



## PROFILE

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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!*



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## CONTACT DETAILS

### **STEVEN GOEMAN**

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- <https://www.gaps.be>
- <https://www.2e3.eu>
- <https://learning.2e3.eu>

LinkedIn:

- <https://www.linkedin.com/in/stevenjgoeman/>

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## 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

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## 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 EDUCATION

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- 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

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	<b>Read</b>	<b>Speak</b>	<b>Write</b>
<b>Dutch</b>	Native	Native	Native
<b>English</b>	Fluent	Fluent	Fluent
<b>French</b>	Advanced	Good	Basic
<b>German</b>	Good	Good	Basic

## ICT LITERACY

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- 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), emooli.
- Web, Graphic & Video design applications (user):



- GIMP (opensource),
- Graphic Designer & Web Designer (Magix),
- Video pro X (Magix),
- WidgetCast and Iclone Pro (Reallusion),
- Camtasia (TechSmith),
- Open Broadcast Software (OBS).
- 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).



## ACADEMIC TRAINING EXPERIENCE (2003-PRESENT)



### **2006 – NOW** **SBS (SOLVAY BRUSSELS SCHOOL)**

*Lecturer*

Course: Introduction to Project Management. (3 evening sessions of 3 hours). An overview on the project management discipline to a senior audience, pursuing a master level diploma or MBA grade at SBS. The audience is especially from an ICT context and the course is making use of our “Agile Learning” concept (participants can steer the content of the course to a certain extent).

Location:  Brussels

Employment type: self-employed via 



### **2007 – 2015** **University of Ghent**


*Visiting Professor*

Delivering two project management courses focusing on ICT projects:

- As from 2007: “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.
- As from 2010: “Project Management Simulator” (30 academic hours/year) in the International Program of the Faculty of Business Administration and Public Administration

Guiding and assisting students as promoting professor in their Bachelor’s and Masters thesis. Member of thesis evaluation committees.

Location:  Ghent

Employment type: 20% employment 



**2004 – 2009**  
**Flemish Engineering Society (Vlaamse Ingenieurskamer – VIK)**

*Lecturer*

Course: “Project Communication Management”. Evening sessions with a focus on project communications in VIK’s “Master in Project Management” and “Fellow in Project Management” programs.

Location:  Wommelgem

Employment type: *partial-time employment via:* 




**2003 – 2010**  
**University of Antwerp - UAMS**

*Lecturer*

Course: “Scope & Risk Management”. A one-day session which focused on project scope & risk management.

Location:  Antwerp

Employment type: *contractor via intermediary party* 





## PROFESSIONAL TRAINING EXPERIENCE (2001-PRESENT)

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**June 2005 – December 2018**  
**For a Project Management Consulting company**

### *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; France; Germany; India; Indonesia; Luxembourg; Netherlands; Slovakia; United States;

Location:  Zwijnaarde (Ghent)

*Employment type: self-employed via*  **GAPS**



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

*Lead Instructor*

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.

Management of a small international team of instructors.

Location:  Deerlijk;  Hlohovec;  Karawang;  Atlanta (GE)

Employment type: contractor via intermediary party 



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

*Project Management Methodology trainer*

Organize and deliver methodological training to a broad set of participants, both project managers as well as non-project managers. Steering and coordinating the creation of client specific training material.

Location:  Antwerp

Employment type: contractor via intermediary party 







**April 2010 – November 2012**  
**For the Belgian market leader in retail distribution**

### *Methodology Trainer*

Coach 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;  Hyderabad

Employment type: contractor via intermediary party 



**February 2007 – January 2013**  
**For a large international construction company**

### *Project Manager & Lead 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 with participants of different European nationalities (Belgium, Netherlands, UK & Norway).

Location:  Antwerp & Grimbergen;  Amsterdam

Employment type: contractor via intermediary party 



**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 trained

Location:  Brussels;

Employment type: contractor via intermediary party 



**September 2006**  
**For the Belgian Federal Government**

*Trainer "PMO"*

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

Location:  Brussels

Employment type: contractor via intermediary party 



**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.

Location:  Brussels

Employment type: contractor via intermediary party 




**March 2003 – May 2003**  
**For a Belgian salary administration company**

*Trainer*

Development of a customized project management training. Acting as faculty for the developed project management training.

Location:  Leuven

Employment type: full-time employment via 




**January 2003 – April 2003**  
**For a European directory publishing group**

*Project Lead & Trainer*

Development of a customized project management training. Acting as faculty for the developed project management training.

Location:  Leuven

Employment type: full-time employment via 




**April 2002 – July 2002**  
**For a Belgian Leasing Company**

*Trainer*

Development of a customized project management training. Acting as faculty for the developed project management training.

Location:  Zaventem

Employment type: full-time employment via 



**September 2001 – April 2002**  
**For Andersen World Wide (Region 3)**

*Methodology 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;  Paris

Employment type: full-time employment 



## COACHING & MENTORING EXPERIENCE (2003-PRESENT)

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**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.

Location:  Antwerp

Employment type: contractor via intermediary party 




**November 2015 – May 2017**  
**For a wood veneer panels manufacturer**

*Project Management Mentor*

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.

Location:  Menen

Employment type: contractor via intermediary party 



**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.

Location:  Brussels

Employment type: contractor via intermediary party 




**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.

Location:  Halle

Employment type: contractor via intermediary party 




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

*Project Management Mentor*

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

Location:  Brussels

Employment type: contractor via intermediary party 




**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.

Location:  Denderbelle, Lokeren

Employment type: self-employed via 





**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.

Location:  Grimbergen

Employment type: contractor via intermediary party 



**July 2008 – May 2010**  
**For the Brussels Airport Company**

*Project Management Mentor*

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

Location:  Zaventem

Employment type: contractor via intermediary party 



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

*Project Management Mentor*

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

Location:  Brussels

Employment type: *full-time employment* 




## PROJECT & PROGRAM MANAGEMENT DELIVERY EXPERIENCE (1999-PRESENT)




**March 2019 – Ongoing**  
**For a milk processing cooperation of farmers**

*Program Manager*

Steven is leading several ICT programs, from setting-up the multi-million euro implementation of SAP S/4 – Fiori implementation for 3 different locations, implementation of a digital workplace and implementing a group management reporting system on SAP Analytic Clouds & Webi. He takes up the role of the internal program & project manager, dealing with the internal resource management and monitoring the work of the implementation partner.

Location:  Kallo, Moorslede, Brugge

Employment type: contractor via intermediary party 



**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 &  Stockholm

Employment type: contractor via intermediary party 



**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.

Location:  Zaventem

Employment type: contractor via intermediary party 




**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 &  Stavanger

Employment type: contractor via intermediary party 



**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.

Location:  Brussels

Employment type: full-time employment 



**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.

Location:  Brussels

Employment type: full-time employment 



**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).

Location:  Brussels

Employment type: full-time employment 



**1999**  
**For a Luxembourg steel company**

*Project Lead*

Supervision of a cost accounting project. Development of a new cost accounting structure;

Location:  Dudelange

Employment type: full-time employment 



**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.

Location:  Zwevegem

Employment type: full-time employment  ANDERSEN





## CONSULTING EXPERIENCE (1999-PRESENT)

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**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.

Location:  Hasselt

Employment type: contractor via intermediary party 



**April 2018 – September 2018**  
**For a manufacturer of blood plasma products**

*PMO Advisor*

Helping the client to structure its projects in a project's portfolio under a short timeline to enable a presentation to the companies board. Advising in the design of a portfolio management process, including project typing, selection criteria, basic capacity requirements planning and a decision making mechanism. Observing the steps forward made by the client and discuss the homework results via a workshop approach

Location:  Brussels

Employment type: contractor via intermediary party 



**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.

Location:  Brussels

Employment type: contractor via intermediary party 




**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.

Location:  Antwerp

Employment type: contractor via intermediary party 



**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.

Location:  Brussels

Employment type: contractor via intermediary party 



**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.

Location:  Halle

Employment type: contractor via intermediary party 



**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.

Location:  Zaventem

Employment type: contractor via intermediary party 

 **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.

Location:  Brussels

Employment type: contractor via intermediary party 

 **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;

Location:  Zaventem

Employment type: self-employed via 



**May 2003 – June 2003**  
**For a large ERP implementation company**

*Project Management Expert*

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

Location:  Kapelle-op-den-Bos

Employment type: full-time employment 



**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

Employment type: full-time employment 



**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”.

Location:  Brussels

Employment type: full-time employment 



**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)

Employment type: full-time employment 



**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

Employment type: full-time employment 



**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:  Brussels &  Budapest

Employment type: full-time employment 