankly, always been a little bit of a struggle because it's hard, especially in the beginning, to know what you're pricing for. Sometimes people will say, "You charge that an hour?" "Well, no I don't charge that an hour. You didn't see the three days of work that I put into it and then how I had to travel for four hours to get to you to run your program."

We charge basically a day rate. If somebody hires Karen Friedman to come out and do a consulting session for a day, it's going to cost X amount a day for me. If you're bringing me out for a couple of days, then what I will package that. What that means is, I won't charge you the same for a full second day. We try to give you a little bit of a break and we make it a package. On the local scene—I'm in the Philadelphia area, so within the tri-state area—we try to give clients incentives to hire us. That incentive is you hire us, you're going to get a lesser rate. For example, when later, after this teleseminar, I have a coaching session and it happens to be in the area. That person will get a half-day rate because it's only going to be about ½ an hour for me to get there, so it's about a half-day session and a ½ an hour for me to get back. But if I'm traveling, to Minnesota for example, there would be no such thing because it's a day of my time. Typically, it's we charge a half-day rate locally, it's a full-day rate anywhere else. International is a little bit different. I've been fortunate enough to do a good amount of international travel in the past two years, and so then we will charge a travel fee.

The second part of that is because it's not just individual coaching—we do a lot of group training—there are frequently times when a couple of my trainers are working with me. If that's the case, then obviously, the price goes up because I built in the cost of bringing them to the program. I think for me, a lot of people say, "Okay, well, if it's one person, it's \$5. If it's two people, it's \$10," and so on and so on. I don't scale things that way. We do things by the number of people we have to bring in. If I go to a session this afternoon and there are two people, or three people, it's still going to be the same \$5. But if it's ten people and I have to bring in another one of my consultants to help me do the program, then it's going to be more. Speaking is different—speaking engagements are different.

Dan – I'm sure we can talk about pricing for a long time, as it's a fascinating subject, as prices for everyone are different, obviously. I'm just curious how, or what you say to clients when they hear your price for the first time because it may be totally out of line with what they were expecting. I'm just wondering how you handle the objection or what you say to introduce the matter of pricing because you obviously don't charge the way a secretary coming in would charge. They're not used to an outside person's fees and they've maybe not have hired a coach before, so what do you say to them to get them to readily agree that this is a fair price for the service you're offering?

Karen – They don't readily agree.

Dan – Thank you for the reality check, Karen. You're great.

Karen – We could do an entire hour just on this subject alone, and it's really exasperating. I'm better at it today than I was, and I'll tell you why. Early years, I found that I used to explain

myself. Today I don't. I have said to people, and I won't be obnoxious about it, but I have said to people, "Hey listen. When you go into a doctor's office and the doctor charges you \$100 for a visit, do you say, 'You know something, I'm only going to pay you \$50 because that's all I thought it was worth.'" Well, it's the same thing. What happens is, because of the way we charge, people get a little thrown. They think, "Oh my goodness! They're charging that per hour." I tell people first of all, I know that I'm comparable with others, going back when you were talking about how do you know what to charge.

I do a little market research of my own, so I know what other people who do what I do charge. I also know that people in New York and Washington, for example, charge a lot more than me. So I'm aware of what others charge. Somebody in your neck of the woods, Dan called me the other day. This is somebody that I've worked with before. I am going out there to spend two days with this executive and his team. When I gave him the price, he said, "Wait a second. Like that's just...how can you charge that?" Here's what I said, "Okay, let me explain." I try not to ever get defensive about it. "Just so you understand, here's how we price. We price by the day. This is what it includes. All of the preparation, the development of the scenarios, in this particular case, the videotaping, the meeting with your team, the travel time, the pre-planning phone calls, the review at the end, and the executive coaching with the CEO." After I ran through the whole thing, he turned around said to me, "Well, you're coming out here and you're only going to be with this particular individual for three hours, so that's just ridiculous that you're charging me for a full day." I said, "Well, it's more than a full day actually. I have to get on a plane the night before so I can be over in your offices at 8:30 in the morning, and then I'm there the full day." Then he said, "And what do you have to prepare for? You've worked with us before." I said very nicely, "There's never a session, even if I had worked with you 50 times before, that I don't prepare, because every session, every issue is different." I explain it very simply and I also tell people, and this is what I've had to learn, "Number one, you're paying for my time, but I don't bill by the hour. You're also paying for my years and years of expertise, and that's why you're hiring me. That's why you hire a coach or a consultant."

Will I ever work with people and work on the rate? Of course. We all do that. Maybe it's because I've been doing this for a while, but I've learned that I don't want to get into a price war with them. This is the price; this is what we charge. If you have an issue, explain it to me. I'll listen to you. If I can help you out or we can reach a compromise, we will, but when you call me, I'm not getting into negotiating session with you. I have told people that. If that sounds arrogant, I don't mean it to. Does it mean that I never do anything for less? No, it doesn't mean that either. But I think that the real piece of information that people listening need to understand here is they are hiring you for your expertise. You can provide something for them from an external viewpoint that they can't get inside. Quite frankly, they're going to have to pay for it.

Dan – That's great. That's a wonderful way that I'm sure a lot of people listening and reading this book can relate to or put into practice, so that's wonderful. Let's talk about how you grow your business. Let's go to the present day. What do you do to get new business?

Karen – As I mentioned before, at this particular moment, most of my business is coming in through referrals, and that's a really great thing. It's a wonderful thing, but it's nerve wracking because it doesn't mean that every day you're going to get a referral. There are a few things. Of

course, for those of us who are running our own businesses and small businesses, I think that we feel, or at least I feel, that you never do enough, and it's a catch 22 because you don't have time. The catch 22 being when I'm very busy, I don't have time to market and grow my business. When I'm not busy, or if those times come up when you have a little lull in the action, then of course, you panic and think that your phone's not going to ring. I don't care how long you've been in business. For me, any way, that's just, maybe it's my neuroses or something and maybe it's what makes you grow.

Here are just a couple of things to grow the business. I always look for ways to make sure that I keep my name out there. That might be, for example, emailing those articles or sending out a newsletter, providing information, kind of throwing it out there for free almost. What I have found is that the newsletters or these tips or these articles get passed around. I have found that people will call me based on, "Jim Smith over at company X forwarded this to me. We'd like to talk to you because we need this in our company." That's one way.

Second, speak, speak, speak, and speak. I don't do enough of it. But when you speak, if people find that what you say is valuable, you tend to get business from that. I think that, in my own business, one of the things that I probably have to do in a greater way, something I'm thinking about, is hire somebody that can be dedicated to looking for opportunities—speaking at associations and places like that. I have a couple of my own key associations, or key groups, that I speak at, and honestly, I do it for free—my own dime—to get to where the national conference is. But you've to target. You don't want to speak everywhere. I know that clients that I would like to work with are in these audiences. What I do is I say, okay, I can't do this all year long because I have to make money or I wouldn't work, and I travel enough so I don't want to be on another airplane. I've identified two or three organizations that are important to me. When I do speak, knock on wood, without exception, I've always gotten business. While I'm saying oh my goodness; I'm spending \$2,000 to go out there and get on an airplane and then stay in a hotel and pay for my own meals to speak to a bunch of people. Is it worth it? All it takes is one piece of business and it's worth it. For me, a couple of those pieces of business have turned into major corporations that bring me back time and time again. I can't ask for more than that.

The other thing is trying to position yourself as a source. While you might say, "Karen, these are marketing things," for me, marketing is growing your business. How can you get quoted in articles? How can you write articles that get placed in magazines that reach your own target audience? The other thing that I try to do, and I actually think I do it pretty well, is whenever I get a call, no matter who it is, "Hi, we're thinking about putting together a program out in Denver and you were referred to us by such and such and can we talk to you?" I always, always, always follow up, and I'm pretty relentless about it. I will follow up with an email. I'll follow up with a phone call, etc., etc. You don't always get the business, but sometimes being persistent pays off.

Another thing is when you do have the time to do this, take a look at industries or areas, if you will, niche areas, where you might want to work. Let's say, for example, you might want to work in sports. Maybe you're trying to get sports teams, athletes, to be among your clients. Think about who are the people that typically hire you? In my world, the people that typically hire me might be corporate communications folks or PR people. I will pick up the phone and call them.

Now the whole cold calling thing is a different subject, and I don't do a lot of cold calling and I never have. But what I'll do is I'll try to find people that I know and say, "Do you know anybody who's playing for the Philadelphia Phillies? Who is it that I can call? Can I use your name?" That's always been a great way of getting in the door. What I have found out, Dan, is that when you have conversation with somebody, you should not expect, okay, well they didn't call me and they haven't called me for six months and they clearly won't. I have found that two and three years later I have gotten calls from the strangest places from people who saved an article, who heard me speak, or who remembered a conversation that we had on a phone when I was trying to get them to hire me three years earlier. You just never know where it's going to come from.

Dan – I want to go back for a second and pick up a point you made and delve deeper into that, and that is you said that you get a lot of your business now from referrals. I'm wondering if you stimulate that and how you do that or do people just do this out of the goodness of their heart?

Karen – Some people... wouldn't that be great if they all did it from the goodness of their heart. A lot of people, now, will do it after we've worked together for years. What happens is, let's say, for example, you're inside one company. You're working for Company B. You do work for one department and they like you. What I find is that there are so many divisions within businesses that they will recommend you to other departments. And you can ask for that. Ask for the referral. Call up the guy or girl that hires you and say, "I'm sure there are a lot of people here that might be able to benefit from what we've done together. Can you tell me who to contact?" You're already in the company, so that's a really good way of generating those referrals.

The other thing is if you are in a company... this is something, when you talk about growing your business, I probably should think about this more myself, but when you're in a company, and let's say what you're doing is coaching. I'll pick myself for example. Let's say I'm inside a big company and the majority of what I'm doing in there is media training; preparing people to address the media. What other areas could they use help in? They might only know me as a media trainer, so it's up to me to let them know what else I can help them with. I can emcee your corporate event. I can help you put together a plan for whatever. Those are the things also that generate additional business. Don't ever be afraid to call up somebody that you've worked with and say, "Could you think of two or three people who you know, other people who are in your position, who might benefit from the types of services that we did? Can you recommend me?" Another thing that I have done is I've said to people, "What associations do you belong to?" Then I can get a sense of that and say maybe I need to be paying attention to where the speaking opportunities are, where the training opportunities are with that association.

Dan – Wonderful ideas. Do you hold any seminars or retreats? Is that part of your strategy?

Karen – I did, and I don't at the moment. I probably should. I know that there are a lot of people who do boot camps and retreats. I just haven't, probably because I know the amount of work that goes into it and I've just concentrated on other areas. What I will do is I will do seminars. I haven't in a while; I did earlier. I would do seminars, for example, for the Chamber, or for other organizations like that, because they have such a wide variety of people who are going to come and you might not be able to get those people on your own. I did a seminar a couple of months ago for a widely read magazine because they called me and they said, "We're having our

meeting or our retreat in the Philadelphia and we would like to put a program together about how to become a more savvy communicator.” These are all top executives from X, Y and Z, so for me, there was a huge benefit to be in front of these people and I did the program. But I think this is where you're going, we have not put together any boot camps or any retreats where we've sent out all of the postcards and the phone calls and the marketing things, pay whatever you're going to pay, \$500, and come to the retreat. It's something we've thought about; we just haven't done it.

Dan – Let's talk about book writing. Do you have a book and what role does publishing play in your business?

Karen – I do not have a book. I have been writing the book, or talking about writing the book, for eight years. If you call me in three years, I may still be talking about it. It's interesting because I'm actually revisiting that right now and have been talking to somebody about helping me organize this. It's the time factor, and it goes back to what I talked about before. It seems everybody who does the kind of thing that I do has a book so why don't I have a book and then you start comparing yourself to people. Let me tell you what I do have and what does work and probably can be taken to the next level. I have products, meaning that I have five different learning guides, they're 50 or 60 page training guides, manuals, that we sell on the website, and may sell on Amazon.com. I use them when I go to group trainings and typically there's a material fee involved. This is all great information. They're kind of like mini books. I have a number of audio CD's. I have a three-set CD, again, information. This is a combination of in-studio recordings teleseminars and things that have just gotten repackaged. Those are the things that I do have. A lot of people, the whole book thing—I'm not discounting it; it's very important and it makes a difference to a lot of people. I've had this discussion probably with 50 people. You have to decide what your purpose is. For me, the kind of book that I wanted to write takes a lot of time because I don't want it to be just a throw away., I just decided, for me, that I wasn't willing to lock myself and not see my kids while they were little. That was my choice. However, I am revisiting the idea. The way I'm revisiting the idea is because I've written so many articles and I have so much material, etc., etc., in some ways, it's there. It just needs to be repurposed, if you will, reorganized and reformatted. That's something that I'm thinking about.

The other thing I think that people can think about if they're not ready to write a book is how can you take your materials to the next level. How can you take that guide and package it into a bigger, almost like a loose-leaf booklet. You might be able to sell it for a bigger price. Finally, there are other people who put together very small books. I guess my guides are very small books. For them, it's an expensive calling card and it's also a way to get their foot in the door. For me, it's probably something that I should have done; I just haven't done, but it doesn't mean that you can't be successful without a book. The book, though, of course, if you're speaking, you can pre-sell the book and you can sell it from the back of the room, and that's a good idea as well. Plus if you're trying to pitch business and you send them a copy of your book and it's Karen versus somebody else and the somebody else has this great book, then this somebody else might look like more of an expert than Karen. That's, of course, something that, there's something to be said for as well.

Dan – Let's talk about how you manage and run your business. How many hours a week do you work?

Karen – Too many. It really varies and it depends on the travel. What I find is I work harder today than I ever did in all my years in television, even when I was stuck waiting for juries and stuck at homicide [UNCLEAR]. I will sometimes walk into the office at 7:30 in the morning and not come out till 7:00 at night if it's a day when I'm in the office. Even on a day like today, working with you to do the teleseminar, leaving to do a coaching, and then at 6:00 tonight I have an appointment. It's just one of those things where the guy tonight, he's a surgeon and that was the only time that he was available, so I have to work to meet his needs. When I travel, the time becomes obviously more, traveling to get somewhere. I don't know how to put an hour thing onto it, Dan. I could tell that it's 60, 70, sometimes more. I also love what I'm doing so sometimes when I'm working...the work might be writing an article or something; it doesn't feel like work. My struggle, of course, is probably like everybody else out there. How do you balance your family and your personal time? How do you balance your family [UNCLEAR] and your work time? I try to do that. What I find, and this is me, it's good, is if I decide one day, for example, that my son has an important game and it's at 4:00 in the afternoon. I might, if I'm not traveling and have the luxury of not scheduling a session then, then I might leave at 3:30 or whatever, go to his game, spend the next couple of hours. I might choose to then work for an hour or two at night after they go to bed or to work early the next morning if I can. Again, it's that balancing act. I could work 24/7. It's never done because there's always something that needs to be changing on the website, or anything like a proposal that you want to get out. There's always something to be done.

Dan – We sort of jumped to the balancing your life section of this interview. I do want to finish up the managing your business, but let's continue with the balancing your life for a few minutes. I know you have a coaching session that you have to run to in a few minutes, so if your answers are a little bit shorter now, I'm sure everyone will understand. You talked a little bit about how you balance your work and your personal life. Can you give us the demographics first, how many kids do you have, what age are they, and can you tell us a little bit more about what role your husband plays in your business?

Karen – I have two children, two boys. One is 14 going on 35—I'm sure you can relate to that—and the other one is ten. I've got one in high school and I've got one in fourth grade. I always thought that it would be more demanding when they were younger, and the reality is, it's more demanding when they're older, especially when you have a teenager. You want to pay attention to what they're doing. Then the younger one needs a little bit more help in the area of homework and things like that. Then, of course, there is the schlep around to every activity and every friend so you're running a car pool service. I could not do what I do without the support of my husband. Our roles have ebbed and flowed over the years.

I'll tell you, in the early years, when he was working for a big corporation and he traveled and I was a reporter. I could get woken up at 3:00 in the morning to go cover the dumpster fire down the street. It was just impossible to do without help. As the kids got older, we did have somebody—who actually we're still very close with today—who helped us out. She was in our

house during the week, and that was a good thing. Then it ran its course and we didn't need her anymore, as they got older.

Today, we have made some choices. When my business got a little bit busier and I started traveling more, we said okay, what are we going to do here? Somebody has to be around with these children, because what's the point of having them if you're not going to spend the time with them. At the time, since I was getting busier and my business was becoming more profitable or more lucrative, my husband, who was looking for a job, and I jointly made the decision that he wasn't going to take something that involved a lot of travel. That meant sacrificing some of the income on his side. But there's always a sacrifice. There's always something that you have to balance or give up. But when you give something up, you get something. The get something on our end was, my husband received a great job, and works with a great group of guys. He's in a very different business than I am; he's essentially doing business consulting in the software industry. His new position has allowed him to be more flexible in terms of being home. Some of the car pooling and the home stuff, he's picked up on a lot of that. Things that I used to do, he's doing. For us, it's really working because when I'm out, he's here, and that was important to us. I'm not out all the time. I can be here for three weeks and then boom; have a two-week stretch. We try to...like two weeks ago, I was in London and we actually went early and he came with me. Or another time, we took the kids somewhere. I'm not running around to London every other week. For us, that's made a huge difference.

I think every family and every couple's very different. Again, you've got to figure out what works for you. I think in the beginning, he was a little nervous about it, and now, he actually enjoys it. My feeling is, you can't put a price on that because he could make more money or make what he was making before, but then what? Then I'd have to pay somebody to be here with my kids or drive them places or whatever. It's a trade off. What are you going to trade off? What's important to you? I think those are the questions that you have to ask.

Dan – Those are great ideas. Let's go back to how to manage your business. Do you have a staff?

Karen – The way we work is this-- I have a staff of one, well actually two if you count me. But then I have a number of contractors, consultants, or what you would call 1099 employees. I have two people that work with me pretty regularly. They generate a lot of their income from me. They work with me and they work for me.

Dan – What do they do? What kind of tasks?

Karen – One guy is a camera guy, meaning he was with me at ABC years ago. He's involved in a lot of our media training shoots and things like that. Then I have three or four consultants. My lead trainer probably works with me 70% of the time. When I say lead trainer, what he does is he goes out to coach and consult without me, for my clients. He does breakouts. If we have a large training program, he might a group of five that day and I might have a group of five, so he does break outs. He also does consulting and coaching in the area of crisis management. If there is an issue...we were just dealing with several of them, and I was actually out of the country, so he was working what the client to help them determine how they were going to manage the issue, develop statements, etc., because he's also a former journalist like I am, and so that's great.

We've been working together for about five or six years, actually maybe a little more now. It's like network of people, so I have the short list of stable of people to focus on the website are the people that I work with all the time. Then occasionally, I might pull in somebody else based on the need or [UNCLEAR] program it.

Dan – Very interesting. What about your administrative and clerical tasks? How do you handle those?

Karen – I've done a number of things over the years. I've done a virtual assistant in the early years, which didn't work. As I told you, I'm pretty sure it was my fault. I don't think I managed her correctly. I'm actually contemplating doing that again. It's something that I'm talking to somebody about at the moment. I have a lot of people who I sort of contract out, and that's how we run the business. I have somebody who helps sort of do the billing and manages the finances and just kind of here and there as needed does some of that administrative work—books travel, etc. So there is somebody who is doing some of that and the job description kind of varies. All of our graphic arts and hour manuals and things that we use graphic artists for—I've used the same firm now for a number of years, so I contract them out, but they're sort of part of my group of players. Legal—contract that out. A lot of thing we contract out like my web guy and the technology people, who I just love. They're just fabulous and they track things and they do all the stats and they help us with templates when we're doing email things. They're not even here in the Philadelphia area; they're in North Carolina. The world we live in has made it very easy to get a lot done and people don't have to be in your office and in your back yard I've struggled with what is the best way to do things as I'm sure many people do. I had an office in the early years, and I was schlepping like 45 minutes to go to the office, and the support staff and everything right there. I just decided I was wasting a lot of time. I've just decided to do things differently. I just really feel that I can get the assistance where I need it and then in terms of...I guess what I'm trying to say is like the big office and the big staff—I just had decided that I'd rather spend money in other places.

Dan – Great advice. My final question for you. What would you tell a coach who is just starting out, what would you tell them on a dark, dreary day when everything looks bleak?

Karen – I would tell them to be patient, to persevere, and most importantly, to believe in themselves. There are no guarantees. You never know what's going to happen tomorrow. We all have those bleak and dreary days, and then you start to question yourself and wonder if you're really good and if you're ever really going to make it and if you really provide value to people. Then the next day you go out and you do have a session and it works great. You say, "Wow! This is what I'm meant to do. This is what I'm really good at and people are benefiting from me." You have to remember the good days. You also have to realize that nobody's going to do this for you. If you really want something, you've got to after it. You've got to make the phone calls, you've got to write the articles, you've got to ask for referrals, you've got to network with everybody in the world, you have to talk to other people who are doing what you want to do and ask them how they've done it. You've got to attend teleseminars like this. You cannot work in a vacuum. Here's the question you have to ask yourself. Okay, you feel like you're going down into that tunnel and you say, "Oh my goodness. How am I going to do this? I don't know how long I can survive. I'm not making any money. I have to do something else." What's the worst

that can happen? What is the worst that can happen? The worst that can happen is you go out and you get another job again and then you re-explore it. Like I said before, there's not magic bullet, but if you really want to do this, you've got to make it happen on your own. The last piece of advice I'll give you in this area—you cannot go off half cocked. What I mean by that is you can't just close the door on corporate America, if that's what you're doing, and say, "Okay, now I'm a coach." You need to really sit down and think it through. If you're leaving your job or you want to kind of make the transition into coaching, you really need to do some of that leg work up front. Call people that you hope to work with. Say to yourself, "What am I going to do and where is my source of income going to be initially?" Try to examine some of these things so at least when you go out, you have a couple of projects or you have some things that can keep you busy other than just opening your door and saying, "Come to me." They're not coming to you; you have to get them.

Dan – Great advice. Thank you so much for sharing your words of wisdom with our listeners and our readers today. This is Dan Janal, the President and Founder of PR Leads, thanking Karen Friedman for offering tremendous advice on our Coaching Wizards Session, How to Build Your Own Six-Figure Coaching Business. Thank you very much.