**LEADERSHIP DEVELOPMENT GROUP**

**TOPIC: How to Lead and Grow a Healthy Small Group**

**Trainer: David Bland**

**The Small Group Leader’s Job Description**

Before a person can consider becoming a leader, some prior conditions must be met. An application for small group leadership must be submitted to your division leader or ministry director. Those who want to lead a small group must be in complete agreement with the following statements:

• I confess that **Jesus Christ** is my Forgiver and Leader (Saviour and Lord).

• I regard the **Bible** as the authoritative guide to my faith and life.

• I am a **participating member** of my church (or am actively pursuing membership)

• I agree to come into the **small groups leadership structure** and fulfil the requirements of a leader.

**Small Group Leadership Responsibilities**

You will be willing to commit to doing the following **four major tasks**:

**Build a Leadership Team**

Your leadership team should consist of you, an apprentice whom you will mentor and train, and a host or hostess for your small group meeting.

**How to build a leadership team**

1. Sense God’s calling for you to lead a small group.
2. Do you have a passion for nurturing others in the Lord (John 12:15-17; 1 Peter 5:1-4)?
3. Do you enjoy relating to others in a way that brings them together in group life (Heb.10:24-25)?
4. Do you sense you have a genuine walk with God that will be an example to others (1 Thess 2:10-13)?
5. Choose a person to mentor as you lead your group (an apprentice).
6. Choose someone who has the design to demonstrate the characteristics of a small group and who desires to help others grow spiritually (2Tim 2:2)
7. Include your apprentice in as many of your leadership activities as you can. Spend time with this person to disciple him or her (Matt. 4:18-22: Mark 3:13-15; Tim. 3:10)
8. Find a host for your group (a place to meet and a person to be responsible for the meeting place).
9. Work with your host/hostess to plan your meeting schedule and any other important details such as refreshments or child care if necessary.
10. Remember to update your meeting schedule regularly with your host/hostess.
11. Receive the training needed to lead a small group and continue growing spiritually as a leader.
12. Participate in:
* **Leadership huddles** with your coach for information, problem solving, support, leadership gatherings, and celebrations
* **Training events** as needed or as recommended by your coach
* Annual small group leadership **retreat**
1. Make sure you are spending consistent time in the Word of God and in payer (Ps. 1:1-3; Acts 1:13-14). You cannot spiritually impart what you do not have. Only growing leaders produce growing Christians. Read your Bible, asking God to teach you and give you a vision for your group.
2. Work through this book with your caregiver (coach, division leader, or ministry director)

*“And the things you have heard me say... entrust to reliable men who will also be qualified to teach others”.* Paul to Timothy – 2 Tim. 2:2

**Conduct Life-Changing Group Meetings**

As the small group leader, your responsibility includes assembling the group and leading the time in a way that facilitates self-disclosure, understanding the application of the Word, and mutual care and support.

**Leading your Small Group**

1. Identify who will be in your group and challenge them to make a commitment for a period of time. It is best to meet with each individual (or couple) to get to know them before inviting them to be in your group. A group can grow to about eight to twelve people and still experience discussion and vulnerable sharing.
2. Use the **natural connections or relationships** that you already have to find your group. This might include people in your ministry, neighbourhood, place of work, or acquaintances. Remember, the body of Christ is diverse, so your group might include various kinds of people as well.
3. Set your **meeting time, place and frequency**. We recommend that you hold a group meeting at least twice a month (consider your ministry when determining this).
4. Use the most appropriate resources available for small group study that seem to fit the needs of the group. *We recommend any biblically based material that is application-oriented and good for discussion*.
5. Share the responsibility of teaching, leading discussions, social time, prayer and ministry involvement with gifted members of your group. Don’t feel as though you have to do everything for the group. Use your apprentice. *Some of your group might be more gifted than you in certain areas. Allow them to exercise their gifts in the group, such a teaching, leading worship, leading prayer, care-giving, etc*
6. On a monthly basis, report the progress of your group using the Touching Base (TB) forms your coach provides.

**Shepherd the Members of your Group**

It is your spiritual responsibility to care for and nurture your small group members so they become fully devoted followers of Christ and participating members of the church.

**Shepherding the members of your group**

1. Pray for your meeting time and for each member of the group. (Phil 1:3-11; Col. 1:9-12).
2. Exercise oversight of your members (1 Peter 5:1-3). Another word for oversight is *care* or *shepherd)*. It means to be concerned about the welfare of each member of your group just as you are concerned about your own welfare (Phil. 2:4, 20-21).
3. Model Christ likeness to your group. Serve them as Christ served His disciples with acts of kindness (John 13:1-5). Help them grow in Christ. Encourage one another to live each moment of life as Christ would.
4. Create a safe place for others to share their feelings, hurts, pains, and concerns. People will only be as vulnerable as you are. Admit your weaknesses to the group in a way that encourages others to see themselves as they truly are (2 Cor. 4:7; 12:10).

**Expand the Ministry**

As the Lord grows the group, it will be necessary to consider birthing a new group in order to provide the appropriate amount of care for each person and to allow others in the church to experience life change through small groups. This should only be done when you feel the group is ready to birth and when the apprentice is appropriately trained.

**Expanding the ministry**

1. Use the open chair to invite others to your group. There are many people who are in relationship with your group members that are unconnected to your church.
2. Invite prospective new members to a social event with your group.
3. Get a feel from the group on whether these new members would be a good fit. You might need to case the vision that growth is healthy and normal for a good group.
4. Encourage each group member to maintain a healthy relationship with the church. Members should aspire to become fully devoted followers of Christ who participate actively in the life of the body. This is best done by modelling it yourself.
5. Develop your apprentice by providing him or her with leadership responsibilities and people to shepherd. It is likely that these people will joint the apprentice to form the nucleus of a new group.

**Key Skills for Small Group Leaders**

*Here are the four main categories of skill development and growth for small group leaders. Examples of key skills are included under each category. As you can see, these areas correlate with the areas of responsibility on the job description.*

***Develop Leadership***

* Character Development
* Vision Casting
* Knowing why and how to develop an apprentice
* Mentoring
* Managing group logistics
* Modelling accountability

***Conduct Meetings***

* Planning a meting
* Troubleshooting
* Asking good questions
* Leading discussions
* Using the Bible in groups
* Choosing curriculum
* Opening a meeting creatively
* Praying creatively with the group

***Shepherd Members***

* Caregiving
* Building relationships
* Prayer in the group
* Resolving conflict
* Meeting special needs
* Serving together
* Practice listening skills

***Multiply the Ministry***

* Filling the open chair
* “Fishing pond” activities
* The birthing process
* Minimizing the trauma of birthing
* Sub grouping
* Evaluating progress

The material in the previous pages is mostly taken from the following resource: **“*Leading Life Changing Small Groups*”, Donahue (Zondervan, 1996).**

The material in the following pages is mostly taken from this resource:

**“*Coaching Life-Changing Small Group Leaders,*” Donahue/Bowman (Zondervan, 2006)**

**An Overview of Coaching**

**Understanding Your Role**

As the coach, you are one of the most strategic people in the life-change process. While the sole responsibility for the success of the ministry does not rest on you alone, you play a vital part. Your role in nurturing and developing group leaders is critical to the health and vitality of the small group ministry in your church. You are on the front lines of the ministry and will have the most contact with the group leaders in your care

There are three essential components to your role as a coach: nurturing the soul of group leaders, developing the skills of group leaders, and building a leadership team.

1. ***Nurture the Soul of Group Leaders***

The natural temptation for new coaches is to view their role as a mid-level management position in the small group structure. If you were to take that mindset, you would focus on the numeric measures (Is your ministry growing?) and the skill proficiency of your leaders.

But what leaders most need and desire is a shepherd. They are looking for someone to nurture and guide them spiritually. Leaders need to be growing spiritually in order to lead the growth of their group members. Growing leaders can say, as Paul did. Follow my example as I follow the example of Christ” (1 Cor. 11:1).

You will spend much of your time in coaching nurturing the soul of each leader in your care. As you pay attention to their spiritual growth, you will often find your leaders are more responsive to your guidance on group leadership matters.

First and foremost, think of the leaders in your care as sheep in your flock. In John 10:14 Jesus said, “I am the good shepherd; I know my sheep and my sheep know me.” That’s a good model to follow, so spend time with your leaders. Get to know their strengths and weaknesses. Learn to love them. Build into them and release them into life-giving ministry.

1. ***Develop the Skills of Group Leaders***

Leading a small group is not rocket science. You can shape people with mouldable hearts and teachable spirits into slightly above average group leaders. But who wants to be average? Who hungers for mediocrity?

What we want to be, and what we want to have in our ministry, is highly effective small group leaders. Leaders who truly “get it”. Leaders who understand the vision and own it. Leaders who are a joy to coach. Leaders whose groups are growing spiritually and from whom stories of life-change seem to come on a weekly basis.

Here’s the reality: effective leaders are developed over time. When the occasional gem of a leader drops into our laps, we are at that moment, quite simply the beneficiaries of someone else’s efforts to develop their leadership skills.

1. ***Build a Leadership Team***

Your leadership tem consists of coaches, apprentice coaches, small group leaders, and their apprentices. You may identify other persons or role that would be helpful to include on your team – an outreach coordinator, a ministry connector, a training specialist. As a team you will work together to build a biblically functioning community – one that brings about real and lasting life-change in group members.

The apostle Paul taught and modelled the team-building principle to his protégé Timothy. He gave him this directive: “Pass on what you heard from me – the whole congregation saying Amen! – to reliable leaders who are competent to teach others (2 Tim 2:2 MSG). Here, Paul was describing four generations of leaders!

Paul was a team builder. Look at the teams of people who worked with him to build the church in Rome. Paul listed them in Romans 16: “Greet Priscilla and Aquila, my fellow workers... Greet Andronicus and Junias, my relatives... Greet Tryphena and Tryphosa, those women who work hard in the Lord... Green Asyncritus. Phlegon, Hermes, Patrobas, Hermas and the brothers with them (NIV).

You probably will not name many of your children after these people, but they formed the foundational ministry teams for the church at Rome, a church that needed the strength of teams to survive ministry in the face of great difficulties.

**An Overview of the Tools**

There are three primary tools you will use as you build into your leaders. Remember, ultimately the work of a coach with leaders is two fold: to nurture the soul and to develop the skill of a group leader. Each of these tools has a unique role to play in that balance of nurture and development. Now to best utilise each tool will be explained in greater detail later. For now, here’s an overview.

***One-on-One Conversations.*** This tool is more about nurture then skill development, especially early on in your relationship with leaders. These conversations provide a face-to-face opportunity to understand and meet the unique needs of each leader in a way that you cannot in huddles or group visits, whether those needs are about spiritual group or are in issue of group leadership.

***Leadership Gatherings (Huddles).*** Huddles provide the best opportunity to give both nurture and skill training to your leaders. They also offer the opportunity to model community. While you might choose to emphasize skill over nurture in a particular meetings, over the course of a year there should be a balance in your huddles.

***Group Visits:*** Visits allow you to observe firsthand the leadership skills and growth edges of your leaders. They also allow you the chance to affirm your leader in the presence of the group. In general, group visits are more about developing skills than nurturing the soul.

If we were to chart out the purpose of each of these tools it would look like this:

 **Nurture**  **Develop**

*One-on-One Roles*

|  |  |
| --- | --- |
|  |  |

*Leadership Huddles*

|  |  |
| --- | --- |
|  |  |

*Group Visits*

|  |  |
| --- | --- |
|  |  |

**Where should I Begin?**

If you are new to the coaching role, it is always best to begin by building a relationship with each of your leaders. This is done best in a one-on-one setting. This coaching tool is the least intimidating to the leader. Depending on your personality type, you may also find this tool is the one you are most comfortable using to nurture and develop your leaders.

After you have built a relationship, it is then time to visit the leader’s group. Finally introduce your leaders to the huddle concept. Invest the majority of the huddle time in the first few meetings to relationship building.

If you are an experienced coach and a new leader is added to your existing huddle, try to meet with that leader one-on-one as soon as possible. Knowing their coach will make it easier for the leader to engage in existing relationships within your huddle. A visit to their small group can come later, after the relationship is established.

**Building a Coaching Structure**

This material is designed to help those who are:

1. ***The Small Group Point Person****.* In other words, you are responsible for building the small group ministry in a local church. This guide will help you address the issues related specifically to building a coaching structure. To meet other challenges in building this ministry (like connecting people to groups, designing a leadership development strategy, and helping your senior leaders articulate the small group vision to the congregation) we suggest you read *The Seven Deadly Sins of Small Group Ministry: A Troubleshooting Guide for Church Leaders.* It will help you identify, assess, and address seven major areas that every small group ministry struggles with in order to thrive. This work will help you diagnose problems and recommend workable solutions.
2. ***Senior Coaches****.* Senior coaches are seasoned coaches who are now shepherding other coaches and helping the church build the small group ministry. Or perhaps one day you may be asked (or called) to lead the small group ministry in our church.
3. ***Elders, Deacons and Board Members****.* You have probably given the pastoral staff authority and direction to moving ahead with developing a small group ministry. This material will give you insight into the key issues related to church structure as the ministry grows and matures.

Finally, if you are responsible for building the small group ministry in a local church and are just beginning that process, it would be helpful to read *Building a Church of Small Groups,* also by Bill Donahue and Russ Robinson. This material is foundational for communicating a theology of community, understanding the essentials of small group relationships, getting your first group of leaders started, and making the strategic decisions necessary for expanding the ministry throughout the church.

**A Guide for Small Group Ministry Point Leaders**

We have often said that, humanly speaking, the most strategic person in the life-change process is the small group leader. It is the leader who has the life-to-life contact with people, and in the church that relies heavily on small groups, leaders are on the “front lines” of ministry. However, small group leaders are not the only strategic people.

When it comes to the entire life-change structure, the small group coach is indispensable. Their role in supporting leaders is crucial to the ongoing success and growth of the small group ministry. Once you get a group of leaders started, they will need some coaching and support. Without coaches, the support system of leaders, the small group leader becomes isolated and feels stranded on some ministry island far from the mainland of the local church. Yet developing and retaining coaches continues to be one of the most challenging tasks for small group ministry point leaders.

This material is divided into eight steps that offer guidelines to help you design, build, and maintain a workable coaching structure.

1. **Clearly Define the Coaching Role**

Role clarity is essential for every coach. In this resource we have described the four key coaching practices in detail so your coaches know what they are to do. To review this material look at part 3 of this book.

Take time to meet with existing or potential coaches and review this framework. Help them understand what each of these four key practices means and what the ministry expectations are for each of them.

* Model
* Guide
* Envision
* Equip

If you have a different coaching framework or use different phrases to communicate the “job description” or “ministry profile” for a coach, that’s fine. The key is to be clear and make sure coaches understand exactly what is expected.

1. **Recruiting Coaches**

Recruiting coaches is difficult because most people imagine they must be a small group expert or a seasoned and wise mentor when they hear the work “coach”. Most envision a hard-driving football coach or a sage with years of experience helping people grow spiritually. The thought of coaching can appear overwhelming, so be sure to communicate that a coach is a supportive, prayerful, relational person who is interested in getting alongside small group leaders to help *them* be successful. Explain that a coach is not “Big Brother” (or sister!) snooping around, looking for problems. A coach is not a demanding boss like some people might have at work. Rather, use the image of a golf or tennis coach, someone who provides feedback and insight, connecting leaders that will help their small groups flourish.

***Recruiting Strategies***

1. ***Sharing ministry together****.* Give prospective coaches one leader to encourage and watch the potential coach grow (Use the Peer Coaching Model described in number 8 below). If they do this well, encourage prospective coaches to take on one to two more leaders and move toward coaching.
2. ***Include prospective coaches in leadership gatherings****.* When you bring leaders together for dinners, retreats, or training sessions, you have an opportunity to expose prospective coaches to others who are in the role already. They can ask questions and hear stores of life-change.
3. ***Take prospective coaches on visits to small groups****.* When you visit a group to provide encouragement and support to a leader, take a prospective coach along. Debrief what took place later over a cup of coffee and help them see that such visits are one aspect of coaching. As it is frequently sad, “Ministry is caught more than taught.” You may have to model this for them.

Generally speaking, allow leaders to grow into coaching – don’t simply make them *go* into coaching, unprepared for what lies ahead.

***What to Look For***

Look for people with previous small group leadership experience who:

• Love Christ and the church

• Take an interest in other leaders

• Get excited about the overall ministry of the church

• Have a passion for helping others become successful

• Are willing to take a risk

• Trust you and your judgement

• Are teachable and open to learning new ways of doing ministry

• Are effective (not perfect) small group leaders

Remember that the most effective leaders may want to remain as small group leaders – because God made them for that role! An effective coach is one with god group experience but is gifted to influence others through a ministry of reproduction. A leader who needs a weekly meeting and enjoys lots of person discipleship may not make a good coach, unless they also enjoy discipling leaders. The coach’s ministry is to a leadership audience primarily, and the sphere of influence is difference than that of a small group leader.

1. **Choose and Establish a Structure**

Structures are not glamorous. If well designed, however, they free both group leaders and coaches to accomplish the ministry. The structure shown on the next page allows a coach to invest time and energy into leaders, especially new leaders who need direction and a listening, prayerful person to empower them. The 1:5 ratio defines the maximum “span of care” that a coach should have as a volunteer. In this model, a coach would care for up to five leaders.

In this model, each leader feels cared for, has access to a coach, and has a peer relationship to other leaders. This forms a “leadership community” that can be fostered and developed over time. This initial structure can be modified as coaches and group leaders become more experienced. Other models are discussed later in this section.

**Ministry Point Person**

**Coach**

**Leader Leader Leader Leader Leader**

1. **The Transition from Group Leader to Coach**

Moving a small group leader from leader to coach is a process, one that can be gradual (as mentioned above) or more sudden. The process depends on the kind of leader you are working with. Leading a group while coaching other leaders creates a demanding span of care. If a coach has eight to ten group members and is coaching two to three leaders, the result can be overwhelming, a span of care of thirteen people. This can be s strain unless the coach s semi-retired or can reasonably invest greater than average time in the ministry. Once a coach is shepherding more than two leaders, it is suggested that they focus primarily on coaching. Encourage them to remain a member of a small group if they wish, and even help share the leadership if that s not a burden. But being both a coach and a small group leader can be a challenge the average busy person cannot handle.

1. **Skill Development for Coaches**

Coaches need some basic skills to fulfil their ministry. Parts 3 and 4 of this manual (“Coaching Life-Changing Small Group Leaders” - Donahue/Bowman, Zondervan, 2006) contain the skill sets you will need to train your coaches. In addition to these skills, here are a few training tips.

***Keep training clear and specific****.* Once coaches have completed an initial training workshop or orientation, keep training experiences focused on one or two skills at a time. Try to deliver the entire session in thirty minutes, and certainly less than an hour.

***Design training that fits the schedule of the coach****.* Coaches have full lives and already make schedule adjustments to meet leaders and visit groups. Try to have training gatherings (huddles, workshops) at times when they are already coming to the church building. Or take training to a group o coaches in a home at a time convenient for them. We have found that tagging it on to an existing event or service is easiest, and child care and other resources are usually available at these times. During the adult Sunday school hour is also a good time.

***Do not use training time to simply communicate information****.* Use email, a website, or a newsletter to communicate information about events, special dates, church issues, and so on. Don’t waste the training time. Quickly give people an update and direct them to the resource (newsletter, bulletin etc) for more information. Spend your time investing in them as leaders.

***Include biblical teaching****.* Every time you gather, speak the truth from Scripture to encourage, edify, or challenge coaches. Remind them why their job is so essential. Read passages about relationships, shepherding, ministry, prayer, and leadership. God’s Word renews and refreshes leaders at every phase of development, and coaches need this as much as anyone.

***Make it creative and interesting****.* Don’t just teach – train! Training utilises interaction and practicing skills and conversations with other leaders and coaches. Consider using case studies of actual small group situations. Promote dialogue and mutual problem solving. Use appropriate DVD or video clips to inspire or to create some humour. Spend time in prayer around tables or in a circle. Model small group life. Mix up the order each time, and always include some kind of food or snacks!

***Provide take-away tools, handouts, or resources****.* Never let coaches leave empty-handed. Give them a copy of a great message to listen to or a sheet filled with tips and ideas for leading a huddle meeting with their small group leaders (We included some in this resource. After using these, you can develop some of your own). Give them materials they ca hand out to their small group leaders, such as lists of icebreaker questions, discussion ideas, and creative ways to use the Bible in a group. Or give them an interesting article to read and encourage them.

***Get immediate feedback****.* Ask how the training session went. Was it too long? Did it hit the mark? What would improve it? What issues are coaches facing that need addressing right away or the next time you gather? Do they need more time in prayer or for problem solving? What is the best format for training? As you ask these questions, you will get valuable information to improve your next training session and your communication tools.

1. **The Care and Nurture of Coaches**

Treat coaches as you want them to treat leaders. Spend time with them in smaller groups. Getting them together at your home with their families, meeting them for lunches, and breakfast meetings are all ways to show a personal interest in them and their ministry. Here are some tips.

• Focus on coaches as people first, not as the “ministry”.

• Emphasise nurture, not development

• Make the goal be for them to feel loved and cared for and to have a safe place to talk.

• Link them to “peer” coaches with whom they can share needs, ideas, and feelings about the ministry

• Pray and read Scripture with them

• Ask how you can serve them

• Express interest in things that interest them – birthdays, children’s events, or hobbies

• Make certain that you or other staff are responsible for initiating contact with coaches. Don’t wait for them to call with a problem.

1. **Factors that Help the Longevity of Coaches**

Coaches will stick around if you stick with them, building into them. Coaches and leaders rarely leave a ministry to which they feel called and in which they develop deep, lasing relationships with God and others. Your job as the point person, overseeing the small group ministry, is to create an environment for spiritual growth and support, as well as personal care and ministry resources. Consider the following:

• Give coaches resources, like great books or CDs/tapes to encourage their growth and to inspire them.

• Provide an annual retreat just for them

• Consider a quarterly lunch after a church service to give them ministry updated.

• Include them in ministry planning, give them ownership of the ministry.

• Appropriately recognise them for their contribution.

• Step in and provide support for their leaders when the coach is in a particularly taxing season of life (death of a family member, loss of job, health challenge).

• Invest in them spiritually at a retreat that focuses on prayer and Scripture, or do this quarterly for an evening or on a Saturday morning, whichever works for your coaches

• Remember, the structure exists to serve the leaders – the leaders do not exist to serve your structure. Change the structure when it is not working..

• Spend time listening! Get information from coaches and use it to make decisions about the direction and focus of the ministry.

Coaches will enjoy spending time with you, because you have both a personal and developmental interest in them.

1. **Alternative Coaching Models**

Coaching structures will vary based on your small group ministry model or your church structure. One fundamental issue that determines a strategy is the span of care you want a coach or staff person to have. How many leaders do you want each coach to provide care for? Also, how much do you want a coach to do? If you simply want coaches to provide communication and ministry updates, and no real development of leaders, coaches ca connect with more leaders in their ministry on a regular basis. However, if you want coaches to invest personally in leaders, meet and pray with them, and visit them in their ministry context (a small group meeting) to better understand the challenges and opportunities they face, then the span of care will have to be smaller.

***Development Model 1:5 Ratio***Here the coach can Guide, Model, Envision and Equip leaders because the span is small and the ministry is focused. Each leader gets a lot of attention and care, can be fully known and loved, and can be developed according to gifts and leadership potential. This model is the primary approach advocated in this book for churches just beginning a small group ministry or those that are now adding coaches to that ministry.

***Peer Coaching Model: One-to-One Mentoring****.* This model allows someone to begin coaching while still leading a group. It means that a more experienced leader can bring support to a newer leader. This model does not require much structure.

***Mass Coaching Model: 1:25 Ratio****.* Some churches use this to communicate to a large number of leaders. The focus is communication, information, and group gatherings for training. Individual coaching is harder to accomplish because of the sheer numbers involved (1:25). Churches using this model usually pay a part-time coach to work about ten hours a week.

***Hands-Free Model: No Specific Coach****.* Churches use this with very experienced leaders. They require little coaching and development, so these leaders are usually “coached” through email events, broader leadership gatherings, and occasional contact with church staff.

***Senior Coaching Model: Developmental 1:5 Model Expanded*** when a coach is very experienced in coaching leaders, they can begin to shepherd and develop less experienced coaches. A senior coach may have three to five coaches to ach shepherd three to five leaders. This is a volunteer position, yet it allows a qualified coach the opportunity to influence multiple leaders and coaches. Typically it is used in larger churches with more than fifty groups.

Your responsibility as a point leader is to use a workable model. We suggest you begin with the basic 1:5 ratio and build from there. As your structure grows and your leaders develop, you can add variations. But stick with the basics first, building a developmental mindset into your people. Yes, you can coach larger numbers of leaders, but make sure you are providing development, not simply information. Distinguish between a communication model and a developmental model. It all boils down to what you want a coach to do.