Steven Goeman

FULL CV · PROJECT MANAGEMENT MENTOR AND COACH · SPEAKER · VISITING PROFESSOR

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All assignments, training and certificates, by topic and from newest to oldest within each topic. Last updated: October 2026

PROJECTS AND PROGRAMMES 11

2025 – now	**Project manager** · Dairy cooperative of farmers Renewal of security and access control in four production sites, based on a new security policy for food safety. Also the introduction of time registration software for workers.	Kallo · Langemark · Moorslede · Bruges via Gaps
2019 – 2022	**Programme manager** · Dairy cooperative of farmers Several ICT programmes: SAP S/4HANA with Fiori at three sites, a digital workplace and group reporting on SAP Analytics Cloud. Also project manager of a strategic, CEO-led project: a business case for a major investment programme.	Kallo · Langemark · Moorslede · Bruges via Threon
2016	**Senior project manager** · International heavy equipment manufacturer Took over a stalled international website project with Adobe Experience Manager: limiting the damage and delivering as close as possible to budget and schedule.	Aartselaar · Stockholm via Threon
2011 – 2015	**Connector programme manager** · Belgium's national airport Strategic programme from concept to delivery: a connector building between two piers with a security platform and a commercial area. People made the difference: reconciling the conflicting interests of commercial, security and operations, at every level.	Zaventem via Threon
2009 – 2010	**Project manager** · Large international construction company A large study of the requirements for project management software, with a market analysis and a make-or-buy recommendation.	Grimbergen · Stavanger via Threon
2005 – now	**Founder and managing director** · Gaps bv Consultancy, training, mentoring and coaching in project management.	Denderbelle
2002	**Project lead** · Large European energy group Technical scoping study for an enterprise portal, including the architecture design.	Brussels employed by Andersen
2002	**Programme management assistant** · Belgian logistics company Supporting the programme manager in a CRM implementation: integration between linked projects.	Brussels employed by Andersen
2001	**Project manager** · Large Belgian bank Strategic study on active PC lifecycle management, including the financial analysis.	Brussels employed by Andersen
1999 – 2000	**Interim helpdesk manager and project manager** · Belgian IT services company Interim management of the helpdesk during the Y2K transition, and project management of a redesign of the administrative and logistics processes.	Zwevegem employed by Arthur Andersen
1999	**Project lead** · Luxembourg steel company Supervision of a cost accounting project and a new cost structure.	Dudelange employed by Arthur Andersen

ERP IMPLEMENTATIONS 12

2000	**Project manager** · Venture capital company (logistics) Project management of the implementation of the CODA financial package in a start-up.	employed by Arthur Andersen
1999	**Team lead and ERP expert** · International dredging company Project management and functional advice on the BaaN finance module, integrating the operational and logistical project processes.	Antwerp · Singapore employed by Arthur Andersen
1999	**Team lead and ERP expert** · Industrial washing machine manufacturer Implementation of BaaN IV (Exchange, PCS Cost Accounting and Finance) and project management of the upgrade to a newer version.	Wevelgem · Panama City (US) employed by Origin
1998	**ERP implementation consultant** · Dutch electronics manufacturer and Belgian aerospace and defence company Advisor to the implementation teams: project planning and solving package-related issues.	Roeselare · Milmort employed by Origin
1998	**Team lead and ERP expert** · Large measuring equipment manufacturer Project planning and project management of a BaaN IV implementation, and specialist supporting the finance consultants.	Columbus (US) employed by Origin
1998	**ERP expert** · Large US window manufacturer Project planning and project management of a BaaN IV implementation, and external quality review of the ongoing project.	Bayport (US) employed by Origin
1997 – 1998	**ERP expert** · Several US manufacturing companies Assessment of the BaaN IV finance systems, in a quality assurance role.	Phoenix · Bayport · Richmond (US) employed by Origin
1997 – 1998	**ERP expert** · US heavy machinery manufacturer Post-implementation work in finance and distribution, to fix problems and prevent them in the future.	Richmond (US) employed by Origin
1997	**ERP implementation consultant** · Belgian catering equipment manufacturer Product consulting on a multi-site Triton 3.1 implementation in Europe and the US, and development of custom reports.	Hoogstraten employed by Origin
1996 – 1997	**ERP implementation consultant** · BaaN Business Systems Belgium Assignments at BaaN customers as a subcontractor, and set-up and management of first and second line support, with clear communication lines to the BaaN support organisation.	Antwerp employed by Origin
1996 – 1997	**ERP implementation consultant** · Industrial group in enamelled steel Product consulting and implementation, technical support for the IT department and internal user support.	Genk employed by Origin
1996	**ERP implementation consultant** · Belgian transport company Finance team lead: a completely new analytical reporting structure, and the design of the data conversion.	Oostkamp employed by Origin

MENTORING AND COACHING 11

2024 – now	**PM1 Booster Mentor** · Large utilities construction and maintenance company Mentoring project managers on their live projects, after a review or audit, or at the request of the project manager or their line manager.	Brussels via Gaps
2022	**Project management mentor** · Brussels regional social housing company Mentoring on live projects: a sounding board and inspiration, with tips you can apply straight away.	Brussels via NMI

2017	**Project method coach** · Insurance company Coaching project managers, application owners and lead analysts in the new project method, with regular project audits.	Antwerp via Threon
2016 – 2018	**PMO coach** · National public broadcaster Coaching the PMO manager in setting up a PMO for an entire division.	Brussels via Threon
2015 – 2017	**Project management mentor** · Wood veneer panel manufacturer Coaching the project managers to structure and restart the construction of a new production site: building, infrastructure, machinery and relocation.	Menen via Threon
2011	**Project management coaching expert** · Belgian market leader in retail Set-up of a coaching organisation as part of the introduction of the project methodology and the PMO growth path.	Halle via Threon
2011 – 2017	**Executive management coach** · Transport company As a member of the board of directors: team and individual coaching of the managing directors and owners.	Denderbelle · Lokeren via Gaps
2011	**Project management mentor** · Philanthropic foundation Mentoring the project manager implementing a financial ERP system.	Brussels via Threon
2010 – 2011	**Project management coach** · Large international construction company Coaching the project manager of a large ICT project for international oil, gas and energy construction projects, and advice on the growth path of senior project managers.	Grimbergen via Threon
2008 – 2010	**Project management mentor** · Belgium's national airport Case-based mentoring on infrastructure projects, to grow the project manager's maturity.	Zaventem via Threon
2003 – 2006	**Project management mentor** · Large Belgian mobile operator Mentoring project managers during the roll-out of a project and content methodology, support on strategic projects and support for the PMO manager.	Brussels

TRAINING DELIVERED

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2022 – 2023	**Learning journey designer and trainer** · Large utilities construction and maintenance company A new, hybrid project management learning journey for some 700 project managers, based on High Impact Learning that Lasts. Digital modules in Articulate Rise, classroom sessions, workshops and mentoring.	Brussels via Gaps
2022	**Project management trainer** · Brussels regional social housing company Three groups of online training for some 24 project managers in total.	Online via NMI
2021 – now	**E-learning designer and administrator** · Gaps · PM Mentor Online Launch and management of the Gaps online learning platform: proprietary interactive e-learning journeys in project management, designed and developed by Steven.	Online
2017 – 2018	**Lead instructor** · Steel wire manufacturer An international training programme on project management and Microsoft Project Online for factory construction, with a small international team of trainers.	Deerlijk · Hlohovec · Karawang · Atlanta via Threon
2017	**Project methodology trainer** · Insurance company Methodology training for project managers and non-project managers, with tailored material.	Antwerp via Threon

2010 – 2012	**Methodology trainer** · Belgian market leader in retail Guidance in reworking the internal training material on the company's own project methodology, and training at all levels.	Halle · Hyderabad via Threon
2007 – 2013	**Project manager and lead instructor** · Large international construction company A three-module, eleven-day training programme tailored to the construction sector, with its own case study. Delivered to participants from Belgium, the Netherlands, the UK and Norway.	Antwerp · Grimbergen · Amsterdam via Threon
2006 – 2009	**Programme manager and lead instructor** · Belgian federal government A five-day project management course with its own case study and exam. Some 1,000 senior civil servants trained, with a team of six trainers.	Brussels via Threon
2006	**PMO trainer** · Belgian federal government Design and delivery of a six-day course on project management and Project Support Offices.	Brussels via Threon
2005 – 2018	**Lead instructor and head of talent management** · Project management consultancy Responsible for Talent Development: sales, planning, open and tailored training, the PMTalk digital platform, coaching of trainers and quality assurance. Training in Dutch and English, in nine countries.	Zwijnaarde via Gaps
2003 – 2007	**Methodology trainer** · Large Belgian mobile operator A complete training programme on project management and content management (process design and ICT architecture), based on the company's own methodology.	Brussels via Threon
2003	**Trainer** · Belgian payroll services company Developed and delivered a tailored project management course.	Leuven employed by Andersen
2003	**Project lead and trainer** · European telephone directory publisher Developed and delivered a tailored project management course.	Leuven employed by Andersen
2002	**Trainer** · Belgian leasing company Developed and delivered a tailored project management course.	Zaventem employed by Andersen
2001 – 2002	**Methodology trainer** · Big Five consulting firm Roll-out of the worldwide methodology in France, Belgium, the Netherlands and Luxembourg, and core instructor for managers and partners.	Brussels · Paris employed by Andersen

ACADEMIC 5

2021 – now	**Visiting Professor** · Thomas More – Applied Architecture Project management for architecture and construction projects (2nd bachelor year) and financial management for construction projects and companies (3rd bachelor year).	Mechelen part-time civil servant
2007 – 2015	**Visiting Professor** · Ghent University ICT Project Management in the master's programme in Business Economics and, from 2010, a Project Management Simulator in the international programme. Supervisor and jury member for bachelor's and master's theses.	Ghent part-time civil servant
2006 – 2021	**Lecturer** · Solvay Brussels School – Economics & Management Introduction to project management for master's and MBA students, mostly from ICT, with an "Agile Learning" approach: participants help steer the content.	Brussels via Gaps

2004 – 2009	**Lecturer Project Communication Management** · Flemish Engineering Society (VIK) Evening sessions on project communication in the Master and Fellow in Project Management programmes.	Wommelgem
2003 – 2010	**Lecturer Scope & Risk Management** · University of Antwerp – UAMS One-day session on scope and risk management.	Antwerp via Threon

CONSULTING

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2018	**Project management expert** · ICT transformation and hosting company In-depth analysis of the project management maturity of several departments, with a proprietary evaluation model and a growth roadmap for senior management.	Hasselt via Threon
2018	**PMO advisor** · Blood plasma products manufacturer Structured the portfolio at short notice for the board, and advised on a portfolio process: project types, selection criteria, capacity planning and decision-making.	Brussels via Threon
2017 – 2018	**Expert on the Media Facilities advisory board** · National public broadcaster Expert in how such large construction programmes should be managed, on the advisory board for the construction of the new broadcasting facilities.	Brussels via Threon
2017	**Project management expert** · Insurance company Brought separate methodology documents together into one coherent project method, with training material and training.	Antwerp via Threon
2015 – 2016	**PMO advisor** · National public broadcaster Advice on setting up a PMO for digital projects (websites, apps, social media), with a roadmap in sprints in a strongly Scrum-driven environment.	Brussels via Threon
2011	**PMO advisor** · Belgian market leader in retail Strategy for a coaching organisation within the existing PMO: business case, structure and implementation plan.	Halle via Threon
2008 – 2010	**Project management expert** · Belgium's national airport A maturity assessment for 20 project managers with interviews and feedback reports, selection interviews for new project managers and advice to the PMO.	Zaventem via Threon
2007	**Project management expert** · Large Belgian mobile operator Comparison of two project management applications, decision advice for the PMO and executive management, and an implementation strategy.	Brussels via Threon
2005	**PMO advisor** · Belgian leasing company Analysis of project performance, improvement proposals and a restructuring of the PMO services along a growth path.	Zaventem via Gaps
2003	**Project management expert** · Large ERP implementation company Set-up of an assessment of project management skills and maturity.	Kapelle-op-den-Bos via Threon
2002 – 2003	**PMO team member and expert** · European leasing holding Project management coaching, and design and implementation of parts of the project management process.	Almere employed by Andersen
2001	**Expert** · Belgian insurance company Organisational analysis after the merger of three insurers, and the impact on a uniform workplace.	Brussels employed by Andersen

2001	**Team lead and expert** · Big Five consulting firm Co-developer of the worldwide programme and project management methodology.	Atlanta employed by Andersen
2001	**PMO advisor** · Credit card company Expert in a global ICT programme: design and implementation of a PMO, and operational support.	London employed by Andersen
2000	**Project manager and expert** · Belgian trademark research company Functional specifications for a new office in Eastern Europe, alignment with all stakeholders, a start-up plan and a domain name research project.	Brussels · Budapest employed by Arthur Andersen

EDUCATION AND CERTIFICATES 16

2024	**Development of digital learning modules** · HRD Academy	Online
2021	**Learning & Development Fundamentals** · De Opleidingscoach	Antwerp
2018	**NLP Master Practitioner** · YourCoach	Ghent
2018	**Resilience training** · The Tipping Point	Ghent
2017 – 2020	**NLP Master Practitioner** · Bandler Institute	
2017	**Coaching Essentials, Coaching Leadership and NLP Practitioner** · YourCoach	Ghent
2015	**MBTI session** · Myers-Briggs Type Indicator	Ghent
2008 – 2012	**PRINCE2® Practitioner (Foundation since 2008)** · APM Group	
2008	**Master of Business Administration (MBA)** · Warwick University	Coventry (UK)
2002	**Certified Instructor "Project Management Tools and Techniques"** · Andersen	Segovia (ES)
2001 – now	**Project Management Professional (PMP®)** · Project Management Institute Prepared with the Threon PMP course in Ghent.	
2000	**PROMAR – Project Management Reinforcement** · Threon	Ostend
1999	**Senior Consulting School** · Arthur Andersen	St. Charles (US)
1996 – 1999	**Training in financial packages and ERP (Triton, BaaN IV, CODA)** · BaaN Company	Barneveld (NL)
1996	**Postgraduate Certificate in Japanese Business Studies** · EHSAL Management School	Brussels
1995	**Master in Commercial and Financial Sciences** · VLEKHO	Brussels