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Total Innovative Management Excellence (TIME)Integrated Design and Delivery SolutionsModern ConstructionThe Toyota Way FieldbookQuality Management in Construction ProjectsThe Business Model Innovation ProcessPreparing for Continuous Quality Improvement for HealthcareThe Sources of Innovation10th Symposium Construction Innovation and Global CompetitivenessStrategic Continuous Process ImprovementContinuous Cost Improvement in ConstructionCreative ConstructionTotal Construction ManagementQuality Tools for Managing Construction ProjectsConstruction Innovation and Process ImprovementTowards Sustainable InnovationClients Driving InnovationOffsite Production and Manufacturing for Innovative ConstructionThe Owner's DilemmaInnovative Production And Construction: Transforming Construction Through Emerging TechnologiesEmpowerment in ConstructionConstruction Innovation and Process ImprovementLearning Models for Innovation in Organizations: Examining Roles of Knowledge Transfer and Human Resources ManagementDesign for Six SigmaInnovation in ConstructionThe Measurement of Scientific, Technological and Innovation ActivitiesOslo Manual 2018 Guidelines for Collecting, Reporting and Using Data on Innovation, 4th EditionProject Management and Engineering ResearchManaging Innovation and Operations in the 21st CenturyConstruction InnovationBuilding Quality Management SystemsThe Innovator's DNAInnovation Project Management HandbookTransforming Health Care Scheduling and AccessMeasuring Performance and BenchmarkingProject Management at the Department of EnergyConstruction Process ImprovementThe Innovation Systems CycleConcurrent Engineering in ConstructionProjectsInnovation in ConstructionProcess Management in Design and ConstructionA Century of InnovationDuring the past several decades, the manufacturing and service industries significantly increased their levels of productivity, quality, and profitability through the application of process improvement techniques and information technology. Unfortunately, the construction industry lags far behind in the application of performance improvement and optimization techniques, as well as its overall competitiveness. Written by Lincoln H. Forbes and Syed M. Ahmed, both highly regarded for leadership and innovation, Modern Construction: Lean Project Delivery and Integrated Practices offers cutting-edge lean tools and other productive strategies for the management of people and processes in the construction industry. Drs. Forbes and Ahmed focus mainly on lean construction methodologies, such as The Last Planner(R) System, The Lean Project Delivery System (TM), and Integrated Project Delivery(TM). The tools and strategies offered draw on the success of the world-renowned Toyota Production System (TPS) adapted to the construction environment by construction professionals and researchers involved in developing and advocating lean construction methods. The book also discusses why true lean construction can best occur when all the construction stakeholders, owners, designers, constructors, and material suppliers are committed to the concept of optimizing the flow of activities holistically while de-emphasizing their self-interest. The authors also reintroduce process improvement approaches such as TQM and Six Sigma as a foundation for the adoption of lean methodologies, and demonstrate how these methods can improve projects in a so-called traditional environment. The book integrates these methods with emerging interest in "green construction" and the use of information technology and Building Information Modeling (BIM), while recognizing the human element in relation to motivation, safety, and environmental stresses. Written specifically for professionals in an industry that desperately needs to play catch up, the book delineates cutting-edge approaches with the benefit of successful cases and explains how their deployment can improve construction performance and competitiveness.Business Model Innovation Process: Preparation, Organization and Management examines a range of critical questions that merit thoughtful interdisciplinary consideration, such as: Why do business models, and their innovation in particular, matter today? How can the process of business model innovation be understood, organized and managed adequately under increasingly volatile, uncertain, complex and ambiguous technological, business and geo-political conditions? What should decision-making and risk-management look like under these conditions, with managers whose rationality is bounded? The book offers a detailed account of the relatively unknown process of business model innovation by looking into the intersection of strategic, operations and innovation management, organizational design, decision-making and performance management. In doing so, this book addresses fundamental issues, and introduces new ideas and theoretical perspectives. In envisioning and thinking about various potential scenarios of business model innovation and understanding how to organize for each of these under different conditions, the book provides original arguments and suggestions for practitioners. For that purpose, the book also offers many compelling real-life examples of business models and their innovation. Combining theory and practice, this book is an essential read for researchers and academics of business model innovation, as well as strategic management, digital transformation, innovation
management and organizational change. It will also be of direct interest to practitioners and business leaders seeking new perspectives to increase their competitive advantage. This book provides a set of detailed instructions to help you construct your departmental, divisional, or organizational functional tree structure (FTS) and work towards world-class service. Preparing for Continuous Quality Improvement for Healthcare: Sustainability through Functional Tree Structures outlines a method that will enable your organization to set a stable base for future improvements that are sustainable and create breakthrough improvements in service, quality, and costs. More importantly, the FTS method outlined in the book will provide you with the tools to build processes tailored to your customers’ specifications and standards. It will enable you to improve your department, division, and entire organization and edge ahead of your competition. The book explains why organizations steeped in process improvement need to re-evaluate and re-establish their procedures—especially if initial outcomes have not met expectations. Illustrating key concepts with examples, case studies, and flow charts, it provides you with a clear understanding of organizational functional structure and how to document current organizational and departmental functional tree structures. Describing how to identify a department’s functional deficits, shortcomings, and waste, it explains how to select the best course of action for your organization. After reading this book, you will be able to create a pictorial representation of your organization’s current functional structure and select the best course of action for achieving sustainable advancements in service, quality, and costs. The book will help to convert your managers from a people-management mentality to one of process management—transforming leaders to educators and not guards. A compilation of 3M voices, memories, facts and experiences from the company's first 100 years. To deliver a construction project on time, at cost and of appropriate quality, it is critical to manage the design and construction process effectively. This book provides a comprehensive introduction to the field of process management in design and construction in order to meet the business needs of the construction industry as they change in today’s highly competitive global environment. It identifies the current state of the industry in the process management field, describing trends and developments (including information technology), and demonstrates these through case study evidence. Practical guidance is offered by identifying potential pitfalls, illustrating best practice drawn from construction and appropriate manufacturing applications. The overall approach is a holistic one, based on practical experience gained throughout the past decade both in the academic and industrial environments, including leading a number of research projects on process and IT related topics in construction and manufacturing industries. Process Management in Design and Construction will provide students on construction and project management related courses with a description of the state of process management in design and construction - including current process models - as well as a future vision based on up-to-date research findings and good practice in the construction industry. The book also offers practical guidance to industrial and consultancy organisations on undertaking and implementing process management projects - including re-engineering their customer delivery processes through effective project management. This two-volume set comprises the proceedings of the 2002 symposium concerned with innovation in the construction industry and global competition. Approximately 115 papers address topics ranging from business improvement to the impact of innovation on the built environment; globalization and competitiveness, including core issues influencing globalisation in construction is essential for growth. The industry strives to remain competitive using a variety of approaches and needs to engage structured initiatives linked to proven innovation concepts, techniques and applications. Even in mature markets like the Architecture, Engineering and Construction (AEC) sector, where business behaviour is generally considered as being risk averse, it is increasingly important to embed innovation into mainstream business practices. In Construction Innovation and Process Improvement a number of wide ranging issues from construction practice in different countries with different contexts are presented to provide a rich collection of literature embracing theory and practice. Chapters are divided into three broad themes of construction innovation relating to: Theory and Practice; Process Drivers; and Future Technologies. Several questions are posed, including for example: What is particularly unique about construction innovation in theory and practice? What are the major drivers of construction innovation? What factors are needed to support and deliver future construction technologies? In attempting to respond to such questions, the book sheds new light on these challenges, and provides readers with a number of ways forward, especially cognisant of the increased role of globalisation, the enhanced impact of knowledge, and importance of innovation. All these can have a significant impact on strategic decision-making, competitive advantage, and sustainable policies and practices. Part One deals with change management, technology, sustainable construction, and supply chain management; Part Two addresses innovation and process improvement drivers, including strategic management, concurrent engineering, risk management, innovative procurement, knowledge management; Part Three explores future technologies in construction - and particularly, how these can be harnessed and leveraged to help procure innovation and process improvement. Quality has quickly become one of the most important decision-making factors for
consumers. And although organizations invest considerable resources into building the right quality management systems (QMSs), in many instances, the adoption of such quality improvement tools is just not enough. Building Quality Management Systems: Selecting the Right Methods and Tools explains exactly what directors, practitioners, consultants, and researchers must do to make better choices in the design, implementation, and improvement of their QMSs. Based on the authors’ decades of industrial experience working on business improvement projects for multinationals looking to design or improve their QMSs, the book discusses building QMSs based on two important organizational elements: needs and resources. It begins with an overview of QMSs and systems thinking and the impact of QMSs on financial performance. Illustrating the process management approach, it reviews the most well-known business and quality improvement models, methods, and tools that support a major QMS. The authors introduce their own time-tested methodology for designing, implementing, and enhancing your own QMS. Using their proven method, you will learn how to: Implement a strategic quality plan based on your specific needs, capabilities, cost-benefits, policies, and business strategies Select the right models, methods, and tools to be adopted as part of your QMS Understand the critical success factors and implementation challenges Evaluate the level of maturity of your QMS and your implementation efforts Highlighting the importance of quality as a way of life, this book supplies the understanding you’ll need to make the right choices in the development and deployment of your QMS. With a clear focus on business performance and process management, it provides the basis for creating the quality management culture required to become a world-class organization. A convergence of lean management and quality management thinking has taken place in organizations across many industries, including construction. Practices in procurement, design management and construction management are all evolving constantly and understanding these changes and how to react is essential to successful management. This book provides valuable insights for owners, designers and constructors in the construction sector. Starting by introducing the language of total quality, lean and operational excellence, this book takes the reader right up to the latest industry practice in this sector, and demonstrates the best way to manage change. Written by two of the world's leading experts, Total Construction Management: Lean quality in construction project delivery offers a clearly structured introduction to the most important management concepts and practices used in the global construction industry today. This authoritative book covers issues such as procurement, BIM, all forms of waste, construction safety, and design and construction management, all explained with international case studies. It is a perfect guide for managers in all parts of the industry, and ideal for those preparing to enter the industry. The first edition published in 2010. The response was encouraging and many people appreciated a book that was dedicated to quality management in construction projects. Since it published, ISO 9000: 2008 has been revised and ISO 9000: 2015 has published. The new edition will focus on risk-based thinking which must be considered from the beginning and throughout the project life cycle. There are quality-related topics such as Customer Relationship, Supplier Management, Risk Management, Quality Audits, Tools for Construction Projects, and Quality Management that were not covered in the first edition. Furthermore, some figures and tables needed to be updated to make the book more comprehensive. Continuous Cost Improvement in Construction: Theory and Practice aims to provide students and practitioners with an all-inclusive understanding of strategies for adopting continuous improvement in construction cost management. This book addresses continuous improvement practices from the perspective of cost management and applies case study examples to question the readers’ perspective of continuous cost improvement strategies in the project lifecycle. Continuous cost improvement practices in managing the cost of minor, major, and mega projects are all connected with decision-making tools for devising strategies for choosing the approaches for mitigating the effect of cost overruns in construction projects. Continuous cost improvement should be taught as part of modern methods and processes of construction in further and higher education institutions. This book will be key reading for all advanced undergraduate and postgraduate courses in Construction Project Management, Building and Quantity Surveying. Professionals in all aspects of the AEC industry will also gain greatly from engaging with the key concepts of continuous cost improvement throughout this book. It has long been assumed that product innovations are usually developed by product manufacturers, but this book shows that innovation occurs in different places in different industries. Innovation Project Management Handbook provides organizational leaders and decision-makers with a cadre of agile, disciplined, and transformational tools and processes for improving innovation opportunity outcomes and achieving sustained innovation project success. The authors introduce new tools and processes developed over their decades of work in recent years the construction industry has been criticised for lack of successful innovation compared to other major industries. The question of why the industry has not been seen to be innovative has created concern among many involved with construction and property. The driving concern is where the motivation for this innovation should come from. Although construction clients have made an impact in this area, the industry itself seems divided as to whether, when
and where clients should drive the innovation process. Clients Driving Innovation brings together an international group of researchers and practitioners to investigate the role of clients in construction innovation. Written in three parts, it covers the context for innovation driven by clients, the client impact on the innovation process and how new ideas can be pushed through into practice. Numerous case studies illustrate the role clients can play and the key issues that need to be addressed. With increasing interest in the contribution clients can make to construction innovation, Clients Driving Innovation will be essential reading for construction management researchers, major construction contractors and clients and government policy makers. In order to strive for a competitive advantage in their industry, organizations have begun achieving innovation through knowledge-driven learning models to ensure that organizational activities are efficient and effective. Learning Models for Innovation in Organizations: Examining Roles of Knowledge Transfer and Human Resources Management provides relevant theoretical frameworks and empirical research findings to enhance knowledge management and learning competencies for organizational activities. This book offers assistance and guidance to managers and professionals of innovation firms, learning organizations, and other work communities through tools, techniques, and strategic suggestions for improvement. In 1997, Congress, in the conference report, H.R. 105-271, to the FY1998 Energy and Water Development Appropriation Bill, directed the National Research Council (NRC) to carry out a series of assessments of project management at the Department of Energy (DOE). The final report in that series noted that DOE lacked an objective set of measures for assessing project management quality. The department set up a committee to develop performance measures and benchmarking procedures and asked the NRC for assistance in this effort. This report presents information and guidance for use as a first step toward development of a viable methodology to suit DOE’s needs. It provides a number of possible performance measures, an analysis of the benchmarking process, and a description of ways to implement the measures and benchmarking process. Throughout the 38 chapters, this must-have volume outlines essential information about the implementation of emerging technologies, from building information modeling and 3D printing, to life cycle assessment and information technology in construction and engineering projects. It covers practical case studies to demonstrate the implementation of emerging technologies in a compact style, ensuring that practitioners can adopt these methods to realize immediate benefits in productivity, safety and performance improvement. Design for Six Sigma (DFSS) is an innovative continuous improvement methodology for designing new products, processes, and services by integrating Lean and Six Sigma principles. This book will explain how the DFSS methodology is used to design robust products, processes, or services right the first time by using the voice of the customer to meet Six Sigma performance. Robust designs are insensitive to variation and provide consistent performance in the hands of the customer. DFSS is used to meet customer needs by understanding their requirements, considering current process capability, identifying and reducing gaps, and verifying predictions to develop a robust design. This book offers: Methodology on how to implement DFSS in various industries Practical examples of the use of DFSS Sustainability utilizing Lean Six Sigma techniques and Lean product development Innovative designs using DFSS with concept generation Case studies for implementing the DFSS methodology Design for Six Sigma (DFSS) enables organizations to develop innovative designs. In order to redesign an existing process or design a new process, the success is dependent on a rigorous process and methodology. DFSS ensures that there are minimal defects in the introduction of new products, processes, or services. The authors have compiled the tools necessary for implementation of a practical approach though innovation. How can innovation in the construction industry be strengthened? What instruments and approaches are being used by governments to promote it? What works and under what circumstances? These key questions have profound implications. This book presents a framework for the analysis of innovation models and systems in construction and an international comparison of these systems, with a focus on their application in practical policy development. What is innovation and how should it be measured? Understanding the scale of innovation activities, the characteristics of innovative firms and the internal and systemic factors that can influence innovation is a prerequisite for the pursuit and analysis of policies aimed at fostering innovation. The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of Toyota’s operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota’s success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model-Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota’s lean systems will be provided with the inside knowledge they need to Define the companies purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving
Lead the change process and transform the total enterprise The depth of detail provided draws on the authors combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System. Concurrent Engineering (CE) is a systematic approach to the integrated and concurrent design of products and related processes, including aspects as diverse as manufacture and support. It is only now being carefully applied to the construction sector and offers considerable potential for increasing efficiency and effectiveness. It enables developers to consider all elements of a building or structure's life cycle from the conception stage right through to disposal, and to include issues of quality, cost, schedule, and user requirements.

Drawing together papers that reflect various research efforts on the implementation of CE in construction projects, Concurrent Engineering in Construction presents construction professionals and academics with the key issues and technologies important for CE's adoption, starting with fundamental concepts and then going on to the role of organisational enablers and advanced information and communication technologies, then providing conclusions and suggestions of future directions. This book is for directors, consultants, practitioners, and professionals aspiring to effectively manage operations, but is targeted at applying innovation to the management of operations, including supply chains. It is appropriate for those establishing a career in innovation and operations management. This book will: Equip readers with understanding of the nature of innovation, operations management concepts, business models, methods and tools; Explore best practices and most commonly used operations and innovation business models, methods, and tools used by successful organisations; Consider particular operational issues directly impact the competitiveness of organisations Currently, the prime focus for US business plans should not be on the manufacturing process design and delivery processes, but on greatly improving innovation leadership, design engineering capability, and sales and marketing innovation. These three areas have been sadly lacking significant performance improvement during the past 20 years. The magic word for US business is “simplification.” Most of the books written to date focus on the solution development aspect of the Innovation System Cycle, which is less than 15% of the total innovative system. Focusing on solution development is only the start -- the rest of the innovation system cycle is what turns an idea into a profitable business. The techniques in this book are directed at key tasks across the innovative process, such as maximizing quality, productivity, maintainability, usability, and reliability, while focusing on reducing the product cycle time and costs within the innovative process. This book uses more than 50 different approaches/concepts, which leads the reader in a very simple method for understanding, establishing, and effectively using an innovative system to provide a significant marketing advantage. Previous books have focused on what to do; however, this book focuses on how to do it. It transforms a complicated complex system into easy-to-use and understand methodology. This book gathers the best papers presented at the 19th International Congress on Project Management and Engineering, which was held in Granada, Spain in July 2015. It covers a range of project management and engineering contexts, including: civil engineering and urban planning, product and process engineering, environmental engineering, energy efficiency and renewable energies, rural development, information and communication technologies, safety, labour risks and ergonomics, and training in project engineering. Project management and engineering is taking on increasing importance as projects continue to grow in size, more stakeholders become involved, and environmental, organisational and technological issues become more complex. As such, this book offers a valuable resource for all professionals seeking the latest material on the changing face of project management. Integrated Design and Delivery Solutions (IDDS) represent a significant new research trajectory in the integration of architecture and construction through the rapid adoption of new processes. This book examines the ways in which collaboration and new methods of contracting and procurement enhance skills and improve processes in terms of lean and sustainable construction. Based on high quality research and practice-based examples that provide key insights into IDDS and its future potential, this book surveys the technologies that are being employed to create more sustainable buildings with added value for clients, stakeholders and society as whole. The construction process has come under intense scrutiny in recent times and this is set to continue as building owners and users demand better value for money from a more sustainable built environment. The construction sector’s actors are responding to the challenges implicit in this drive for greater competitiveness and social responsibility. New forms of procurement, innovation programmes, knowledge management, CAD-supported processes, predictive and diagnostic tools, and many more initiatives are helping to transform the sector. Construction Process Improvement showcases 21 examples of how directed efforts are being taken to raise productivity and quality, reduce waste and costs, and provide more certain and durable products for the sector’s customers. Each example is the subject of a closely coupled collaborative project in which answers are being sought on matters of strategic importance to companies. The chapters that describe and
discuss these projects balance state-of-the-art reviews with details of the work being undertaken and, in many cases, the results that are being implemented within the companies. Construction Process Improvement deals with issues that matter to best practice companies and researchers in industry and universities. It covers, amongst other topics, modularisation for manufactured housing, life cycle methods in housing, commercial buildings and services installations, tools and techniques for performance prediction and diagnostics, coordination of design and production processes, novel use of traditional materials, new forms of procurement and the role of innovation, public private partnerships, partnering structures, learning organisations, management of major refurbishment, management information systems, TQM and continuous improvement, CAAD methodology, tools and 4-D CAD, and facilities management. This book analyses the way forward for improving the construction process, in particular the links between research and development and industrial competitiveness. The implementation of new methods and thinking in companies is examined and important advice for senior managers and researchers is offered. A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In The Innovator's DNA, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (The Innovator’s Dilemma, The Innovator’s Solution, How Will You Measure Your Life?) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world’s best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the authors provide a self-assessment for rating your own innovator’s DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company’s stock price—an innovation premium—which is possible only by building the code for innovation right into your organization’s people, processes, and guiding philosophies. Practical and provocative, The Innovator’s DNA is an essential resource for individuals and teams who want to strengthen their innovative prowess. Proven methods for achieving continuous process improvement Resolve “quality chaos” by creating a link between quality problems and their optimal solutions. With a focus on building an integrated quality environment, Strategic Continuous Process Improvement: Which Quality Tools to Use and When to Use Them begins by discussing the different types of continuous process improvement (CPI) systems available. This practical guide explains how to implement a strategic performance model and select and integrate appropriate metrics to achieve desired results. Tested techniques for executing an improvement process are included along with real-world examples. The book concludes with a plan to help you sustain an ongoing culture of continuous quality improvement in your organization. Find out how to: Identify CPI opportunities Evaluate various CPI options using comparative benchmarks Understand the characteristics of each quality option Map CPI characteristics against quality problems Select the appropriate tool to fit a specific quality problem Recognize the role of governance and performance reviews Cascade and communicate CPI throughout your organization Move the needle toward successful process optimization With sustainability having gained a lot of momentum over the last years and companies implementing strategies to create corporate sustainability, there are lots of opportunities for innovation. Thus, the two concepts of sustainability and innovation should not be considered separately—they are closely interlinked with one another. The main goal of sustainable innovation is to develop new products and technologies that have a positive impact on the company's triple-bottom-line. To meet this aim, they have to be ecologically and economically beneficial as well as socially balanced. In order to help companies to improve their sustainable innovation process practically, this book is structured into five possible phases of a sustainable innovation process: Awareness of a sustainability problem, Identification & Definition of the problem, Ideation & Evaluation of the solutions, Testing & Enrichment of the solutions, Implementation of the solutions & Green Marketing. Dr. H. James Harrington and Frank Voehl have gathered together the thoughts and ideas of more than 20 of the most creative innovation thought leaders from business, professional practice, and academia in this compelling book. The thought leaders look at innovation from almost every angle—their statements offer an unparalleled view of innovation and provide a depth of insight that is extraordinary. Harrington and Voehl's reflection on each chapter, and on the sections within the book, provides useful links between themes and reinforces the relationships between many of the ideas. Anyone interested in innovation (practitioner or researcher) will benefit from this global thought collection. The contributors' multiple perspectives, models, practical examples, and stories provide a sense of innovation that no single writer could ever capture. A company's future growth will only come through successful innovation. This book is organized around Dr. Harrington's innovation pyramid, which consists of the 16 building blocks required to bring about significant improvements in an organization's ability to deliver creative products. It highlights the principles and recommendations in ISO's new innovation standard 56002 and
provides many new concepts that are not included in the standard. It includes a free, powerful, and valuable online customized innovation maturity analysis. Following three unassailable facts will strike you as soon as you read this book: 1. Innovation is the new mantra; whether you're involved in a not-for-profit, for-profit, service sector, or governmental organization. 2. Understanding that innovation and creative activities penetrate into every part of an organization requiring multiple perspectives that drive a new way of thinking and working that impacts the organization's culture, social operations, and commercial context that impacts the total organization, and not just new products or services. 3. Innovation is an exciting adventure. Total Innovative Management Excellence (TIME): The Future of Innovation (978-0-367-43242-3, 340635) draws on insights from around the globe in order to be competitive in fast-moving technologies. According to Transforming Health Care Scheduling and Access, long waits for treatment are a function of the disjointed manner in which most health systems have evolved to accommodate the needs and the desires of doctors and administrators, rather than those of patients. The result is a health care system that deploys its most valuable resource--highly trained personnel--inefficiently, leading to an unnecessary imbalance between the demand for appointments and the supply of open appointments. This study makes the case that by using the techniques of systems engineering, new approaches to management, and increased patient and family involvement, the current health care system can move forward to one with greater focus on the preferences of patients to provide convenient, efficient, and excellent health care without the need for costly investment. Transforming Health Care Scheduling and Access identifies best practices for making significant improvements in access and system-level change. This report makes recommendations for principles and practices to improve access by promoting efficient scheduling. This study will be a valuable resource for practitioners to progress toward a more patient-focused "How can we help you today?" culture. The offsite and modular market is continuing to grow. This book builds on the success of a number of initiatives, including formative findings from literature, research and development and practice-based evidence (success stories). It presents new thinking and direction from leading experts in the fields of: design, process, construction, engineering, manufacturing, logistics, robotics, delivery platforms, business and transformational strategies, change management, legislation, organisational learning, software design, innovation and biomimetics. This book is particularly novel and timely, as it brings together a number of cogent subjects under one collective 'umbrella'. Each of these chapters contain original findings, all of which culminate in three 'Key Learning Points' which provide new insight into the cross-cutting themes, interrelationships and symbiotic forces that exist between each of these chapters. This approach also provides readers with new contextualised understanding of the wider issues affecting the offsite market, from the need to embrace societal challenges, through to the development of rich value-laden solutions required for creating sector resilience. Content includes a balance between case studies and practice-based work, through to technical topics, theoretical propositions, pioneering research and future offsite opportunities ready for exploitation. This work includes: stakeholder integration, skills acquisition, new business models and processes, circularity and sustainable business strategies, robotics and automation, innovation and change, lean production methodologies and new construction methods, Design for Manufacturing and Assembly, scaled portfolio platforms and customisability, new legal regulatory standards and conformance issues and offsite feasibility scenario development/integration. Dealing with such a multi-layered and fungible intangible as quality during the design and construction process is difficult for all parties involved. To the architect, quality means an appealing and enduring design, but to the builder, it means understandable documents that, when acted upon, lead to an enduring, well-made structure. To the owner, this myth-busting book shows large companies can construct a strategy, system, and culture of innovation that creates sustained growth. Every company wants to grow, and the most proven way is through innovation. The conventional wisdom is that only disruptive, nimble startups can innovate; once a business gets bigger and more complex corporate arteriosclerosis sets in. Gary Pisano's remarkable research conducted over three decades, and his extraordinary on-the-ground experience with big companies and fast-growing ones that have moved beyond the start-up stage, provides new thinking about how the scale of bigger companies can be leveraged for advantage in innovation. He begins with the simply reality that bigger companies are, well, different. Demanding that they "be like Uber" is no more realistic than commanding your dog to speak French. Bigger companies are complex. They need to sustain revenue streams from existing businesses, and deal with Wall Street's demands. These organizations require a different set of management practices and approaches--a discipline focused on the strategies, systems and culture for taking their companies to the next level. Big can be beautiful, but it requires creative construction by leaders to avoid the creative destruction that is all-too-often the fate of too many. Empowerment in construction: the way forward for performance improvement. This book sets out the innovative practices that have been introduced from other industries and shows how the construction industry has learnt from these. The authors deserve credit for their collection and skillful processing of qualitative data from five European countries, which have enabled them to identify similarities and
differences in the functioning of national construction industries. Innovation in Construction is an important contribution to increasing one's understanding of innovation in the construction industry. Ina Drejer, Building Research and Information

This book deals with some of the most important questions in innovation research such as the role of corporate governance, national systems of innovation, and government regulation in the development and adoption of innovations. In particular, it presents new evidence on the factors which shape innovation in construction by drawing on extensive interviews with construction firms across Europe. The authors offer broad lessons for the systems of innovation approach and suggest that particular structures of ownership and management, and inter-organisational relations are responsible for variations in the economic performance of the construction industry in different European countries. The particular challenges posed by the adoption of sustainable technologies such as natural thermal insulation and active solar heating systems are also explored. These environmental innovations are expected to have an impact on sustainable building and regeneration, and at a more general level can help identify the factors which can facilitate or inhibit the innovation process. Importantly, the book does not simply focus on the relationship between technology, firm organisation and competitiveness, but also considers the social and institutional aspects which affect the construction sector's ability to innovate. The extensive case studies from 5 European countries allow the reader to analyse innovation performance from an international comparative perspective. Innovation in Construction represents an important contribution to the theoretical debate on innovation. It will be highly useful to scholars and students interested in innovation studies, environmental management, and construction management and economics.

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