



# Making Sense of Construction Improvement

SECOND EDITION

Stuart D. Green



# Making Sense Of Construction Improvement

**Martin Loosemore**



## **Making Sense Of Construction Improvement:**

*Making Sense of Construction Improvement* Stuart D. Green, 2011-04-08 The book sets out deliberately to challenge the current construction improvement debate and the way in which it is conducted It confronts the supposedly neutral nature of construction best practice and demonstrates that the advocated recipes seldom stand up to critical scrutiny It further argues that commonly accepted components of best practice such as lean construction partnering and collaborative working rarely live up to the claims made on their behalf Such recipes invariably suffer from definitional vagueness and are constantly reinterpreted to suit the needs of different audiences Making Sense of Construction Improvement argues that construction sector improvement techniques cannot be understood in terms of their substantive content and are best understood in terms of the rhetoric within which they are presented The author also contends that the persuasiveness of such recipes depends upon the extent to which practitioners can adopt them for the purposes of making sense of the changes they observe happening around them To be accepted as best practice construction improvement techniques must also resonate with broader agendas of socio technological change The author charts how the best practice debate has developed from the aftermath of the Second World War through to the election of David Cameron's coalition government in 2010 Attention is given to the way in which the improvement debate throughout the 1960s and 70s was shaped by the broader aspirations of the post war social consensus and the associated desire for a centrally planned economy Attention thereafter is given to the way the construction sector was radically re shaped by the advent of the enterprise culture The privatisation of the sector's client base coupled with the withdrawal of the state as a provider of mass housing caused a significant and long lasting shift in the construction landscape Private sector clients similarly experienced extensive downsizing while outsourcing their procurement capabilities Such strategies were frequently justified by mobilising the rhetoric of business process re engineering BPR Contracting firms simultaneously faced unpredictable workloads and increasing market competition In response the sector at large chose to base their competitive advantage on leanness and agility Hence the emergence of the hollowed out firm as the dominant form of organising These structural trends combined to provide the backdrop to the industry improvement agenda throughout the 1980s and 1990s Making Sense of Construction Improvement argues that the popularity of improvement recipes such as partnering collaborative working and integrated teams can be understood as strategies for overcoming the loss of control associated with downsizing and outsourcing In contrast to other textbooks Making Sense of Construction Improvement does not offer advice on how to manage construction projects more effectively the aim is rather to understand the forces which have shaped the construction sector improvement agenda over time

**Making Sense of Construction Improvement** Stuart Green, 2023-12-15 Making Sense of Construction Improvement provides a critical evaluation of the construction improvement debate from the end of the Second World War through to the modern era The book offers unique insights into the way the UK construction sector is continuously shaped

and re shaped in accordance with changes in the prevailing political economy This second edition brings the book up to date by including coverage of key trends from 2010 2023 The book has been substantially revised and reworked to include new material relating to the age of austerity and the subsequent period of political uncertainty initiated by the Brexit referendum Changes in the political economy are positioned alongside the rise of the sustainability agenda and the advent of zero carbon Particular attention is paid to the ongoing skills crisis and the over hyped advocacy of modern methods of construction MMC as the latest supposed panacea of industry improvement Coverage includes the Farmer 2016 report Modernise or Die and the Construction Playbook HM Government 2020 However perhaps the most important addition is a focus on the Grenfell Disaster 2017 and the subsequent revelations from the public enquiry Further intermediate milestones include Building a Safer Future Hackitt 2018 and the Construction Sector Deal HM Government 2018 The emerging consensus points towards a systemic failure involving not only the construction sector but also the entire system of regulation and compliance Tracing the failings back over time and scrutinising the role played by previous generations of policymakers Stuart Green ultimately argues that Grenfell was a disaster entirely foretold The insightful and critical analysis of the industry contained within these pages is essential and timely reading for anyone who wants to understand how the construction sector arrived at where it is today and with that knowledge give further thought to where it might go next

**Construction Innovation** Finn Orstavik, Andrew R. J. Dainty, Carl Abbott, 2015-04-20 Construction innovation is an important but contested concept both in industry practice and academic reflection and research A fundamental reason for this is the nature of the construction industry itself the industry and the value creation activities taking place there are multi disciplinary heterogeneous distributed and often fragmented This book takes a new approach to construction innovation revealing different perspectives set in a broader context It coalesces multiple theoretical and practice based views in order to stimulate reflection and to prepare the ground for further synthesis By being clear cogent and unambiguous on the most basic definitions it can mobilise a plurality of perspectives on innovation to promote fresh thinking on how it can be studied enabled measured and propagated across the industry This book does not gloss over the real life complexity of construction innovation Instead its authors look explicitly at the challenges that conceptual issues entail and by making their own position clear they open up fresh intellectual space for reflection Construction Innovation examines innovation from different positions and through different conceptual lenses to reveal the richness that the theoretical perspectives offer to our understanding of the way that the construction sector actors innovate at both project and organizational levels The editors have brought together here leading scholars to deconstruct the concept of innovation and to discuss the merits of different perspectives their commonalities and their diversity The result is an invaluable sourcebook for those studying and leading innovation in the design the building and the maintenance of our built environment

**Risk Pricing Strategies for Public-Private Partnership Projects** Abdelhalim Boussabaine, 2013-10-10 Risk Pricing Strategies for Public Private Partnership Projects Innovation in the

Built Environment The complexity of public private partnership PPP project procurement requires an effective process for pricing managing and appropriate allocation of risks The level at which risk is priced and the magnitude of risks transferred to the private sector will have a significant impact on the cost of the PPP deals as well as on the value for money analysis and on the selection of the optimum investment options The construction industry tends to concentrate on the effectiveness of risk management strategies and to some extent ignores the price of risk and its impact on whole life cost of building assets There is a pressing need for a universal framework for the determination of fair value of risks throughout the PPP procurement processes Risk Pricing Strategies for Public Private Partnership Projects addresses the issues of risk pricing and demonstrates the use of a coherent strategy to arrive at a fair risk price The focus of the book is on providing risk pricing strategies to maximise return on risk retention and allocation in the procurement of PPP projects With its up to date coverage of the latest developments in risk pricing and comprehensive treatment of the methodologies involved in designing and building risk pricing strategies the book offers a simple model for pricing risks The book follows a thematic structure PPP processes map risk uncertainty and bias risk pricing management strategies risk pricing measurement and modelling risk pricing at each of the project life cycle stages and deals with all the important risk pricing issues using relevant real world situations through case study examples It explains how the theory and strategies of risk pricing can be successfully applied to real PPP projects and reflects the broad understanding required by today s project risk analysts in their new and important role in PPP contract management Also in the IBE series Managing Change in Construction Projects Senaratne Sexton 978 14443 3515 6 Innovation in Small Professional Practices in the Built Environment Lu Sexton 978 14051 9140 1 Other books of interest Urban Infrastructure Finance and Management Wellman Spiller 978 0 470 65635 8 Project Finance for Construction and Infrastructure Pretorius Chung Hsu McInnes Lejot Arner Construction Supply Chain Management Pryke 978 14051 5844 2 Policy Finance Management for Public Private Partnerships Edited by Akintoye Beck 978 14051 7791 7 Strategic Issues in Public Private Partnerships 2nd Edition Dewulf Blanken Bult Spiering 978 0 470 65635 8 *Describing Construction* Rick Best, Jim Meikle, 2022-09-16 This third book from editors Rick Best and Jim Meikle brings together and presents insights into a number of key concepts in the study of construction firms projects and the group of activities that loosely define the construction industry The value for readers comes from the collection of a variety of topics in a single volume which provide a basic understanding of the complexities of construction as more than a set of practical concerns such as labour management and materials handling Instead the focus is on analysis of the industry and its component parts from the viewpoints of construction economists and others seeking to understand the drivers and challenges that shape an area of economic activity that is a major contributor in all economies The aim of this book is to provide an overview and discussion of several aspects of what makes construction tick It is unlike other industry sectors in many ways being project based with often intense competition for work Where the first book Measuring Construction focused on particular areas associated with

quantifying various aspects of construction activity and the second Accounting for Construction looked more at how we record and report on construction activity Describing Construction gives readers the views of experts in the field of how the construction industry is described what its make up is it even asks the question is construction a single industry This book will change the way most readers understand the construction industry whatever that may be not from the point of view of visible on site activities but through a scientific approach to analysis and understanding of how projects firms and various sectors of the industry work and how things are changing and may continue to change in future It is essential reading for students and researchers in construction management quantity surveying architecture and engineering

*Sustainable Futures in the Built Environment to 2050* Tim Dixon, John Connaughton, Stuart Green, 2018-01-09 Brings together leading thinking on issues of new professional practice and on the future of a sustainable built environment This book focuses on both construction and development issues and examines how we can transition to a sustainable future by the year 2050 bringing together leading research and practice at building neighbourhood and city levels It deftly analyses how emerging socio economic technological and environmental trends will influence the built environment of the future The book covers a broad spectrum of interests across the scales of buildings communities and cities including how professional practice will need to adapt to these trends The broader context is provided by an analysis of emergent business models and the changing requirements for expert advice from clients Sustainable Futures in the Built Environment to 2050 A Foresight Approach to Construction and Development features chapters covering data and trends including historical data and UK and international case studies policies and practice related to the field current state of scientific understanding key challenges key technological advances including disruptive and systemic technological innovations change issues and critical uncertainties and future visions It provides A strong conceptual framework based on a Foresight approach Discussion of the key data and trends that underpin each chapter Coverage of both construction and property development Specially commissioned chapters by academics and practitioners A synthesis of the main findings in the book and key insights for the future to 2050 Sustainable Futures in the Built Environment to 2050 A Foresight Approach to Construction and Development is an important book for postgraduate students and researchers construction real estate and property development specialists engineers planners architects foresight and futures studies specialists and anyone involved in sustainable buildings

*Why Architects Matter* Flora Samuel, 2018-03-09 Why Architects Matter examines the key role of research led ethical architects in promoting wellbeing sustainability and innovation It argues that the profession needs to be clear about what it knows and the value of what it knows if it is to work successfully with others Without this clarity the marginalization of architects from the production of the built environment will continue preventing clients businesses and society from getting the buildings that they need The book offers a strategy for the development of a twenty first century knowledge led built environment including tools to help evidence develop and communicate that value to those outside the field Knowing how to demonstrate the impact

and value of their work will strengthen practitioners ability to pitch for work and access new funding streams This is particularly important at a time of global economic downturn with ever greater competition for contracts and funds driving down fees and making it imperative to prove value at every level Why Architects Matter straddles the spheres of Practice Management and Law History and Theory Design Housing Sustainability Health Marketing and Advice for Clients bringing them into an accessible whole The book will therefore be of interest to professional architects architecture students and anyone with an interest in our built environment and the role of professionals within it Proceedings of the 21st International Symposium on Advancement of Construction Management and Real Estate K. W. Chau, Isabelle Y.S. Chan, Weisheng Lu, Chris Webster, 2017-12-18

This book presents the proceedings of CRIOCM\_2016 21st International Conference on Advancement of Construction Management and Real Estate sharing the latest developments in real estate and construction management around the globe The conference was organized by the Chinese Research Institute of Construction Management CRIOCM working in close collaboration with the University of Hong Kong Written by international academics and professionals the proceedings discuss the latest achievements research findings and advances in frontier disciplines in the field of construction management and real estate Covering a wide range of topics including building information modelling big data geographic information systems housing policies management of infrastructure projects occupational health and safety real estate finance and economics urban planning and sustainability the discussions provide valuable insights into the implementation of advanced construction project management and the real estate market in China and abroad The book is an outstanding reference resource for academics and professionals alike *Innovation, Strategy and Risk in Construction* Martin Loosemore, 2013-12-04 Innovation Strategy and Risk in Construction integrates insights from business and government leaders with contemporary research to help built environment professionals turn serendipity to their own advantage by building greater innovative and adaptive capacity into their operations Accessible and full of practical examples the book argues that traditional business strategies which seek to systematise innovation and eliminate uncertainty need to be balanced with more flexible approaches which acknowledge and harness uncertainty The missing key to innovation it is argued is to turn serendipity into capability The author proposes a simple model which allows managers to tap into the increasingly dynamic and interconnected nature of the construction industry Innovation does not occur in isolation within individual firms but through collaboration Each stakeholder in the construction industry has a responsibility to drive innovation and this book will be key reading for consultants contractors subcontractors suppliers and clients as well as policy makers and all serious students of construction management **Leadership in the Construction Industry**

George Ofori, Shamas-ur-Rehman Toor, 2021-03-07 This book presents a new framework for leadership in the construction industry which draws from the authentic leadership construct The framework has three major themes self leadership self transcendent leadership and sustainable leadership Despite its significance leadership has not been given due importance in

the construction industry as focus is placed on managerial functionalism At the project level even with the technological advances in the industry in recent years construction is realized in the form of people undertaking distinct interdependent activities which require effective leadership The industry faces many challenges including demanding client requirements and project parameters more stringent regulations codes and systems intense competition in the industry and threats from disruptive enterprise In such a complex environment technology driven and tool based project and corporate management is insufficient It must be complemented by a strategic genuine stakeholder focused and ethical leadership Leadership in the Construction Industry is based on a study on authentic leadership and its development in Singapore Leadership theories and concepts are reviewed the importance of leadership in the construction industry is discussed and the grounded theory approach which was applied in the study is explained Many eminent construction professionals in Singapore were interviewed in the field study Emerging from the experiences of the leaders documented in this book are three major themes 1 self leadership how leaders engage in various self related processes such as self awareness self regulation and role modeling 2 self transcendent leadership how leaders go beyond leading themselves to leading others through servant leadership shared leadership spiritual leadership and socially responsible leadership and finally 3 sustainable leadership or the strategies leaders employ to make the impact of their leadership lasting A synthesis of these themes and their implications for leadership development is presented before the book concludes with some recommendations for current and aspiring leaders about how they can engage with them This book is essential reading for all construction practitioners from all backgrounds and researchers on leadership and management in construction

#### **Value and Waste in Lean**

**Construction** Fidelis Emuze, Tarcisio Saurin, 2015-11-06 Non value adding activities are otherwise known as waste in the lean construction lexicon The aim of this collection is to build a common understanding of the role and contribution of value adding activities in achieving stipulated objectives and continuous improvement in construction projects and to contrast this with waste Although the lean approach to construction projects has been widely covered this is the first book that explicitly provides the link between value and waste in the Architecture Engineering and Construction AEC sector This internationally researched collection seeks to create a paradigm shift which will shape work processes and future directions for how value is conceptualized and operationalized in both the project management and business aspects of construction The readers will gain an understanding of The value adding paradigm in construction How to make value supporting decisions Waste identification and control in practice With contributions from South Africa Brazil Norway and the USA the implications of this book are globally relevant This is essential reading for all higher level students of construction management and economics and all professionals interested in value management

**Construction Project Organising** Simon Addyman, Hedley Smyth, 2023-01-04 Construction Project Organising Discover foundational and cutting edge ideas in the organisation of construction projects In Construction Project Organising an authoritative team of construction researchers delivers a



comprehensive exploration of the many organisational processes and forms that can be found in construction project organising and the many dimensions that can influence these forms The authors examine these dimensions detailing their importance to projects and enabling managers to respond to calls by industry professionals for more collaborative forms of organising that focus on value creation The book investigates the relationship between structure and action and how patterns of action are created recreated and maintained by scrutinising the myriad of organisational arrangements between clients financiers design teams contractors stakeholders and supply chains It also discusses different concepts in the development and management of construction project organisations including formation and maintenance issues Construction Project Organising highlights some of the key issues that remain underdeveloped in the modern literature It also includes A thorough description of the rapidly changing socio economic technological digital and data driven context in which construction projects are designed and delivered A comprehensive examination of different concepts in the development and management of construction project organisations A practical investigation of the relationship between structure and action and how action patterns are created recreated and maintained Grounded advice to help readers respond to calls by industry for more collaborative forms of project organisation focused on value creation Perfect for researchers academics and advanced students of construction and similar disciplines Construction Project Organising is also a must read resource for construction professionals and the consultants who serve them

**Handbook on Public-Private Partnerships in International Infrastructure Development** Stewart R. Clegg,Yongjian Ke,Ganesh Devkar,Vince Mangioni,Shankar Sankaran,2024-10-03 This Handbook systematically compares public private partnerships PPPs from across the globe to examine factors that have contributed to their success or failure The editors have brought together an international range of experts to produce richly detailed accounts of the various ways in which PPPs are conducted

A Research Agenda for Construction Management Roine Leiringer,Andy Dainty,2023-07-01 This impressive book challenges the orthodoxies that have dominated the construction management research CMR field for the past 50 years Providing a comprehensive framework for understanding the complex and multi faceted domain of construction A Research Agenda for Construction Management sets out a range of alternative perspectives which problematise the axioms upon which much CMR knowledge is based and offers new directions for the research community to consider

**Societies under Construction** Daniel J. Sage,Chloé Vitry,2018-05-24 This edited collection explores building construction as an inspiring yet often overlooked place to develop new knowledge about the development of human societies Eschewing dominant engineering and management perspectives on construction the book is purposefully broad in its scope both empirically and theoretically as reflecting the rich underexplored potential of studies of building construction to inform a wide span of intellectual debates across the social science and humanities The seven chapters encompass contributions to theories of spatiotemporal organization with wildlife on building sites institutional change with building ruins home with Mexican self help housing place with a suburban housing development socio

materiality with the adaptation of a university library migrant labour with the Parisian postwar construction boom and gender with a female site manager in Sweden This book seeks to develop a new critical sub area for construction studies that focuses on the actual processes and practices of constructing Bringing together diverse members of construction research communities working in a variety of contexts it develops empirical engagements with building work to challenge its marginalization relative to architectural studies to provoke novel understandings of human history geography and sociology

**Research Companion to Construction Economics** Ofori, George, 2022-03-15 This innovative Research Companion considers the history nature and status of construction economics and its need for development as a field in order to be recognised as a distinct discipline It presents a state of the art review of construction economics identifying areas for further research

**BIM and Quantity Surveying** Steve Pittard, Peter Sell, 2017-07-14 The sudden arrival of Building Information Modelling BIM as a key part of the building industry is redefining the roles and working practices of its stakeholders Many clients designers contractors quantity surveyors and building managers are still finding their feet in an industry where BIM compliance can bring great rewards This guide is designed to help quantity surveying practitioners and students understand what BIM means for them and how they should prepare to work successfully on BIM compliant projects The case studies show how firms at the forefront of this technology have integrated core quantity surveying responsibilities like cost estimating tendering and development appraisal into high profile BIM projects In addition to this the implications for project management facilities management contract administration and dispute resolution are also explored through case studies making this a highly valuable guide for those in a range of construction project management roles Featuring a chapter describing how the role of the quantity surveyor is likely to permanently shift as a result of this development as well as descriptions of tools used this covers both the organisational and practical aspects of a crucial topic

**Perspectives on Contemporary Professional Work** Adrian Wilkinson, Donald Hislop, Christine Coupland, 2016-01-29 How is the world of professions and professional work changing This book offers both an overview of current debates surrounding the nature of professional work and the implications for change brought about by the managerialist agenda The relationships professionals have with their organizations are variable indeterminate and uncertain and there is still debate over the ways in which these should be characterized and theorized The contributors discuss these implications with topics including hybrid organizations and hybrid professionalism the changing nature of professional and managerial work profession and identity and the emergence of HRM as a new managerial profession This book will be of interest to academics and postgraduate students seeking a comparative study on contemporary professional work It will also be of use to a number of practitioners namely human resource managers looking for ways in which to approach the changing professional world

**Relationship Management and the Management of Projects** Hedley Smyth, 2014-08-27 Relationship Management and the Management of Projects is a guide to successfully building and managing relationships as a project manager and in the

project business Relationship management is a core skill for any project business to develop capabilities and manage the interface with projects providing guidance to project managers as they negotiate with business partners and coordinate between business functions Whatever the structures and procedures an organization has and whatever the project management tools and techniques they are only as good as the hands they are in Yet relationship management though a well established discipline is rarely applied to the process driven world of project management This book is a much needed guide to the process of enhancing these skills to boost firm performance team performance and develop collaborative practices Hedley Smyth guides you through the processes of relationship management examining the theory and practice This book highlights the range of options available to further develop current practices to ensure a successful relationship management in all stages of a project s lifecycle Relationship Management and the Management of Projects is valuable reading for all students and specialists in project management as well as project managers in business management the built environment or indeed any industry

*Housing for Hope and Wellbeing* Flora Samuel, 2022-12-20 Housing and neighbourhoods have an important contribution to make to our wellbeing and our sense of our place in the world This book written for a lay audience with policy makers firmly in mind offers a useful and intelligible overview of our housing system and why it is in crisis while acting as an important reminder of how housing contributes to social value defined as community health self development and identity It argues for a holistic digital map based planning system that allows for the sensitive balancing of the triple bottom line of sustainability social environmental and economic value It sets out a vision of what our housing system could look like if we really put the wellbeing of people and planet first as well as a route map on how to get there Written primarily from the point of view of an architect the account weaves across industry practice and academia cross cutting disciplines to provide an integrated view of the field The book focusses on the UK housing scene but draws on and provides lessons for housing cultures across the globe Illustrated throughout with case studies this is the go to book for anyone who wants to look at housing in a holistic way

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