



CATHA PRACTICAL AI FOR CONSTRUCTION LIBRARY

AI for Construction Owners and Executives

What Construction Leadership Actually Needs to Know

Guide 10

Practical AI for Construction. Responsible. Outcome-driven.

Catha Construction Services | 2026 Edition

How to Use This Guide

Leaders do not need to become model engineers. They do need to govern investment, authority, risk and organizational change.

Construction leadership does not need to become model engineers. It does need to demand measurable outcomes, accountable process owners, clear data/authority boundaries, realistic economics and evidence that production systems work.

Best use

Use the questions in this guide in project reviews, vendor meetings and board/leadership discussions.

The 10 Questions Leadership Should Always Ask

1. What business outcome are we improving?
2. What is the baseline and target?
3. Why is AI better than process redesign or standard automation?
4. Who owns the outcome after launch?
5. What data and systems can the AI access?
6. What can it do without human approval?
7. How was it tested and what are the known failure modes?
8. What is the full annual operating cost?
9. How do we stop, reverse or recover from failure?
10. What evidence would make us expand - or shut down - this initiative?

What Belongs at Board/Owner Level

- Material capital and operating commitments.
- AI use that can create legal, financial, safety, privacy or reputation exposure.
- Changes to workforce strategy at scale.
- Enterprise data policy and risk appetite.
- High-authority autonomous systems.
- Major vendor concentration or lock-in.
- Material incidents and remediation.

Dashboard for an AI Portfolio

Measure	Why it matters
Value realized vs. business case	Prevents “innovation theater.”
Adoption in target workflows	Shows whether work actually changed.
Quality/error rate	Shows reliability.
Human review/exception burden	Shows hidden operating cost.
AI operating cost	Shows financial discipline.

Measure	Why it matters
Incidents/control exceptions	Shows risk.
Maturity/readiness	Shows whether scale is responsible.

Red Flags in Executive Updates

- Success is described only with demos or model benchmarks.
- No baseline exists.
- The project owner is “IT” rather than a business process owner.
- Savings are claimed without explaining what capacity was removed or redeployed.
- The vendor cannot clearly explain data use, permissions or exit options.
- Autonomy increased before evaluation evidence improved.

Construction Applications

Ask what construction workflow changes, which KPI should improve, who owns the process, what the AI may access/do, how errors are detected, what humans approve and what happens when the system cannot prove success.