

Table of Contents

Acknowledgements		vii
Preface		ix
Introduction		xi
Part I		
Observing Well, Thinking Right		1
<hr/>		
	Observing clearly, with Organization, and Increasing Focus	
1.1	Observation is For a Purpose Quantitative and qualitative observation are both necessary	3
1.2	Precision and Variation in Observations Choosing the best achievable level of detail	7
1.3	Find the Boundaries of “Workable Approaches” That Could Fit the Job Approximating project size, difficulty, ingredients, opportunities and obstacles	11
1.4	Bias Affects All People and Projects Manage prejudice, put experience to work	17
1.5	What to Observe, How to Observe Standard units of measure permit communication	21
1.6	Time is Continuous and Has Costs and Impacts The measure of time, the cost of time, lost opportunities, momentum	27
1.7	Organization of Observations Requires Organizational Structure Change facts into information, information into knowledge	31
Part II		
Purpose Definition, Personnel Organization, Management Tools		37
<hr/>		
	Know What You are Supposed To Do and How You Will Do It	
2.1	Define A Workable Purpose Project success can and should be normal	39

2.2	Determine A Workable Approach An intuitive understanding, a framework for facts, count everything, observe the limits, implications and impacts, and then refine the approach	43
 Know Your People—and Work with Their Strengths		
2.3	The Nature of People The nature of people must be included in project planning	53
2.4	Managing People with Rules and Incentives Rules enforce minimum standards, incentives execute all possibilities	57
2.5	Managing People and Information Reduce the clutter, write or draw facts, talk about judgments	61
2.6	Managing People with Organizational Structures Knowledge and decision must be distributed to the project site	65
2.7	Feed Back and Control Achieves short-term correction and long-term improvement	71
 Manage Your Facts in an Organized System		
2.8	Project Management Purpose driven, focused, and fast	75
2.9	Productivity The largest opportunity for cost and schedule reduction	81
2.10	Estimating Project Costs To Determine and Confirm the Workable Approach Focus on cost to balance with grade of material and time of construction	85
2.11	Estimating to Achieve Target Project Costs If everyone can count and measure the same, why do prices differ?	91
2.12	Schedule Planning Can your planned estimated approach be made to work?	97
2.13	Schedule Implementation and Management Adjusting the workable approach so success is probable, and revisions unusual	109
2.14	Choosing to Make Project Success Normal The right attitude, and type and timing of effort	117

Part III

Facts Are The Building Blocks Of Knowledge And Judgment

123

Understanding and Using the Parts and Pieces of the Building Well

- 3.1 Water and Building Systems** 125
Water is required for life and useful chemical reactions. It is everywhere and affects all parts of buildings, and must be managed by building contractors, designers and owners
- 3.2 Material Properties Best for Strength—with Some Give and Go** 133
Good for structures and exterior walls
- 3.3 Good Materials (Best) for Managing Motion and Impact—and Resisting the Environment** 141
Abrasion resistance, hardness, friction, brittleness, and elasticity. Moisture and sound control—biological, fire, and chemical resistance
- 3.4 Soil—a Slow Moving Liquid** 151
The largest source of surprise variation in construction cost and time
- 3.5 Soils in Construction** 161
Managing movement, pressure, water, time, and cost
- 3.6 Concrete—A Workhorse Material for Foundations, Structures, Floors** 171
And, an onsite chemical reaction requiring local knowledge and management
- 3.7 Masonry—The Pieces and Ingredients** 185
An assembly of earthen pieces constantly moved by moisture and temperature
- 3.8 Masonry—Assembling the Pieces and Ingredients into a Building** 193
Working with the components as they are—to build a structure that manages movement, water, fire and sound
- 3.9 The Building Structure: Managing Loads and Motion** 203
Loads are not uniform or continuous. And structures are not rock solid and unyielding. Partially predictable loads are managed by the elasticity of materials
- 3.10 The Building's Water Envelope** 221
The movement of water and materials to manage it
- 3.11 Water—Slowing or Redirecting Movement for Human Comfort** 231
How to make it work—building a water resistant six-sided box

3.12	Plumbing—Providing Water and Removing Waste	243
	Plumbing provides and removes water, related liquids, and solids for human use, health, and comfort	
3.13	Life (Fire) Safety, Fire Prevention and Fire Protection	261
	Keep fires infrequent and small. Help get the occupants out, the firemen in, and save the structure	
3.14	Heating, Cooling, and Ventilation Production and Movement	275
	Making and moving heat and managing water as a coordinated system to produce a controlled environment	
3.15	HVAC (Heating/Ventilating/Air Conditioning) Systems of Distribution and Control	289
	Seek a narrow range of efficient and effective solutions for each occupancy use	
3.16	Electrical Power—Managing Motion for Useful Purposes	305
	Atoms—the building block of all materials—are made of electrons spinning around a central core. Electrical installation in buildings safely manage the flow of these electrons for power and lighting	
3.17	Electrical Lighting—Managing Light Levels, Colors, and Contrast	325
	Even if you do not want to or think you can or should, you will have influence, up to complete control over lighting design. A little knowledge will help	
Index		345
About the Author		361