



Earned Value Management Practitioners Forum 2018

Coaching CAMs to Maximize Potential

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Learning Objectives



What's the problem?

Many EVAs find:

- CAMS are dependant on them to get their reports done
- EVAs get overwhelmed by the workload since they are doing so much
- Vacations are hard because of the reliance
- They become a bottleneck in the process
- There's no time for the value-added tasks

Leadership Styles

- Direct
 - Tell
- Teach
 - Explain
- Coach
 - Ask

Kickstart Question

Get things started:

- What's on your mind?
 - VARS: When you see these numbers what comes to mind?
 - Meetings without a clear agenda
 - Breakdown in communication

Awe Question

Get more details:

- What else?

This is a variation on the 5 Why's

- When writing VARs
- When writing a WBS dictionary
- When decomposing work

What else could be causing that?

What other contributors do you see?

Focus Question

Get rid of the minutia:

- What's the real challenge here for you?

Example:

- If you had to pick one to focus on what's the real challenge for you?

Focus on the real problem, not the first problem

Foundation Question

Get rid of resistance:

- What do you want?

Needs v Wants:

- When someone tells you their wants, it often belies an underlying need for:
 - understanding
 - identity
 - protection
 - participation

Lazy Question

Get clarity:

- How can I help?

Two benefits

- Prompts them to ask a direct and clear request
- Stops you from assuming you know what they need

Answers: Yes, No, No but I can..., I'm not sure

Lazy Question - part 2

Sometimes you'll be asked questions:

- Q: How do I (blank)?
 - where blank is a task that the CAM should absolutely know how to do
- A: That's a great question. I have some ideas, but first tell me your thoughts...
 - don't get suckered into repeating yourself or hand holding beyond an initial training period
- A: Why are you asking me? Whom else did you ask? When you say Urgent?

Strategic Question

Get to the heart of the alternatives:

- If you are saying yes to this, what are you saying no to?

VAR Example:

- Since you chose to do X, what are the other options you rejected and why?
- What resources do you need to divert?

Learning Question

Give space for learning:

- What was most useful for you?

To learn something well, retrieve it and use it

- What's important to capture?
- What's your key insight?

Key Takeaways

- Ask open ended questions to empower CAMS in their ownership of their data
- Different questions can help in different situations
- The more we coach rather than teach the more knowledge CAMS gain and retain
- The more CAMS are knowledgeable the more value we can add

Resources

The Coaching Habit: Say Less, Ask More &
Change The Way You Lead Forever

by Michael Bungay Stanier

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PLAN + WRITE + TRAIN + SOLVE

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