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Nota di contenuto	BENCHMARKING IN CONSTRUCTION; Contents; Foreword; Preface; Acknowledgements; Chapter 1 Introduction; 1.1 What reading this book will assist you to do; 1.2 People - the core concept of benchmarking for best practice; 1.3 Understanding the importance of benchmarking - a personal perspective; 1.4 Learning from the best: the Japanese construction industry; 1.5 Rethinking Construction: a catalyst for change in British construction?; 1.6 The Construction Best Practice Programme; 1.6.1 The key performance indicators; 1.7 A brief outline of subsequent chapters Chapter 2 Getting to Grips with the ConceptsObjectives; 2.1 Establishing the principle of benchmarking for best practice; 2.2 Defining benchmarking and best practice; 2.3 Types of benchmarking; 2.3.1 Internal benchmarking; 2.3.2 Competitive benchmarking; 2.3.3 Functional or generic benchmarking; 2.4 The Rank Xerox story; 2.4.1 What did Rank Xerox do?; 2.4.2 Summarising the Rank Xerox approach; 2.5 Conclusion; Summay; Chapter 3 What is TQM and its Importance to Benchmarking?; Objectives; 3.1 Defining TQM; 3.2 The origins of TQM - the influence of Deming (1900-1993) and Juran (1904) 3.2.1 SPC (Statistical Process Control) - the cornerstone of Deming's

philosophy 3.2.2 Juran's quality trilogy; 3.3 The Toyota story - an early example of benchmarking; 3.4 The development of TQM in the West; 3.4.1 The move from inspection and quality control to quality assurance and TQM; 3.5 Achieving customer delight - the importance of recognising people as a key component of TQM; Summary; Chapter 4 Facilitating a Change in Organisational Culture; Objectives; 4.1 Organisational culture; 4.1.1 What is organisational culture?; 4.2 Senior management's role in creating cultural change 4.2.1 What senior managers in construction organisations can do to create culture change 4.3 The role of middle managers and change agents; 4.4 'Getting the troops on board'; 4.4.1 Motivation of people; 4.4.2 Using teamwork in cultural change; 4.4.3 Types of team; 4.4.4 Picking the right members for a successful team; 4.4.5 Development of the team; 4.5 The role of learning organisations in TQM and benchmarking; 4.6 Methods of organisational learning; Summary; Chapter 5 The Use of Critical Success Factors, Processes and Systems in Benchmarking; Objectives; 5.1 Where to start from 5.2 Critical success factors and key performance indicators 5.2.1 Critical success factors; 5.2.2 Key performance indicators; 5.3 The importance of understanding processes; 5.4 Process mapping: 'the metaphor of the cup of tea'; 5.5 Quality systems and procedures; 5.5.1 The use of quality systems in continuous improvement; Summary; Chapter 6 Benchmarking Customer Satisfaction; Objectives; 6.1 The paradigm shift in customer value strategy; 6.2 The benefits of retaining customers; 6.3 Factors that must be considered when measuring customer satisfaction 6.4 A selection of models that can be used to carry out benchmarking of customer satisfaction

Sommario/riassunto

This is the first post-Egan book to look at benchmarking and KPIs (key performance indicators) in the construction industry. Benchmarking is one of the key management techniques the construction industry now needs to adopt if it is to meet challenging new efficiency and productivity targets as well as clients' demands for best value. Contracts are increasingly being awarded only to contractors who can demonstrate the lean construction practices that come with benchmarking. This authoritative and accessible book: * clarifies the thinking behind benchmarking and why firms must now a
