



Earned Value Management Practitioners Forum

Coaching CAMs to Maximize Potential

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Learning Objectives



Communication Styles

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

Identify the Problem Question

Get things started:

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

Get the Details Question

Get more details:

- What else? Tell me more? Help me understand?

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?

Narrow Down the Problem 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

Find the Solution Question

Get to the heart of the solution:

- What are 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?

Lazy Question

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?

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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