

Project Coaching

Steve Snelling

IISE - Industry Advisory Board (IAB)

IISE Fellow

Boeing Co. (*retired*)

Seattle, WA

stephen.r.snelling@gmail.com

Project Coaches

- Project Coaches are senior Industrial Engineers with extensive knowledge from past projects.
- They enjoy working with younger Industrial Engineers.
- They have strong communication & listening skills.
- They have strong Project Management skills.
- They have excellent Operations knowledge.
- They know many useful Contacts.
- They utilize basic Project Management techniques to monitor the Project Plans & Schedules, developed by the newer IEs themselves.

Project Coaches

(continued)

- Project Coaches are able to advise multiple projects in various stages of completion.
- They make themselves available to all the newer engineers.
- They can adapt to the needs of the individuals being coached.
- Project Coaches are comfortable with helping others complete projects, while they often remain “invisible” to the internal customer.

Project Coaches

(continued)

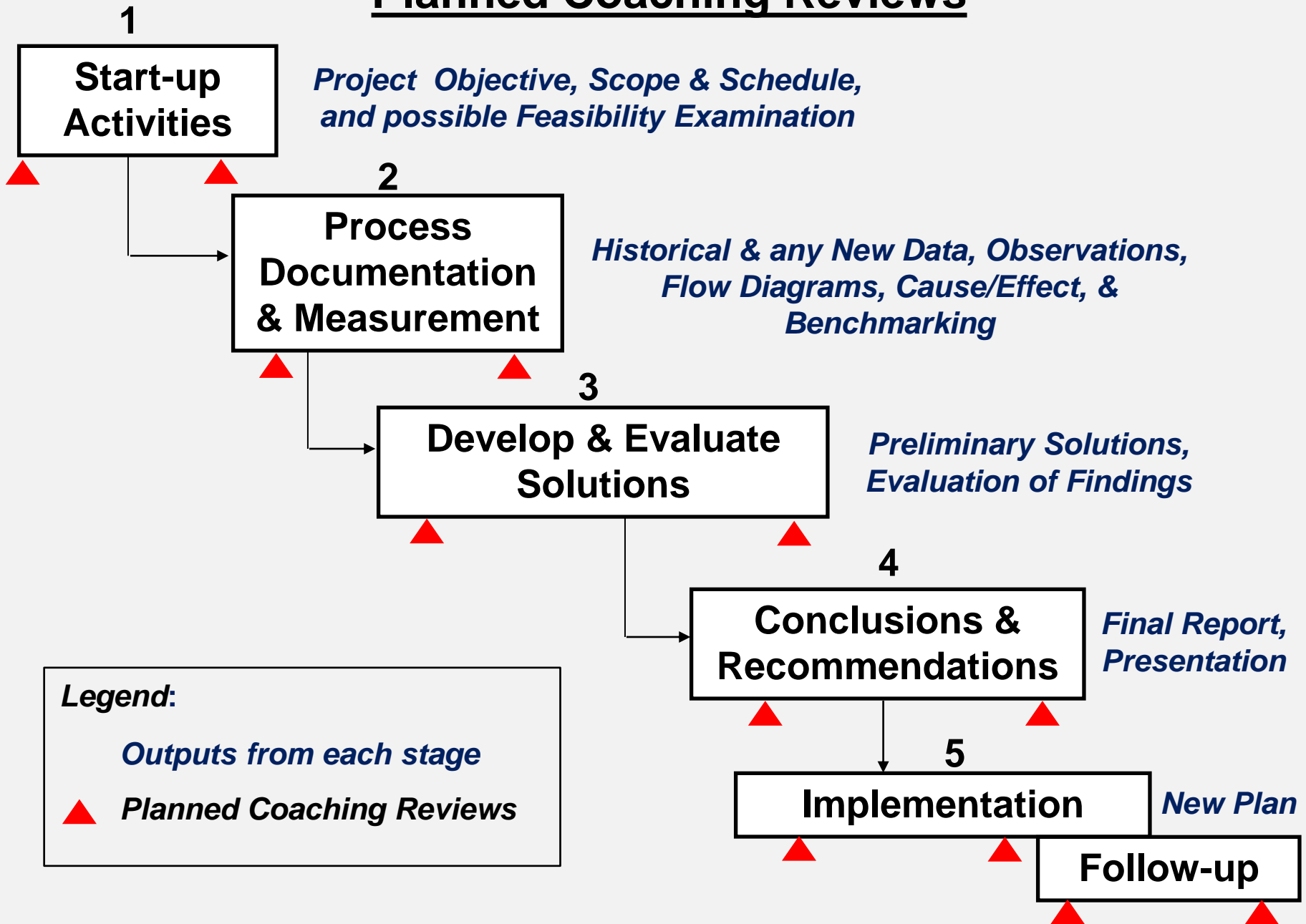
- They take a “trust but verify” approach when monitoring progress on assignments.
- They encourage extensive Project Documentation.
- They Coach and Advise to the Project’s Stages rather than try to influence the Project’s Conclusions & Recommendations.
- They monitor progress to the Project’s Schedule & Deadlines, and offer suggestions only when necessary.

Project Coaches

(continued)

- Project Coaches take newer IEs out into the factory to meet people and understand Production processes:
 - Production procedures, support groups, & various data sources
- They may review presentations prior to being shown to the Project's customer:
 - Including the outline & format
 - And likely questions that may come up

Planned Coaching Reviews



Project Coaching - Review Meetings

- Check status to the original Project Plan/Profile
 - Is it still valid for the project?
 - Or has the Scope or planned Deliverables changed?
- List names of who is currently working on the project
 - Rough amount of time - or % of their time - they have been working on the project recently
 - What is their main role on the project, currently
- Check status to the most recent Project Schedule
 - MS Project or whatever Work Breakdown Structure or Milestone Chart they are using
- Check current % complete for the major Project Stages
 - For each of the main Project Stages: Start-up, Documentation & Measurement, Solutions, Conclusions, Implementation or Follow-up

Project Coaching - Review Meetings

(continued)

- Review some of the results from any Project Stage listed as more than 80% complete
 - Show some of the Outputs from the project's Stages, as is
 - Do not prepare anything new for this Review Meeting
- Discuss the next planned activities
 - What is planned for the next month?
 - Who on the Project Team will be doing what?
- Discuss any project concerns
 - Resource issues, cooperation issues, etc.
- Agree on the timing for the next Coaching Review Meeting
 - Suggested Coaching Review is when the project is starting a new major stage, or a stage is now listed as 80% complete
 - But no more than 1 month away regardless of % complete

Project Coaching - section

Summary

- ✓ Project Coaches can be very helpful if they are available, willing, & adaptable.
- ✓ They utilize and teach basic Project Management techniques as part of their Coaching.
- ✓ They utilize the Project's Schedule (built by the newer IEs themselves), also the planned Deliverables from each Stage of a Project, during periodic Coaching Reviews.
- ✓ They try not to influence the project's Conclusions & Recommendations.