



Integrated Project Delivery: Pull Planning

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Pull planning is an integral part of Integrated Project Delivery. Its purpose is to organize the production of work in a project based on lean principles.

In contrast to traditional projects, pull planning centers on creation of the project schedule by the team. The construction manager and contractors must collaborate to create the schedule. The team establishes milestone dates and other deadlines to facilitate reliable handoffs of work from one trade to another.

The project schedule is created through a master phase schedule. To create this master phase schedule, the trade contractors plan the project starting at the end and define the last work needed for completion. They then work back towards commencement establishing project phases and the work goals for each. By focusing on end goals and working backwards, the trades must define the work required prior to any scheduled activity. They must also plan to ensure that adequate durations are established for late activities.

The trades identify possible constraints to completion goals early in the planning. This allows performers to find solutions early in the process so that work is not delayed. Trade foremen also create a Six Week Look Ahead Schedule and weekly work plans for specific tasks to be performed in the coming week. Foremen track the meeting of work commitments to ensure goal attainment and future improvement.

Underlying this process is the understanding that, when planning becomes reliable, people fulfill commitments. Performance and workflow improve. Uncertainty vanishes, and the entire project benefits.