

TenStep® Project Management Process Overview

Project management refers to the definition and planning, and then the subsequent management, control, and conclusion of a project. It is important to recognize that all projects need some level of project management. The larger and more complex the project, the more there is a need for a formal, standard, structured process. Smaller projects still need a structured process, but it does not need to be as elaborate or as complex.

TenStep “Ten Step” View

Not surprisingly, the TenStep Project Management Process is divided into ten steps – the first two for definition and planning, and the next eight for managing and controlling the work. These steps are as follows:

1.0 Define the Work. In this step, the project manager spends the time defining the work to ensure that the project team and the customer have common perceptions of the project, including what it is going to deliver, when it will be complete, what it will cost, who will do the work, how the work will be done, and what the benefits will be.

2.0 Build the Schedule and Budget. In this step, the Project Schedule is created. The schedule is a vital tool to ensure that the project team knows what they need to do.

3.0 Manage the Schedule and Budget. Now you must manage the schedule, and ensure that it represents the current status of the project. The schedule should be kept up-to-date and should always tell you how much work is remaining.

4.0 Manage Issues. Many problems come and are resolved quickly. However, an 'issue' arises when a problem will impede the progress of the project and cannot be resolved by the project manager and project team without outside help.

5.0 Manage Change. It is said that the only constant in the world is “change”. You can make perfect plans, but they cannot account for every potential change that may occur. The longer your project, the more likely you will be dealing with changes.

6.0 Manage Communication. Properly communicating on a project is a critical success factor for managing the expectations of the customer and the stakeholders

7.0 Manage Risk. Risk refers to future conditions or circumstances that exist outside of the control of the project team that will have an adverse impact on the project if they occur. Successful project managers try to resolve potential problems before they occur. This is the art of risk management.

8.0 Manage HR. The best project managers do a good job managing the project management processes, plus do a good job acquiring, developing and managing the project team.

9.0 Manage Quality and Metrics. The purpose of the quality management step is to first understand the actual expectations of the customer in terms of quality, and then put a

proactive plan and process in place to meet those expectations. Metrics are used to gather quantitative data for decision making, and can tell you whether you are meeting expectations.

10.0 Manage Procurement. Procurement refers to the aspects of project management related to obtaining goods and services from outside companies. This specifically refers to vendors and suppliers.

TenStep® Process View

The TenStep Project Management process contains two views. The second view is a process group view where the same content is mapped into a model similar to the PMBOK® Guide. This view contains the same underlying content.

1.0P Initiate the Project

The TenStep Project Management Process describes how to proactively plan and manage projects. However, this assumes that there is a project to begin with. Every organization has processes in place to identify and authorize a project.

2.0P Plan the Project

The Initiation process validates that the project is ready to start. However, you are not ready to actually begin executing the project and building the deliverables. At this point you don't know the deliverables, the resources required, the timeframe, the schedule, the risks, etc. Before you begin execution you must first plan. You need to plan at a "sufficient" level to be confident of success.

3.0P Execute Project Management Processes on Your Project

After the project has been planned it is time to begin executing the project lifecycle. At this point, two of the project management process groups come into the forefront to manage the project. Some of these processes are classified as "executing" and some are classified as "monitor and control". The biggest different is that the executing processes are those that are proactively carried out by the project manager.

4.0P Monitor and Control the Project

The second project management process that occurs as the project is progressing is "monitor and control". This set of process is more reactive. You first make a baseline plan, and then monitor the project to detect a change to the baseline. When you detect the change, you take action.

5.0P Close the Project

Just as it is important to formally kick off a project, it is also important to successfully close the project. The value of having a planned project termination is in leveraging all of the information and experience gathered throughout the project.