Pull Planning using Project Flow Diagrams

Processes and Tools

By: Wayne Greenwood – Director and Co-founder
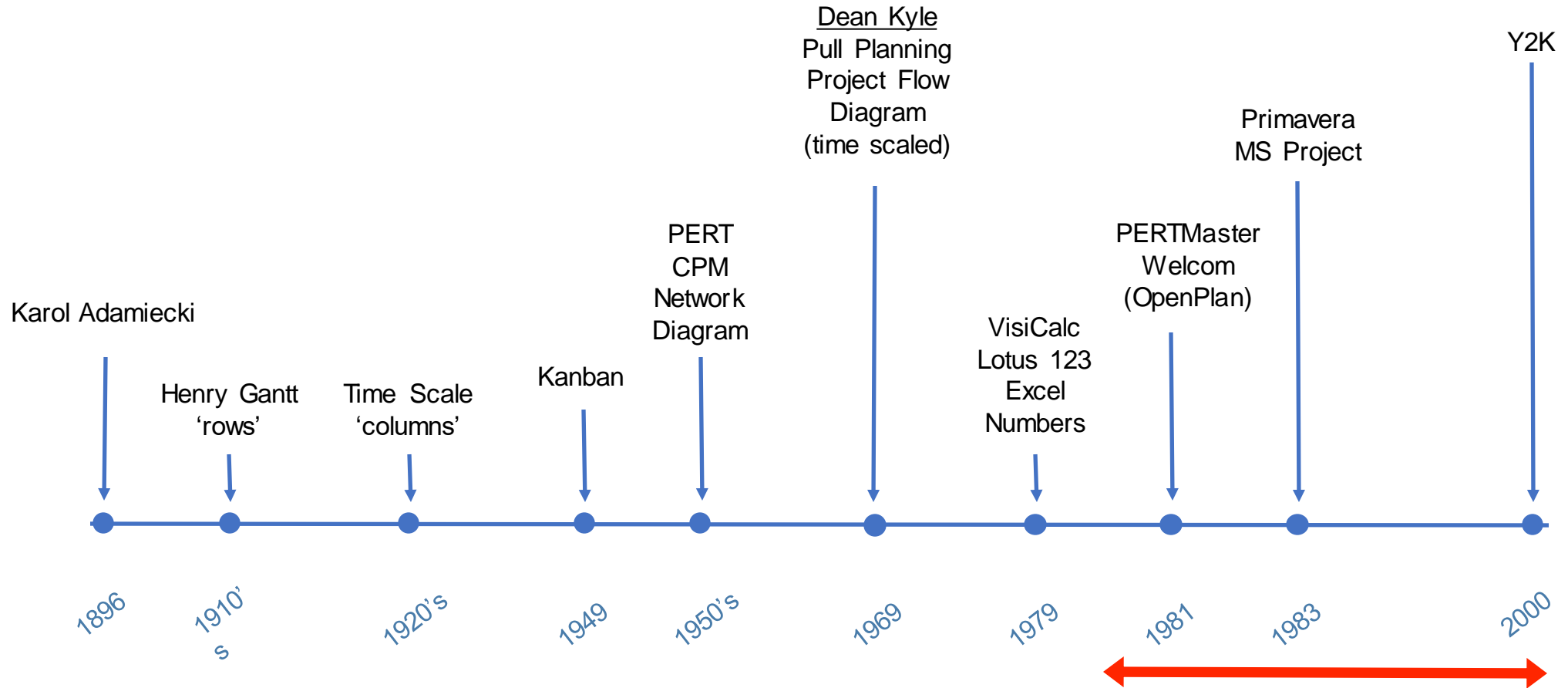

Wayne Greenwood

Palestrante

Director of Priority Management
Australia and OverVue Planning Systems

Project Controls
EXPO
São Paulo, Brazil

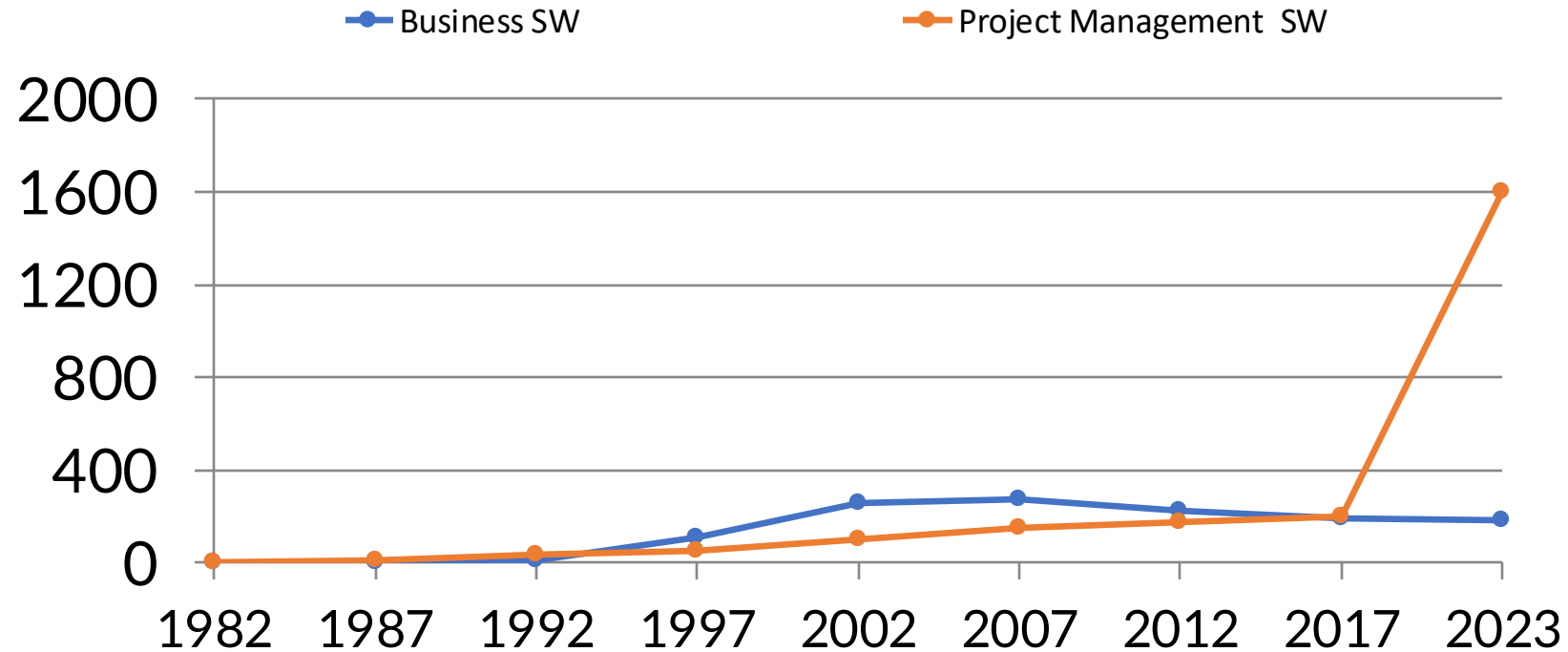"20 years ago, we planned projects on walls. Today we plan them in small electronic boxes… and now *we can't see them anymore!*"

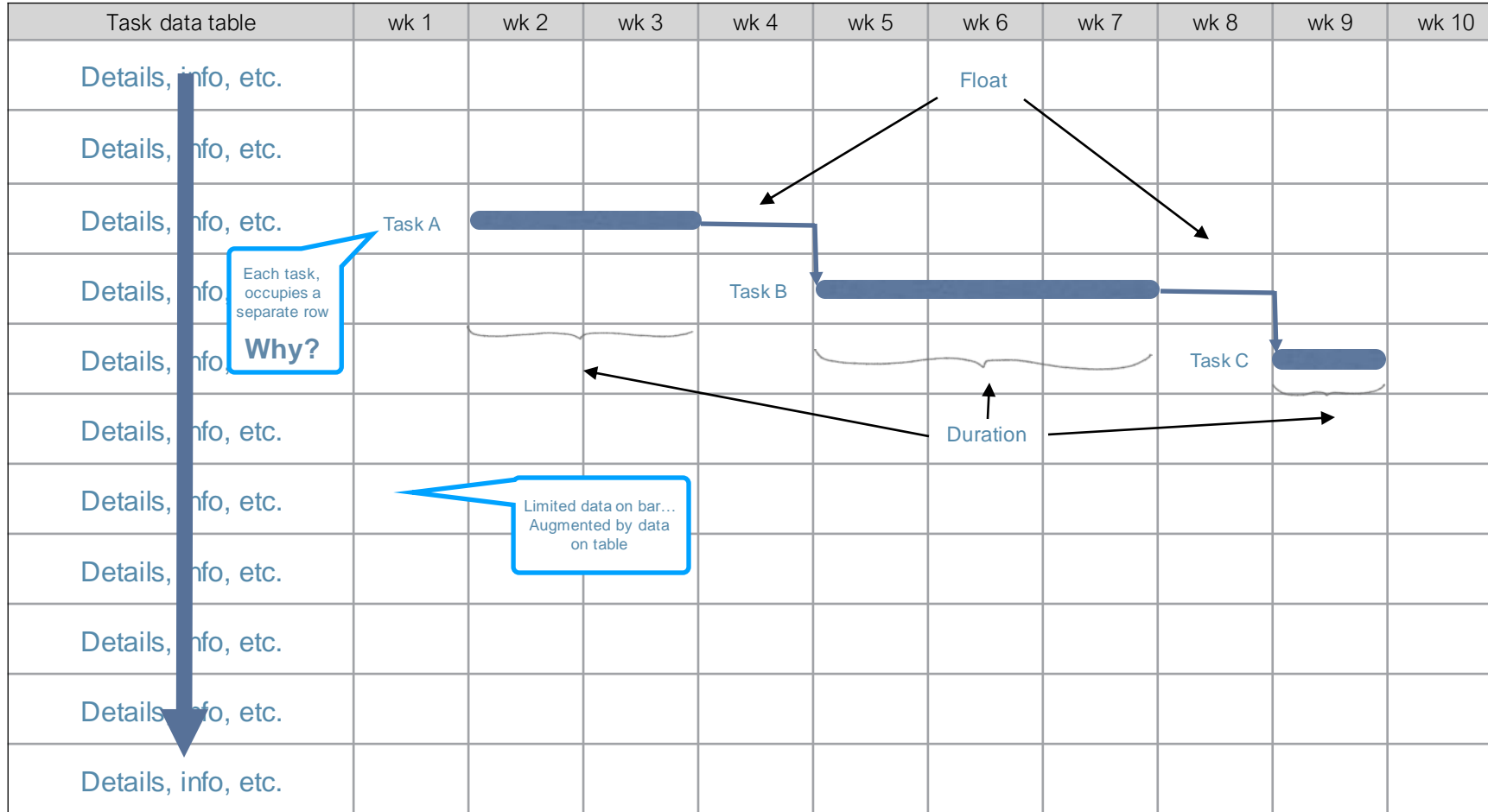J. Rieksts-Alderman - KPMG

Paradigm #1 – 'Rows and Columns'

Timeline:

- **1896** — Karol Adamiecki
- **1910's** — Henry Gantt 'rows'
- **1920's** — Time Scale 'columns'
- **1949** — Kanban
- **1950's** — PERT CPM Network Diagram
- **1969** — Dean Kyle Pull Planning Project Flow Diagram (time scaled)
- **1979** — VisiCalc Lotus 123 Excel Numbers
- **1981** — PERTMaster Welcom (OpenPlan)
- **1983** — Primavera MS Project
- **2000** — Y2K

Paradigm # 1 – 'Rows and Columns'

Time-Scaled Bar Chart (Task on Bar)

Rows →

Columns

Task data table	wk 1	wk 2	wk 3	wk 4	wk 5	wk 6	wk 7	wk 8	wk 9	wk 10
Details, info, etc.										
Details, info, etc.										
Details, info, etc.										
Details, info, etc.										
Details, info, etc.										
Details, info, etc.										
Details, info, etc.										
Details, info, etc.										
Details, info, etc.										
Details, info, etc.										

Task A

Task B

Task C

Float

Duration

Each task, occupies a separate row

Why?

Limited data on bar… Augmented by data on table

Priority — A Better Way To Work

Project Controls EXPO — São Paulo, Brazil

Project Flow Diagram (Task on Node)
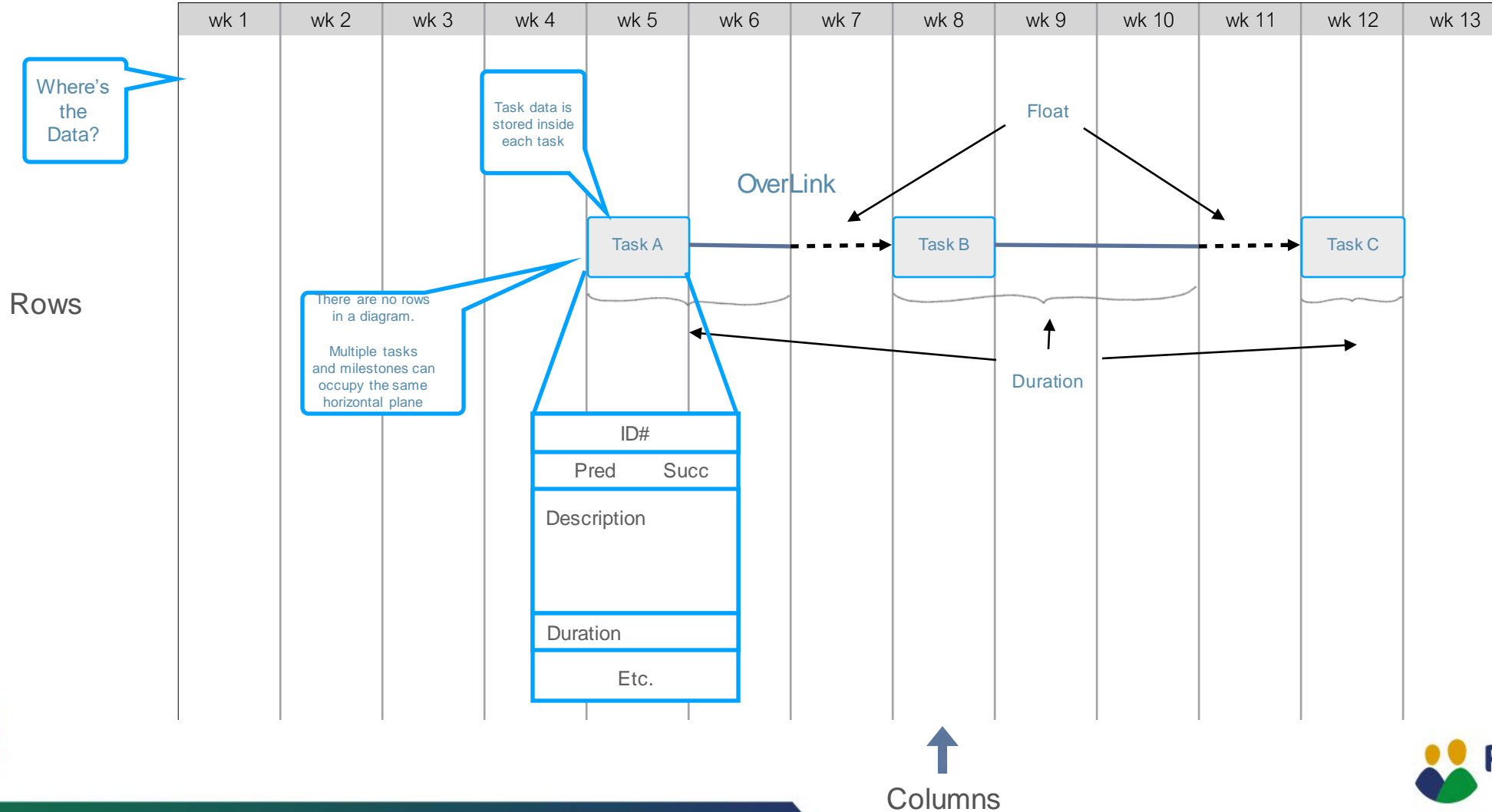
US Patent Application
18/129,625

Paradigm #2 - Push Planning

Start to End vs. End to Start

- **Reading vs Proofreading (end-first)**

It disrupts the normal flow of reading (planning) and focuses on each sentence (task & dependency) - a more methodical and deliberate process

- **Left to right (Gantt chart)**

Oriented to top - down, left to right (waterfall)

- **Right to left (Project Flow Diagram - PFD)**

Right to left, start from the middle

- Can't start executing the plan until the plan is complete (avoids fast tracking)

Challenges

- Myth - 'only use pull planning if you know the end date…

- Disorientation - working in the 'opposite direction'

- Running a single path

Demo

"Don't you have any project tools as easy to use as my iPhone?"

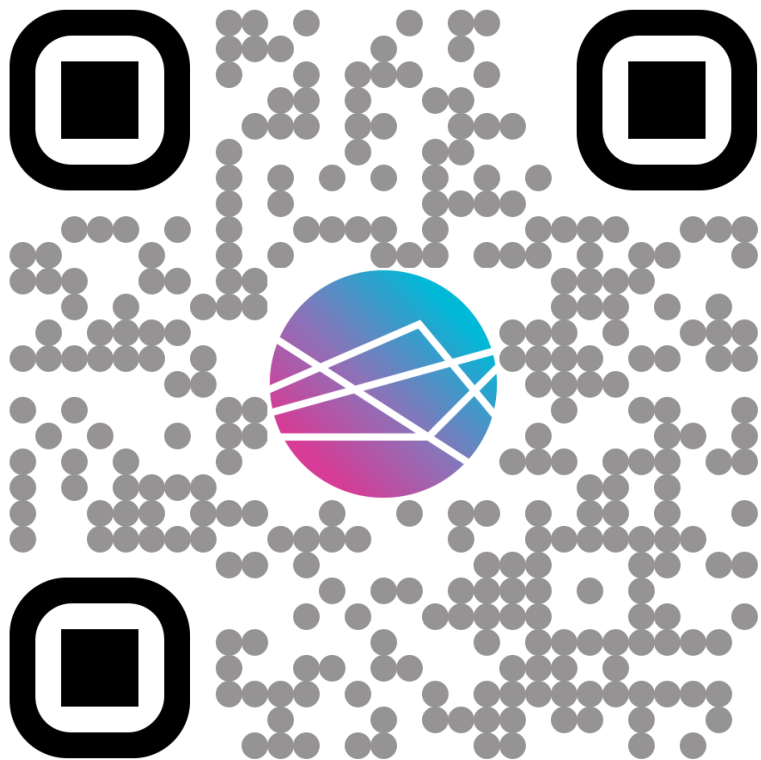**Senior Portfolio Manager - City of Mississauga (Toronto)**

The reason I'm here is because of Apple's iPad - 2010
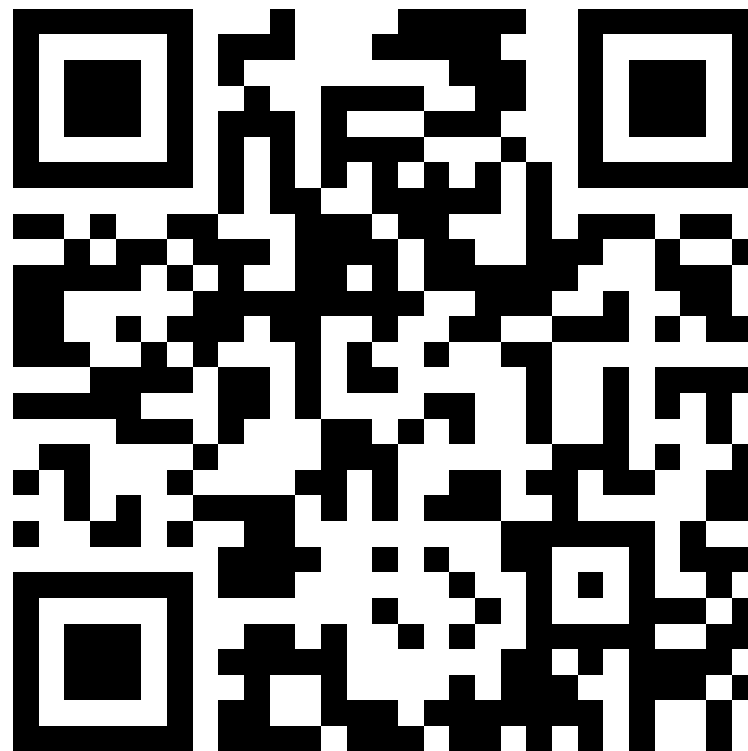
Transocean's 'Deepwater Titan'

Project Management and Planning

Project Management and Consulting