

Getting Started with Takt Planning

BUILD WITH FLOW





For the first 15 years of my career, I was a committed CPM scheduler. I studied it, taught it, and relied on it to plan and manage work. Our schedules looked good on paper, but projects still struggled with flow, coordination, and predictability. That led me to discover takt planning.

What stood out wasn't just the theory—it was the results. In an industry where finishing on time has long been the exception, takt planning is helping most projects finish on time—and even early. Since then, takt planning has grown from a niche idea into a global movement, now used across a wide range of projects.

That experience led to the creation of inTakt in 2020—built to support this way of working and make it easier to apply in real projects.

This booklet is a concise introduction to takt planning—what it is and how it works. If you're open to looking at planning a little differently, there's a lot here that can help.

Steve Moore
Founder of inTakt



The Bare Basics:



Rhythm

Takt planning creates rhythm by breaking work into equalized batches.



Continuity

It creates uninterrupted trade flow through balanced work areas.



Consistency

It makes the plan easier to understand and brings issues to the surface.

Born from Manufacturing



**“Takt” is a German word,
meaning rhythm, cadence, or beat.**

Takt planning brings proven manufacturing principles to the jobsite. While construction has traditionally operated differently than manufacturing, the industry is now embracing a major shift — one driven by prefabrication, automation, and robotics. Takt planning leads that charge by creating a steady, balanced rhythm of work across the jobsite. Think of it like an assembly line, but instead of products moving down the line, your crews move through the product, following a synchronized and optimized workflow that keeps everyone on a steady rhythm.



Feel The Rhythm

Make your schedule more stable and predictable.



		9	10	11	14	15	16	17	18	21	22	23	24	25	28	29	30	31	1	4	5	6	7	8	11	12	13	14	15	18	19	20	21	22	25	26	27	28	29	1	2	3	4	5	8	9	10	11	12							
	Zone A	Remove	Fire Spri	OH Mec	OH Mec	OH Elec	Frame	Buffer	In-wall	Finish	Buffer	Painting	Install EI	Remaini	Counter	Wall & C	Buffer																																							
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Takt planning brings a steady rhythm to your project, keeping work flowing at a consistent, sustainable pace — not too fast, not too slow. Just like a long-distance runner who paces himself to finish strong, rushing crews through their work only leads to burnout, mistakes, and rework. When every trade follows the same beat, the whole project moves in sync — like an orchestra performing under a single conductor. In this guide, you'll learn how to build balanced schedules with equalized tasks and work zones, so every trade on your jobsite is marching to the beat of the same drum.



The Next Evolution in Planning

CPM has been the foundation of construction scheduling for decades, helping teams organize scope and understand dependencies across complex projects. But in practice, many projects still struggle with flow, coordination, and predictability. Schedules may look complete, yet work in the field often feels disconnected—crews stack up, progress varies, and issues surface too late.

Takt planning builds on the foundation that CPM created and represents the next step in the evolution of planning. Instead of focusing only on logic and dates, takt planning introduces flow, rhythm, and balance. Work is organized into consistent zones and time intervals, allowing teams to move through a project in a steady, coordinated way. Rather than asking “What comes next?”, takt planning helps teams answer a more important question: “How can we create flow?”



Why Takt Works



Projects planned this way don't just look different—they perform differently.

Clarity

Plans are simple and easy to understand. Work is laid out in a way that makes sequence, handoffs, and responsibilities visible to everyone on the team.

Flow

Crews move through the project in a steady rhythm. Zones are balanced, work is paced, and production becomes more consistent from area to area.

Predictability

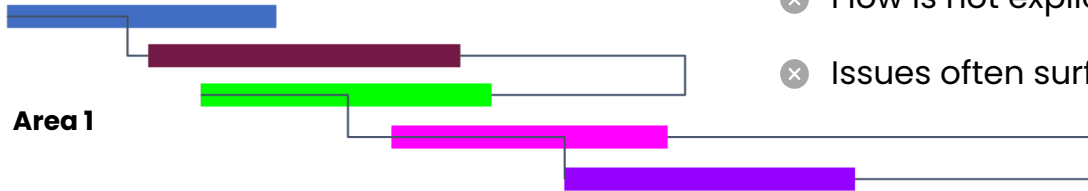
Problems surface earlier and are easier to act on. With better visibility and flow, projects become more reliable—helping more teams finish on time, and in many cases, ahead of schedule.



From Logic to Flow

Same project. Different way of planning.
One shows logic. The other shows flow.

Traditional CPM



- ✗ Focuses on activities and dependencies
- ✗ Logic is detailed but hard to visualize
- ✗ Flow is not explicit
- ✗ Issues often surface late

Takt Planning



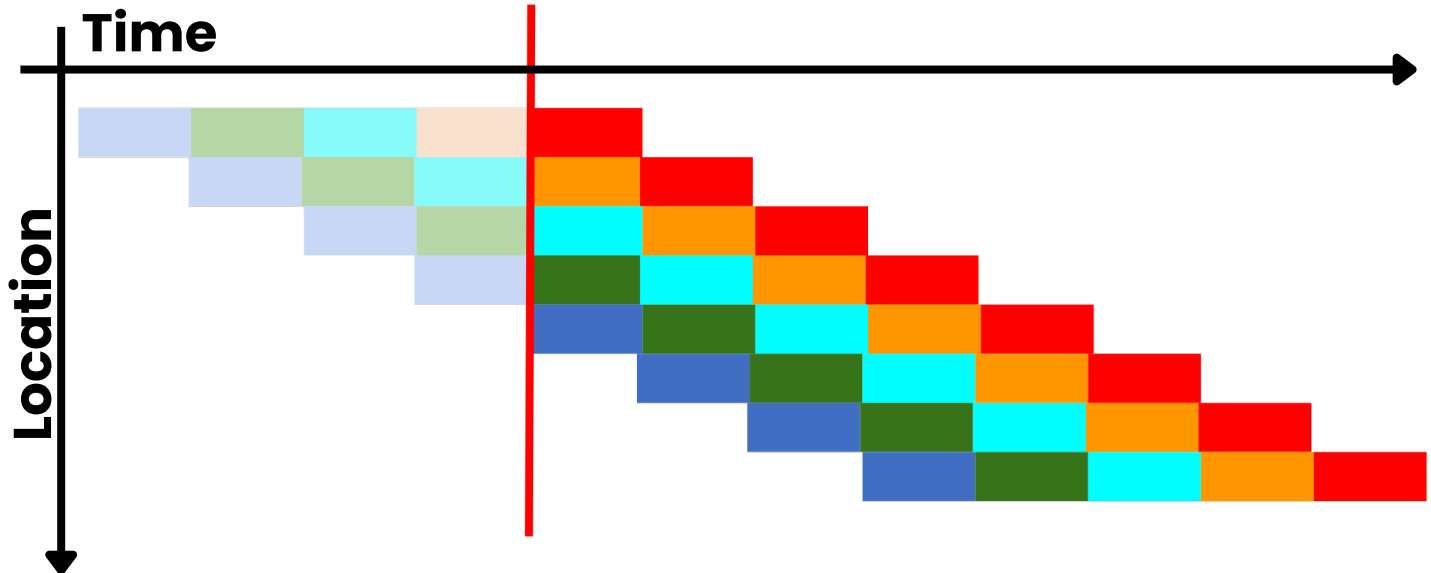
- ✓ Organizes work by zones and time
- ✓ Flow is visible and easy to follow
- ✓ Rhythm creates consistency
- ✓ Issues are easier to spot early



Flow Visualization

By combining location and sequence, teams can clearly see how crews progress from zone to zone, how work flows, and where potential conflicts may occur.

- **Where (Y-Axis):** Strategic sequencing of work zones.
- **When (X-Axis):** A steady rhythm of standardized takt periods.
- **What:** Clearly defined tasks and subtasks for every area.
- **Who:** Color-coded trade flows that ensure continuity and eliminate confusion.



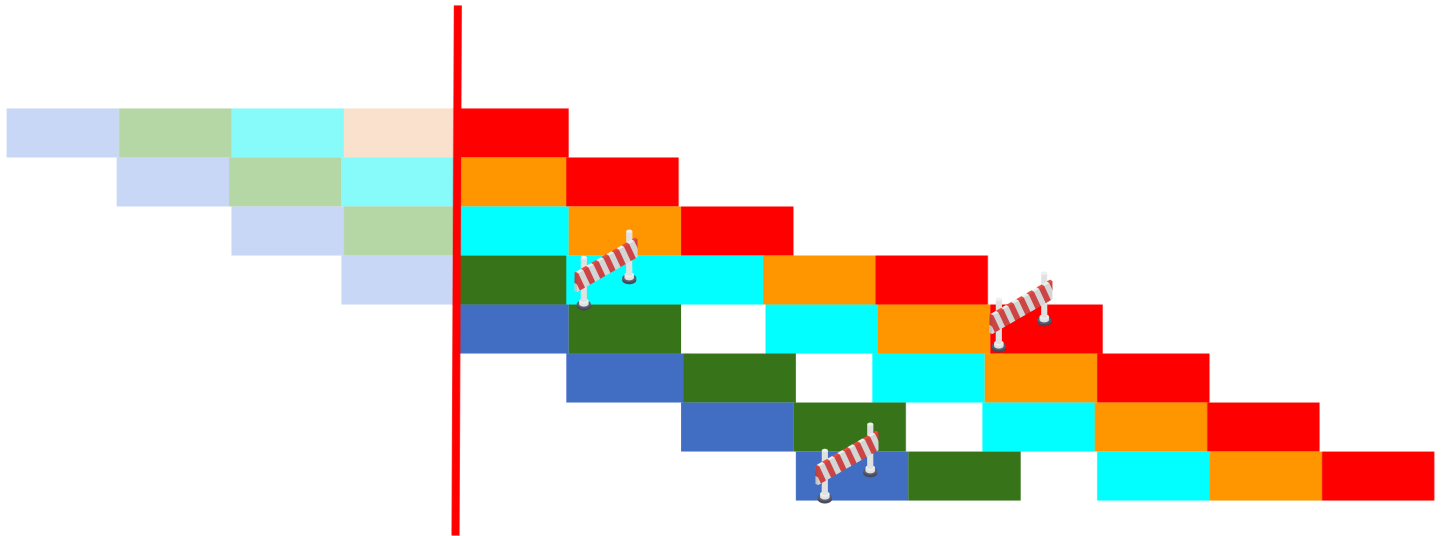


See the Plan. Manage the Work.

Takt plans make the schedule easy to understand at a glance.

Progress, variances, and delays become obvious.

Instead of spending time trying to understand the schedule, teams can focus on what matters most: removing roadblocks, coordinating work, and preparing for what's coming next.



When the plan is easy to see, the work is easier to manage.

Proven at Scale: Empire State Building

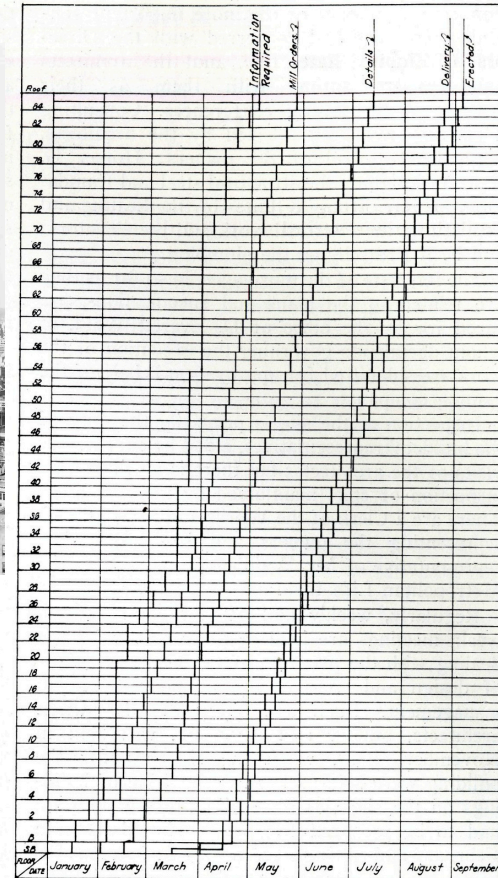
An early example of flow-based planning in action

During the construction of the Empire State Building, work was organized in a highly coordinated, repetitive flow—allowing crews to move efficiently from floor to floor.

This approach enabled extraordinary performance:

- ✓ Completed in just over one year
- ✓ Achieved a pace of roughly one floor per day at peak production

While not called “takt planning” at the time, the principles of flow, rhythm, and repetition were clearly in place.



Principles to Preserve Project Flow:



These are a few practical principles that help improve flow, coordination, and overall project performance.

Focus on overall throughput.

Think of the big picture, rather than on individual efficiency.

Overproduction is wasteful.

One trade finishing work early does not help the project if other trades are not also early.

Limit work in process and finish as you go.

Reduce waste with practical lean applications..

Smaller batch sizes increases throughput.

Smaller work zones will let you stagger trades more closely and finish sooner.

There is always variation.

Accept that variation and unpredicted events occur.
Add sufficient buffers.



There is always a bottleneck.

Identify it. If you can't improve it, find the next bottleneck.

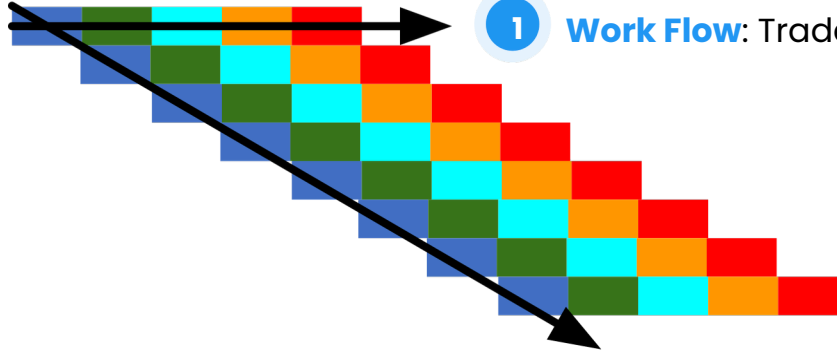


Flow in Construction:

There are three types of flow to consider:

1. **Work Flow:** This refers to the smooth handoffs between trades within a zone. It ensures efficient coordination and collaboration between trades.
2. **Trade Flow:** Trade flow pertains to the movement of a single crew or trade through the zones of a project, minimizing unnecessary disruptions.
3. **Logistical Flow:** Logistical flow involves strategically sequencing the zones to maintain an organized and methodical project flow. It aims to optimize access to resources, materials, and equipment.

Zone 1A
Zone 1B
Zone 2A
Zone 2B
Zone 3A
Zone 3B
Zone 4A
Zone 4B



1

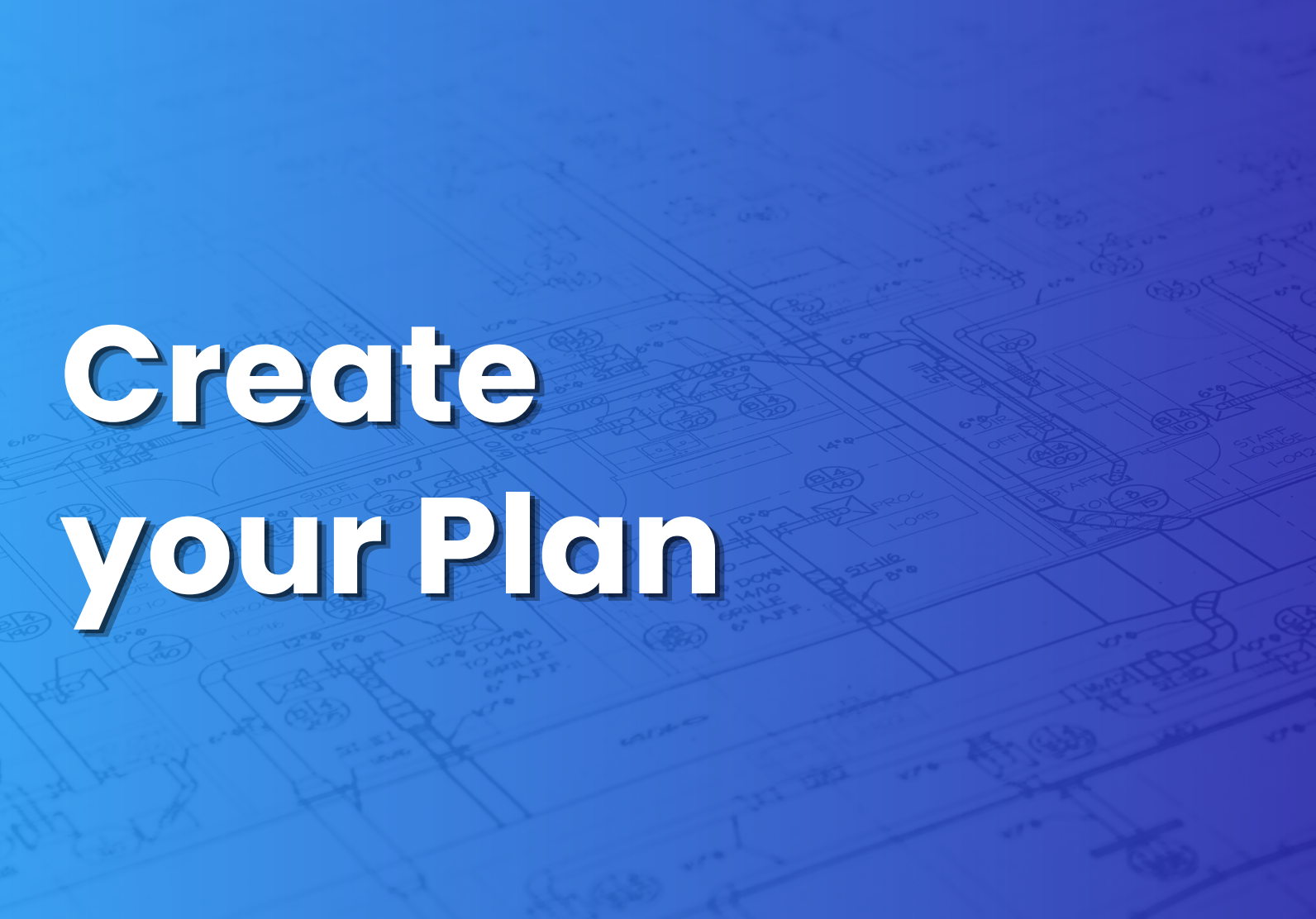
Work Flow: Trade Handoffs

2

Trade Flow: Movement Between Zones

3

Logistical Flow: Strategic Sequence of the Zones



Create your Plan



Building a Takt Plan

Creating a takt plan is a structured process. The following pages outline the key steps — from defining zones and setting the takt rhythm to aligning work and sequencing trades.

1. **Understand the Project:** Review the scope/sequence of work to identify bottlenecks, key handoffs, and long-lead items.
2. **Work Density:** Quantify the actual volume of effort required in each project area.
3. **Determine Zones & Sequence:** Balance work zones to optimize site logistics and ensure continuous trade flow.
4. **Verify Zones with Calculator:** Validate zoning levels and develop several scenarios.
5. **Collaborative Pull Planning:** Conduct phase-specific sessions with the entire trade team to define the logical sequence of detailed subtasks.
6. **Ensure Plan has Buffers:** Incorporate strategic pockets of contingency to absorb variability and protect milestones.
7. **Create Production Plan:** Package subtasks into wagons of equal duration and integrate phases.
8. **Adjust Your Plan:** Utilize inTakt to add one-off tasks, phase ties, and visual zone maps to align the digital plan with job site reality.



Understand the Project

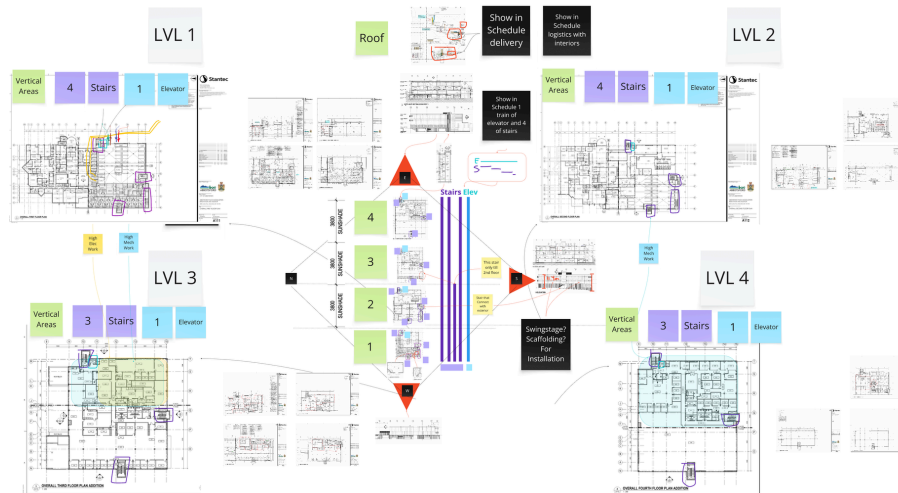


Start by reviewing the project's scope, sequence, and key constraints.

If a schedule already exists, use it as a reference—but focus on how work will actually progress through the project. Look for bottlenecks, gaps in flow, and key handoffs between phases.

Review the drawings and project information to identify long-lead procurement items and other constraints that may impact the plan.

The goal of this step is to understand how the project is expected to flow, so the takt plan can be built on a realistic foundation that accounts for both production and logistics.



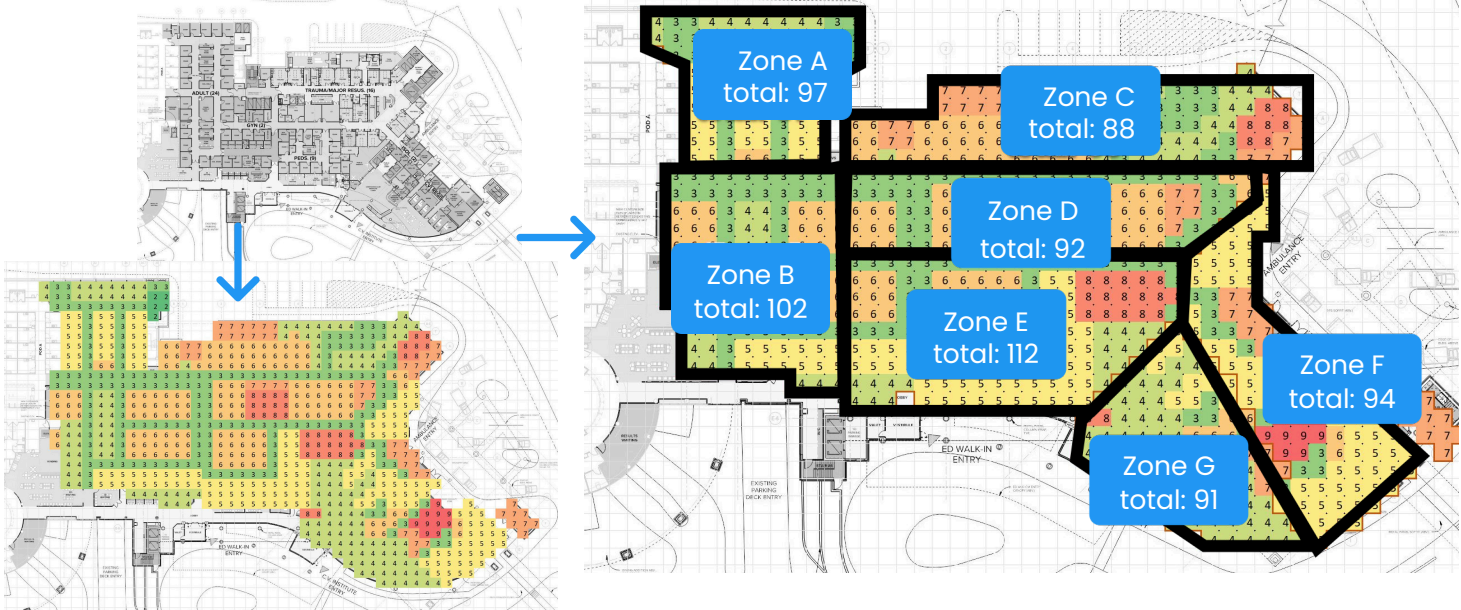
Work Density



Break the project into a simple grid to evaluate work in each area.

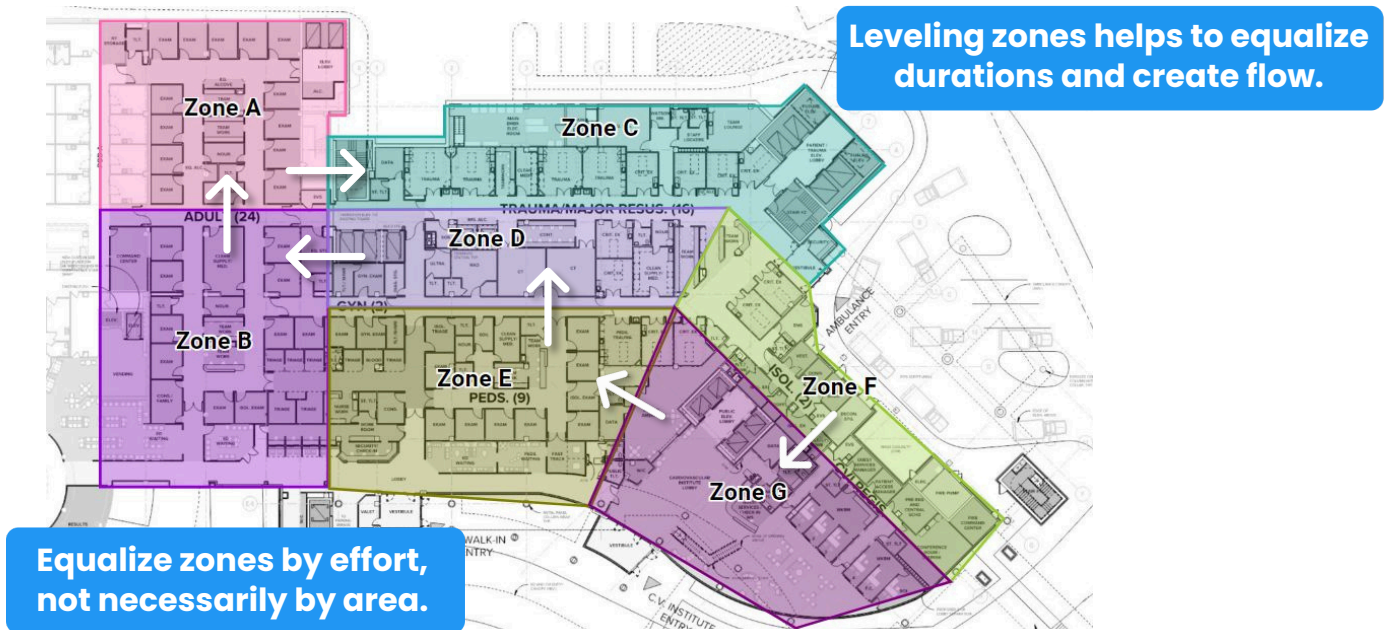
Assign a relative effort (1–9) to each cell to create a work density map. Then add the values to form zones with similar total effort.

Adjust boundaries as needed to balance the zones, using natural dividing lines like column bays or grid lines where possible.



3 Determine Zones and Sequence

Getting your zones right is one of the most important steps in building a solid takt plan. When zones are properly balanced, your durations become consistent and predictable — and that's when the job really starts to flow. Focus on your key trades first, as they'll tell you where your bottlenecks are and how to sequence the work around them. Zone sequence isn't just a scheduling decision — it's a logistical one. The wrong sequence can choke off access to deliveries, block critical equipment, and bring resources to a grinding halt. Get the sequence right, and everything else falls into place.



Run the Math

The number of zones, tasks, and takt time are all connected. It's helpful to explore how different combinations affect the overall plan. Adjusting these inputs can improve balance and shorten the schedule.

Calculators, such as this one created by our partners at LeanTakt, can help you to identify a practical target and understand how zone sizing impacts overall duration.

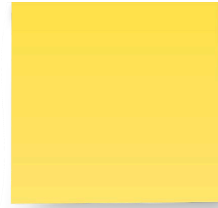
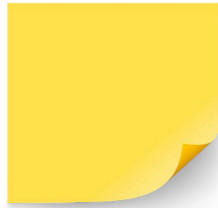
Optimize the Takt Phase			Macro		Norm		General Information								36
Takt Inputs			Adjusted Takt Wagons	Adjusted Takt Zones	Fixed Takt Time	Fixed Takt Wagons	Adjusted Takt Zones	Adjusted Takt Time	Takt Level	Duration	SSU per Zone	Trade Time Gained	Area per Zone	Realized Flow Potential	
Takt Wagons	15		39	2	5	15	2	13	Bad	208	12.0	1	24,713	19%	
Takt Zones	5		27	3	5	15	3	9	Bad	153	8.0	2	16,475	25%	
Takt Time	5		21	4	5	15	4	7	Macro	126	6.0	3	12,356	31%	
Number of SSU's	24		15	5	5	15	5	5	Macro	95	4.8	0	9,885	41%	
			12	6	5	15	6	5	Macro	100	4.0	5	8,238	39%	
			12	7	5	15	7	4	Macro	84	3.4	3	7,061	46%	
			12	8	5	15	8	4	Macro	88	3.0	7	6,178	44%	
			9	9	5	15	9	3	Norm	69	2.7	2	5,492	57%	
			9	10	5	15	10	3	Norm	72	2.4	5	4,943	54%	
			9	11	5	15	11	3	Norm	75	2.2	8	4,493	52%	
			9	12	5	15	12	3	Norm	78	2.0	11	4,119	50%	
			6	13	5	15	13	2	Norm	54	1.8	1	3,802	72%	
			6	14	5	15	14	2	Norm	56	1.7	3	3,530	70%	
			6	15	5	15	15	2	Norm	58	1.6	5	3,295	67%	
			6	16	5	15	16	2	Norm	60	1.5	7	3,089	65%	
			6	17	5	15	17	2	Norm	62	1.4	9	2,907	63%	
			6	18	5	15	18	2	Norm	64	1.3	11	2,746	61%	
			6	19	5	15	19	2	Norm	66	1.3	13	2,601	59%	
			6	20	5	15	20	2	Norm	68	1.2	15	2,471	57%	
			6	21	5	15	21	2	Norm	70	1.1	17	2,354	56%	
			6	22	5	15	22	2	Norm	72	1.1	19	2,247	54%	
			6	23	5	15	23	2	Norm	74	1.0	21	2,149	53%	
			6	24	5	15	24	2	Norm	76	1.0	23	2,059	51%	
			3	25	5	15	25	1	Norm	39	1.0	0	1,977	100%	
			3	26	5	15	26	1	Norm	40	0.9	1	1,901	98%	
			3	27	5	15	27	1	Norm	41	0.9	2	1,831	95%	
			3	28	5	15	28	1	Norm	42	0.9	3	1,765	93%	
			3	29	5	15	29	1	Norm	43	0.8	4	1,704	91%	
			3	30	5	15	30	1	Norm	44	0.8	5	1,648	89%	
			3	31	5	15	31	1	Norm	45	0.8	6	1,594	87%	
			3	32	5	15	32	1	Norm	46	0.8	7	1,545	85%	
			3	33	5	15	33	1	Norm	47	0.7	8	1,498	83%	
			3	34	5	15	34	1	Norm	48	0.7	9	1,454	81%	
			3	35	5	15	35	1	Norm	49	0.7	10	1,412	80%	
			3	36	5	15	36	1	Norm	50	0.7	11	1,373	78%	
			3	37	5	15	37	1	Norm	51	0.6	12	1,336	76%	

Area Inputs (m², sqft)		
Area / Zone	9,885	
Min Zone Size	1,000	
Max Zone Size	10,000	
Total SQFT of Phase	49,425	

Shortest Durations		
Best # Zones	Takt Time	Duration
25	1	39
13	2	54
9	3	69
7	4	84
5	5	95
5	6	114
4	7	126
4	8	144
3	9	153
3	10	170

Pull Plan the Work Sequence

Get all your trades in the room and together, walk through every task for the phase — durations, crew sizes, and everything in between. Ideally, you're doing this at least three months out, so there's enough runway to plan it right. Work through the sequence together until everyone agrees on the order of work and how it flows. This isn't a top-down schedule handed down from the office — it's a plan your trades helped build, which means it's a plan they'll actually follow.





Package and Adjust the Work

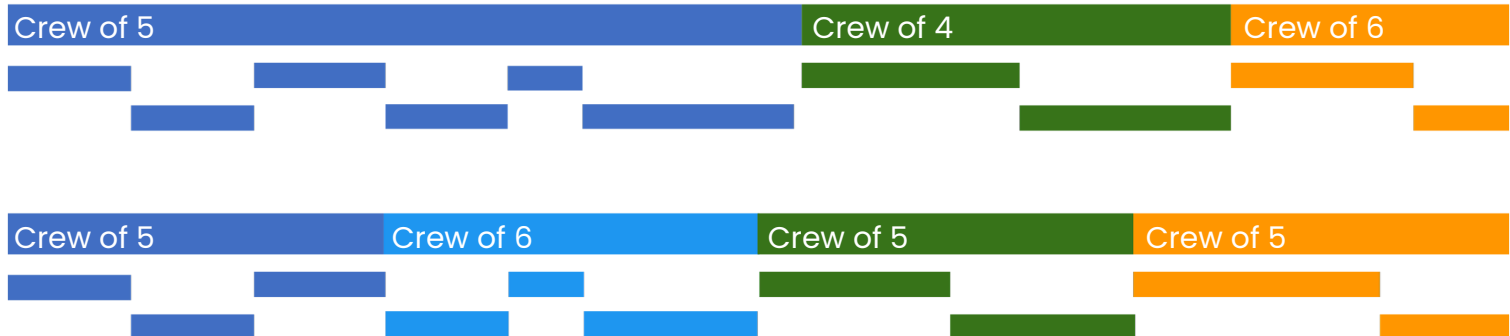
You can adjust scope and crew sizes to balance tasks.

The detailed subtasks identified in the pull plan step need to be grouped into manageable tasks.

Package related work into tasks that can be performed within a single zone and takt period. These tasks should reflect how crews will actually execute the work in the field.

At first, these tasks will often have uneven durations. To support flow, they need to be adjusted and balanced.

This can be done by modifying crew sizes (which affects duration) and by splitting or combining tasks as needed. The goal is to create tasks with more uniform durations so work can move consistently from zone to zone.





Packaged Subtasks

This is an example of how a task with subtasks and a “task buffer” is presented within inTakt.

Add Default Subtasks

Day 1	Day 2	Day 3	Day 4	Day 5	Day 6
MEP Fixture Install					
Install lights and electrical fixtures			buffer		
		Mechical ceiling drops			
+ -					

Mechical ceiling drops

Subtask Name

Mechical ceiling drops

Parent

MEP Fixture Install

Responsible

Steve Moore
steve.moore@intakt.app

Coordinate with electrical crew working in the same zone. Electrical will have two days of head start.

Subtask Period

2

i

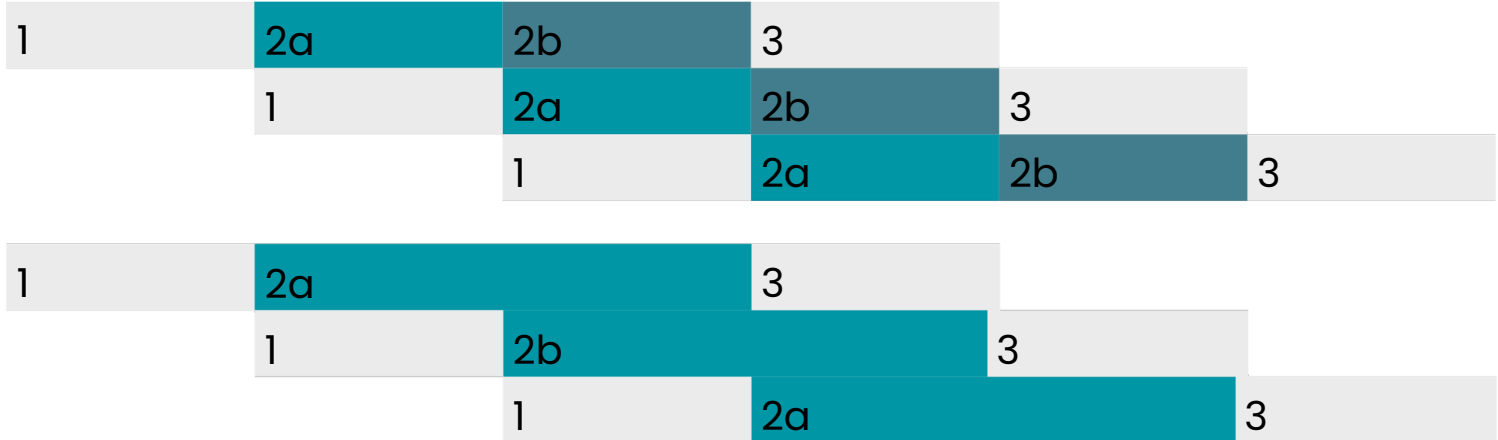
Subtasks longer than 1 day will be split if they extend over weekends or holidays.



Balancing Tasks

Larger scopes can be accommodated in other ways

Trades with longer scopes can be broken down into multiple tasks, each assigned to separate crews and run sequentially. This approach ensures the integrity of the takt time rhythm. It also allows crews to specialize in part of the scope and benefit more from learning curve. Shorter tasks also allow progress issues to be noticeable earlier. Another option is to utilize leapfrogging crews. With this method, each crew remains in the same zone until their entire scope is completed, over the span of multiple takt periods. Then they skip over the next zone where a second crew is already working. This method reduces the number of handoffs required. inTakt easily accommodates both methods.

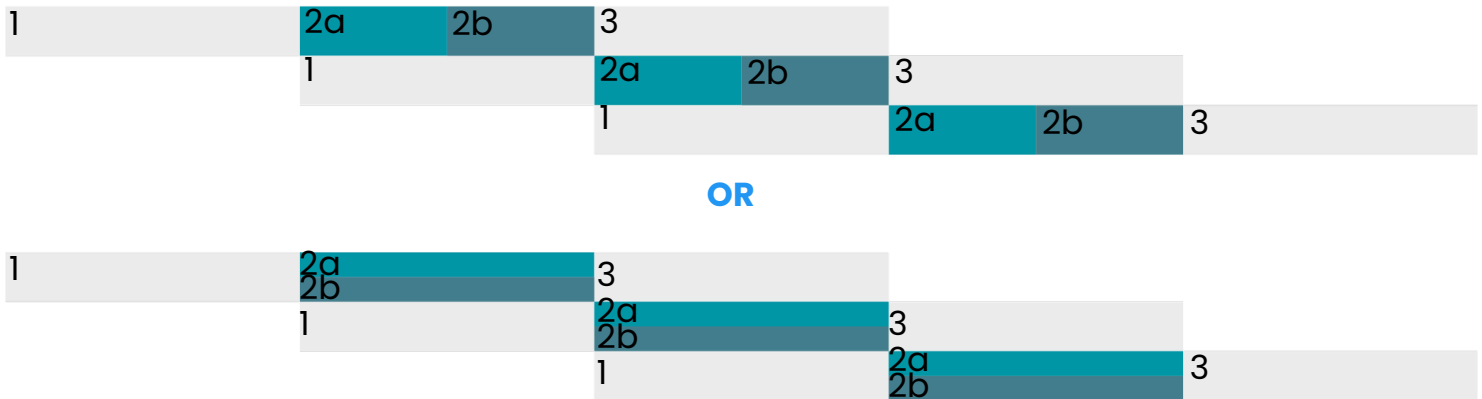




Balancing Tasks

Shorter Scopes can Combine

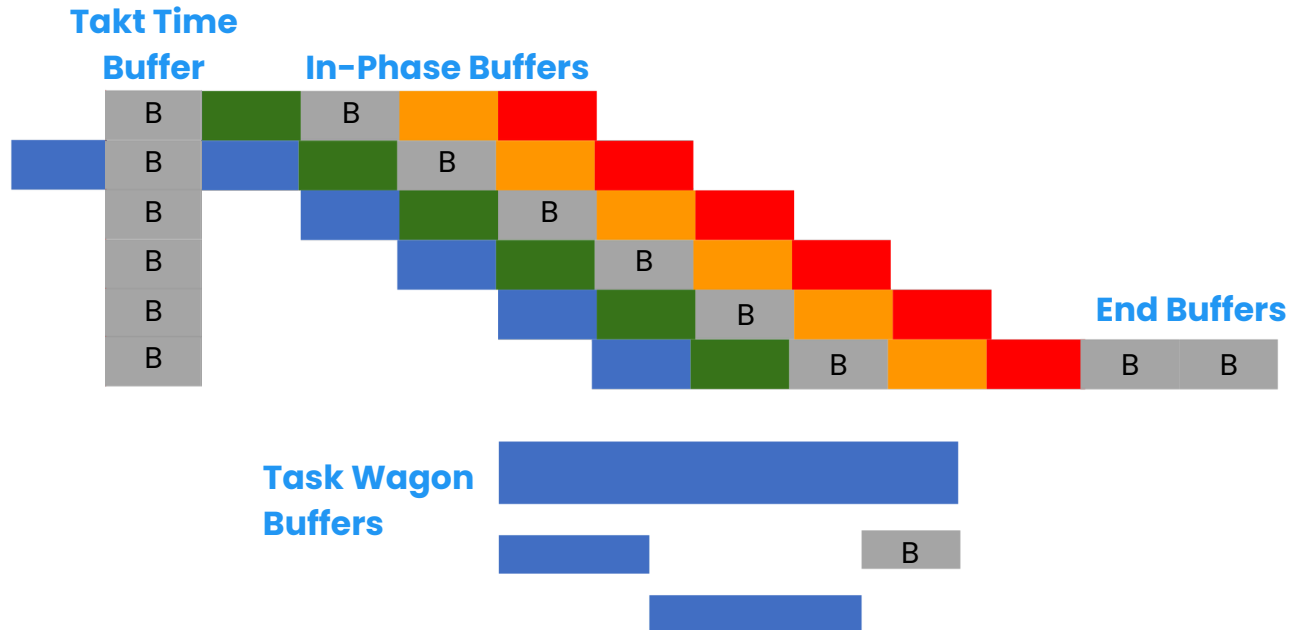
Trades with shorter scopes can share a takt period with another trade. These shorter trades can split the duration. Though, it is important to note that this approach may create gaps in work for these trades from zone to zone, which may need to be balanced using other methods. Alternatively, trades with smaller, non-conflicting scopes can combine within a takt period and coordinate their work together within the same space.



Ensure the Plan has Buffers



No matter how well you plan, construction is unpredictable — and your schedule needs to account for that. Building buffers into your takt schedule gives your teams a cushion to absorb the unexpected without throwing the entire job off rhythm. Think of buffers as your insurance policy — they protect your milestone dates, keep the work flowing, and ensure that one bad week doesn't snowball into a blown schedule.





There are various options for buffers, including:

End Buffers: These buffers are positioned after the final activity of the project and before Substantial Completion Date.

In-Phase Buffers: By inserting buffer tasks within the task sequence, you can create a protective firebreak after riskier scopes of work.

Takt Wagon Buffers: Adding reasonable buffers within your subtasks allows for some natural variations.

Material Inventory Buffers: Strategic lead times built into the "Procure" phase to ensure materials arrive before they are needed in a specific zone.

Supply Chain Buffers: These are specifically positioned between each step of the procurement process

Takt Time Buffer: Used to stop the work of the entire train in a phase. Common uses are Holidays, weather days, and project closures.

Creation of Production Plan:



The final step, Creation of the Production Plan, involves integrating each individual phase into the master schedule to establish a cohesive project rhythm.

During this process, you must identify the specific **Takt Time** and **Realized Flow Potential** for every phase, ensuring they are protected by strategic **buffers** to absorb variability.

Success depends on deep **trade involvement** to validate the execution logic, identify phase-specific **constraints**, and pinpoint potential **bottlenecks**.

By **maintaining an "ideal" scenario**, you preserve a plan that is more efficient than the baseline while retaining enough buffer for unforeseen changes.

Should significant delays occur, the team can pivot to a **pre-planned emergency scenario**, utilizing optimization techniques like breaking down zones further to recover the schedule and maintain flow.

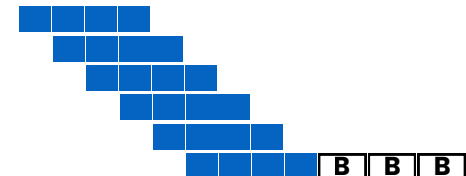
Macro



Norm



Emergency

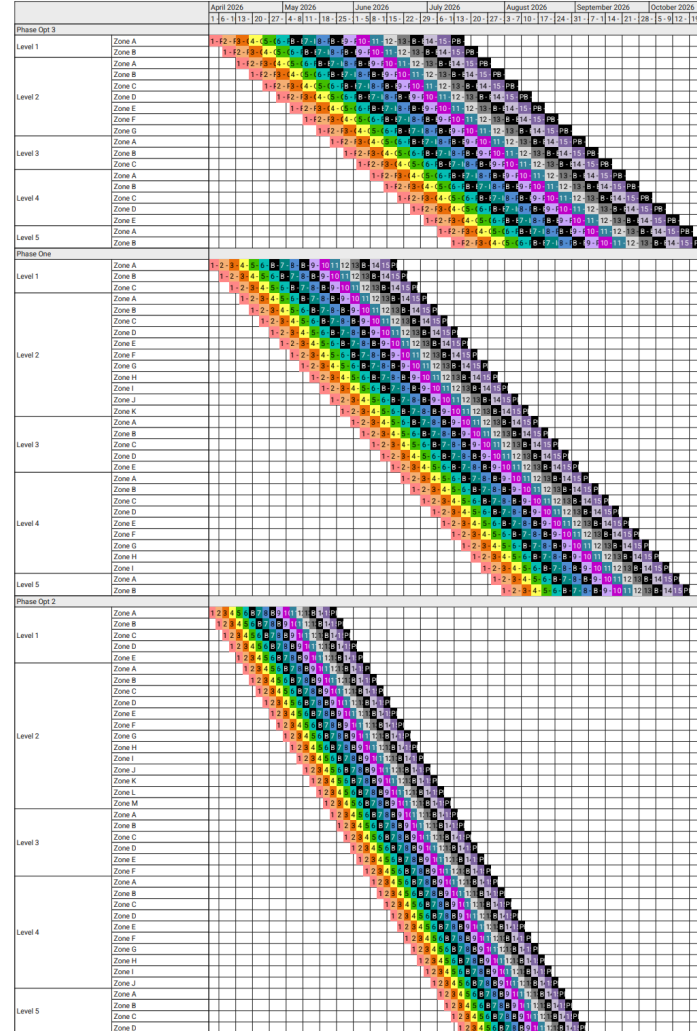


Optimize the Plan

Once you have established your balanced zones, tasks, and takt time, it is important to take a step back and assess what you have created. Take note of the overall phase duration and the duration for each trade. Perform sanity checks to evaluate the plan. Does it align with the project requirements? Can it be further optimized?

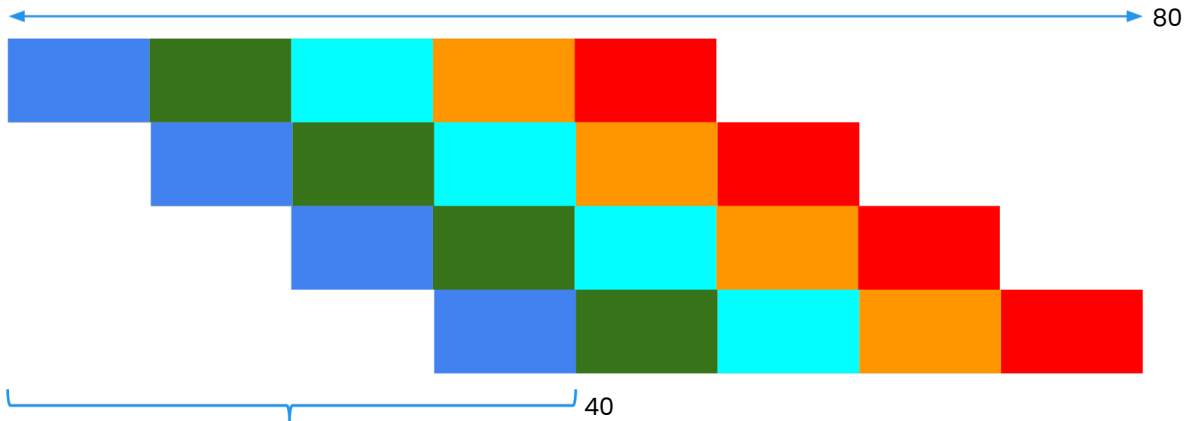
Explore various schedule options by adjusting the number of zones, takt time, and crew sizes. With tighter staggering (smaller zones), you can reduce your overall phase duration without compromising trade durations.

It's worth noting that these incremental adjustments may not produce linear outcomes, due to whole-day rounding.

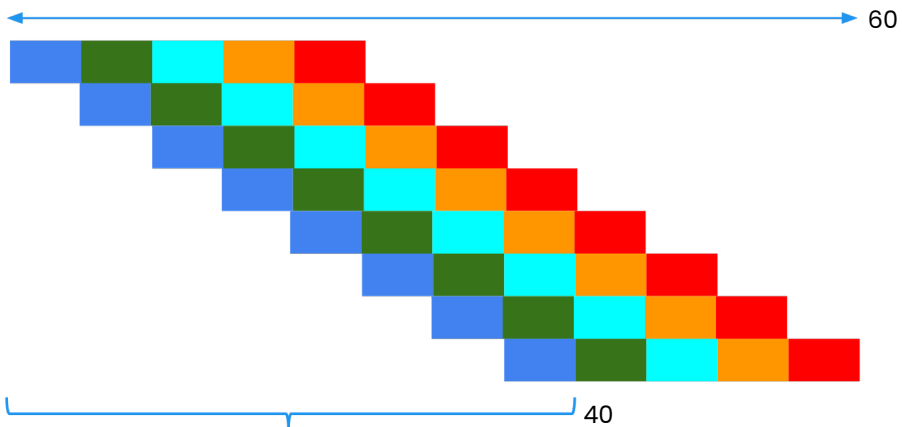


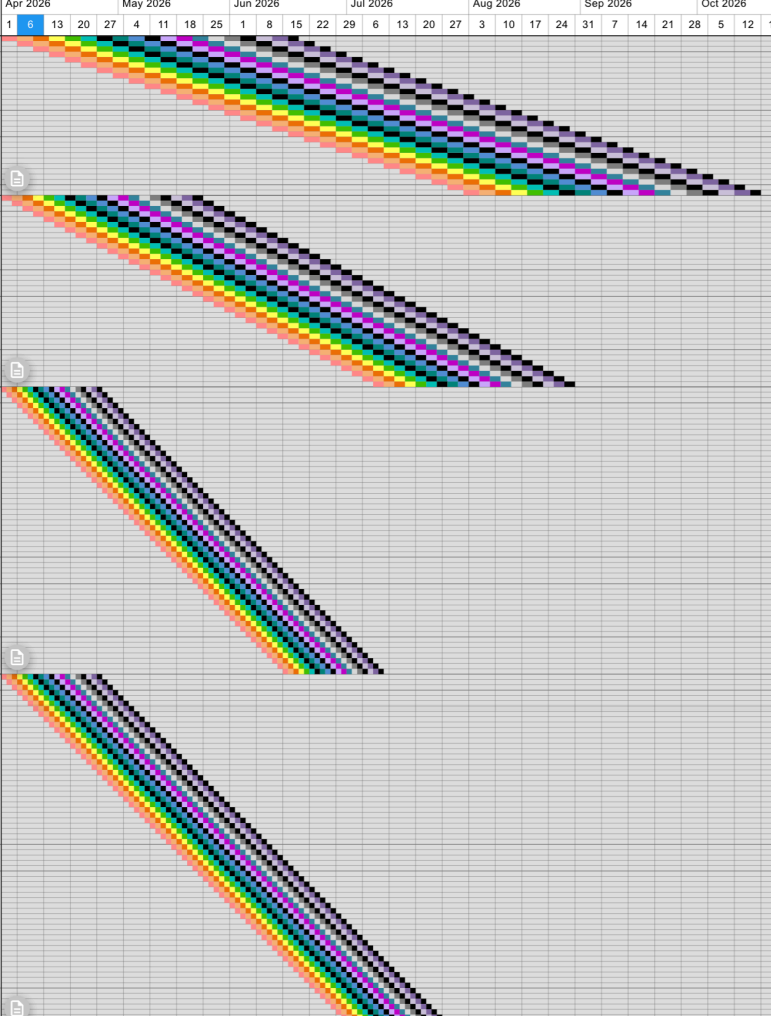


4 ZONES



8 ZONES





In the previous example, doubling the number of zones while cutting the takt time in half delivers the same 40-day trade duration – but shaves 25% off the overall phase duration, dropping it from 80 days to 60. The reason it works is simple: smaller zones let trades follow each other more closely, tightening up the schedule without adding manpower or cost.

That said, there's a limit. Push it too far and you end up with too many zones to manage effectively – a condition known as "over-taking." When that happens, the schedule becomes more of a burden than a tool.

Getting the balance right rarely happens on the first try. Expect to go through a few iterations, revisit earlier steps, and fine-tune as you go. The goal is a plan that's both efficient on paper and practical in the field – because a schedule your teams can't execute isn't worth the wall space it's printed on.

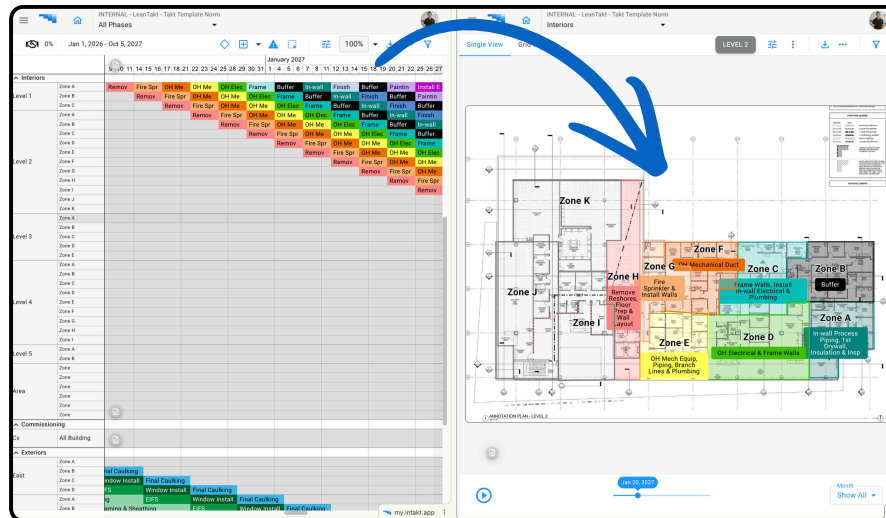


Now it's time to utilize inTakt's functionality to add the granular detail required to align your production plan with project reality. This step transforms the strategic model into a living execution tool by incorporating the unique variables of the job site.

- **Upload Zone Maps:** Most importantly, integrate your visual zone maps into the platform to allow the entire team to clearly see the logistical sequence and movement of work.
- **Add Milestones:** Tie milestones to your current phases to easily identify certain dates.
- **Integrate One-Off Tasks:** Add specific activities, such as unique inspections or non-repetitive features of work, that only occur in certain areas.
- **Establish Phase Ties:** Create logical connections between different work flows, such as sitework, rough-ins, and finishes, to ensure a cohesive master schedule.
- **Refine Overlaps:** Carefully manage specific trade overlaps to prevent rippling delays while maintaining the necessary staggering between crews.
- **Add your team:** Add unlimited users to your production plan and assign the role for each of them.

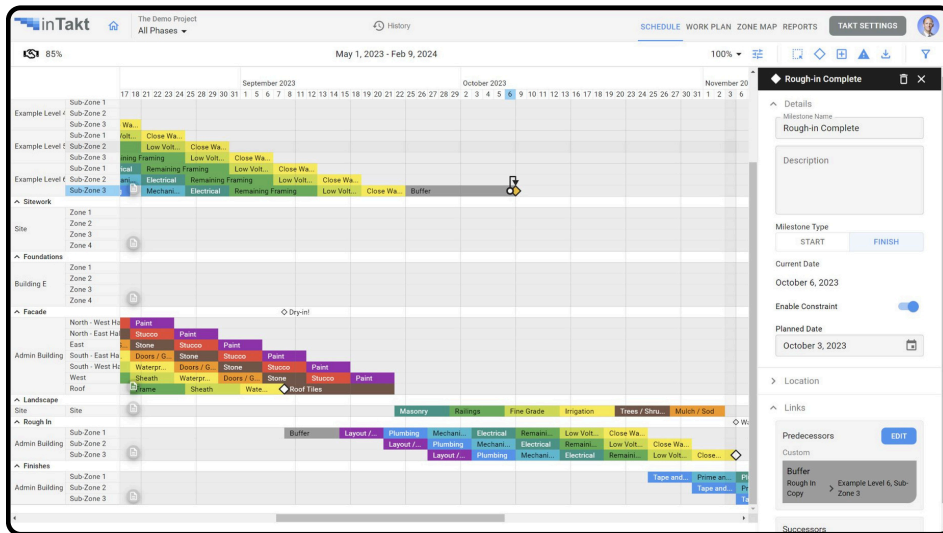
Zone Maps

Uploading and linking your project in inTakt turns your schedule into something your whole team can more easily visualize and use. Instead of interpreting a list of activities, your superintendents, foremen, and stakeholders can see exactly where every trade is working — mapped directly onto the building's floor plan. It's no longer just a schedule on paper. It's a live, visual roadmap of how work is moving through the structure in real time. When your logistical sequence lines up with your floor plan, coordinating movement across every floor becomes instinctive — and keeping the job on rhythm becomes a whole lot easier.



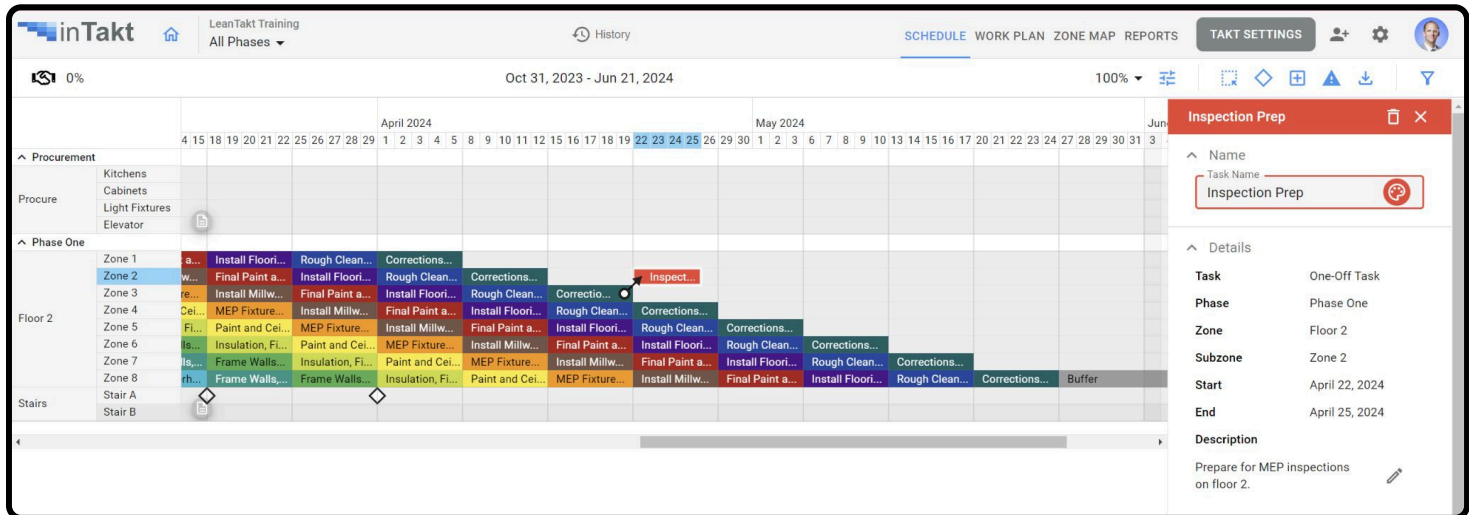
Create Milestones

Milestones are your project's major markers — the dates that every trade, superintendent, and stakeholder is working toward. They cut through the noise of a busy schedule and keep the entire team locked in on what matters most. This inTakt screenshot shows how milestones are displayed directly within your takt plan, giving your team instant visibility into critical deadlines without having to dig through a separate report or schedule. When everyone on the job can see the same milestones in the same place, staying aligned becomes automatic.



Unique Tasks

Not every task on a jobsite fits neatly into a standard workflow — and takt planning accounts for that. Inspections, one-of-a-kind scopes, and other unique activities can be added directly into inTakt as standalone tasks, without disrupting the rhythm of the overall plan. The screenshot shows exactly how a one-off task appears within the schedule — visible, trackable, and fully integrated into the takt plan just like everything else.

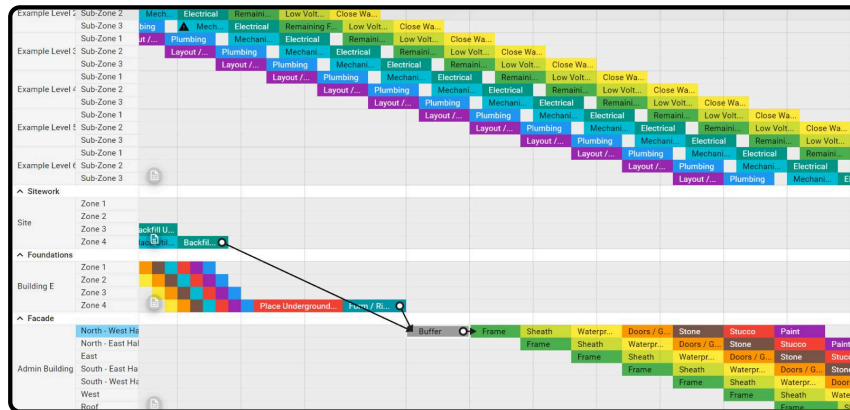




Tie to Other Phases

Every project has distinct phases of work — and each one deserves its own plan. From sitework and structural to exteriors, rough-ins, and finishes, each phase carries its own unique sequence, zones, takt periods, and tasks. Building each phase independently gives you the flexibility to optimize the flow of work within that scope, without being constrained by the phases around it.

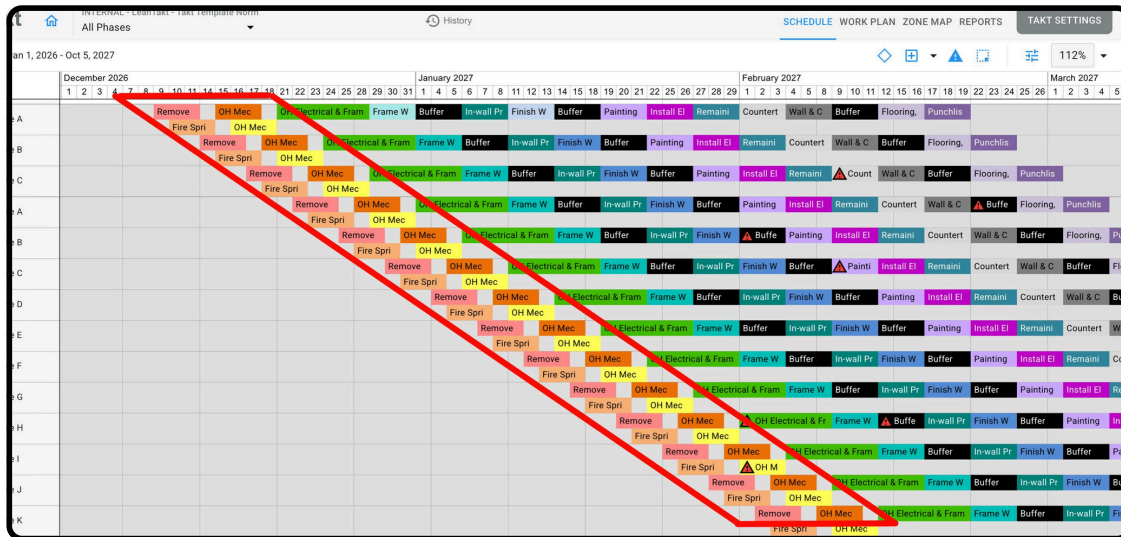
But phases don't operate in isolation. Once each phase is built out, it's critical to connect them with logical ties that create a seamless handoff from one phase to the next. Without those connections, you risk gaps, overlaps, and trades running into each other at phase transitions — exactly the kind of disruption takt planning is designed to eliminate. The inTakt screenshot above shows how multiple phases are linked together through individual logic ties, keeping the entire project moving as one cohesive plan.



Overlapping Tasks

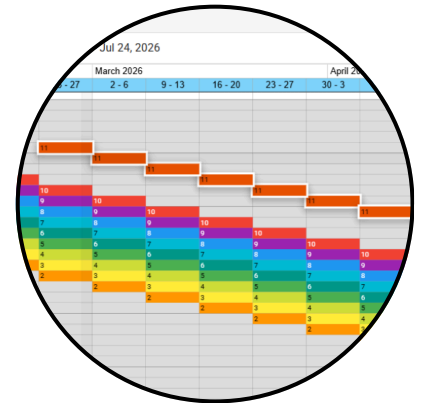
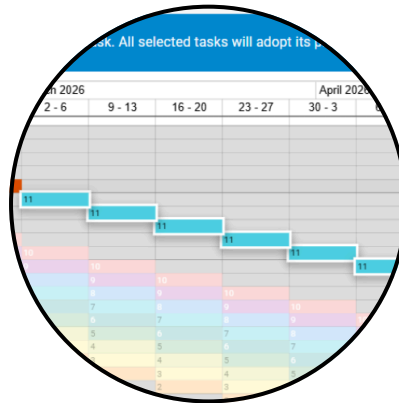
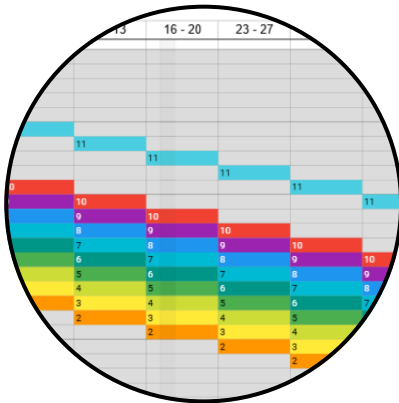
Not all tasks need their own lane — and in takt planning, they don't have to. By adjusting overlap settings in inTakt, you can stack multiple tasks within the same row, allowing trades to work in parallel without losing the logic that keeps the sequence intact.

Simply create additional tasks within the same sequence and define how much overlap you need — either in the task settings or the link settings. From there, each task automatically offsets from the previous one based on the value you set. And if the job changes, no problem. Overlaps can be adjusted at any time, giving you the flexibility to keep work moving without rebuilding your entire plan.



This functionality reduces repetitive actions and helps maintain consistency throughout the project plan. Grouped tasks can also be added or separated at any time, providing flexibility as the schedule evolves.

Additionally, grouped tasks are represented once in the Legend, improving clarity and reducing visual clutter in printed or shared outputs.



Multiple Crews



UG Electrical

3

+

Task Properties

Reverse

Reverse Task Sequence

Overlap

Days Overlapping With Predecessor

◀ 0 days ▶

Crews

Crew Size

◀ 4 ▶

Number Of Crews

◀ 3 ▶

Quantity

Quantity

Type to add units

<

>

CANCEL

CONFIRM



Some scopes of work need more than one crew to keep production on track — and inTakt is built for that.

By assigning multiple crews to a single task, the schedule automatically distributes the work sequence across the jobsite, allowing crews to leapfrog locations rather than working strictly in order. Each crew follows its own path through the zones while the overall task logic and sequence stay intact.

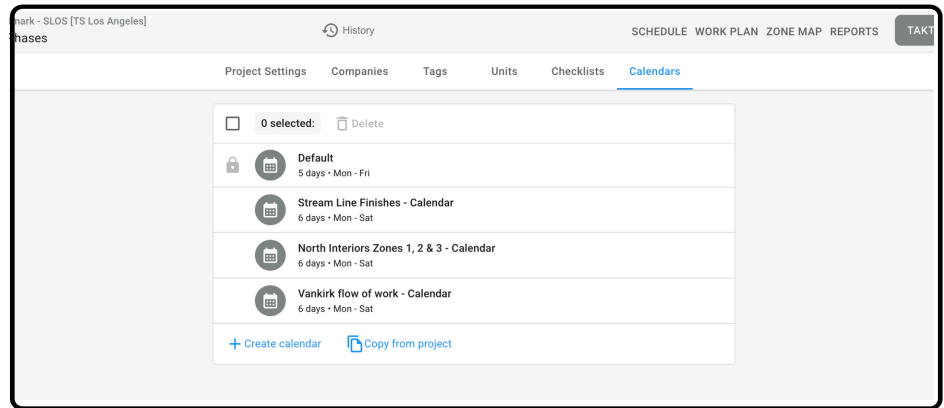
This is especially valuable on longer activities where a single crew would become a bottleneck — keeping multiple crews in motion means production stays balanced and the job keeps moving.

Calendars

Calendars in inTakt define the working conditions for your project — work weeks, holidays, and non-working days — all managed in one place, separate from individual phases. Assign a calendar to one phase or many, and any update you make automatically carries through to every associated phase at once. Add a holiday, adjust a work week, and the entire schedule updates without you having to touch each phase individually.

For activities that run on a different schedule — say, a concrete pour that works weekends while the rest of the job doesn't — calendars can also be applied at the task level, keeping unique work patterns contained without disrupting the rest of the plan.

All of this is managed through the project settings, where you can create, edit, duplicate, and organize calendars as needed. Set a default calendar for new phases, or apply one across the entire project to lock in consistent scheduling conditions from the start.



Company Tags

Company tags in inTakt make it immediately clear who is responsible for what — and where they're working at any point in the schedule.

Each company is assigned a name and color, so your team can scan the plan and instantly identify which contractor owns which activity without having to dig through a list or ask around.

When coordination gets complicated, you can switch between task-based colors and company-based colors to get the view that makes the most sense for the situation.

And when a change needs to be made — a company name update, a color reassignment — it's done once in the central settings and reflected everywhere automatically.

Project Settings

Companies

Tags

Units

Checklists

Calendars

Use companies to filter tasks.

Framing

Sprinkler

Mechanical

Plumbing

Electrical

Buffer

Drywall

Painting

+ Create company

Copy from project

User Roles and Permissions



Every stakeholder on your project — from the owner to the newest subcontractor — can have a seat at the table in inTakt. There's no limit on users, so there's no reason anyone who needs visibility into the schedule should be left out. Invite team members by email and assign them a role — Admin, Editor, or Viewer — based on what level of access makes sense for their position.

For more specific needs, custom roles can be created to lock users into only the tasks and areas relevant to their scope, so a subcontractor can update their own work without the ability to affect anyone else's plan. Access can be further refined through tags, ensuring every user sees exactly what they need — and nothing they don't.

Users

Roles

Search users

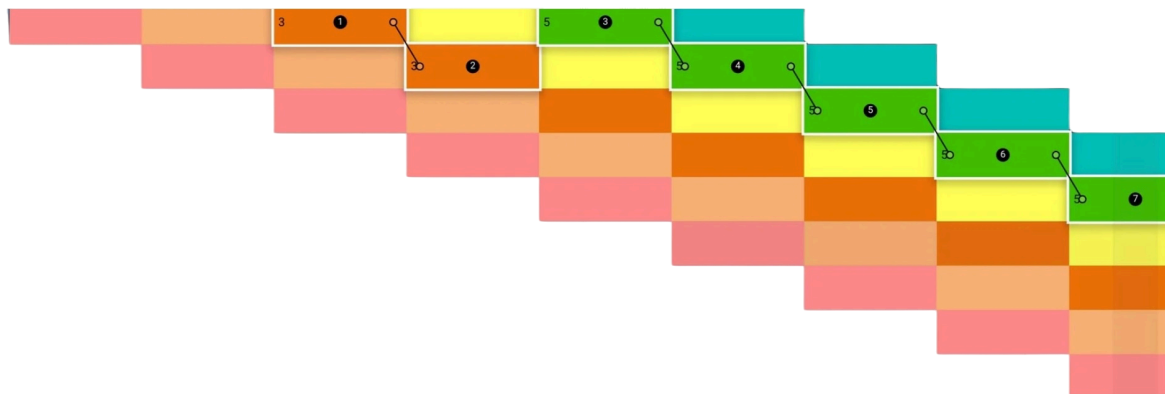
IMPORT

Users	Role	↑	Tags ?
Katie Schroeder	Admin	✓ Can edit all tasks	
Lucia Armenta	Admin	✓ Can edit all tasks	
Daniel Vasquez	Editor	#Sprinkler ✕	
Samuel Sandoval	Editor	+ Add tags	
Daniel Vásquez Fuentes	Project Owner	✓ Can edit all tasks	
Marlene Hernandez	Viewer	✕ Cannot edit any tasks	

Multiple Task Linking Feature

Updating task relationships across a busy schedule used to mean a lot of clicking – not anymore. By holding Ctrl (or Command on Mac) and selecting multiple tasks at once, you can unlink, reorder, and reconnect them in sequence with a single action, and inTakt automatically rebuilds the logic between them.

Need to align several activities to the same predecessor? That's a single step too. Whether you're making a minor tweak or overhauling a whole section of the schedule, this tool cuts the busywork and keeps your focus where it belongs – on running the job.



Multiple Tasks

InfoUnitsPlanTrack

Duration

Task Period3

SAYSAVE

Task Calendar

Default

Constraint

OffOn

Active Crew

Crew1 of 1

Links

Show Default Links

Link in sequence

Unlink selected

Link to same predecessor

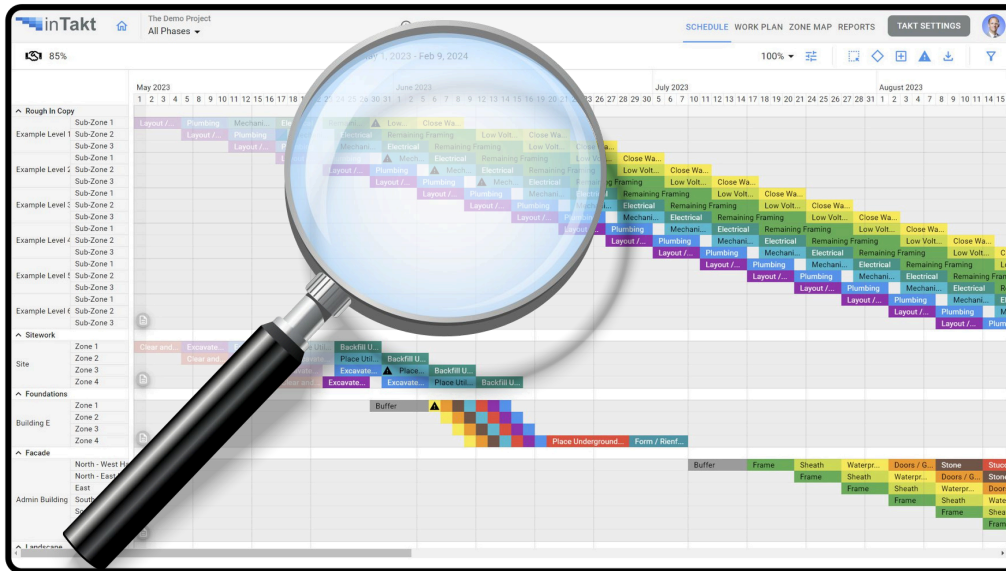
Link to same successor

Unlink previous zone

Analyze and Improve

You've built the plan — now pressure test it. Before you finalize and publish, get the whole team in the room for one last hard look. This is the time to ask the tough questions, challenge assumptions, and poke holes in the schedule before the job starts — not after.

Encourage every trade, superintendent, and stakeholder to speak up. The best plans aren't built by one person sitting behind a desk — they're stress-tested by the people who actually have to execute them. If there are gaps, weaknesses, or anything that doesn't pass the gut check, now is the time to find them and fix them.



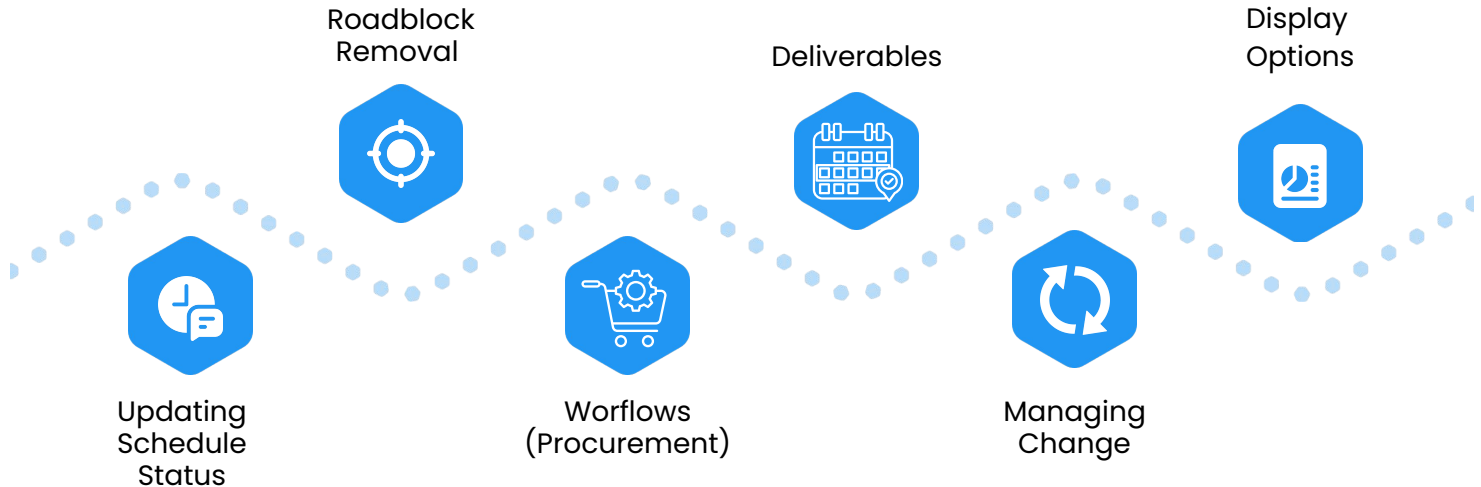


Execute your Plan

Takt Schedule Maintenance



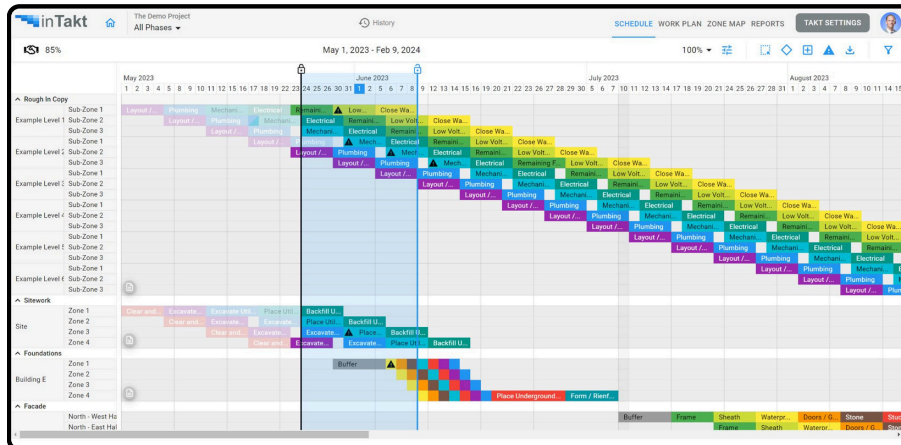
The plan is built — now it's time to keep it alive. The good news is that maintaining a takt plan is far simpler than maintaining a traditional CPM schedule. But like any tool on the jobsite, it only works if you use it right. The key is knowing how to handle deviations when work doesn't go according to plan — and on any construction project, it never goes exactly according to plan. Here's what we'll cover in the pages ahead:





Keeping your takt plan current is non-negotiable. Regular updates are what separate a plan that drives the job from one that just hangs on the wall. The sooner you spot a deviation, the sooner you can get ahead of it — before it has a chance to ripple through the rest of the schedule.

In inTakt, tracking progress is straightforward. Completed tasks are grayed out on the left side of the screen, giving you an instant visual of how much ground has been covered. The center section displays the current work period in blue, so your team always knows exactly where they stand today. If a delay occurs within that window, inTakt prompts for a delay reason — keeping your reporting accurate and giving leadership the data they need to make informed decisions.



Roadblock Log

Identification and Removal of Roadblocks

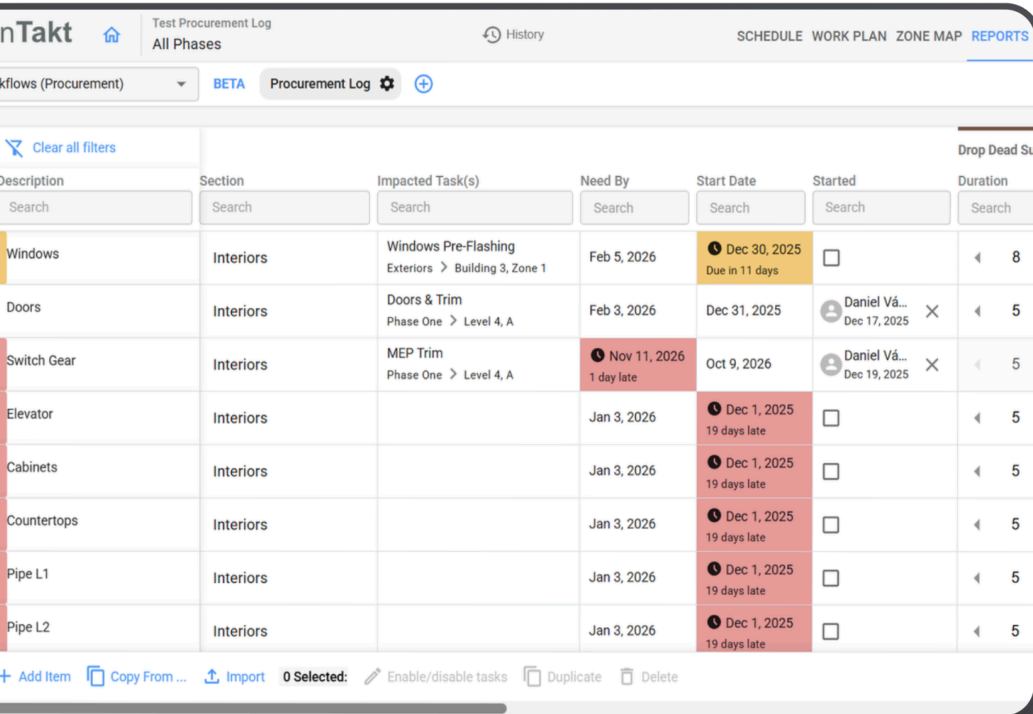
One of the biggest advantages of a takt schedule is how easy it is to read and maintain. Because the schedule is standardized, your team spends less time deciphering a complex plan and more time doing what matters most – getting out in front of problems before they hit the jobsite. Takt planning shifts your focus from reactive schedule management to proactive roadblock removal.

In inTakt, upcoming roadblocks are flagged directly on the schedule with a hazard symbol, so there's no guesswork about where trouble is brewing. Every flagged roadblock is automatically linked to a roadblocks log, giving your team a centralized place to track, manage, and resolve issues before they have a chance to slow production down.

No.	Resolved	Title *	Description	Tasks	Responsible	Created On	Finish
1	☒	Utility Contract	Need a contract before we can start	Excavate Utilities Sitework > Site, Zone 1	Steve Moore steve.moore@intakt.app	X Dec 2, 2022	May 9, 2023
2	☐	Wire delay		Low Voltage Rough In Copy > Example Level 1, Sub-Zone 1	Jordan Christensen jordan.christensen@intakt.app	X Dec 2, 2022	May 26, 2023
3	☐	RFI 199	Level 2 Duct location	Mechanical Rough In Copy > Example Level 2, Sub-Zone 1 (1 of 9)	Steve Moore steve.moore@intakt.app	X Dec 2, 2022	May 25, 2023
4	☐	RFI 178	Fire Hydrant distance off curb	Place Utilities Sitework > Site, Zone 3	Steve Moore steve.moore@intakt.app	X Dec 2, 2022	May 26, 2023
5	☐	Foundations Contract		Excavate Foundations > Building E, Zone 1	Jordan Christensen jordan.christensen@intakt.app	X Dec 2, 2022	Jun 1, 2023

Task	Duration	Task	Duration	Task	Duration	Task	Duration	Task	Duration
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h
Floor Prep, L...	1h	Fire Sprinkler...	1h	Overhead M...	1h	Install Overh...	1h	Frame Walls...	1h

3 Workflows (Procurement Log)



The screenshot shows the nTakt software interface with a 'Procurement Log' workflow. The table lists various tasks with their descriptions, sections, impacted tasks, due dates, start dates, and durations. Some tasks are marked as late.

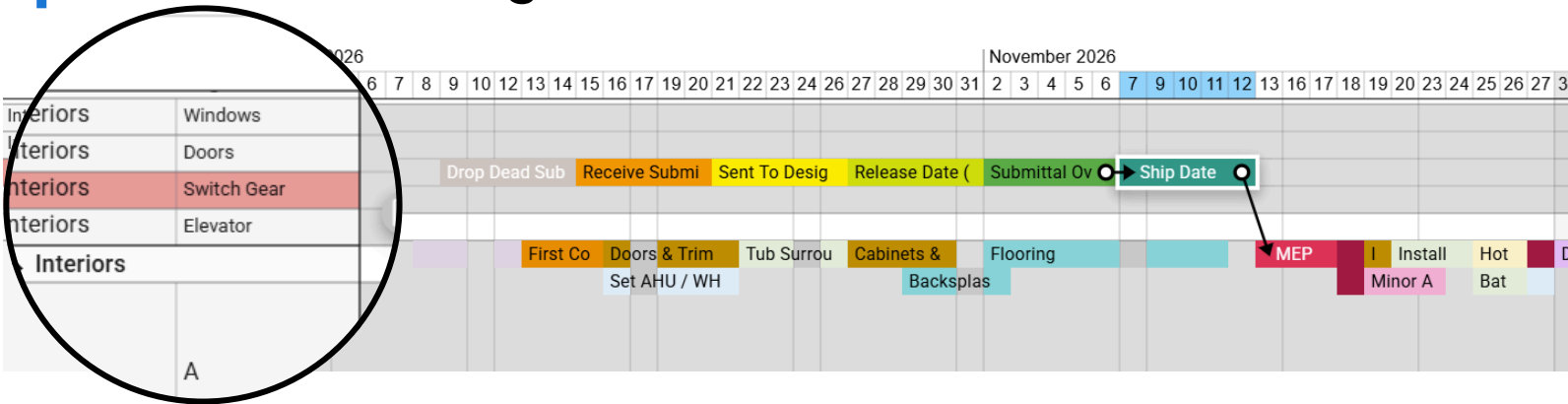
Description	Section	Impacted Task(s)	Need By	Start Date	Started	Duration
Windows	Interiors	Windows Pre-Flashing Exteriors > Building 3, Zone 1	Feb 5, 2026	Dec 30, 2025 Due in 11 days	☐	8
Doors	Interiors	Doors & Trim Phase One > Level 4, A	Feb 3, 2026	Dec 31, 2025	Daniel Vá... Dec 17, 2025	5
Switch Gear	Interiors	MEP Trim Phase One > Level 4, A	Nov 11, 2026 1 day late	Oct 9, 2026	Daniel Vá... Dec 19, 2025	5
Elevator	Interiors		Jan 3, 2026	Dec 1, 2025 19 days late	☐	5
Cabinets	Interiors		Jan 3, 2026	Dec 1, 2025 19 days late	☐	5
Countertops	Interiors		Jan 3, 2026	Dec 1, 2025 19 days late	☐	5
Pipe L1	Interiors		Jan 3, 2026	Dec 1, 2025 19 days late	☐	5
Pipe L2	Interiors		Jan 3, 2026	Dec 1, 2025 19 days late	☐	5

Buttons at the bottom: + Add Item, Copy From ..., Import, 0 Selected, Enable/disable tasks, Duplicate, Delete.

Workflows allow you to manage the preparation work that must happen before construction begins—such as procurement, submittals, and approvals.

You can set up custom workflows to match your process, with each step representing a stage required to get work ready for the field. Once your workflow is set up, adding items is straightforward—enter them manually or import them in bulk.

Procurement Log



Procurement delays, submittal bottlenecks, and approval holdups are some of the most common reasons construction schedules get derailed — and inTakt's Workflows feature is built to keep all of it visible and on track. Workflows give your team a structured way to manage these upstream processes directly alongside the construction schedule, so nothing falls through the cracks.

Workflow tasks can be linked directly to construction activities, ensuring that what happens in the office aligns with what needs to happen in the field. If the schedule shifts, the workflow updates with it — keeping your entire process in sync from procurement to installation.

Tracking progress is simple. Mark tasks as started or completed, or use the lock line to get an instant read on what's done, what's active, and what still needs verification. Setting up a workflow is equally straightforward — define your sections, build out the task sequence, assign durations, and you're ready to go.



Short-interval planning is where the takt schedule meets the field — and inTakt makes it seamless.

During your initial pull planning session, standard subtasks are established once and automatically pre-populate under each task in the schedule every week. No repetitive data entry, no rebuilding the same plan week after week. Subtasks can be added, modified, or removed at any time as conditions on the jobsite change.

For crew leads, managing daily work couldn't be simpler. From any device, they can drag and drop tasks, assign work to team members, and check off completed items with a single tap. No training required, no complicated interface to navigate — just a straightforward tool that keeps the crew organized and the work moving.

For superintendents and foremen, this means less time chasing updates and more time running the job. Daily progress is tracked in real time, giving field leaders an accurate, up-to-the-minute picture of where every crew stands — right from the palm of their hand.



Weekly Work Plan

The Weekly Work Plan in inTakt turns your takt schedule into a field-ready checklist that crew leads can actually use on the jobsite — no schedule reading experience required. Each day is laid out clearly, so crews know exactly what needs to get done and can check off completed work directly from any device as the day progresses.

One of the most valuable features of the Weekly Work Plan is how it handles trade handoffs. When a trade needs to transition out of a zone, a "shaking hands" icon appears directly in the date box — a simple, unmistakable signal that the area needs to be clean and ready for the incoming crew. No confusion, no miscommunication, no excuses.

INTERNAL - LeanTakt - Takt Template Norm

LEAN TAKT inTakt

Range: Jan 28 - Feb 3, 2022 Printed: Apr 10, 2026 1 of 1

Vertical Zones	Area	Zone	Company	Task Code	Task	28	29	1	2	3	Notes
						T	F	M	T	W	
Vertical Zones	Stairs	Elevator 1	S7A2	E1	Pour						
	Level 1	Zone A	Casework	11	Remaining Ceiling Drops & Install Casework						
		Zone B	Millwork	12	Countertops, Millwork & Final Paint						
		Zone C	Casework	10	Install Electrical Fixtures & Mech Ceiling Drops						
		Zone A	Painting	9	Remaining Ceiling Drops & Install Casework						
		Zone B	Painting	9	Painting & Install Ceiling Grid						
Interiors	Level 2	Zone A	Buffer	8	Install Electrical Fixtures & Mech Ceiling Drops						
		Zone B	Painting	9	Painting & Install Ceiling Grid						
		Zone C	Finish	3	Finish Walls & Painting						
		Zone D	Buffer	8	Buffer						
		Zone E	Drywall	7	In-wall Process Piping, 1st Drywall, Insulation & Insp						
Exteriors	West	Zone F	Finish	6	Frame Walls, Install In-wall Electrical & Plumbing						
		Zone G	Plumbing	4	OH Mech Equip, Piping, Branch Lines & Plumbing						
		Zone H	Mechanical	3	OH Electrical & Frame Walls						
		Zone I	Plumbing	4	OH Mech Equip, Piping, Branch Lines & Plumbing						
		Zone J	Sprinkler	2	Fire Sprinkler & Install Walls						
Exteriors	North	Zone K	Mechanical	3	OH Mechanical Duct						
		Zone A	Framing	1	Remove Reshores, Floor Prep & Wall Layout						
		Zone B	Sprinkler	2	Fire Sprinkler & Install Walls						
		Zone C	Framing	1	Remove Reshores, Floor Prep & Wall Layout						
		Zone D	Finishes	E	Final Caulking & Finishes						

When it's time to share the plan with the broader team, the layout is fully customizable. Adjust font sizes and column widths, integrate zone maps, and add your company logo for a professional, client-ready output. Controls for roadblocks and weekend visibility ensure that every printout keeps the team focused on maintaining the steady rhythm that takt planning is built around.

[illegible]

Template options keep your outputs organized and consistent, while built-in controls for roadblocks, weekends, and holidays ensure nothing catches your team off guard. Layout settings – font size, column widths, zone maps, and project logos – can all be adjusted so every report looks professional and is easy for anyone on the team to read and act on.

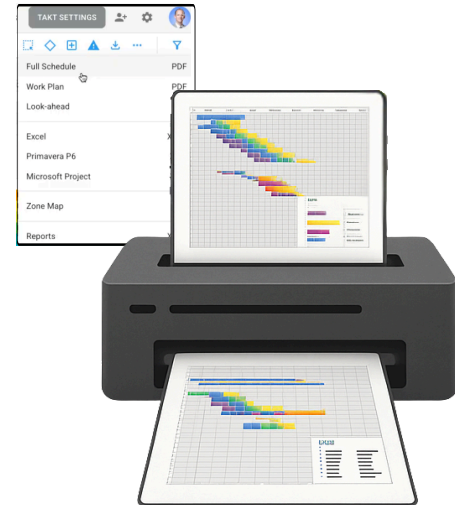
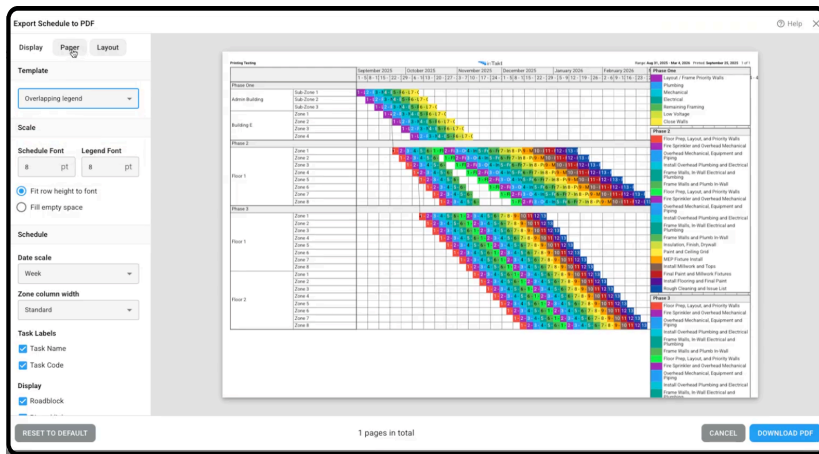


Overall Printing

When it's time to share the big picture, the Overall Printing Schedule gives you complete control over how your project is presented. Choose which phases to display, set your time range, and dial in the level of detail that makes sense for your audience – whether that's an owner review, a coordination meeting, or a full team huddle.

The layout is built for flexibility. Paper size, scaling, orientation, and grid setup can all be adjusted to ensure the schedule is clean, readable, and professional in any format – from a jobsite wall print to a boardroom presentation.

Advanced legend controls let you position, resize, and organize information by task, company, or phase, so every output tells a clear story without overwhelming the reader. The result is a schedule that looks as organized as the job itself – and gives everyone in the room exactly what they need to stay aligned and keep moving.





Despite our best efforts, delays and unexpected events will still occur. Takt planning offers various strategies for addressing such delays.

It is essential to analyze tasks that frequently experience challenges in meeting their deadlines and identify any bottlenecks to these operations. You should always explore options to increase the capacity of these bottlenecks.

When necessary, you can overlap with or delay subsequent tasks to accommodate late work.

In situations where an unresolved issue hinders the completion of a specific zone, you can proceed to the next zone while creating a small exclusion area to return to once the issue has been resolved. Adjusting logic ties between phases can sometimes absorb impacts. However, it is important to preserve reasonable separation between phases and not make a habit of this practice.

You can recover a badly-impacted takt schedule by breaking down your zones further, allowing trades to stagger their work more closely. This, of course, has its limitations. On some occasions it may be necessary to re-sequence remaining work.

If necessary, project buffers can be drawn down to absorb impacts. These buffers serve as a safeguard to mitigate the effects of unforeseen delays or disruptions. Though, buffers, like money, can only be spent once.



Draw down buffers

Overlap or delay tasks

Adjust phase dependency logic

Break down zones into smaller batches

Leave a small area to come back to later

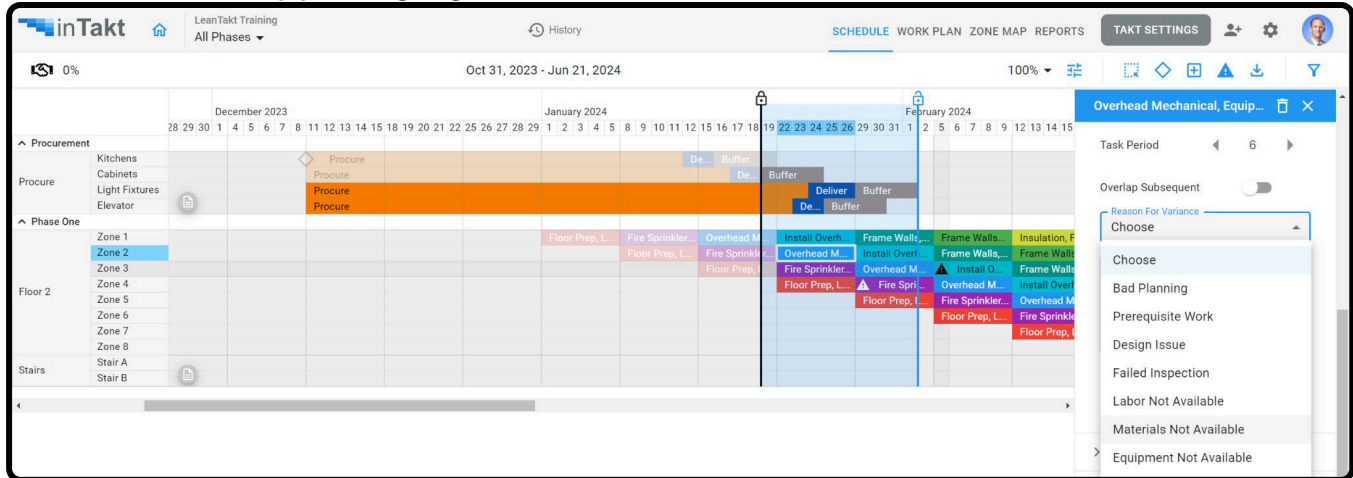
Identify bottlenecks and increase their capacity



Delays

In this scenario, the Overhead Mechanical task has run over its takt duration. At this point, inTakt gives you two options — push subsequent tasks out to absorb the delay, or overlap them.

Overlapping means allowing the next trade to move into the zone while the previous trade is still wrapping up. It's not the ideal situation, but it's a practical way to prevent one delay from rippling through the rest of the schedule and eating into your project buffers. Either way, the trade responsible for the delay is required to log a reason — keeping your reporting accurate and giving your team the data needed to prevent the same issue from happening again.

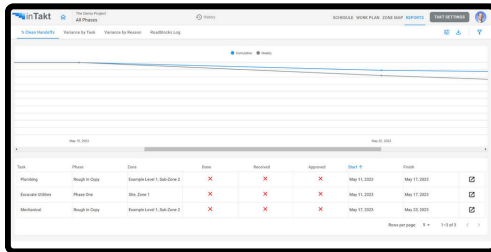




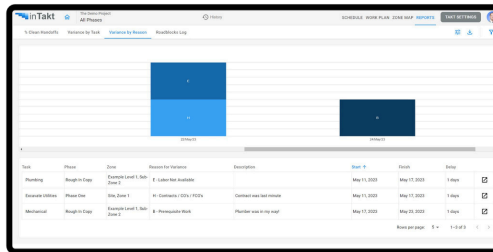
Metrics and Reporting

What gets measured gets managed. Metrics give you the visibility to spot issues early, recognize patterns, and solve problems before they compound. Your takt plan already acts as a powerful single-page dashboard — capturing the entire history of the project at a glance. But there's more data available to help you stay ahead of the job:

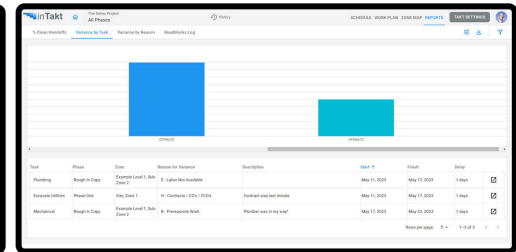
- **Clean Handoffs:** Track the percentage of times a trade successfully hands over their zone to the next trade on-time and with a clean transition. It provides insights into the efficiency and effectiveness of coordination between trades.
- **Variance Reasons:** Familiar to Lean construction professionals, this highlights the leading reasons behind task delays. It helps identify the root causes of variations, enabling targeted improvements and proactive mitigation strategies.
- **Task Variance:** Unique to takt planning, this metric leverages the standardized and repetitive nature of tasks in the schedule. It assists in identifying which tasks and trades face challenges in keeping up with the planned takt time on a regular basis.



Clean Hand-Offs



Variance Reasons



Task Variance

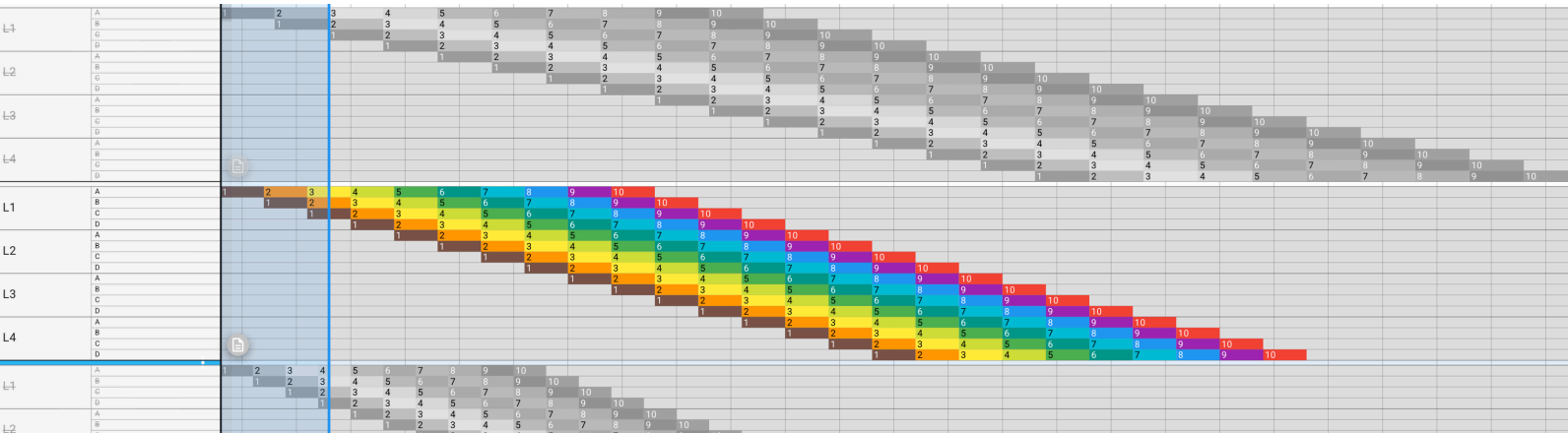


What If Phases

Not every phase needs to be live at all times — and in inTakt, you control which phases are driving the schedule and which aren't. Deactivating a phase removes it from the schedule logic, giving you a clean way to test alternative scenarios without touching the original plan.

A common approach is to duplicate a phase, modify it as a what-if scenario, and deactivate the original to compare outcomes side by side. If the alternative works better, swap it in. If not, reactivate the original and you're right back where you started — no damage done.

Inactive phases stay visible in the schedule or can be hidden entirely, and can be reactivated at any time. It's the kind of flexibility that lets you plan confidently, knowing you can explore options without putting the project at risk.



The screenshot displays the inTakt software interface, showing a Gantt chart for a construction project. The chart is organized by zones (Level 1 to Level 5) and tasks (e.g., Remove R, Fire Sprin, OH Mech, OH Elec, Frame W, Buffer, In-wall Pl, Finish Wa, Buffer, Painting, Install Ele, Remanish, Counterto, Wall & Ce, Buffer, Floor). The timeline spans from January 1, 2026, to February 1, 2027. A red box highlights the 'Display Options' panel on the right, which includes settings for Colors, Schedule Mode, Select Mode, Task Names, Task Codes, Other Display Options, Days Off, Lock Line, Roadblocks, Legend, Multi-Row Areas, Pinned Links, Milestones in Timeline, Milestone Variance, and Inactive Phases.

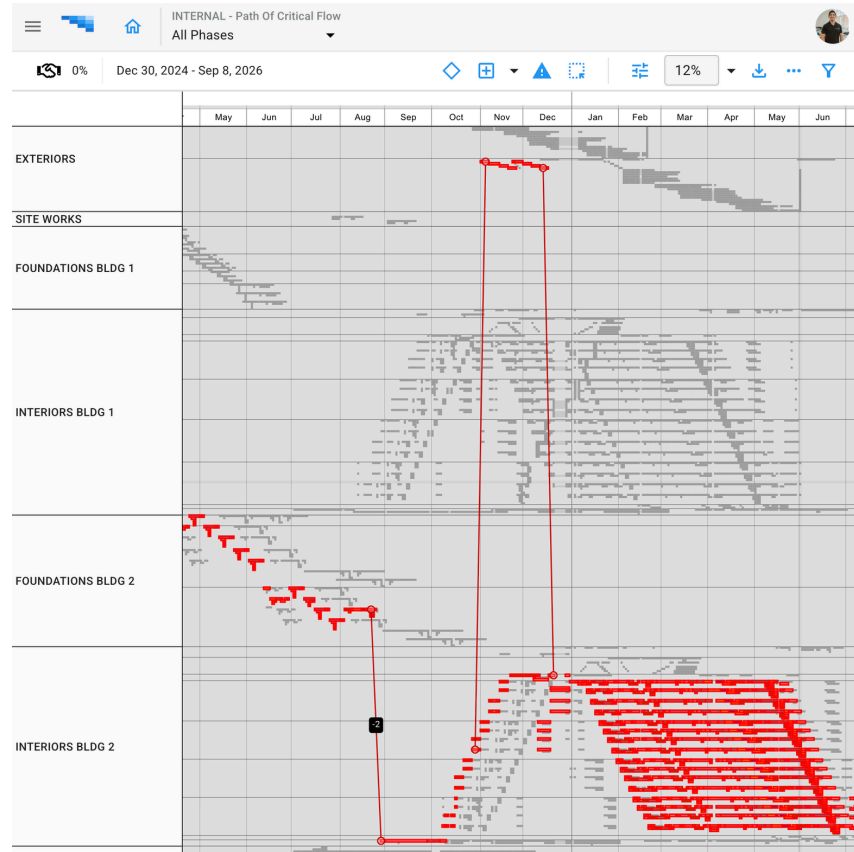
PCF: Path of Critical Flow

The Path of Critical Flow highlights the sequence of activities that drives the overall project duration.

When enabled, the schedule displays the longest continuous path across phases, connections, and buffers, providing a clear view of the flow that governs the project.

The path updates automatically as durations, sequences, or relationships change, ensuring that the displayed flow always reflects the current schedule logic.

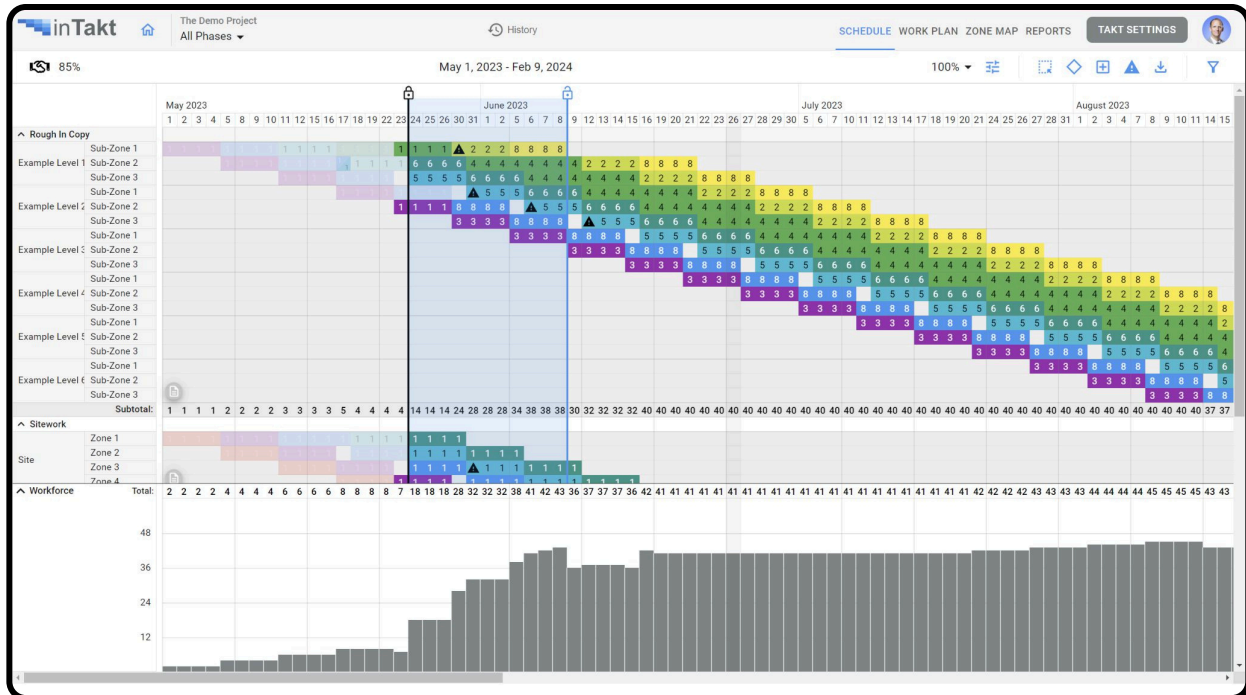
The visualization focuses on phase flow rather than individual tasks, helping teams maintain alignment and continuity across trades and zones.



Workforce Leveling

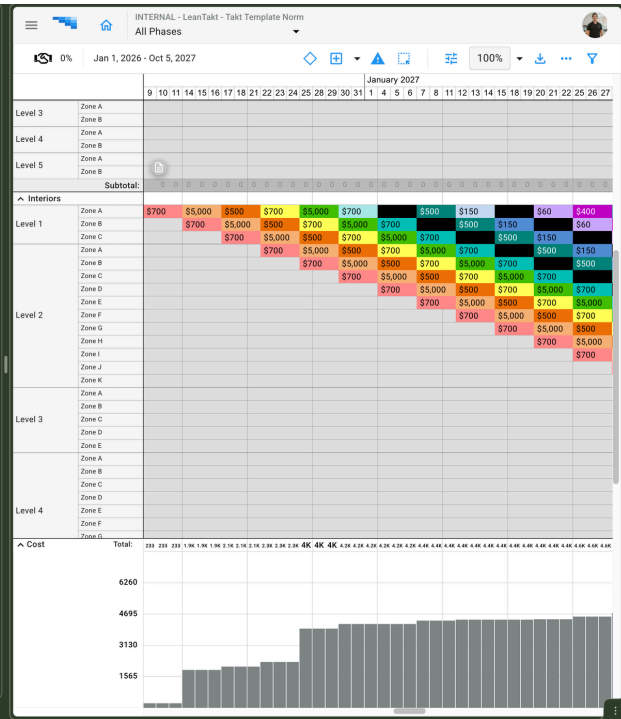
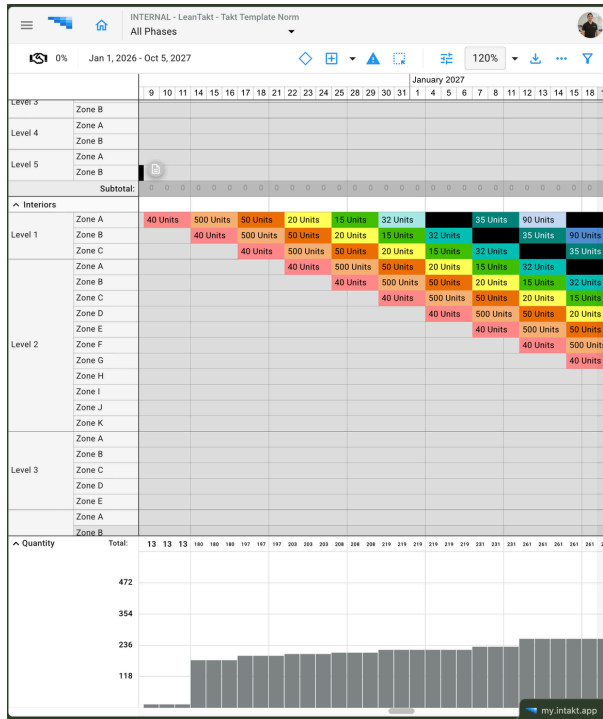


Similar to CPM schedules, takt plans can be resource-loaded and enable workforce analysis. Though, due to the great care taken to balance tasks and zones, takt plan histograms are predictably flat and ideal.



Quantity & Cost

inTakt allows you to analyze the **cost** for each activity and add **quantities** to sum totals to drive strategic decisions. By balancing tasks and zones, the platform produces predictably flat histograms that ensure an efficient and sustainable flow of labor and capital.

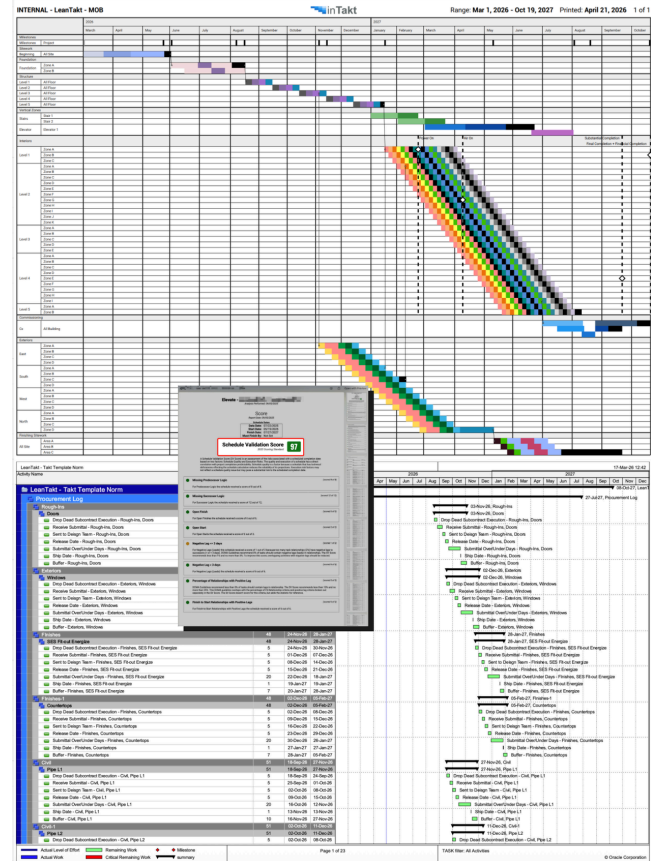




Meeting Contract Requirements

Many project owners require CPM scheduling in their contract specifications – and that's not a problem. If your project demands a traditional CPM schedule for reporting purposes, inTakt can export an XML file that imports directly into most major scheduling software. You stay compliant with your contract requirements while running your project the takt way.

And here's where it gets even better. Because takt schedules are built on low durations and a perfectly balanced network of finish-to-start relationships, they score exceptionally well on automated CPM schedule quality checks – often outperforming traditionally built CPM schedules. When overlaps occur, inTakt automatically closes any open-ended activities using start-to-start and finish-to-finish logic, so your exported schedule is clean, complete, and ready to submit without any cleanup work on your end.



Takt Planning



Takt planning offers a simple but powerful shift in how projects are planned and managed.

By organizing work into balanced, visible patterns, teams can move away from complex schedules and toward plans that are easier to understand, easier to manage, and more reliable to execute.

At its core, this approach is built on a few simple principles:



Rhythm

Takt planning creates rhythm by breaking work into equalized batches.



Continuity

It creates uninterrupted trade flow through balanced work areas.



Consistency

It makes the plan easier to understand and brings issues to the surface.



BUILD WITH FLOW