
Construction Site Leadership: Look-Ahead Planning and Daily Control Training

4 – 8 January 2027
Milan





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Programme Summary

Construction site leadership with look-ahead planning and daily control is a one-week training course for senior site leaders at managerial level, culminating in a site control system for a live or upcoming project. Many sites have a sound master programme yet lose time every day to unready work fronts, idle crews and late decisions. The approach gives site leaders a short-interval planning rhythm, simple productivity measures and clear supervision routines, backed by the records that protect the site later. Mars Training Centre UK delivers this programme in construction site leadership.

The Business Case

Programme slippage is usually lost a few hours at a time on site: materials not delivered, a crane double-booked, an inspection missed or a subcontractor waiting for another trade. Leaders who plan work weeks ahead, remove constraints before crews arrive and measure whether promises were kept recover that time without adding resources, and their site records stand up when delays are disputed.

- Programme Reliability: Improves when weekly commitments are planned from ready work and tracked as Percent Plan Complete.
- Labour and Plant Productivity: Rises when idle time is measured and its causes removed through daily coordination.
- Rework and Delay Claims Exposure: Fall when workmanship is checked at the right stage and site records are kept consistently.

Principles and Evidence Base

- Last Planner System Lean Construction Institute: Structures phase planning, look-ahead constraint removal, weekly work plans and daily huddles in Sessions 2 and 3.
- Percent Plan Complete and Reasons for Variance: Measure planning reliability and drive learning from missed commitments in Session 3.
- Work Sampling and Crew Balance Charts: Quantify productive, supportive and idle time for crews and plant in Session 3.
- Situational Leadership Model Hersey-Blanchard: Matches leadership style to the readiness of supervisors and crews in Session 5.



Intended Participants

- Leaders responsible for the day-to-day running of one or more construction sites.
- Senior engineers who represent the client or consultant on site and supervise workmanship.
- Managers who coordinate several subcontractors and trades in a shared work area.
- Senior supervisors moving into site-wide leadership roles.

The programme serves building, infrastructure, industrial and energy construction.

Learning Outcomes

1. Participants will be able to design a site logistics plan covering access, laydown, crange and deliveries.
2. Participants will be able to construct a six-week look-ahead and screen activities for constraints.
3. Participants will be able to diagnose low productivity using work sampling and crew balance data.
4. Participants will be able to prioritise daily coordination issues between subcontractors and trades.
5. Participants will be able to evaluate workmanship against specification at defined inspection stages.
6. Participants will be able to justify site decisions with complete daily records and diaries.

Programme Structure

Day 1: Site Establishment and Logistics

How is the site set up so work can flow from the first day?

- Site Layout, Access Routes and Laydown Areas
- Crane and Hoist Allocation Planning
- Just-in-Time Delivery Scheduling
- Temporary Works and Services Coordination
- Site Logistics Plan Review

Day 2: Look-Ahead Planning on Site

How does the master programme become work that crews can actually do?

- From Master Programme to Phase Pull Planning
- Six-Week Look-Ahead Schedules
- Constraint Screening and Make-Ready Process
- Weekly Work Plans and Commitment Meetings
- Information, Material and Permit Readiness Checks

Day 3: Daily Control and Productivity

How are daily output and reliability measured and improved?



- Daily Huddles and Subcontractor Coordination Meetings
- Percent Plan Complete and Reasons for Variance
- Work Sampling for Labour Productivity
- Crew Balance Charts and Plant Utilisation
- Visual Management Boards for the Site Office

Day 4: Supervision, Workmanship and Site Records

How is quality of work assured and evidence kept as work proceeds?

- Stage Inspections and First-Work Approvals
- Workmanship Checklists Against Specification
- Site Diaries, Daily Reports and Photo Records
- Recording Instructions, Delays and Disruption Events
- Weekly Progress Reporting to Project Management

Day 5: Applying Construction Site Leadership

How are the methods combined into a control system for a participant's site?

- Situational Leadership for Site Supervisors and Crews
- Building a Look-Ahead for a Participant Site
- Designing the Daily Coordination and Measurement Routine
- Peer Review of Site Records Arrangements
- Site Control System Presentation

Methodology

The programme combines structured exercises with case analysis of building and infrastructure sites, using real look-ahead schedules, productivity studies and site diaries. Participants plan, measure and record a simulated site week, then compare their decisions with what happened on the original project.

- Suggested activity: Screening a six-week look-ahead for constraints on a hospital fit-out.
- Suggested activity: Analysing a work sampling study from a highway structures crew.
- Suggested activity: Writing a site diary entry that records a disruption event.

Capstone Output

Each participant completes a site control system for a project they lead or support. It covers the logistics plan, the look-ahead and weekly planning cycle, daily coordination and productivity measures, inspection stages and the site records routine, ready to introduce with the site team.



Frequently Asked Questions

Is construction site leadership suitable for experienced site managers?

Yes. It is designed for site directors, construction managers and resident engineers who already run sites and want a stronger planning and control rhythm. It assumes site experience.

Which models underpin construction site leadership in this programme?

It draws on the Last Planner System, Percent Plan Complete, work sampling and crew balance charts, and the Situational Leadership model.

How is the construction site control system used at work?

You introduce it with your site team as the weekly and daily routine for planning, coordinating, measuring and recording work on your project.

How does construction site leadership differ from construction project management?

It concentrates on daily control of the site and its crews, while construction project management covers the whole project, including contracts, cost and stakeholders.