

Contents

| | | |
|-------------------------------|--|------|
| <i>Preface</i> | | ix |
| <i>About the Cover</i> | | xiii |
| <i>Acknowledgments</i> | | xv |
| CHAPTER 1 | Introduction | 1 |
| | Today's Challenges | 2 |
| | Value Methodology | 4 |
| | Why Use Value Methodology? | 5 |
| | Project Management and Value Methodology | 7 |
| | Value Methodology and Teamwork | 8 |
| | History of Value Methodology | 10 |
| | SAVE International | 13 |
| | Current VM Applications | 14 |
| | Summary | 19 |
| CHAPTER 2 | Value | 21 |
| | The Concept of Value | 22 |
| | Value Theory | 24 |
| | Reasons for Poor Value | 36 |
| | Summary | 46 |
| CHAPTER 3 | Value Methodology Job Plan | 47 |
| | The Value Methodology Job Plan | 48 |
| | Value Metrics | 56 |
| | Summary | 58 |
| CHAPTER 4 | Preparation | 59 |
| | Preparation Phase | 60 |
| | The Value Team | 78 |
| | Summary | 79 |
| | Appendix 4A: Case Study | 80 |

| | | |
|------------------|---|-----|
| CHAPTER 5 | Information | 87 |
| | Information Phase | 88 |
| | Gather and Analyze Project Scope Information | 89 |
| | Gather and Analyze Project Schedule Information | 91 |
| | Gather and Analyze Project Cost Information | 94 |
| | Life Cycle Costing | 99 |
| | Gather and Analyze Project Risk Information | 108 |
| | Conduct Value Study Kick-Off Meeting | 111 |
| | Conduct Site Visit | 130 |
| | Summary | 130 |
| | Appendix 5A: Case Study | 131 |
| CHAPTER 6 | Function | 145 |
| | Function Phase | 146 |
| | Defining Functions | 146 |
| | Classifying Functions | 150 |
| | Evaluating Functions | 155 |
| | Summary | 179 |
| | Appendix 6A: Case Study | 180 |
| CHAPTER 7 | Speculation | 183 |
| | Speculation Phase | 184 |
| | Creativity | 184 |
| | Roadblocks to Creativity | 186 |
| | Creativity Techniques | 191 |
| | Summary | 196 |
| | Appendix 7A: Case Study | 198 |
| CHAPTER 8 | Evaluation | 199 |
| | Evaluation Phase | 200 |
| | The Evaluation Process | 200 |
| | Evaluation Techniques | 207 |
| | Selecting Ideas for Development | 211 |
| | Summary | 213 |
| | Appendix 8A: Case Study | 213 |
| CHAPTER 9 | Development | 217 |
| | Development Phase | 218 |
| | Develop Value Alternatives | 218 |
| | Review Value Alternatives | 232 |
| | Summary | 233 |
| | Appendix 9A: Case Study | 233 |

| | | |
|-------------------|---------------------------------------|-----|
| CHAPTER 10 | Presentation | 247 |
| | Presentation Phase | 248 |
| | Selling Change | 248 |
| | Assess Value— <i>Value Metrics</i> | 251 |
| | Conduct Exit Briefing | 256 |
| | Prepare and Submit Value Study Report | 260 |
| | Summary | 260 |
| | Appendix 10A: Case Study | 261 |
| | | |
| CHAPTER 11 | Implementation | 269 |
| | Implementation Phase | 270 |
| | Managing Change | 270 |
| | Review and Assess Value Alternatives | 273 |
| | Resolve Value Alternatives | 274 |
| | Develop Implementation Plan | 277 |
| | Track and Audit Results | 278 |
| | Summary | 278 |
| | Appendix 11A: Case Study | 279 |
| | | |
| CHAPTER 12 | Value Leadership | 281 |
| | Value Leadership | 282 |
| | Characteristics of Value Specialists | 291 |
| | Value Methodology Professionals | 293 |
| | Professional Standards of Conduct | 295 |
| | Summary | 296 |
| | | |
| | <i>Notes</i> | 299 |
| | <i>Suggested Reading</i> | 305 |
| | <i>About the Author</i> | 307 |
| | <i>Index</i> | 309 |

<http://www.pbookshop.com>