



Earned Value Management Practitioners Forum 2018

# Coaching CAMs to Maximize Potential

Laura Bier

[laurafayebier@gmail.com](mailto:laurafayebier@gmail.com)

760.814.1410

2018 EVMP Forum – August 22<sup>nd</sup> & 23<sup>rd</sup>

# 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

# Laura Bier

PLAN + WRITE + TRAIN + SOLVE

760.814.1410

[laurafayebier@gmail.com](mailto:laurafayebier@gmail.com)