

## Something Extra EP 017 – Jim Daly

**Lisa Nichols:** I am thrilled to welcome Jim Daly to the show today. Jim is a President of Focus on the Family and a host of his daily radio broadcast heard by more than 6.2 million listeners a week on more than 1,000 radio stations across the United States.

**Nichols:** Jim, I am so excited to have you on the show today. I'm so glad that this worked out!

**Jim Daly:** It's great to be with you!

**Nichols:** And Focus on the Family has been one of our favorite organizations for years now. I love the mission. I love what you guys are doing. But we have a lot of things that we want to talk about.

**Daly:** Thank you. Sure!

**Nichols:** So, I just want to go on and jump in!

**Daly:** Let's do it!

**Nichols:** So, I'm very interested in you talking about your story growing up because I really do believe for our listening audience, those people who have not heard that story. I think it's going to be inspiring. I think it's going to be just really relevant for maybe where they are today. And that where you start, doesn't mean that's where you end up. Right?

**Daly:** Yeah. I appreciate that. I think for me, I was the most unlikely candidate to lead Focus on the Family because I came from such a broken home. It was also what attracted me to work at Focus on the Family because, you know, so often that great statement, people kind of move out of their pain and that becomes their passion. I think for me, broken families, it hurt to be a kid who had such great difficulty growing up. Kind of a normal dysfunctional families I'd call it. My dad was an alcoholic and my mom tried to keep it all together. I was the last of 5 kids. I was 6 years away from my closest siblings. They were all born 1 year apart. So I was the tattle-tale, the blackmailer, you know, I saw you smoking - you better give me a dollar or I'll tell mom.

**Nichols:** That's funny.

**Daly:** And I worked that pretty well actually. I think, kind of normal in that way, and then when I was 5 years old, my dad was arrested after threatening to kill my mom. That was the end of our family. I remember watching my dad being put into the squad car, the policemen came into my bedroom, put his hand on my chest, I think to make sure I was breathing. And then I'll never forget because he said, "How are you?". And I said, "Fine". You know, I was a little kid, I was 5, what would you say? I don't know. You tell me. Am I fine? You're the policeman. It really did totally change, obviously, the course of the family. So my mom remarried 3 years later to an ex-military drill sergeant. His name was Hank. I nicknamed him Hack the Tank because he was really brutal. Not physically but just emotionally. He was military. He did white glove test every Saturday morning. My two sisters, they were kind of in charge to some of the interior home stuff, and so it was a dreadful day every Saturday. I remember he even made me hang up my jacket 500 times when I was 8 years old. I was so naive. He was in the kitchen and I could have just yelled out the number, right? 1.. wait a couple of seconds, 2... but I didn't. I hung up my jacket 500 times. If you go into my walking closet today with Jean, my wife, my side of the closet is pretty good. Shirts, pants, and everything's organized. That's the effect of Hank the Tank in my life. But he was married to my mom about a year and a half. Then my mom became ill. I didn't know what was happening. I'm 9 years old at this point and basically Hank would lock her in her bedroom and told me not to bother because I would drain her energy. So I'd go weeks at a time in my house with my mom never seeing her. And then I remember one time, my mom, she was awesome. She had a great sense of humor and I remember she called me in to her room one afternoon, and the door was just ajar.

She must have gotten out of bed. And I hadn't seen her in a while. She kind of shocked me when I look at her cause she was very frail. But I still didn't know. I'm only 9 and I wasn't sure if it's a bad cold or it was a flu, she was actually dying of colon cancer. And she asked me to go plant flowers outside of her window. She had a flower box and it was empty. So she said to go and get a piece of paper, I did and I came back and she said, "Okay. Right my favorite flower down." And I'm like, "What is it? Roses?" She said, "No. It's Chrysanthemum." And I'm like, "Oh my god. That's a big word." So I went and got the flowers, planted them, watered them once, like a good 9-year-old boy would do. And it was about 6 or 7 weeks later, she passed away. We got back from the funeral, Hank came out of the bedroom, bags packed. We didn't even realize it. He just said goodbye, really can't take the pressure, and he got into a cab that we didn't even notice was on the curb on our little Eagle Street in Long Beach California. He just drove away.

**Nichols:** And you were 9 years old?

**Daly:** I was 9. My brother Mike was 19. He hugged me two hours later. He had to go back to his ship that was taking off for Vietnam. And then Dave, Dee, and Kim and I were left to figure out what to do. So the 3 of us moved in to foster care. I remember the chaos of that moment though. I remember the day when Hank left, the day of my mom's funeral. I remember going to the flower box and the flower shoots were up. Even in that, my mom sent me a message. The flowers were blooming, just keep moving forward. So she just had that great instinct about how to communicate a message. But I miss her. I only had 9 years with her and she gave me so much that it chokes me up because she gave me so much to know about what is good and not. And she did a good job. She accepted the Lord the day before she died. It was really awesome.

She taught me awhile about the Golden Rule that was really important and lots of great stories. I remember that funny one. I remember I hated being alone or being lost. And we were at Crawford's grocery store in Southern California. I was probably 6 years old. She was there, checking corn, peeling the skin's back. And so I said, "I'm going to get a toy. Will you be right here?" And she said, "I will be right here. Don't worry." So I ran to find some G.I. Joe outfit. I came back and I was looking down another aisle, there she was, down this aisle. And I ran up. Probably just that rage of everything, I never really hit my mom, but I ran up behind her and just thudded her right between the shoulder blades. Black paisley blouse, black slacks, and she turned around. It wasn't my mother. I'd like totally thumped this woman.

**Nichols:** Oh my goodness.

**Daly:** And this woman turned around, and I went, "Oh you're not my mother." And she said, "I'm glad I'm not your mother, kid." And I ran back crying, and there was my mom, checking the corn and I'm blubbering and going, "I just hit a woman I thought she was you." And she's like, "What?" To her credit, she gave me the wave to go apologize and didn't go with me and made me do it all by myself. So I did. I walked down the aisle.

**Nichols:** That's a good mom.

**Daly:** And I had to do that to get - "Sorry I hit you I thought you were my mother." "I don't know about you kid. That's fine. Get out of here." But that's just the type of parent, she was really awesome. So, things continued on, I ended up at foster care. It was a horrible situation. My brother and my 1 sister, Dee, lived in this foster care and it was tough. They had 4 boys that were not in a healthy place and just lots of things that occurred. I ended up just walking out of my 4th grade class, crying. I just sat on the playground and cried. My teachers and everybody there just let me go. Nobody out there is another lonely place. I just sat on the playground and cried and thought, "What's going on in my life? Why is all this happening to me?" So things just kept going.

**Nichols:** Thank goodness you had siblings. You know?

**Daly:** It was good but they were distracted. They weren't all engaged.

**Nichols:** Right. Right.

**Daly:** They were pretty distracted with their own stuff but the thing that I remember, especially being at the Reel's House, this foster family and about 6 months into it, the social worker came out for her first visit. She's probably like 25 when I think back on it. And she looked at me and she said "We've got a problem." I thought, finally, an adult that can see all the mayhem going on.

**Nichols:** Right.

**Daly:** And she said, "Well, Mr. Reel told us she tried to kill him." And she was looking at me. I'm like, "Me?". And she said, "Yeah." And I'm saying, "Well no. I didn't try to kill him." It was bizarre and I think it formulated, when you talk about leadership, for me, it really formulated in me a tenacity for truth. It comes out in everything I do. Not in a terrible way, but mostly on myself. Just that I realize and understand what is truth. And for leadership, that's so critical.

**Nichols:** It is.

**Daly:** You don't want to surround yourself with people that just tell you things you want to know. You've got to know that the truth is. What your motivations are in those things. And I think, in my situation, I think God was grooming me in that way.

**Nichols:** Preparing you. Right.

**Daly:** To know as best as I could what reality truly is. And I ended up there another 6 months on pins and needles as a 9 year old, thinking this man thinks I'm trying to kill him. And my bio dad re-appeared out of nowhere.

**Nichols:** Really.

**Daly:** After all those years. 5 years old, I hadn't seen him that whole time. And he came for a visit and offered to take my sister and I back in with him.

**Nichols:** So you did?

**Daly:** Oh yeah. We moved in with him and then my sister turned 18 and then I was going to be living with him as a 12-year-old all by myself and nobody thought that was a good idea. So we decided, you know, "You need to tell him Jim. He's not gonna listen to us as your brother and sister." So we had a family meeting, I had to look my dad in the eye and said "I don't want to live with you anymore." I remember he responded with "Why not?" And I thought..

**Nichols:** He was in an unhealthy place.

**Daly:** Yeah. But it's hard as a 12-year-old boy, to say that to your father. I did. And I just said "The way you treated mom and you know. Just who you are today is why I don't want to live with you." To his credit, he stood up, he hugged me and stepped back from me and said, "I haven't been a good father and I wasn't a good husband." And then he died 4 months later. I never talked to him after that moment. That's a stinger for me as well because in so many ways, he was a good guy. You know, alcohol is a disease and it affects us in different ways. And I think he just couldn't conquer it. I wished he was still here so I could talk to him.

**Nichols:** Right. Absolutely.

**Daly:** Yeah.

**Nichols:** I am sure. Well, move on and talk to us about that person that really made a big difference. I know there's at least one. There's probably many.

**Daly:** Yeah. And I think looking back on it, that's what we have to be in community. You know, just to be investing in other people. Because I was a recipient of that as a teenager particularly. And it was my football coach, Paul Moro, I had nicknames for everybody, so he was Coach Moe. And his wife, it was Coach's Wife, so we called her CW.

**Nichols:** Okay.

**Daly:** And these are all nicknames I created.

**Nichols:** Yeah. That's awesome.

**Daly:** But Coach Moe, at 15 I remember he came in and it was his first coaching year. He graduated at Long Beach State. He was a great football player in college and we were excited to get him as a coach but man, he was tough. I would play quarterback, he'd grab my face mask, and say, "If you're going to lead this team, you've got to finish the sprints first and you've got to lead by example." And I'm like, "Man, these guys are faster than me." But he pushed me.

**Nichols:** Right.

**Daly:** And he kind of called me out as a man. As a 15-year-old now. And you know, what does it mean to be a man? And it was the first time I had that kind of challenge. It was really good. And through that experience, he actually, he and his wife took a great interest in me. They invited me over to their home often just to have a meal.

**Nichols:** Just you, right?

**Daly:** Yeah. And they didn't have kids.

**Nichols:** Right.

**Daly:** But it gave me a sense of what family could be like, interestingly enough. He scholarshiped me to go to a fellowship of Christian athletes camp at Point Loma in California. And at that camp, professional football player came. He was a quarterback for the San Diego Chargers at that time. And he just talked about his relationship with God and I went down and accepted him. So, okay, I'll give my life to you. Now, I didn't know what that meant.

**Nichols:** Right.

**Daly:** I was wobbly, not coming from a Christian home.

**Nichols:** Sure.

**Daly:** I ended up after with telling my dad I didn't want to live with him, I ended up moving in with my brother who was 19. So I remember Friday nights for football, I'd say "What time do you want me to come home?" - trying, reaching for some kind of normalcy.

**Nichols:** Boundaries. Right.

**Daly:** And he'd say, "I don't know. Try to get home by 2:30 in the morning." I mean, I'm like 15 or 16. I remember walking out of the house, thinking that I'll try to stay out that late. That really wasn't my goal. I mean 12 o'clock would have been perfect.

**Nichols:** Exactly. Yeah.

**Daly:** There's just no boundaries whatsoever. And so, I wobbled along. I mean, I still made many mistakes from 15 to 22. But Coach Moe, when I look back, he was..

**Nichols:** He invested in you.

**Daly:** Yeah. He was the guy. I mean, financially, scholarship thing, made me go to the Christian Athletes Camp. He just took care of me, watched out for me. And he and his wife, Joyce, before they left, they were there about a year and a half at my school. And he said, "I'm moving to Arizona. I'd love to talk to you and have you come with me." Which really touched my heart. But I remember thinking to myself, that would crush my brother. So I told him I just can't do it. He went on in Arizona, he's the Winningest coach in Arizona history, 390 victories, he won 13 state championships, became the 2011 National Football coach of the year. And I probably would have been in the pros if I went and gone with him.

**Nichols:** You probably would. Yeah. But then you wouldn't be doing what you're doing and..

**Daly:** Yeah. He's a great guy and he was the difference maker, if I could say it that way. He was the guy that invested in me and changed my life.

**Nichols:** Well, I love that Jim. And I always say, I mean. I don't think teachers or coaches get enough credit. You know?

**Daly:** I agree.

**Nichols:** And sometimes, they can be the difference maker. They don't always feel that, but you just never know what that child is dealing with on the other side, at home. And so, I'm so glad that he invested in you.

**Daly:** And we're still in touch.

**Nichols:** Yeah. I was wondering about that. So you still talk to him?

**Daly:** Yup.

**Nichols:** That's great. Let's transition into your career. So talk to us about your educational background and what you ended up doing and then we can talk about what you're doing today.

**Daly:** Well, I didn't know I was a little scared I got accepted at UC San Diego and several other schools. And I ended up going to Cal State San Bernardino because it was close to my brother.

**Nichols:** Okay.

**Daly:** You know, even in that, if you can imagine with me, the first Christmas break comes. And my brother's not in a good place. He and his wife were having difficulties so I really have nowhere to go. So I had to petition to school and say, "Can I stay on the campus in the dorms during Christmas break?" Which was like 3 weeks. And they came back to me and said, "You can do it. But there's not gonna be any electricity."

**Nichols:** No electricity!

**Daly:** No electricity. I mean, cold showers, if you can get something out of the vending machines, I think they were still working. But there are no lights or anything. It was an incredibly lonely experience. It was unbelievable.

**Nichols:** Was that a month? I mean because I know college breaks are usually a month.

**Daly:** It was a month. You know I did well in school. I enjoyed school and I thought that was my ticket out. I ended up going to a university in Japan, my last year and a half. Came back with an idea for international business. Got hired eventually by an international paper and spent my early career with them. And then, through a phone call of a friend, they asked if I wanted to come and work at Focus - which I wasn't too interested in in the beginning.

**Nichols:** Right.

**Daly:** It's not profit. I was thinking, why do that?

**Nichols:** Sure. Yeah.

**Daly:** What's the purpose?

**Nichols:** So international paper. Were you? We never talked about this. Were you in Memphis?

**Daly:** Yeah. We were at the Bay Area of San Francisco.

**Nichols:** Okay.

**Daly:** Jean, my wife, who was going to UC Davis pre-vet major and then I was working out of Emeryville.

**Nichols:** Gotcha. Okay.

**Daly:** But it was the thing. I thought, okay this is it. And I can remember the very day I was gonna get a promotion. I came home that night, after having dinner with the General Manager out there, and he handed it and said, "Here it is." That very night, I got home and on my message machine was this contact Focus on the Family saying, Okay that job has been approved. It was about 10 months later. So I had kind of given up on the idea.

**Nichols:** Right.

**Daly:** I've got a different course. So I called them Thursday the next day, and said I got to fly down Friday. And you gotta let me know if you wanna hire me. And we did all that Friday night. They called after Jean and I returned to San Francisco. And they said, "Here it is." And I turned down \$150k for \$32k

**Nichols:** Oh my goodness.

**Daly:** You know, my wife, in that moment, I was mostly concerned about what she would think. We had a few sticks of furniture. This was our moment. We were on the way up now and when you get an offer like that, you're thinking - okay, this is what it's going to be. I remember coming home and Jean said, "You know, I just trust your judgement. I'll be with you no matter what you wanna do. Just do something that makes you happy." And I thought..

**Nichols:** That's a good wife.

**Daly:** I married well.

**Nichols:** Yes you did.

**Daly:** And she was awesome the whole way in that regard. And I just loved it.

**Nichols:** So Jim, tell us a little bit about Focus on the Family. Some of our listening audience may not know Focus. We've listened to Focus and read Focus book for ages now.

**Daly:** A long time.

**Nichols:** For a long time. That's right.

**Daly:** Well we appreciate that. Focus has been around 40 years started by Dr. James Dopson who was a PhD from University of Southern California in Child Development. He wrote a very famous book called Dare to Discipline. And it kind of went up against Benjamin Spock, maybe a little more permissive parenting styles. So that was the long-trip Focus on the family. Actually, let's get involved in the culture, let's help parents be better at parenting. And eventually, let's help marriages stay together, etc. So that's the core mission that we have at Focus, is helping families in every way. And we have a broadcast that has 6.3 million listeners and in that context, what we're trying to do is help marriages stay together, help them cope and do better and thrive. And in addition to that, for those that have children, to help them do the best job they can in raising these kids. And I think when you look at the culture today, there's not a lot of great places to pick up good marriage and parenting advice. And one of our, probably online, our greatest competitor is Disney, ironically. Because you can book your park tickets, your cruise tickets, or get marriage and parenting advice.

**Nichols:** Right. Sure.

**Daly:** And about 80% of it is pretty solid actually. So it's just not accessible in the culture.

**Nichols:** There's not a lot of places to go. Well I just know for you guys too, for our listening audience, sometimes when you have an issue, I know that we had a situation in our company where we had one of our employees' son passed away. And the first call that I made was to Focus on the Family cause we've never been in this situation. How should we, as employers, support him right now?

**Daly:** That's a great example of where we can help.

**Nichols:** Absolutely.

**Daly:** That's our role - just be there for people.

**Nichols:** Right.

**Daly:** We've answered questions for 40 years - probably 10 million questions that have been put to us. And we've just built our whole host of resources and tools to help people cope.

**Nichols:** Exactly. Yeah. So if someone was sitting out there, right now, and saying "Wow, I've got this issue." What would they do? Go to the website?

**Daly:** Yeah. They could do that. The website is [www.focusonthefamily.com](http://www.focusonthefamily.com) or they could phone 1-800-A-FAMILY and we have counselors, we have people to help in every situation. And then resources and tools to come in behind that to help you cope and do a better job.

**Nichols:** Well, tell me just real quick, cause I think this is so awesome. You guys actually have intensive marriage counseling..

**Daly:** This is one of the hottest things going at Focus right now.

**Nichols:** It's hot right now. Right?

**Daly:** Hope Restored is the name. It's typically a 4-day marriage intensive - it's 40 hours so you do about 10 hours a day. It's grueling. It's tough but it's been found to be the best therapeutic approach rather than 1-day a week for 6 months or 1-day a month. Doing it deep and intensive for 4 or 5 straight days is really a better therapeutic approach. And we have a post 2-year 80.1% success rate. Those marriages doing better and still together. So when you're looking for a silver bullet in marriage and marriage difficulty, I think it's one of the best things going in the country right now. We're putting through about 1500 couples a year. And we're hoping to expand that. We just opened in Michigan, we're gonna hopefully open soon in Southern California and I'd love to see 5 to 7 centers around the country. And we're helping 5,000 to 7,000 couples a year.

**Nichols:** And it's a proven model.

**Daly:** Proven model.

**Nichols:** I mean it's a proven model.

**Daly:** Yeah. And these couples mostly have already signed divorce papers. That's the irony of it. So it's very effective - the methodology. And most of it is just communication coping skills. People's triggers. Helping people better understand what gets under their skin.

**Nichols:** Sure.

**Daly:** And we, as human beings, we have unique ways, especially spouses, or irritating one another. Right. And you know, in God's little design..

**Nichols:** God designed it.

**Daly:** The opposites coming together is so funny - the introverts and the extroverts, the dark chocolate and milk chocolate. I mean, we all come together and we have this mayhem. And I think in the end, from a spiritual perspective, I think the interesting thing is it's to help us become more selfless.

**Nichols:** Oh it totally is.

**Daly:** But we don't like those..

**Nichols:** We don't like it! Right? Exactly.

**Daly:** But that's leadership again. If you think about it. I mean, being selfless is core to the leader.

**Nichols:** Well, there's so much that we could talk about and we are just scratching the surface of everything that Focus is doing. But I do want to talk about one thing. Because there may be people out there, Jim, who are possibly coming from the for-profit world to the not-for-profit world. So I really do believe, I believe that you have brought so much value and so much good to Focus because of your business background. Can you talk a little bit about that? Because I know when you came in, you changed a few things, and you know, getting a lot more focused.

**Daly:** Right. That's part of it. And you know I think I'm grateful to Dr. Dopson. He's the one that said "I want you to take it forward." And you know part of that, he understood I had a business background - MBA. I'm not a Theologian, I'm not a seminarian. But in that context, the interesting thing, I was appointed in '05 and so I had 3 years where he and I worked really well together and then we have the '08 (late '07) financial crisis. And so, we had transitioned in financial crisis all at the same time. And we had to manage a budget and I can remember one year, I think it was the '09 budget, going to the board and suggesting we take a \$15million reduction which meant a lot of jobs.

**Nichols:** That's a tough call.

**Daly:** That is a tough call.

**Nichols:** It is.

**Daly:** In non-profit, it's very similar, in my estimation, the government and higher education / universities, there's a certain entitlement-feel that goes with non-profit. I can remember making a call to somebody who'd given \$100k to Focus and I called him, which I like to do and this man said, "You know what Jim, I just expect you to run Focus effectively and efficiently. So my wife and I can do our ministry through you." At first, I was like, "What?" But you know what, that's exactly right. And I repeat that over and over now with the staff at Focus on the Family. Cause that is our goal. That's my responsibility. How do we run it effectively and efficiently?

**Nichols:** It's a good story.

**Daly:** So we put a lot of numbers and a lot of metrics that I brought in from the business world. What are we trying to do.. What are we trying to hit.. and then let's measure our selves. There was a but of pushback on that. And I think, that again as another non-profit reality, it's hard to measure. But you actually can. And let's measure what we can measure and then make adjustments to be more effective at what we do. That's true of your own life - if you want to be effective and it's true of anything you might run. Those are things you need to do - it's know where you're going and measure if you're getting there. I mean, if you were gonna jump in a car and just take off, it's pretty mindless.

**Nichols:** Right.

**Daly:** You gotta know where you're going and are you making progress.

**Nichols:** Right. Yeah. And that's precisely what you've done.

**Daly:** Right.

**Nichols:** Goodness gracious, we could talk so much about that. I've love to hear more about just life and drawing that. But I do want to talk about this - it's called Something Extra. So I'd love for you to talk about something extra that you feel like you brought to the table that helped you do well in your role, or something extra that you admire in someone else.

**Daly:** Yeah. I'll give you two, I'll give you a positive and a negative. How bout that?

**Nichols:** Okay sure. Sounds good.

**Daly:** It's always good to self-disclose. I'll start with the positive. I think one of the things I learned in taking on a leadership role at Focus is how I was prepared as a child. I'm always brought back to that point, even when I



mentioned earlier about being accused of trying to murder my foster father. It did give me this desire to understand what my environment is, and what is true about my environment. I think that's a really important leadership skill. And you don't want to surround yourself with yes-men or women, and who just think you hang with them all the time.

**Nichols:** Bobbleheads.

**Daly:** And you got to really work at encouraging people to give you the straight facts, especially if it involves you. I'm constantly telling my C-team, you got to tell me. Cause I want to be better. So don't just talk amongst yourselves about something that I've done, a stupid mistake or whatever. You have complete permission to come and talk to me and then I've got to fight the urge to retaliate - that's my job. And sometimes that urge is there.

**Nichols:** Oh yeah.

**Daly:** And we don't understand the reason I did that, but I think that understanding the truth - and so the good thing that I learned, that I feel, in my leadership capability is I learned it as a child.

**Nichols:** You have a passion to know the truth now.

**Daly:** And also that tenacity - I remember in the transition, it was tough. I'm grateful of Dr. Dopson but we all knew it was going to be bruising for everybody. And I give him great credit that he accomplished it. There were a couple of times I said, "Take it back. I don't want to do this anymore." But I felt like Bozo the clown that keeps popping up with a smile on his face - you know, I'd get knocked down and I'd go back up. And that's true. And you just have to have that resiliency to say nothing is going to keep me from the goal. And it doesn't mean you're ever disrespectful or anything like that. The background, as an orphan, gave me resiliency. And if you can use that wisely, it's very productive..

**Nichols:** Powerful..

**Daly:** Powerful. You won't be move off your spot. You just have to make sure you're on the right spot. And then the downside, probably confidence. I think what I lack was confidence. When I played quarterback in high school, same thing. I remember my coach, Paul Moro, when we would have those talks, he'd say, "You know you're coming from a deficit. So you don't think you're good enough. And I get that cause you're an orphaned kid and you got all these problems going on." But he said, "You gotta trust your skills." But I think even going in to that role, as President of Focus, first of all, we prayed for a year for the poor guy coming behind Dr. Dopson. You know.

**Nichols:** Yeah.

**Daly:** Cause we know it's going to be tough. But the skillset and all that, of course, he has a PhD from USC in Child Development. He was lauded and wrote Dare to Discipline, sold millions of copies.. so I turned and fussed that whole night before the investiture service and said, "Lord, you know you got the wrong guy." I didn't sleep a wink that night. And I remember the whisper in my heart was it's not about you. It's about what the mission of Focus is. So just be a good steward of that. And I think that's true no matter where you're at in your faith-journey or whether you're running a company or a non-profit. That's the human condition. Can you be a good steward of this mission? That's the challenge in leadership.

**Nichols:** Wow. Very good. So Jim, I want to give you the opportunity, if there's anything coming up in 2019 that our listeners need to know about and want to give you the opportunity to talk about that little bit.

**Daly:** I appreciate it. Yeah. We have, right here in St.Louis, for those that are close-by, we're going to have a date night with Greg Smalley. It's going to be a fun, lighthearted event. Husbands come, thinking it's going to be some theological thing and yeah.. Geez, you're going to drag me to that.. but it's not..

**Nichols:** To talk about my emotions.

**Daly:** It is totally fun and people walk out laughing and having a great time. So that's going to be right here in St.Louis and we'll get more of those details to everybody.

**Nichols:** That's wonderful. Yeah.

**Daly:** You know generally, at Focus on the Family, the thing I would plug is if you are hurting, in any way, in your marriage, as a single, or as a parent with a child who's struggling.. get a hold of us. Focus is an incredible resource center for people. And I think sometimes we undersell that and that would be the plug. If you're hurting in your family, call us. Let us help you.

**Nichols:** And we've done that ourselves so I can attest to the greatness of what Focus is doing.

**Daly:** That's great.

**Nichols:** I wish we had hours and hours more to do this.

**Daly:** It's a great topic. I love it.

**Nichols:** Yeah. Well, it's so wonderful to have you. Thank you so much for being with us.

**Daly:** It's good to be with you too.