The real Gantt Charts were smarter than you think

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Agenda

• The Myths
• The Facts
• Lessons from Gantt’s Work
The real Gantt Charts were smarter than you think

Project Planning

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

The total length of the Grand Canal is 1,776 km

Project Planning

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

From a rough sketch on blotting paper to the Great Exhibition of 1851 – How long?
Royal patronage probably helped!!
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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

The Myth

This is NOT a Gantt Chart!
The real Gantt Charts were smarter than you think

The Myth

Henry L. Gantt:
- Did NOT work on projects
- Did NOT schedule task sequences
- Did NOT invent Barcharts

This is NOT a Gantt Chart!

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.
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Barcharts
Karol Adamiecki 1896
Harmonogram or Harmonygraph

From Schurch 1916: p35
Project date 1912

Henry Gantt published:
*Work, Wages, & Profits*
in 1910

Gantt’s Contributions

- Motivation and organisation
- Visual display of complex data
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Motivation

• Incentives over Penalties

The earning of a bonus becomes ‘normal’

Motivation

• Training
• Standardisation
• Problem solving
• Preparation
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Organisation

Allowing workers to be successful

Henry L. Gantt

Motivation

• Time and sequence mattered!

• But had to be realistic!!

The Gantt Chart

• Written after Gantt’s death
• Published 1922
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The Gantt Chart(s)

• Load charts

![Load Chart Example]

The Gantt Chart(s)

• Performance charts

![Performance Chart Example]
The real Gantt Charts were smarter than you think

The Gantt Chart(s)

- Planned, cumulative, daily total and actual – all in one chart

The Gantt Chart(s)

- Barcharts pre-date Gantt by 100+ years
- Gantt’s charts focused on production
- Are the forerunner to Earned Value
- But quickly declined in use
  “managers would rather show what they had done rather than consider what could have been achieved”
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Resources

• Gantt’s books:


Questions Please

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