

PM WORLD BOOK REVIEW



Book Title: ***The Client Role in Successful Construction Projects***

Authors: **Jason Challender and Russell Whitaker**

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Reviewer: **Martina De Los Santos**

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Introduction

“The Client Role in Successful Construction Projects” is an exceptional tool in the hands of the project stakeholders. It can benefit not only clients, but any project stakeholder and owner representatives, as well as young professionals and students seeking to learn and master the skills needed to successfully initiate, procure and manage construction projects from conception to occupancy and beyond.

This book provides the UK’s perspective on clients’ role, which in today’s global common understanding of construction project management, is a comprehensive hands-on guide for any stakeholder’s engagement and understanding of his/her key role and leadership in the project performance, driving the change in the global construction world.

Overview of Book’s Structure

The book is structured in two parts, consisting of 17 chapters.

Part 1 provides valuable introduction to the construction industry from client’s perspective. It provides lessons learned, identifies deficiencies and common due diligence framework for overcoming them and improving project success. Every chapter here addresses various perspectives on client’s roles, knowledge, interface and team integration: developing requirements, involvement in design procurement and performance control, leadership, governance, finance, contractor’s identification and selection, skill set, professional ethics, team motivation. Further Part 1 includes a practical toolkit to help in the management of all stages of the projects.

Part 2 is a practical handbook and a guide for project risk management and discusses the importance of client leadership, feedback and overall contribution to project success. It focuses on the quality, capabilities, skills and development of the stakeholders toward minimizing project risk.

The chapters in Part 2 discuss client contribution to every phase of the project. It discusses the importance of client's project controls of scope, time, cost and quality. The topics provide practical guidelines and examples for quality, risk, cost and time management.

Highlights

“The Client Role in Successful Construction Projects” is a compact and well-organized efficient guide for both novice and experienced construction clients. It helps them to understand better the importance of their role in the construction process. In addition to identifying the needs, formulating the requirements, securing funding the client must use efficiently the communication channels and articulate them clearly with the project team.

The clients in the construction projects are very diverse and they come “in many shapes and sizes”. The achieving of project goals requires identifying the real end users and getting them involved in the early stages of the project.

An important highlight is the perspective suggesting ways for improvement trust between client and construction team by transitioning from traditional forms of contracting towards collaboration and partnering. It is essential for clients to understand their role as leaders and good governors of their projects, through active engagement in their team selection, financial accountability, developing and nurturing trust.

Another important aspect of this book is the discussion about the need to develop or seek and acquire talent, possessing and being able to find the right balance between the technical and soft skills needed for the delivery of successful projects. The importance for clients becoming leaders in the cultural change of the construction industry through training, education, motivation, accountability and professional ethics.

Highlights: What I liked!

With my educational and work background, combined with my curiosity, I constantly seek construction project management literature and practical experience guidance. I was thrilled to find a book that sums it all and provides case studies, examples, diagrams, forms and tools that could be easily tailored and applied to the specifics of any individual project.

Who might benefit from the Book?

This book is a simple, useful and innovative practical guide for construction clients with little or no previous practical experience. The various proforma and templates, tailored to clients' requirements can help improve practices for better communication of expectations, process improvements and goal achievements.

It can benefit project managers and project delivery teams in seeking improvement in trust-building and stakeholder management.

The book can satisfy the curiosity of college and university students looking for a practical perspective for their future development in the area of owner representation and project management.

Conclusion

“The Client Role in Successful Construction Projects” is not for your bookshelf. It is for your desk or briefcase. You may use it as a reference any time at any phase of your project. It summarizes everything you need to know about your role as a client or stakeholder in a construction project, and the steps you need to take during initiation, funding, design and management of construction projects. It boosts your curiosity to seek more knowledge through practical experience and bring continuous improvement by guiding your team towards successful project completion.

For more about this book, go to: <https://www.routledge.com/The-Client-Role-in-Successful-Construction-Projects/Challender-Whitaker/p/book/9781138058217>

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About the Reviewer



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Martina De Los Santos is a certified project manager, with education, background and career in design and construction. She has a Master's Degree from the University of Economics in Varna, Bulgaria, major "Economics and Management of the Investment Process". She has 15+ years' experience in the corporate management of design and construction companies and the project management of design and construction projects. Combined with her 7+ years in aviation, currently she is a consultant to the Project Controls Group at Design, Code and Construction at DFW International Airport. Martina is an active member of PMI Dallas and PMI Bulgaria Chapters.

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