



OIG

OPERATIONAL
INTELLIGENCE
GROUP

EXECUTIVE BOOKLET / SEPTEMBER 2026

INTELLIGENCE FIRST. SYSTEMS SECOND.

Construction Intelligence

Where growth becomes dependency.

Protecting judgment. Strengthening coverage. Compounding what the business learns.

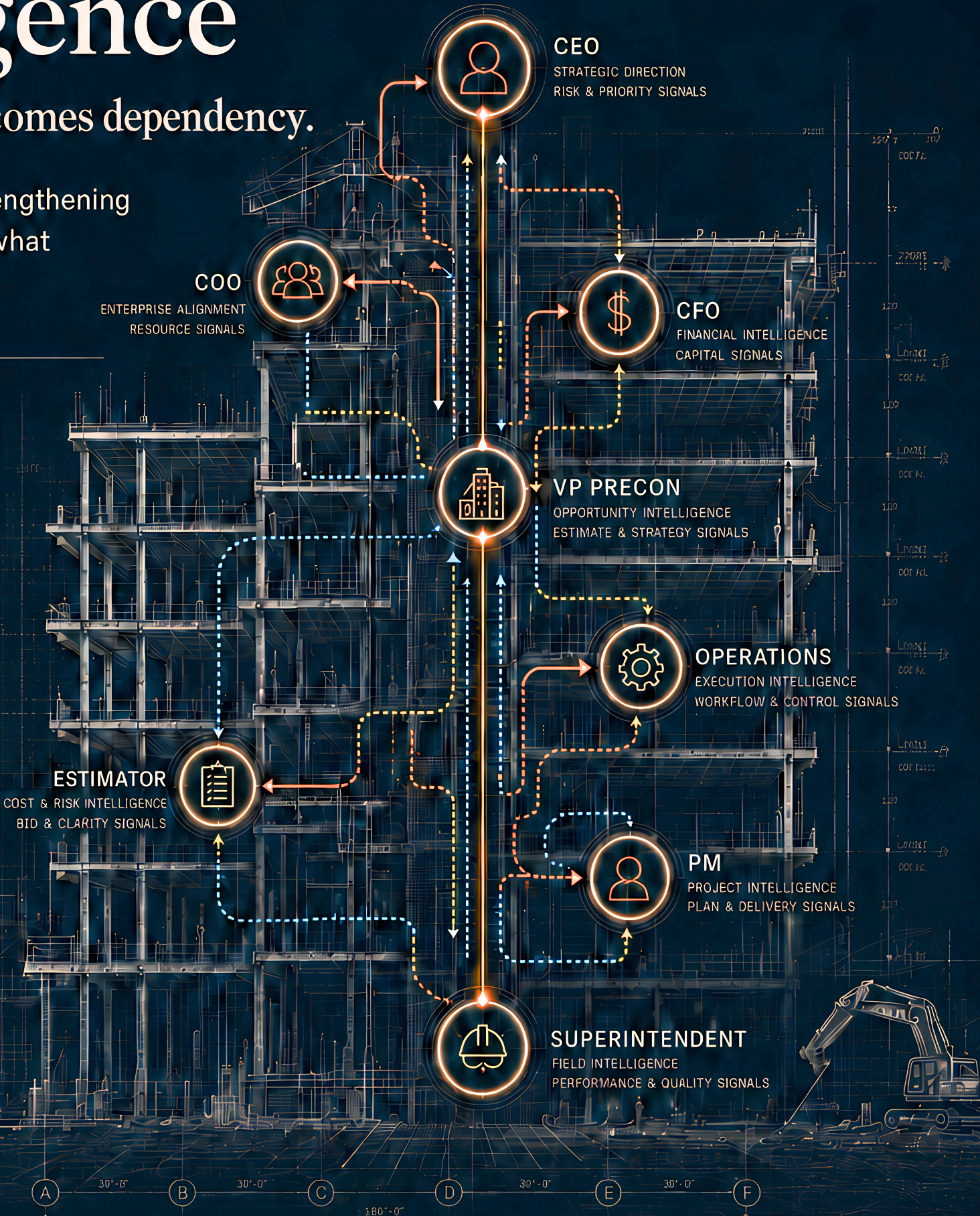
THE OIG INTELLIGENCE SPINE™

CLIENT → PRECONSTRUCTION →
EXECUTION → LEARNING

Signals become meaning.
Meaning becomes action.
Action becomes learning.

INTELLIGENCE SIGNALS

- STRATEGIC SIGNALS
- - - DECISION SIGNALS
- - - OPERATIONAL SIGNALS
- - - LEARNING FEEDBACK



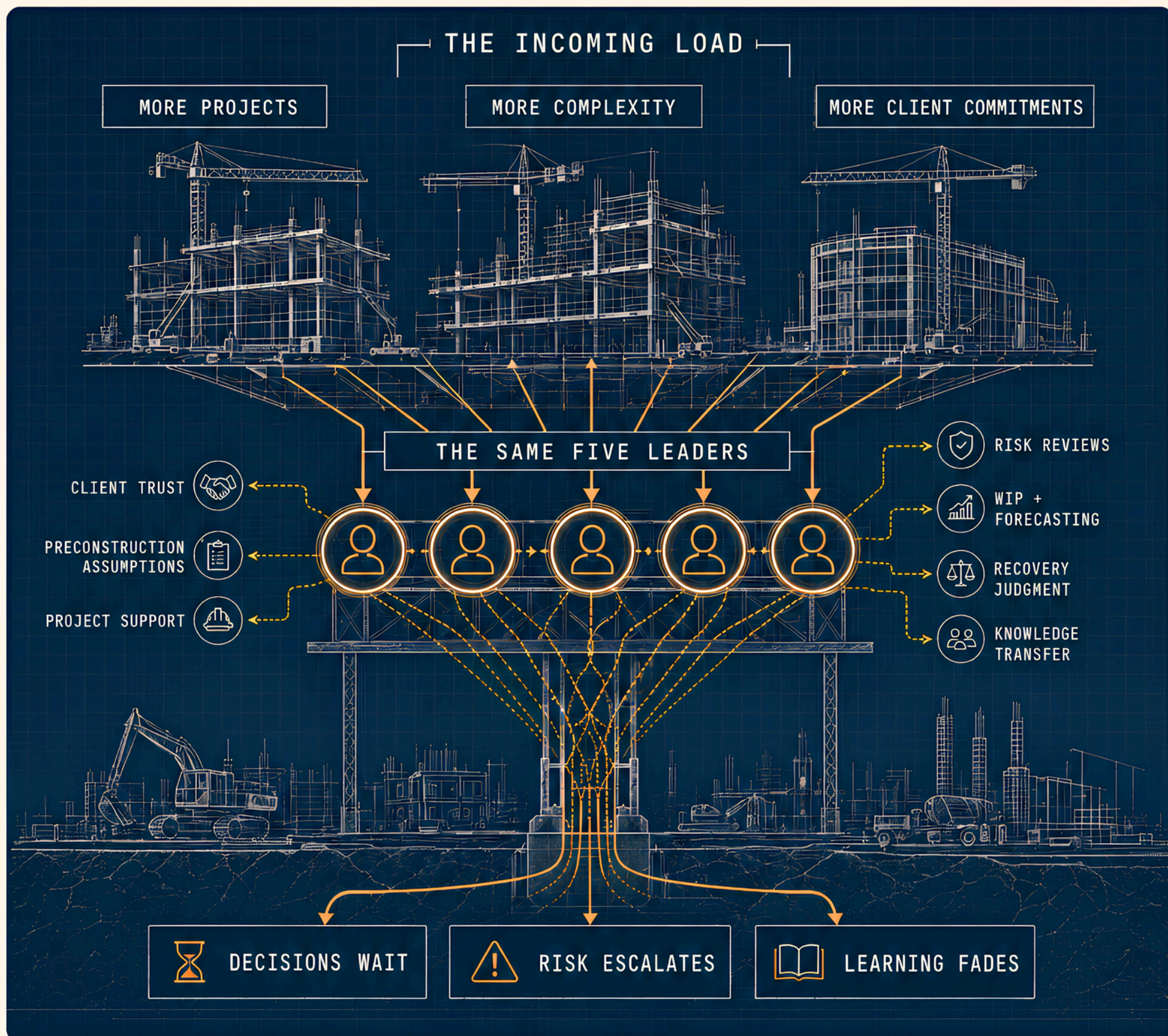
THE OPERATING REALITY

You already paid to create the knowledge.
Do not pay to rediscover it.

One lost assumption can become project risk, margin exposure,
damaged client trust, and a lesson the next team never receives.

Growth adds work faster than it adds decision capacity.

Backlog can rise while operating coverage gets thinner. The warning sign is when more projects, clients, and complexity still depend on the same few people.



THE OIG OBSERVATION

Backlog is not capacity if the same five leaders still carry the judgment.

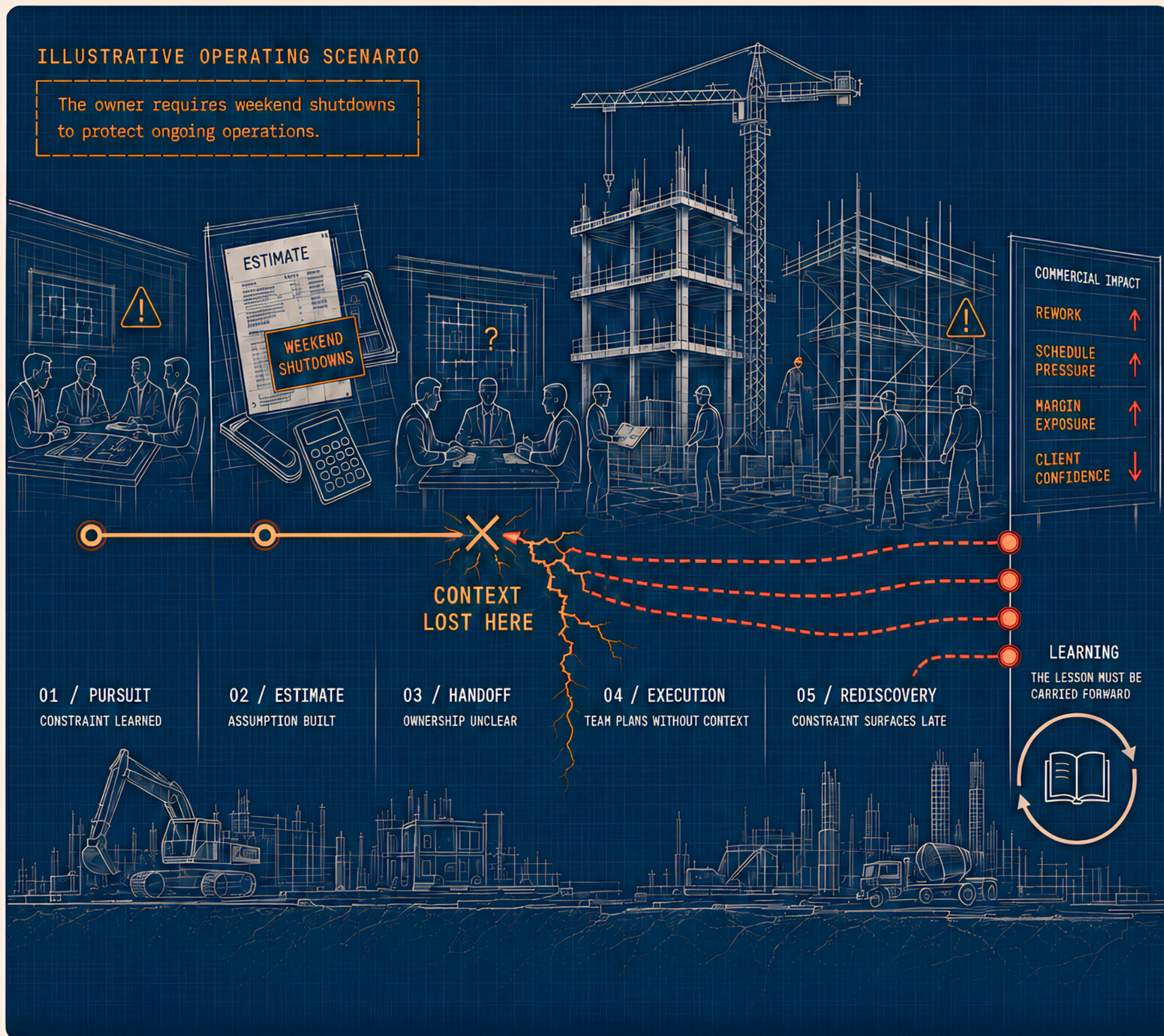


THE EXECUTIVE QUESTION

Which decisions cannot move without one of your five most relied-upon leaders?

One lost assumption can travel all the way to profit.

The problem rarely begins as a dramatic failure. It begins when useful context does not survive the handoff.



THE OIG OBSERVATION

You already paid to create the knowledge. The loss occurs when the next team has to rediscover it.

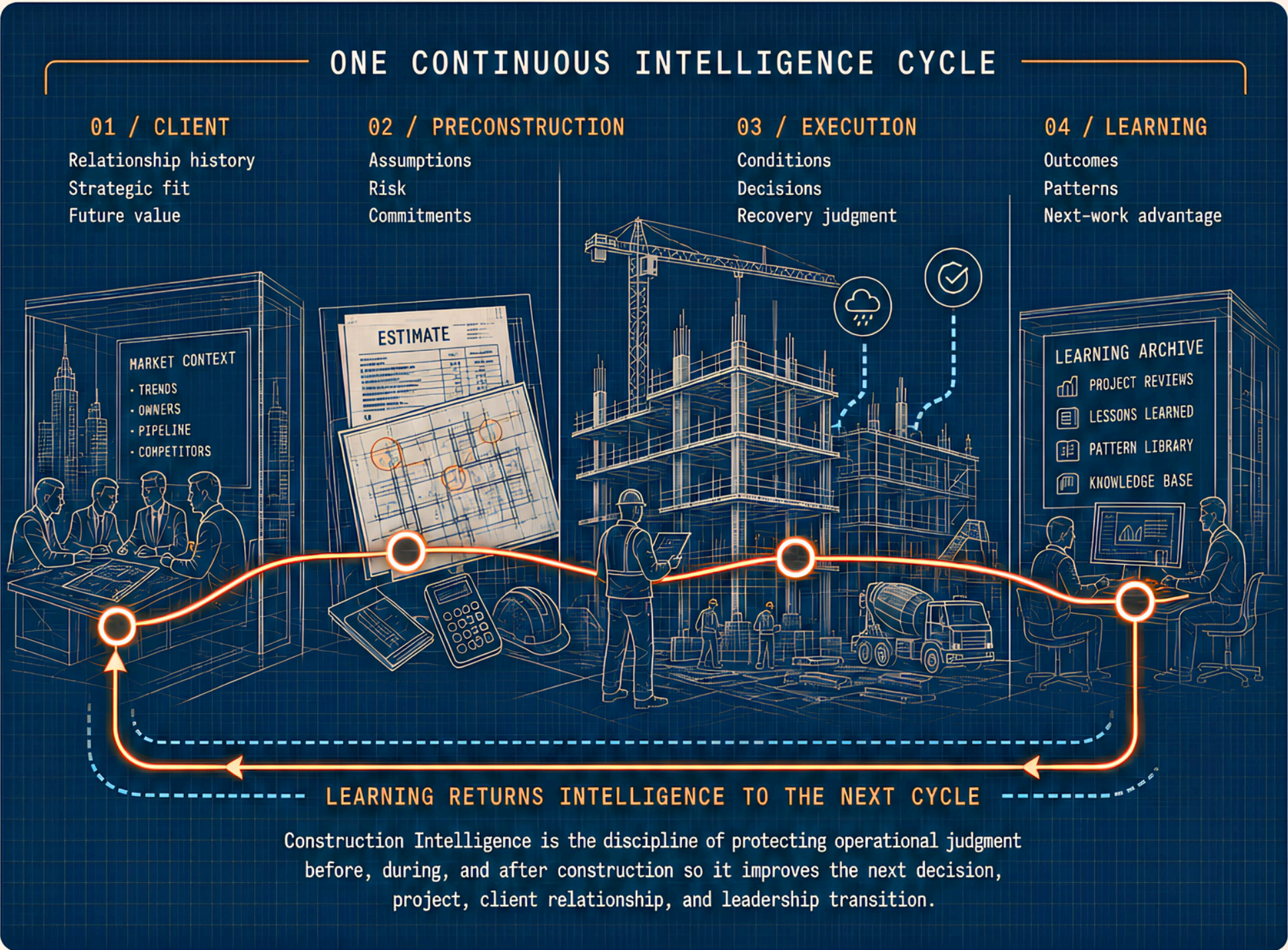


THE EXECUTIVE QUESTION

Which pursuit assumptions must survive every handoff, and who owns that transfer?

Construction Intelligence protects judgment across the full operating cycle.

It connects what the company learns about clients, assumptions, conditions, decisions, and outcomes so each stage starts with more context than the last.



THE OIG
OBSERVATION

Information follows the project. Intelligence strengthens the next decision.

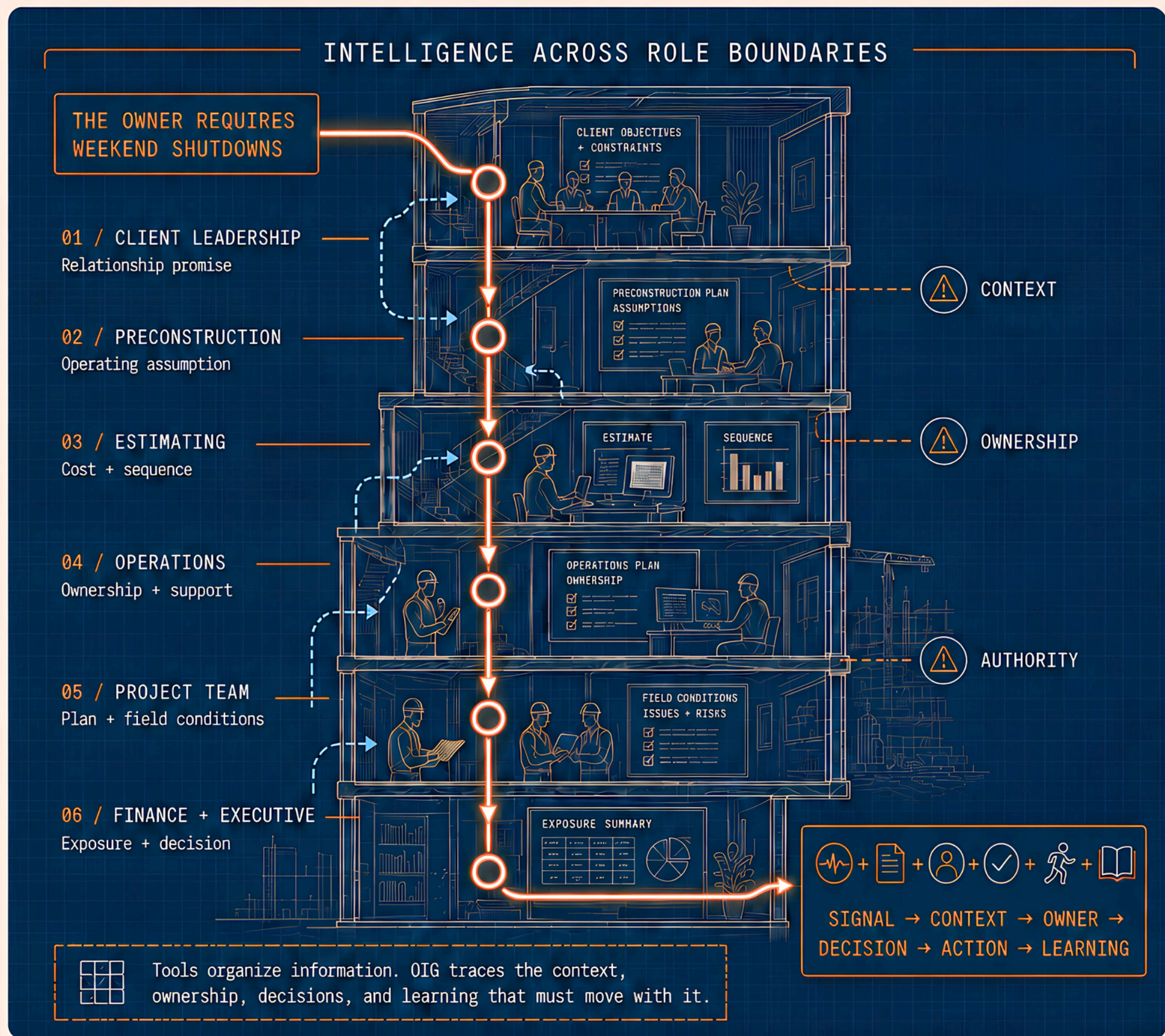


THE EXECUTIVE
QUESTION

Can your company trace what it knows from the client relationship through project learning and back into the next pursuit?

Intelligence does not belong to a department.

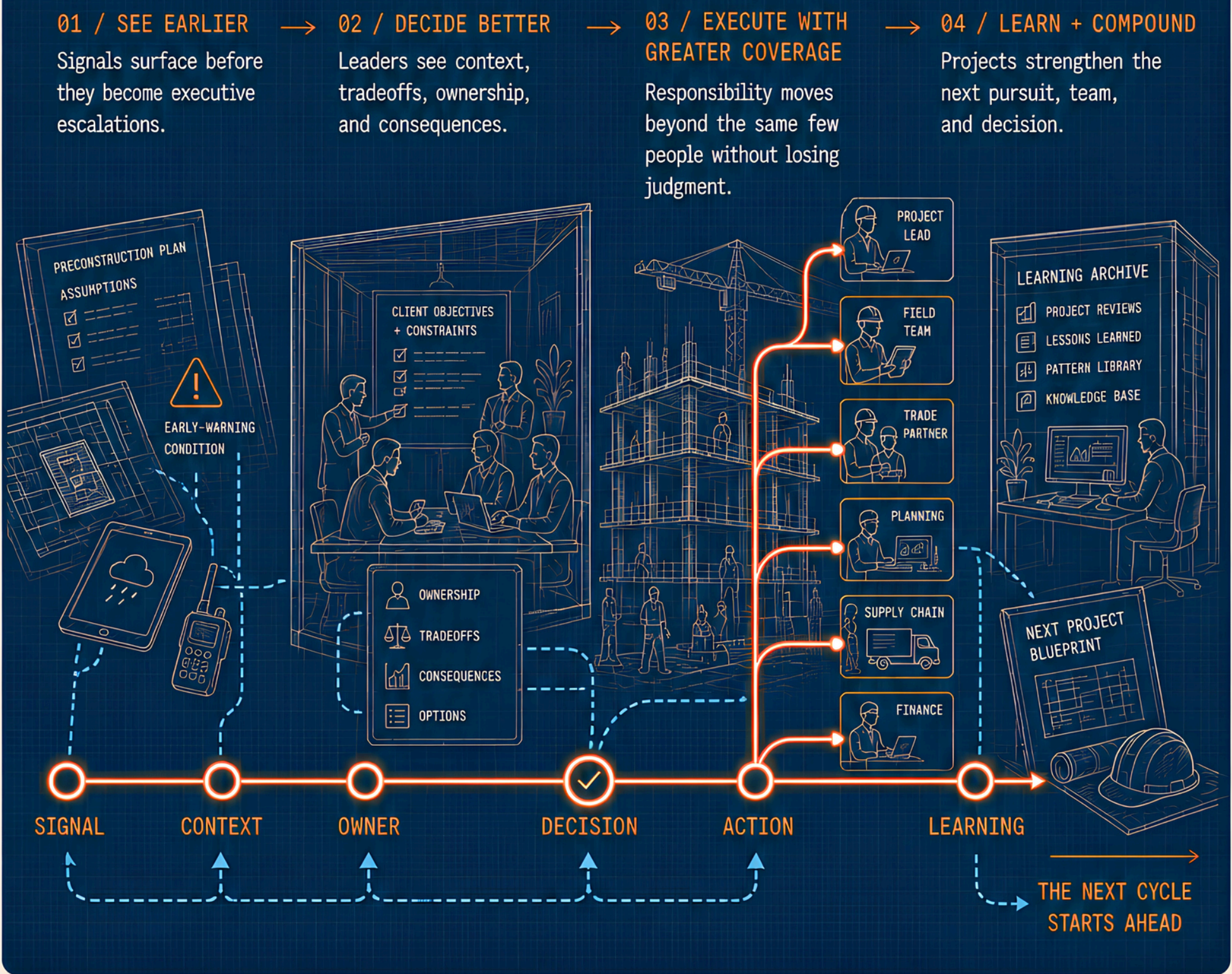
The most consequential operating knowledge is scattered across client relationships, estimates, project teams, finance, systems, and leadership judgment. It creates value only when it moves without losing context.



Strong intelligence changes when the company can act.

The advantage is not more information. It is earlier visibility, better decisions, broader execution coverage, and learning that strengthens the next cycle.

FROM SIGNAL TO COMPOUNDING ADVANTAGE



THE OIG OBSERVATION

The advantage compounds when a good decision strengthens the next project, not only the current one.



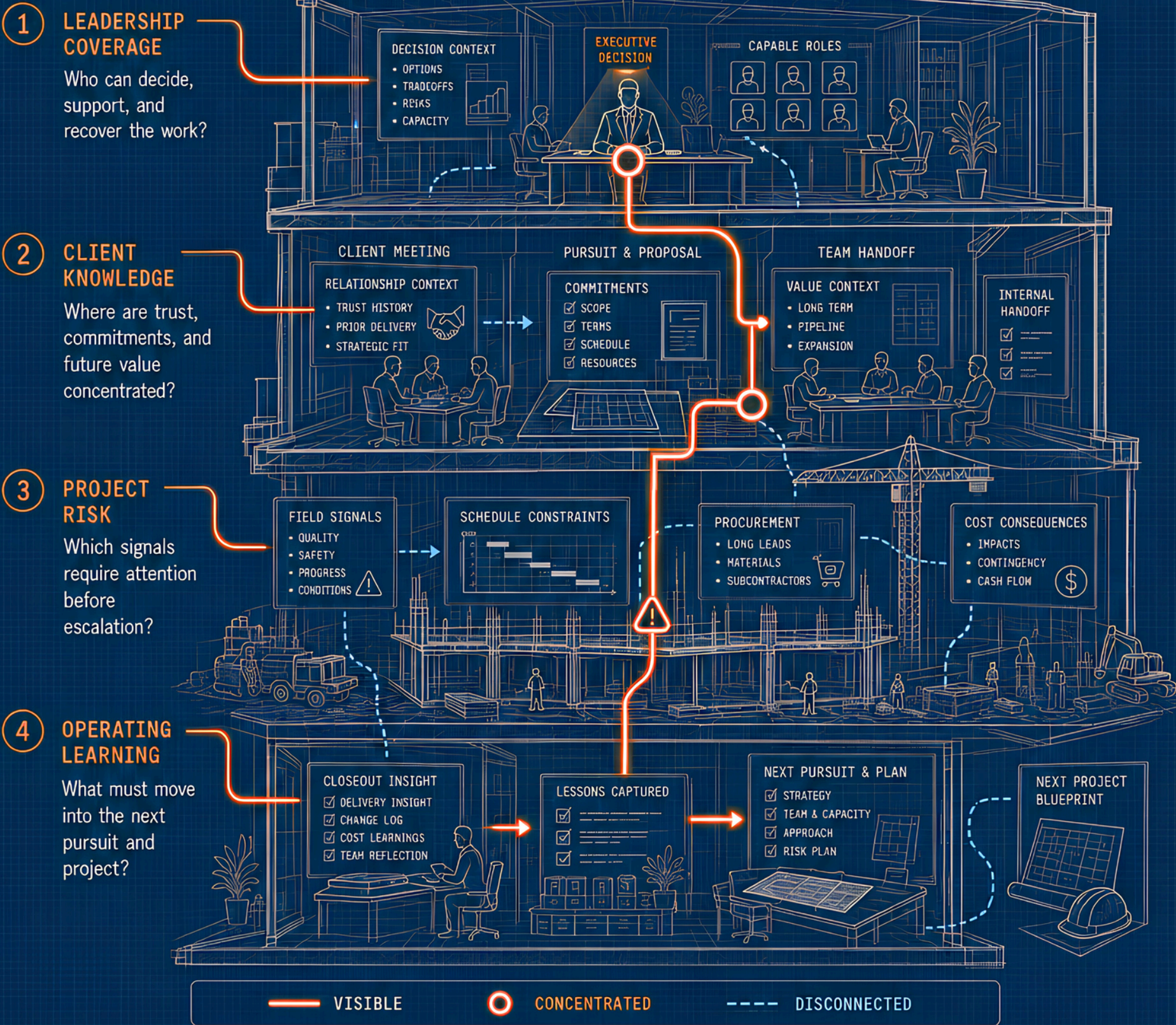
THE EXECUTIVE QUESTION

Which decisions would improve most if the right signal arrived earlier, with context and a clear owner?

Make operating exposure visible before growth makes it expensive.

Construction Intelligence shows where judgment is concentrated, signals are disconnected, and learning is not carrying forward.

AN ILLUSTRATIVE EXECUTIVE EXPOSURE VIEW



THE OIG
OBSERVATION

Visibility is not a score. It is the basis for earlier support, clearer ownership, and deliberate knowledge transfer.



THE EXECUTIVE
QUESTION

Where is the company relying on strength it has not yet made transferable?

The Contractor Intelligence Snapshot identifies where intelligence is disconnected, where exposure is concentrated, and what should be addressed first.

