



COACHING CONCEPT

DESCRIPTION

We understand coaching as a professional accompaniment and support of people who have to assert themselves in an area - in our case primarily project management. The intervention of a coach is limited in time and focuses on an interactive exchange, which allows the project manager to improve his performance.

STS considers that a structured approach for coaching will allow to maximize the insights gained (during a training) as well as the quality of the recommendations within a given time-frame.

Coaching can be used as individual or team coaching, or it can be tailored to a specific project. It is adapted to the environment of the company and the project manager. Therefore, STS recommends a 3-step approach:

1. Definition of objectives
2. Analysis
3. Coaching

STEP 1 : DEFINITION OF OBJECTIVES



In order to better define the scope of the PM coaching sessions, STS needs several clearly defined objectives (SMART) which constitute the desired outcome of the coaching sessions. Moreover, a list of priorities is also required, thus allowing the coach to analyze the situation with a focused perspective.

STEP 2 : ANALYSIS



Once the objectives have been clearly defined, STS proposes to dedicate an appropriate amount of time in gaining a better understanding of the project scope, deliverables, stakeholders, timeframe, costs, risks and all other relevant aspects. Furthermore, it is also important to understand how the project fits strategically in the overall project portfolio and which learnings have been made so far.

The output of this phase is the definition of the main topics which require optimization and support. This serves as a basis the discussions with the coach.

STEP 3 : COACHING



The third step consists in leading a series of structured coaching sessions with the participant(s) and the coach (or any other project stakeholder). STS recommends a total number of 10 hours of coaching which can be divided into working sessions of 2 hours. The ideal frequency of the sessions is once a week (2 hours/week). Each session is dedicated to a different topic, but a topic can span several sessions if required.

METHODOLOGY

STS will approach the preparation and facilitation of each coaching session in the following manner:

1. DEFINITION OF SUBJECT

The definition of the main topics to be addressed in the coaching sessions will be largely led during step 2, but STS sees this as an iterative process during step 3, in order to allow greater flexibility. We suggest defining the main topics first and then adapt as each new session uncovers further issues and challenges. The minimal requirement is that the topic for the next session should be defined at the end of the previous session. However, it is also possible to follow a strict agenda should this be required.

2. PREPARATION OF SESSION

With the analysis of the situation in step 2, the coach will possess the necessary knowledge to prepare for each session accordingly. There will be a preparation of a series of subtopics to be addressed during each session.

3. FACILITATION OF SESSION

The 2-hour coaching session is a guided-discussion that serves to uncover more information on the aspects to be analyzed but also to provide practical implementations.

The coach will lead the discussion with a series of predefined questions. After having gained the necessary input, the coach will then provide a recommendation. The outputs of each session are the recommendations that can take the following form:

- Joint development of a solution
- Recommendation based on agile (or other methodologies) practices
- Best Practices based upon the extensive experience of the coach

Depending on the nature of the issue, the implementation of these recommendations can be simple (Quick Wins) or may require a more in-depth revision and adaptation of the project planning, execution, and governance.

DELIVERY

Coaching can be delivered either face-to-face or virtually to individuals or groups.

STS offers coaching sessions in German, English and French. Other languages can be proposed if necessary.