

Seeing The Road Ahead

The art of presenting schedule data effectively



Seeing The Road Ahead

(The art of presenting schedule data effectively)

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Managing Director
Mosaic Project Service Pty Ltd

1

Seeing The Road Ahead



Agenda

- The Problem
- Pre 1957 (before CPM)
 - Barcharts, Flowline & Milestones
- Post 1957 (after CPM)
 - Mainframe and Mini Computers
 - Manual Alternatives
 - The use of Graphics
- Summary and Conclusions / Recommendations

2

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The Problem

- Project data is complex
 - What section of the work = Each activity?
 - When should it be done?
 - What are the dependencies?
 - Before and after?
 - In parallel (allowed / not allowed)?
 - Who is going to do the work (and how do they know what's expected)?
 - What are the constraints?

3

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The Problem

- Option 1 – sort it out as work proceeds
 - Use intuition and experience
 - Works for non-complex projects
- Option 2 – plan the work in advance
 - Needs a mechanism for doing the planning
 - Needs a process for communicating the managers intentions
 - To allow people to add value to the process
 - To inform the workers what needs to be done

4

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The Problem

- Effective planning has been done for 1000s years
 - China: Great Wall, Grand Canal, Beijing
 - Pyramids
 - Military campaigns
- Records are limited
- Amazing outcomes



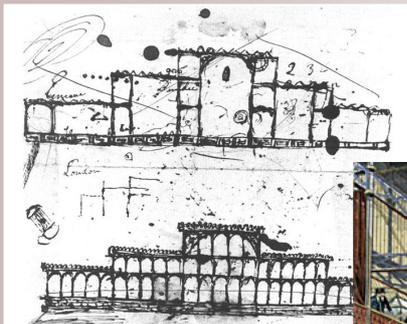
See: [http://en.wikipedia.org/wiki/Grand_Canal_\(China\)](http://en.wikipedia.org/wiki/Grand_Canal_(China))
The total length of the Grand Canal is 1,776 km

5

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Crystal Palace



Sir Joseph Paxton's original sketch on blotting paper of the Crystal Palace: 11 June 1850

From a rough sketch on blotting paper to the Great Exhibition of 1851 – **How long?**

Royal patronage probably helped!!

The Crystal Palace is:
1848 feet [563.3 m] long,
408 ft [124.4 m] wide and
108 ft [32.9 m] high.
New technology -
Prefabricated cast iron was
used extensively



6

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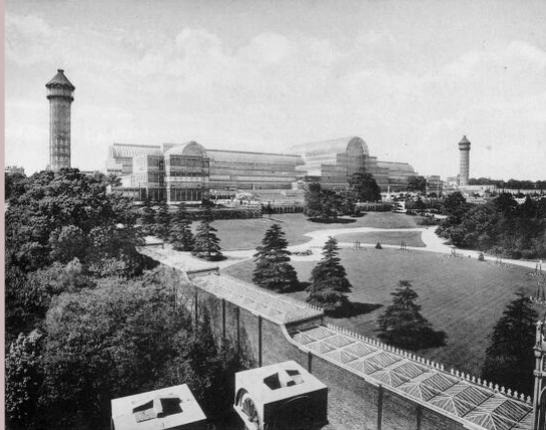
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Crystal Palace



How long does a modern shopping centre take to build?

The Crystal Palace was built in eight and a half months starting on 15 July 1850, opening on 1st May 1851

7

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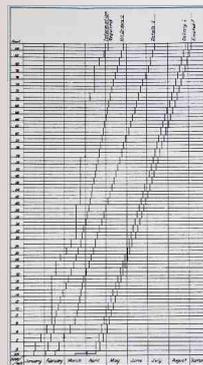
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Empire State Building

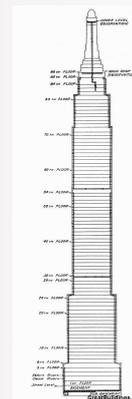


Completed on 11 Apr 1931

Steel Delivery Schedule



The frame rose at the rate of four and a half floors per week



103-story structure completed in 1 year & 45 days (13+ months)

8

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Pre 1957

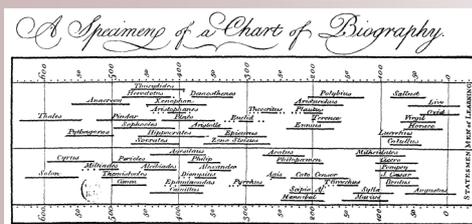
- Barcharts
- Flowline
- Milestones

9

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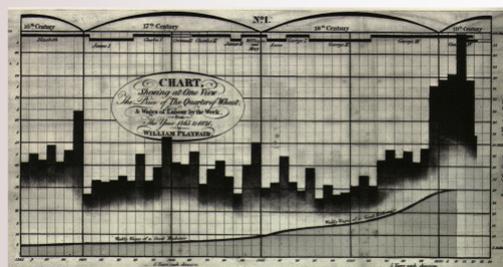
Barcharts



Joseph Priestley 1765

"...a longer or a shorter space of time may be most commodiously and advantageously represented by a longer or a shorter line."

William Playfair (1759-1823)
'Commercial and Political Atlas'
of 1786. Playfair is credited with developing a range of statistical charts including the line, bar (histogram), and pie charts.



10

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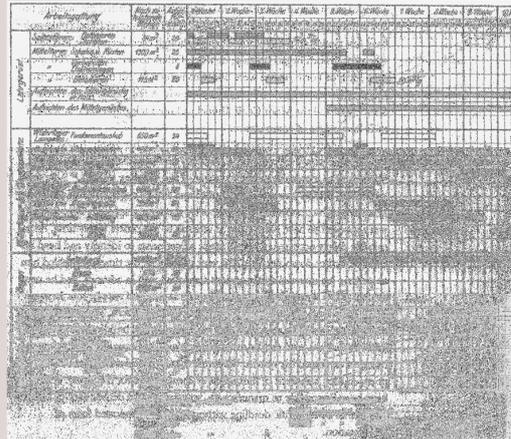
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Barcharts

t ime	From	-	-	-	A-1	B-1	...
	To	A-2	B-2,C	D-2	A-3	E-1	...
activity	A-1(4)	B-1(4)	D-1(2)	A-2(4)	B-2(3)		
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14							

Karol Adamiecki 1896

Harmonogram or Harmonygraph



From Schurch 1916: p35
Project date 1912

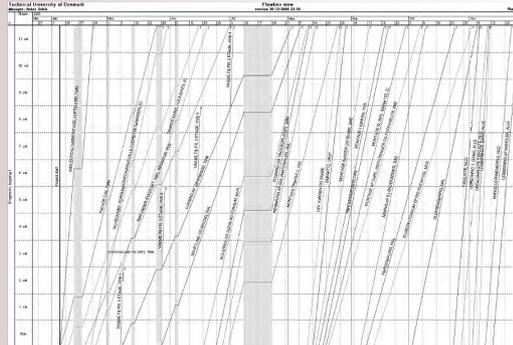
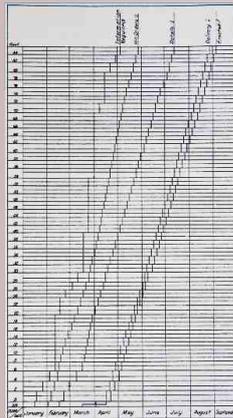
**Henry Gantt published:
Work, Wages, & Profits
in 1916**

11

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Flowline



The basic technique has many variations and names

- Location based scheduling
- Flow Line
- Chainage Charts
- Elemental Trend analysis

12

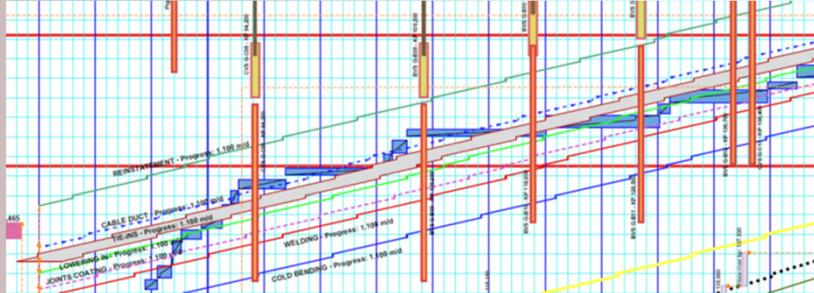
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Flowline



Section of a pipeline project - TILOS time-location planning software

Long History:

1930s – empire State Building

1940s – US Naval Dockyards (LoB)

2000s – Location Based scheduling – Russell Kenley

2010s – TILOS and other 'Chainage Charts'

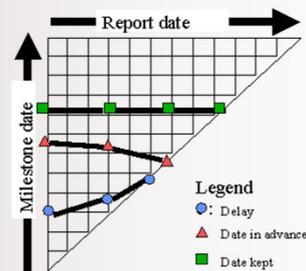
13

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Milestones

- Milestones appear in the 1940's
- The concept of **Crashed Schedules** loaded with additional resources to achieve Milestones can be traced to at least 1947



14

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Post 1957

- Mainframe and Mini Systems
 - CPM / PERT
 - Precedence
- Manual Alternatives
 - Hand drawn networks
 - Planalog
- Text based PC Systems
- Modern graphical tools

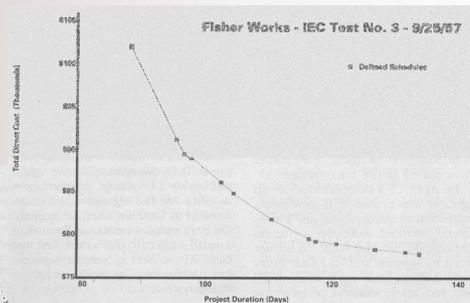
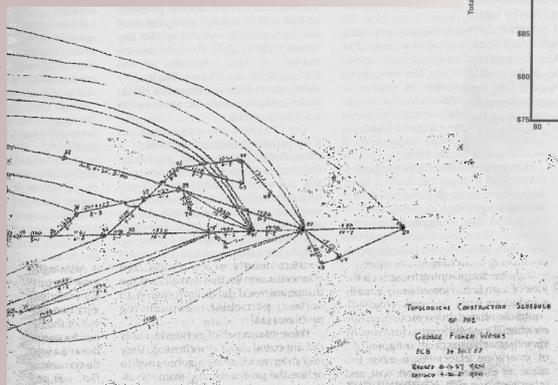
15

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Post 1957

CPM & PERT - 1957



Jim O'Brien: I always joked that the Navy stole the game, but Kelley and Walker stole the name.

16

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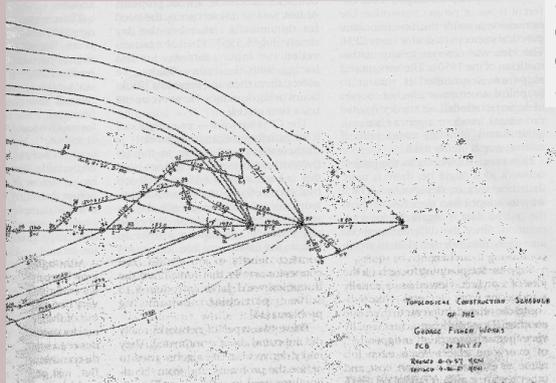
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Post 1957

CPM & PERT- 1957

Kelley: "When I had to explain to DuPont's management what this scheduling approach was, they couldn't understand the algorithm so I used the arrow diagram. I developed the arrow diagram to show them what the algorithm was saying"



Jim O'Brien: I always joked that the Navy stole the game, but Kelley and Walker stole the name.

17

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Mainframe and Mini Systems

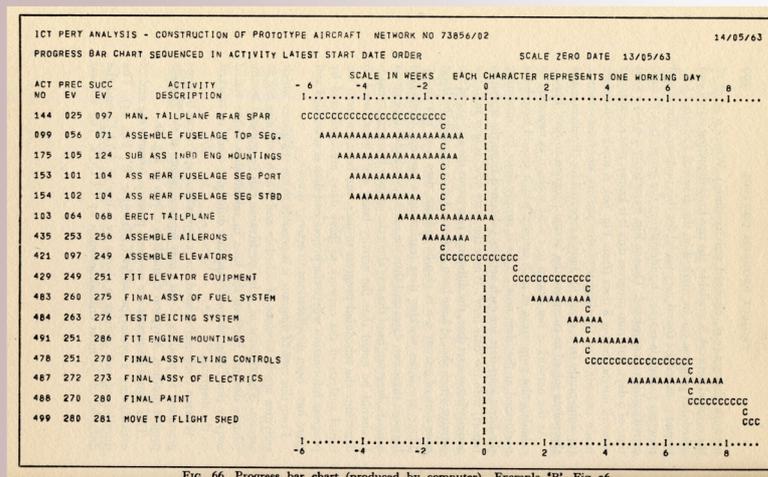


Fig. 66. Progress bar chart (produced by computer)—Example 'B', Fig. 26.

18

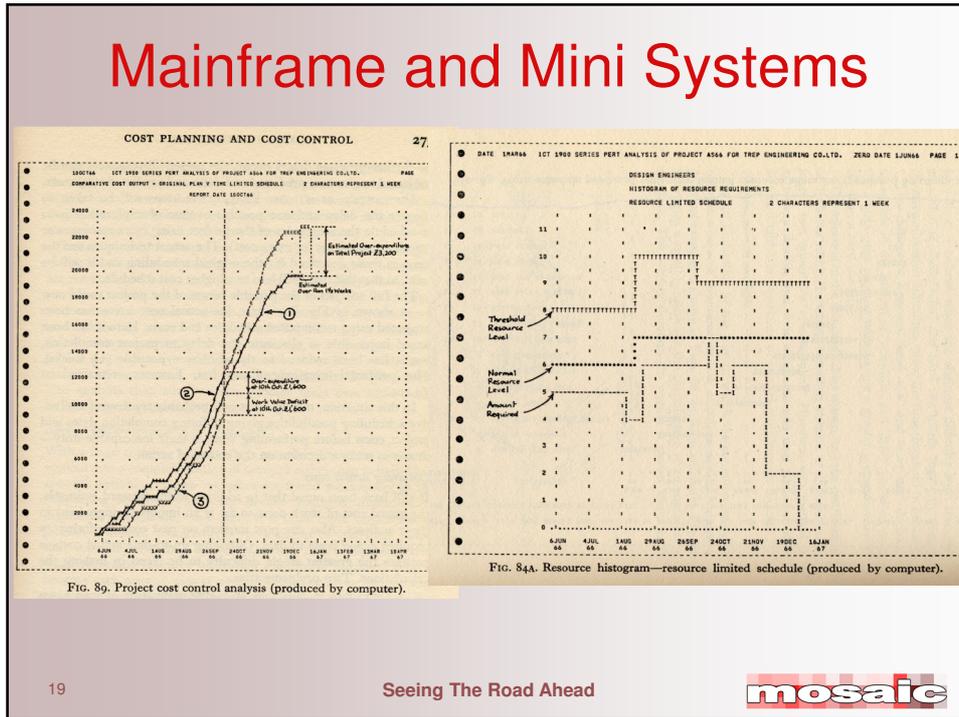
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Mainframe and Mini Systems



19

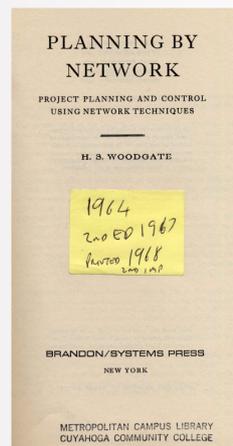
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Mainframe and Mini Systems

CUSTOMER		PROJECT		NETWORK		INTRODUCTION OF NEW PRODUCT						
GENERAL ENGINEERING LTD		BER 81743		LATEST DATE ORDER		PAGE 01						
DATE	14/09/64	NETWORK	109/23/03	EVENTS REPORT	LATEST DATE	SCHEDULED DATE	SLACK	STD DEV	CH			
RPT CODE	P	EVENT NUMBER	CRITIC NEIGHS	EVENT DESCRIPTION	ACHIEVED DATE	EARLIEST DATE	LATEST DATE	SCHEDULED DATE	SLACK	STD DEV	CH	PROB DES
9910		021094		PROJECT AUTHORISED	16/07/64							9
0101		0002		BEGIN SPECIFYING W/C TOOLS	07/08/64							9
0102		0003		METHODS PLANNING FINISHED	10/08/64							9
0120		0004		TOOLING DESIGN FINISHED	14/09/64							5
0310		0005		PART A MATERIAL ORDERED	14/09/64							5
0310		0006		PART B MATERIAL ORDERED	14/09/64							5
2016		0011		PUBLICITY LITERATURE DRAFTED	14/09/64							7
0201		0007		0005 PART A MATERIAL DELIVERED	28/10/64	28/10/64			.2	1.0		LE
0201	1	0009		0007 FIRST MATERIAL DELIVERED	28/10/64	29/10/64			.2	1.0		LE
3123		0010		0009 START SAMPLE BATCH	28/10/64	29/10/64			.2	1.0		EE
0201		0008		0006 PART B MATERIAL DELIVERED	25/11/64	11/11/64			- 2.0	1.3		LE
3123		0013		0008 SAMPLE BATCH COMPLETED	03/12/64	19/11/64			- 2.0	1.3		EE
0320		0016		0011 PRINTING QUOTATION OBTAINED	09/10/64	10/12/64			0.8	.7		LLS
9901		0012		0013 READY TO PRINT LITERATURE	24/12/64	17/12/64			- 1.0	1.8		EE
3123		0014		0013 READY FOR PRODUCTION	31/12/64	17/12/64			- 2.0	2.0		EE
2022		0015		0012 READY FOR DISTRIBUTION	14/01/65	07/01/65			- 1.0	1.5		EE
8172		021095		0014 PRODUCT LAUNCHED	28/01/65	14/01/65			- 2.0	2.0	16%	LE4
										NETWORK EVENTS		
										ACHIEVED		7
										REMAINING		10
										TOTAL		17

FIG. 63. Analysis of Example 'A' modified network—'Events progress report' (produced by computer).



20

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Mainframe and Mini Systems

FORM 1/1906 (1.44)

I.C.T. PERT 1500 ACTIVITY DATA SHEET

CUSTOMER NAME: PROJECT No.:

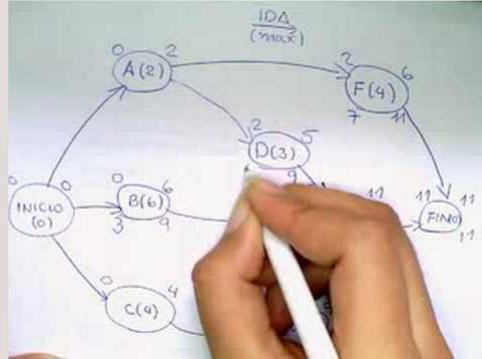
DESIGNATION AND PROJECT NUMBER	ACTIVITY No.	PRECEDING EVENT	SUCCEEDING EVENT	3 TIME ESTIMATES			DESCRIPTION	LADDER TYPE	UNIT	DATE	TI
				OPT.	MOST LIKELY	PESS.					
							ORDER 1900 COMPUTER				
							DELIVER CONVENTIONAL EQUIPMENT				
							DELIVER 1020 & 1021 COMPUTER				
							SURVEY APPLICATIONS				
							RECRUIT SPS MANAGER				
							TRAIN SPS MANAGER				
							RECRUIT SPS MANAGER				
							RECRUIT PROGRAMMERS & OPERATE				
							RECRUIT SUPERVISOR & OPERATE				
							DELIVER CONVE EQUIP TO INSTAL				
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Manual Alternatives

- Lower costs
- Quicker turn-a-round
- Better presentation

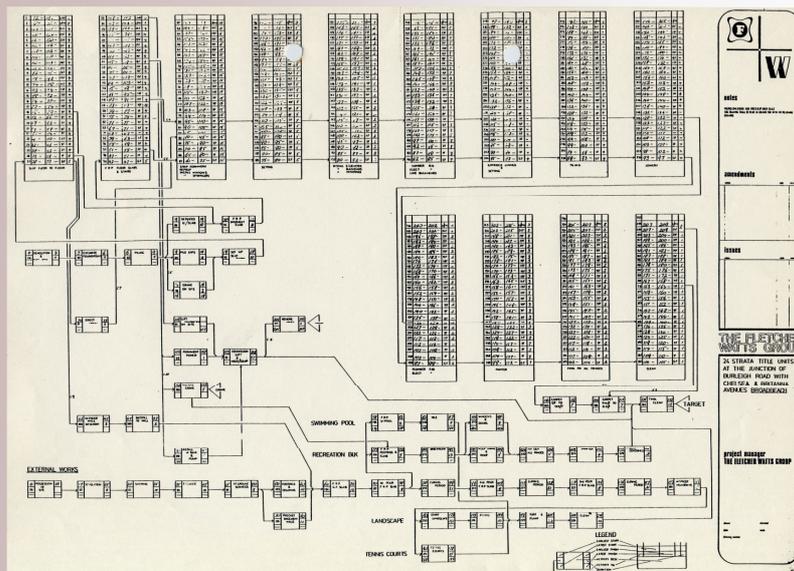


23

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Manual Alternatives



24

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Manual Alternatives

- Better visual representations of progress

338				ROOF	
339	247	250		ROOF OPEN	3
340	242	245	27 F		3
341	237	240	26 F		3
342	232	235	25 F		3
343	227	230	24 F		3
344	222	225	23 F		3
345	217	220	22 F		3
346	212	215	21 F		3
347	207	210	20 F		3
348	202	205	19 F		3
349	197	200	18 F		3
350	192	195	17 F		3
351	187	190	16 F		3
352	182	185	15 F		3
353	177	180	14 F		3
354	172	175	13 F		3
355	167	170	12 F		3
356	162	165	11 F		3
357	157	160	10 F		3
358	152	155	9 F		3
359	147	150	8 F		3
360	142	145	7 F		3
361	137	140	6 F		3
362	132	135	5 F		3
363	127	130	4 F		3
364	122	125	3 F		3
365	117	120	2 F		3
366	112	115	1 F		3
367	107	110	GF		3

PLUMBER & ELECT. R.I.
LINE BULKHEADS.

398				ROOF	
399	250	254		ROOF OPEN	4
400	245	249	27 F		4
401	240	244	26 F		4
402	235	239	25 F		4
403	230	234	24 F		4
404	225	229	23 F		4
405	220	224	22 F		4
406	215	219	21 F		4
407	210	214	20 F		4
408	205	209	19 F		4
409	200	204	18 F		4
410	195	199	17 F		4
411	190	194	16 F		4
412	185	189	15 F		4
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418	155	159	9 F		4
419	150	154	8 F		4
420	145	149	7 F		4
421	140	144	6 F		4
422	135	139	5 F		4
423	130	134	4 F		4
424	125	129	3 F		4
425	120	124	2 F		4
426	115	119	1 F		4
427	110	114	GF		4

GYPROCK LINING.
SETTING.

25

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Planalog

- Manual display systems

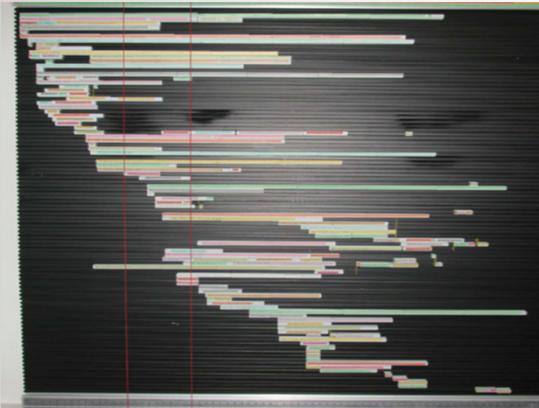
Mechanical or Magnetic Display Systems

United States Patent Office

1
3,488,863
GRAPHICAL CHART DISPLAY DEVICES AND SYSTEM
Stanley Mendell, Haddonfield, N.J., assignor to Planalog, Inc., a corporation of New Jersey.
Original application Aug. 11, 1966, Ser. No. 571,748, now Patent No. 3,483,458, dated Oct. 1, 1968. Divided and this application Feb. 2, 1968, Ser. No. 702,629
Int. Cl. G09b 19/13
U.S. Cl. 35-24 11 Claims

Another object graphical chart display drawings with relative time scale. Another object is a graphical chart display device which can be reliably returned to a ready-to-use condition after operation, and in accordance with the graphical chart device a plurality of space therebetween. Gauge parallel networks and ending of each extends at right angles a number of channels are integral multiple of time or other units. The gauge elements assume either of two positions, then, etc.

ABSTRACT OF THE DISCLOSURE
A graphical chart display device for use in the critical path and PERT methods of planning analysis, employs a display board having a plurality of parallel channels and U-shaped gauges slidable therein. The gauge web is formed with two data surfaces at different inclinations. Side rails for the board are U-shaped for vertical mounting of the board and for mounting a straightedge device.



26

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Text based PC Systems

- Similar to Mainframes & Mini Computers
- A fraction of the cost
- Immediate analysis – plus screen displays
- Helped by dot-matrix printers



Micro Planner Screenshot Data:

Task	Start	Finish	Resource	Estimate	1984	1985	1986	1987	1988	1989	1990	1991	1992
CONDUCT MARKET SURVEY FOR MOBILE PHONE	18APR84	25SEP84	2,0	1	2	██	██	██	██	██	██	██	██
ANALYSIS OF SURVEY FOR MOBILE PHONE	18APR84	25SEP84	2,0	3	3	██	██	██	██	██	██	██	██
CONDUCT MARKET SURVEY FOR ICE DETECTOR	17OCT84	20C186	2,0	3	A2	██	██	██	██	██	██	██	██
ANALYSIS OF SURVEY FOR ICE DETECTOR	20C186	18OCT86	2,0	A2	A3	██	██	██	██	██	██	██	██
MANUFACTURE NEW MOBILE PHONE	17OCT84	12OCT86	6,0	3	4	██	██	██	██	██	██	██	██
MANUFACTURE NEW ICE DETECTOR	17OCT84	20OCT86	6,0	A3	A4	██	██	██	██	██	██	██	██
PREPARE ADVERTISING CAMPAIGN FOR MOBILE PHONE	18APR84	18OCT86	6,0	2	4	██	██	██	██	██	██	██	██
PREPARE ADVERTISING CAMPAIGN FOR ICE DETECTOR	18APR84	18OCT86	6,0	A2	A6	██	██	██	██	██	██	██	██
LAUNCH NEW MOBILE PHONE	18OCT86	18OCT86	2,0	4	5	██	██	██	██	██	██	██	██
LAUNCH NEW ICE DETECTOR	18OCT86	18OCT86	2,0	A4	A5	██	██	██	██	██	██	██	██

27

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Graphical Displays

- GUIs
 - Apple Macintosh – 1984
 - Microsoft Windows – 1985
- Inkjet & laser printers
- But better tools do not equate to better communications

28

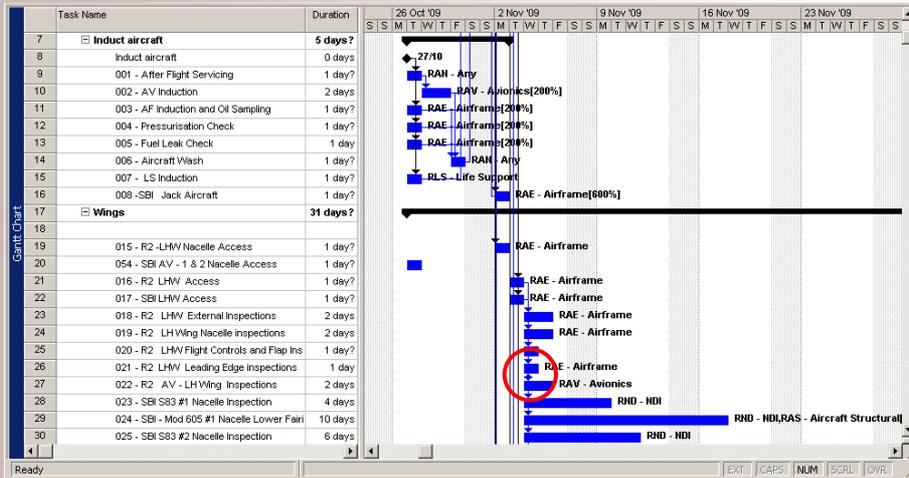
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Graphical Displays



What controls what??

29

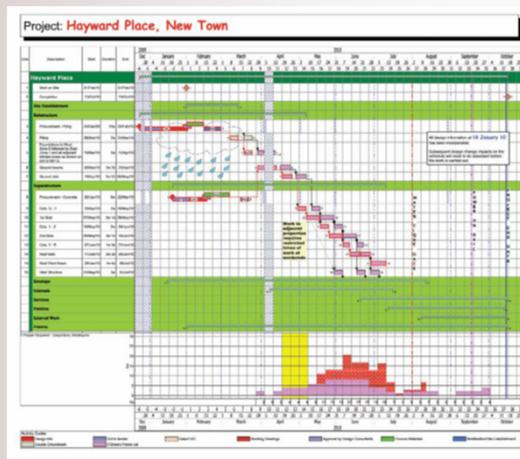
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Modern Graphical Tools

- Improvement or confusion?

Asta Powerproject



30

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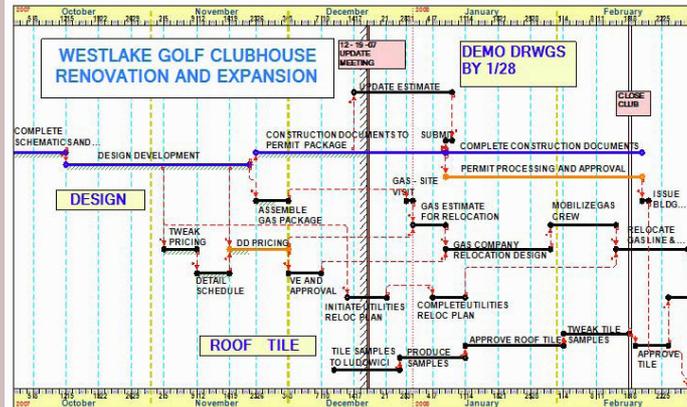


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Modern Graphical Tools

- Improvement or confusion?



CASCAD-e

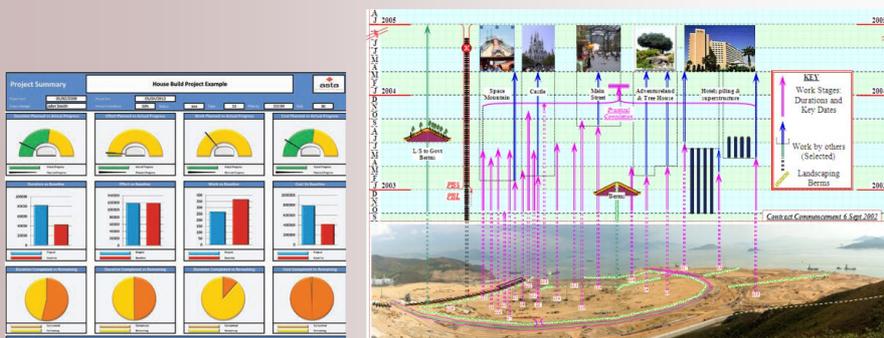
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31

Modern Graphical Tools

- Correct level of detail



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32



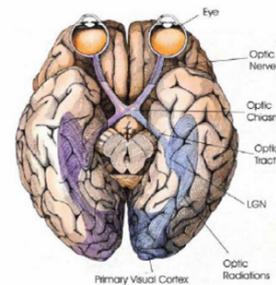
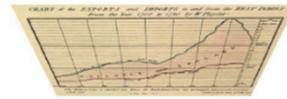
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Summary

You have to be able to 'see' the information

- ⊕ Luminance processing (opponent-process channels, inhibition, receptive fields)
- ⊕ Edge detection (receptive fields)
- ⊕ Orientation detection (receptive fields)
- ⊕ Color processing (opponent process channels, trichromacy)
- ⊕ Segmentation (luminance, texture, colour, etc)



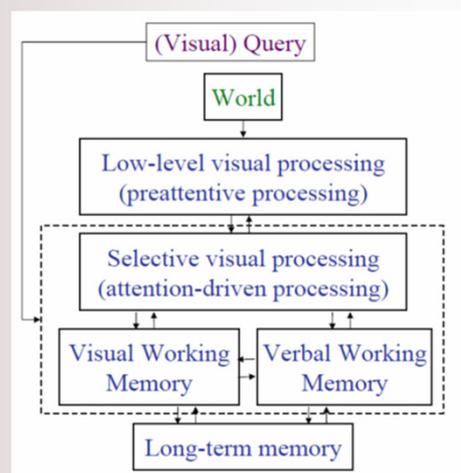
33

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Summary

- Too much data = no communication
- Select the data to display
- Design the display to communicate



34

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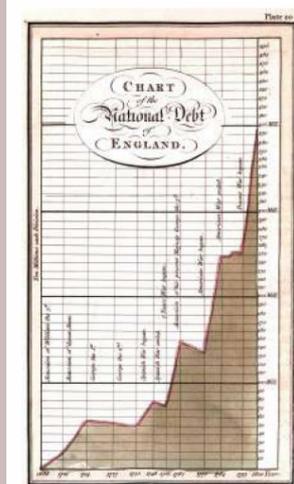
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Summary



“On inspecting any one of these Charts attentively, a sufficiently distinct impression will be made, to remain unimpaired for a considerable time, and the idea which does remain will be simple and complete, at once including the duration and the amount.”

Atlas, 1st Ed., 1786, p.4

William Playfair

35

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Summary

Which map is more useful
If you are looking for the Dojo



‘Useful’, ‘Accurate’ and ‘Fully Detailed’ are not synonymous
and may be contradictory!
Plan your communication.....

36

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Recommendations & Conclusions

**Data is not information,
information is not knowledge,
knowledge is not understanding,
understanding is not wisdom.**

Clifford Stoll

Effective reporting gets you to 'information'
and helps with 'understanding'

See: Beyond Reporting - The Communication Strategy
https://mosaicprojects.com.au/PDF_Papers/P094_Beyond_Reporting.pdf

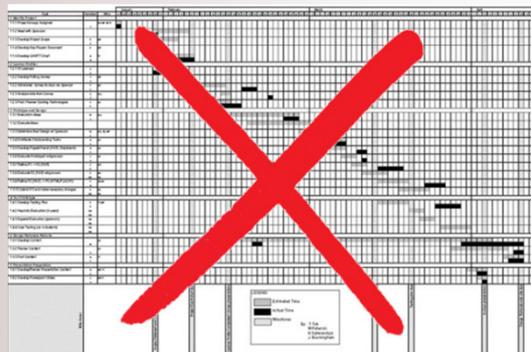
37

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Recommendations & Conclusions

- One size will not 'fit all'
- Use graphic design to make reporting work
- Focus the information
- Effective scheduling = communication



38

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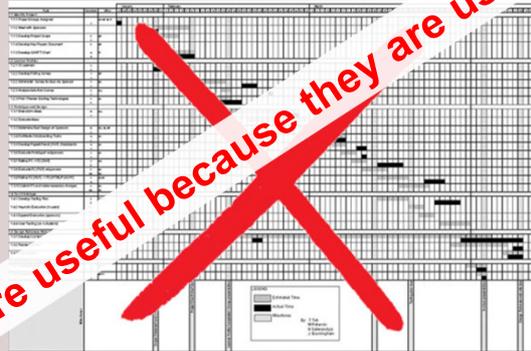


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Recommendations & Conclusions

- One size will not 'fit all'
- Use graphic design to make reporting work
- Focus the information
- Effective scheduling = communication



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Recommendations & Conclusions

- Design the schedule to be effective
 - Schedule levels / Schedule Density
- Design the coding to support the reporting structure
- Design a few elegant reports
 - Standardise their use
- Focus on communication and engagement (Stakeholder management)

40

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Recommendations & Conclusions

- Resources:
 - *Guide to Good Practice in the Management of Time in Major Projects*
 - Free Project Planning & Scheduling resources
<https://mosaicprojects.com.au/PMKI-SCH.php>
 - Core papers
 - Published papers
 - White Papers
 - Useful links
 - Training courses

41

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Questions Please



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Mosaic's Scheduling home Page

<https://mosaicprojects.com.au/PMKI-SCH.php>

42

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