



Profile

Steven is a senior Management Professional with more than 20 years of experience. As a Senior Program and Project Manager, he is involved in the consulting, training, mentoring, coaching and project delivery services of GAPS bvba, which he founded in 2005.

With a true passion for the project management profession!

Over more than 20 years, Steven has participated in projects in a multinational context, being involved in different areas, ranging from ERP implementations, Business Process (re-) Engineering, Change Management Initiatives, organizing and implementing Project Management Offices (PMO), construction, etc.

Steven's specialties are his in-depth stakeholder management expertise and his ability to take over troubled projects with a proven record track of getting the project back on track or at least to minimize the damage incurred.

A genuine desire to overcome difficulties and drive to success!

End 2011 he returned from senior consultancy & training expert to the "real life" of project management delivery. As the end-to-end Program Manager of the Brussels Airport "Connector" program, he guided the Brussels Airport organization from concept to realization. The construction program realized an above ground connection building between two piers, including a security screening platform and a commercial area.

From 2007 until 2015, Steven has been a visiting professor at the University Ghent, responsible for the academic courses "ICT Project Management" and "Project Management Simulator". For the Project Management Simulator, Steven developed a complete case driven project management training program which is supported by an on-line tool.

Steven is also known as an energizing coach and trainer for a multitude of clients. For several clients, new (project management) training programs were developed and delivered by Steven. Steven is also a well appreciated personal mentor & coach in support of senior project managers

*Empathic manager, willing to share his expertise and experience,
putting people central!*



Academic education

Master in Commercial & Financial Sciences
VLEKHO – Brussels (BE), June 1995

Postgraduate Certificate of Japanese Business Studies
EHSAL Management School – Brussels (BE), June 1996

Master of Business Administration (MBA)
Warwick University – Coventry (UK), January 2008

Professional certification

- PMI® “Project Management Professional” – PMP® (2001-now);
- ANDERSEN - Certified Instructor “Project Management Tools and Techniques” (2002);
- APM Group - PRINCE 2® Practitioner (2008-2012);
- APM Group - PRINCE 2® Foundation (2008-now).
- BANDLER INSTITUTE - ®Licensed Master Practitioner of Neuro-Linguistic Programming (2017-2020).

Professional training

- Various detailed training on several financial packages, such as Triton, BaaN IV & ERP, CODA, etc. – BaaN Company, Barneveld, Netherlands (1996-1999);
- Senior Consulting School – Andersen, St. Charles, USA (1999);
- PROMAR – Project Management Reinforcement training – Threon NV, Oostende, Belgium (2000);
- PMP Preparation course – Threon NV, Ghent, Belgium (2001);
- Certified instructor class “Project Management Tools and Techniques” – Andersen, Segovia, Spain (2002);
- Various detailed training on the Project Management Discipline throughout Europe (2000 – 2002);
- PRINCE2 Practitioner Course – PMProfessional Learning, Ghent (2008);
- MBTI Session, Ghent (2015)
- Coaching Essentials, YourCoach BVBA, Ghent (2017).
- Coachend Leiderschap, YourCoach BVBA, Ghent (2017).
- NLP Practitioner, YourCoach BVBA, Ghent (2017).



- NLP Master Practitioner, YourCoach BVBA, Ghent (2018).
- Resilience training, The Tipping Point, Ghent (2018).

Languages

	Read	Speak	Write
Dutch	Native	Native	Native
English	Fluent	Fluent	Fluent
French	Advanced	Good	Basic
German	Good	Good	Basic

ICT literacy

- Microsoft Office applications (user):
 - Outlook, Word, Excel, PowerPoint, Access, Planner, Teams (Microsoft).
- (Business) Process design software (user):
 - Visio (Microsoft),
 - Flexsim process simulation (basic) (Flexsim).
- Project Management applications (implementer, user):
 - Microsoft Project (Microsoft),
 - Serena OpenProj (opensource).
- Learning Management systems (user):
 - Dokeos, SmartSchool, Moodle (opensource).
- Web, Graphic & Video design applications (user):
 - GIMP (opensource),
 - Graphic Designer & Web Designer (Magix),
 - Video pro X (Magix),
 - WidgetCast and Iclone Pro (Reallusion),
 - Camtasia (TechSmith).
- 3D Design (user):
 - Sketchup (basic) (Google),
 - Blender (basic) (opensource).
- ERP systems (implementer):
 - Triton (3.1), BaaN (4 & ERP), SAP, Coda.
- Agile & issue management software (user):
 - JIRA (Atlassian).



Consulting Experience (1999-present)

September 2018 – November 2018
For an ICT transformation and hosting company

Project Management Expert

Performing an in-depth analysis of several departments within a business line to determine the organizational project management maturity. For the assignment a specific evaluation model has been developed. The results were presented to the Business Line's senior management and resulted in a roadmap for maturity growth.

May 2017 – March 2018
For the Belgian national television broadcaster

Chair of the Advisory Board for the Media Facilities program

Chairing of, and contributing to the Advisory Board of experts, which is held in the context of the construction program of the new broadcast facilities. More specifically, this Advisory Board focusses on the Media Facilities part of the program. The purpose is to share specific domain expertise with the program team of the client.

March 2017 – May 2017
For an insurance company

Project Management Expert

Structuring methodological documents created by the client into one coherent project (management) method. The assignment also involved both the creation of training materials and the delivery of methodology trainings.



January 2016 – October 2016

For an international manufacturer of heavy duty equipment

Senior Project Manager

Steven took over the full project management responsibility of a troubled multi-million euro international Business Website project, including the implementation of the Adobe Experience Manager content management system. His mission included the minimization of the incurred damage and to deliver the project as much as possible within the initially set constraints of cost and time.

Location: Aartselaar, BE & Stockholm, SE.

October 2015 – February 2015

For the national Belgian television broadcaster

PMO Advisor

Advising the client in the start-up of a Project Management Office to support the projects in the digital area (website development, app development, social media, etc.). The project started with the identification of the needs of the organization and the creation of a roadmap to implement the PMO in a strongly SCRUM driven environment. The implementation roadmap is also structured around the SCRUM method by making use of the Sprint principles.

December 2011 – October 2015

For the Brussels Airport Company

Program Manager

"Connector" is a multi-million Euro strategic program of The Brussels Airport Company with as main objectives to increase the passenger experience and to increase the efficiency of the airport's processing activities. Steven took the program management responsibility during the concept, development and execution phases of the program.

His hard skills in project and program management were only the fundamentals of his success. It were his excellent people skills that helped him balance the very conflicting interests (commercial, security, operations, ...) at all levels of the organization and to motivate people to deliver the



masterpiece of our national airport.

Augustus 2011 – November 2011
For the Belgian Market Leader in the Retail Distribution

PMO Advisor

Defining an overall approach/ strategy to implement a coaching organization as part of the existing corporate project management office. The assignment included: creation of a business case, defining the main components of the coaching organization, creation of the initial implementation schedule.

September 2009 – 2010
For a large international construction company

Project Manager

Project management of a large study project to establish the requirements for a project management software, including a full-fledged market analysis and drawing-up a "make-or-buy" advice;

Location: Grimbergen, BE & Stavanger, NW.

July 2008 – May 2010
For the Brussels Airport Company

Project Management Expert

- Installation and configuration of a project management skills/maturity assessment;
- Executing the assessment interviews for 20 project managers, including the creation of the assessment feedback report;
- Candidate Project Manager's application interviews for new recruits;
- Feedback and advise to the Project Management Office in order to steer its working based on "in-field" findings.

February 2007 – April 2007
For a large Belgian Mobile Phone provider

Project Management Expert

- Comparison analysis of two project management applications;
- To provide a decision advice to the corporate project management office and the executive management;



- Define an implementation strategy for the selected project management application and its integration in the existing corporate PMO systems.

Oct 2005 – December 2005

For a Belgian Leasing company

PMO Advisor

- Analysis of project performance for those projects overviewed by the Project Management Office;
- Recommendations for improvement;
- Restructuring of the PMO processes, including a redefinition of the PMO services according to a proposed growth path;

May 2003 – June 2003

For a large ERP implementation company

Project Management Expert

- Installation and configuration of a project management skills/ maturity assessment.

May 2002 – April 2003

For a European Leasing Holding

PMO Team member - Subject Matter Expert

- Project management coaching activities;
- Design and implementation of several project management process components;

Location: Almere, NL

July 2002 – September 2002

For a large European Energy Group

Project Lead – Subject Matter Expert

Project Management of an Enterprise Portal technical scoping study. Hands-on architecture design of the Portal infrastructure.

April 2002 – October 2002

For a Belgian Logistics company

Program Management Assistant

Program Management support for a CRM-implementation project. (Integration Management



between linked projects) in an assistance role to the client program manager.

July 2001 – September 2001

For a large Belgian Bank

Project Manager

- Project management on strategic study project (AMPL);
- Analysis of the financial aspects of the AMPL (Active Management of PC Lifecycle).

April 2001 – August 2001

For a Belgian Insurance Company

Subject Matter Expert

- Organizational analysis after the merger of three insurance companies and the impact on the establishment of a "Uniform Workplace".

April 2001 – June 2001

For Andersen World Wide

Team Lead – Subject Matter Expert

- Subject Matter Expert for Program/ Project Management;
- Development of a Worldwide Program/ Project Management Methodology;
- Location: Atlanta (GE), USA.

January 2001 – June 2001

For a Provider of Credit Cards

PMO Advisor

- Expert advisor within a global ICT program;
- Design and implementation of a Program Management Office (PMO);
- Operational assistance to the on-going DSP project;
- Location: London, UK.

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2000

For a Belgian Company, active in trademark researches

Project Manager – Subject Matter Expert

- Design of functional specifications with respect to the production and administrative processes of a new affiliate in Eastern Europe;
- Discuss all deliverables with all stakeholders within Belgium and Eastern Europe;
- Creation of action plan to start the Eastern European affiliate;
- Project management and quality assurance on a domain name research project;
- Location: Antwerp, BE & Budapest, HU.

1999

For a Luxembourg steel company

Project Lead

- Supervision of a cost accounting project. Development of a new cost accounting structure;
- Location: Luxembourg, LU.

1999 – 2000

For a Belgian IT services provider

Interim Helpdesk Manager & Project Manager

- Interim management assignment for the helpdesk function, including: Operational management; managing Y2K transition period; Client/Supplier relationship optimisation; development and implementation of call/technician follow-up techniques;
- Project management activities to a business process re-engineering project, including process reviews of the administration and logistic departments.



Academic Training Experience (2004-present)

Solvay Brussels School

Lecturer "Introduction in project management" for the IT Governance Executive Program, as from 2006 until now.

University of Ghent

- Visiting Professor: "ICT Project Management" (30 academic hours/year) in the Master year of the "Master in Commercial Sciences" at the Faculty of Business Administration and Public Administration (2007-2015);
- Visiting Professor: "Project Management Simulator" (30 academic hours/year) in the International Program of the Faculty of Business Administration and Public Administration (2010-2015).

University of Antwerp Management School - UAMS

Lecturer "Scope and Risk Management" for several training classes as from 2003 until 2010.

Flemish Engineering Society (Vlaamse Ingenieurskamer - VIK)

Lecturer on "Project Communication Management" in the "Master in Project Management" Program (2004-2005) and the "Fellow in Project Management" Masterclass (2005-2006/2006-2007/2008-2009).



Professional Training Experience (2001-present)

May 2005 – December 2018

For Threon

Lead Instructor

Leading the "Talent Development (TAL)" Solution. The latter includes the coordination and active participation in:

- Sales effort;
- Logistics and capacity management of open and company-in-house training programs;
- Development of open (standard) training material
- Development of in-house (customised) training material
- Integration of learning experiences in Threon's digital platform "PMTalk"
- Training delivery as the lead trainer;
- Coaching other trainers;
- Quality control of delivered training programs;

The training assignments (open and in-house) on which Steven has acted as instructor, can be situated in different industries. The most important ones being:

- Telecommunications;
- ICT;
- Banking and insurance;
- Government;
- Energy & Utilities;
- Aviation;
- Construction.

The trainings are delivered in Dutch and English and have been performed in countries such as:

- Belgium;
- Germany;
- India;
- Indonesia;
- Luxembourg;
- Netherlands;
- Slovakia;



- United States;

Steven has already seen more than 6000 participants during his courses related to the project management discipline.

Some of the more important training programs are listed below:

***May 2017 – May 2018
For a steel wire manufacturer***

Project management trainer

Organize the full international training program as lead instructor. Development of customized training material with a focus on the usage of the Microsoft Project Online tool for the factory construction unit. Inclusion of the company specific methodological aspects related to project management

Organize and deliver both standard and customized project management and Microsoft Project 2016/Online training to a broad set of participants, both local and international project managers and line & executive management.

Locations: Deerlijk, BE & Hlohovec, SK & Karawang, IN & Atlanta, US.

***May 2017 – May 2017
For an insurance company***

Method trainer

Organize and deliver methodological training to a broad set of participants, both project managers as well as non-project managers.

***April 2010 – November 2012:
For the Belgian Market Leader in the Retail Distribution***

Methodology trainer

Assist in the review and development of the company internal training material relating to the client's self-developed project management methodology. Deliver training classes, making use of the developed training material, to all levels in the organization.

Location: Halle, BE & Haiderabad, IN.



February 2007 – January 2013

For a large international construction company

Project Manager & Instructor

- Management of the project that developed the material for the customized training material. The training program comprises 3 modules and a total of 11 one-day training days. A specific case study is developed. The training program is customized to the construction industry context.
- Delivery of 10-day programs in a Belgian and International (Belgium, Netherlands, UK & Norwegian) context.

Location: Antwerp & Grimbergen, BE & Amsterdam-Schiphol, NL.

December 2006 – April 2009

For the Belgian Federal Government

Program Manager & Lead Instructor

- Management of the program that developed government specific project management training material. The material, including a specific case study, supports a 5-day training on project management principles. The program also includes the development of a specific government examination program.
- Lead instructor of a team of 6 trainers. In total about 1000 government officials of level A are (to be) trained.

September 2006

For the Belgian Federal Government

Trainer

Design and delivery of a six-day training program on Project Management and Project Support Offices.



June 2003 – January 2007
For a large Belgian Mobile Phone provider

Methodology trainer

Develop and deliver a complete training program that relates to the project management discipline and the content management discipline (process design and ICT architectural design), based on their in-house developed methodologies.

March 2003 – May 2003
For a Belgian Salary Administration Company

Trainer – Subject Matter Expert

- Development of a customised project management training;
- Acting as faculty for the project management training.

January 2003 – April 2003
For a European Directory Publishing Group

Project Lead – Trainer

- Development of a customised project management training;
- Acting as faculty for the project management training.

April 2002 – July 2002
For a Belgian Leasing Company

Trainer – Subject Matter Expert

- Development of a customised project management training;
- Acting as faculty for the project management training.

September 2001 – April 2002
For Andersen (Region 3)

Trainer – Subject Matter Expert

- Methodology Expert, responsible for the deployment of the worldwide methodology within Region 3 (France, Belgium, Netherlands, Luxembourg);
- Region 3 Core Instructor for training sessions to Andersen Managers and Partners;
- Location: Brussels, BE & Paris, FR.



Coaching Experience (2003-present)

May 2017 – December 2017
For an insurance company

Project Method Coach

Coaching of the client's project members (project managers, application owners, lead analysts, ...) to apply the newly introduced project method. The assignment also involves performance measurement on the method usage, involving regular project audits activities.

November 2015 – May 2017
For a wood veneer panels manufacturer

Project Management Coach

Coaching of the client's Project Manager(s) to structure and restart the multi-million project to construct a new production site. The project includes the building of a new production facility including infrastructure, machinery and move out of the existing production plant.

April 2016 – December 2018
For the Belgian national television broadcaster

PMO Coach

Coaching of the client's Project Management Office (PMO) Manager, who is responsible to start-up a divisional-wide PMO.

September 2011 – November 2011
For the Belgian Market Leader in the Retail Distribution

Project Management Coach Expert

Setting-up a coaching organization as part of the project management methodology implementation project and the growth path of the corporate PMO.



April 2011 – December 2011
For a non-for profit organization (Philanthropy)

Project Management Coach

Coaching of the client's project manager who is responsible for the implementation of a financial ERP system.

May 2011 – September 2017
For a transport facilitation company

Executive Management Coach

As participant in the Board of Directors, team and individual coaching of the managing directors and owners of the company.

September 2010 – 2011
For a large international construction company

Project Management Coach

- Coaching activities of the client's project manager who is responsible for the management of a large scale ICT project resulting in the implementation of a project management application for international construction projects in the oil, gas & energy industries.
- Providing advice and coaching on the growth track of Senior Project Managers of international multi-million euro Greenfield and brownfield projects.

July 2008 – May 2010
For the Brussels Airport Company

Project Management Coach

Case-based coaching of the project manager for several Airport related infrastructure projects with the principal purpose of increasing the coachee's project management maturity.

June 2003 – May 2006
For a large Belgian Mobile Phone provider

Project Management Coach

- Provide coaching activities to project managers as part of the company wide roll-out of a

Steven Goeman



project and content management methodology;

- Assist project managers in top and strategic projects with various problems and situations;
- Support the corporate PMO Manager in the growth track of the project managers reporting to the Project Management Office.



ERP Implementation Experience (1996-2000)

2000

For a Venture Capital Company (Logistics)

Project Manager

Project management of the implementation project of CODA (financial package) in their start-up company.

1999

For an international dredging company

Team Leader – ERP Expert

- Project management, conceptual and functional consulting on the Baan ERP Finance module;
- Integration of project-operational and logistical processes within the Finance module;
- Location: Antwerp, BE & Singapore.

1999

For a manufacturer of industrial washing machines

Team Leader – ERP Expert

- Implementation of BAAN IV, covering BAAN Exchange, PCS Cost Accounting and BAAN Finance;
- Project management for the upgrade of the BAAN systems to a higher version;
- Location: Wevelgem (BE) & Panama City (FL), USA.

1998

For a Dutch electronics manufacturer and a Belgian company active in the aero-defence sector

ERP Implementation Consultant

- Joined implementation teams as consultant advisor, project planning advisor and (tool related) problem solver.



1998
For a large manufacturer of measure equipment

Team Lead – ERP Expert

- Performed project planning and project management activities for a BAAN IV implementation;
- Support to the finance consultants as specialist;
- Location: Columbus (OH), USA.

1998
For a large US window manufacturer

ERP Expert

- Performed project planning and project management activities for a BAAN IV implementation;
- External Quality verification on ongoing implementation project;
- Location: Bayport (MN), USA.

1997 – 1998
For several US manufacturing companies

ERP Expert

- Assessment of the BAAN IV Finance systems in a quality assurance role;
- Location: Phoenix (AZ), Bayport (MN), Richmond (VA), USA.

1997 – 1998
For a US heavy machinery manufacturer

ERP Expert

- Conducted post implementation activities in the BAAN finance and distribution area to correct and avoid future problem situations;
- Location: Richmond (VA), USA.



1996 – 1997

For Baan Business Systems Belgium

ERP Implementation Consultant

- Several ad-hoc activities for several clients of Baan as a sub-contractor;
- Active member of first and second line support on the Baan suite. Organization and management of the first and second line support function. Defining communication channels with the Baan support organization.

1996 – 1997

For an industrial group producing Ceramic Steel Products

ERP Implementation Consultant

- Provided product consulting and implementation services;
- Provided technical support to the IT department and set up a communication line with the Baan support organization. Definition of the internal support services to the end-user.

1997

For a Belgian manufacturer of catering utilities with production plants in several European countries and the USA

ERP Implementation Consultant

- Provided product consulting in a multi-site implementation of Triton 3.1;
- Design and development of some custom reports.

1996

For a Belgian transportation company

ERP Implementation Consultant

- Provided product consulting and implementation services as a finance team leader. A whole new analytical reporting structure was designed as part of the scope of this project. Also Steven developed the data conversion schemes.