

Transportation	Dots	People	Process	Technology	Themes
Attendance at meetings without agenda	8	x	x		Managing Meetings
Too many people handling info (cc on emails)	6	x			Managing Project Information
FFE multiple locations	3		x		Managing Construction Logistics
Use of technology - prepare before going to a meeting	1			x	
Multiple people attending when 1 is sufficient		x	x		
Meetings that are progress updates only			x		
Timeline out a meeting		x	x		
JIT delivery			x	x	
Demobilize before punch list			x		

Waiting	Dots				Themes
For approval (understand and map out)	5		x		Managing Project Schedule
Untimely decision making	5	x			Managing Project Information
Project stops/delays - keeping team (knowledge base) together	5		x		Managing Personal Accountabilities
RFI process	4		x	x	Managing Project Financials
Extended period of time between phases	3		x		Managing Project Deliverables
Starting not at right time	2		x		
Punchlist - waiting	1	x	x		
Being on time to meeting	1	x			
Cashflow	1	x	x	x	
Batching - Phone Calls	1	x	x		
Steps that are linear when could be concurrent			x		
Submittal + Approval process		x	x	x	

Motion	Dots				Themes
Multiple phases within a single phase	6		x		Managing Project Schedule
Over analysis not getting work done	2	x	x		Leveraging Technology Advantages
Things that should be prefab but not	1		x	x	Managing/Coordinating Trades
Meeting locations	1	x	x		
Jobsite coordination		x	x		

Inventory	Dots				Themes
Too much on site	4	x	x		Managing Construction Logistics
Staffing Utilization (backlog vs work on hand)	1	x	x		Managing Resources
Attic stock			x		Leveraging Technology Advantages
Use of paper when electronic works		x	x	x	
JIT		x	x	x	

Over-Processing	Dots				Themes
VE: undesign to redesign without certainty of work	21	x	x	x	Managing Project Quality
Excessive Mtgs w/o goal + agenda	11	x	x		Managing Project Information
Redesign	3	x	x		Managing Project Commitments
Production of unnecessary documents	3	x	x		
Rethinking decisions	2	x	x		
Tasks outside scope and budget	1	x			
Emails reply all - wasted time	1	x	x		
Numerous punch list	1	x	x		
Excessive RFIs		x	x		
Rabbit Holes + debates		x			
Client reporting - what you need vs want			x		
Overdetail + over analyze		x			
Emails - not answering all questions + unrelated subject line		x	x		

Defects	Dots				Themes
Inexperience without proper mentorship	10	x			Managing Resources
Punchlist	3	x	x		Managing Project Quality
Owner changes that require work to be ripped out	3		x		Managing Project Commitments
VE lack of early cost control	3	x	x		Managing Project Schedule
Untimely Q/A Q/C	1	x	x		
Rebid for project over budget		x	x		
Condensing schedule		x	x		

Overproduction	Dots				Themes
Out of sequence work	16	x	x		Managing Project Schedule
Drawing before ready to produce	2	x	x		Managing Project Financials
Add alternates			x		Managing Project Design
Keeping design within the controls		x	x		
Issuing standard sheets that don't apply to specific		x			
Too much information not relative to scope		x			
Over detailing design		x			

Under-Utilization of Talent or Technology	Dots				Themes
Utilizing more mock up and VR in design phase	7			x	Leveraging Technology Advantages
Printing when electronic is effective	7	x	x	x	Managing Construction Logistics
Not consulting with the workers in the field to provide suggestions	5	x	x		Managing Resources
Lack of prefab	2		x	x	Managing Project Schedule
Empowering decision makers	2	x	x		
Late implementation (laser scan)	1		x		
Right software tools for best outcome				x	
Specialist vs generalist - using the wrong one		x	x		
How to use the tool but not knowing what to draw					
Availability of right staff		x			



**Figure 2** A map of the positive core of strengths.

The positive core map in Figure 2 was created by two hundred people during a two-day AI summit led by Jim Ludema and Diana Whitney to enhance excellence in customer service at Santa Ana Star Casino. One-on-one interviews were conducted, and then small groups of people shared stories from their interviews and identified the elements of the organization's positive core shown here on the stars in Figure 2.

### A Working Definition of Positive Change

In everything it does, AI deliberately seeks to work from accounts of the positive core. This shift from problem analysis to positive core analysis is at the heart of positive change.

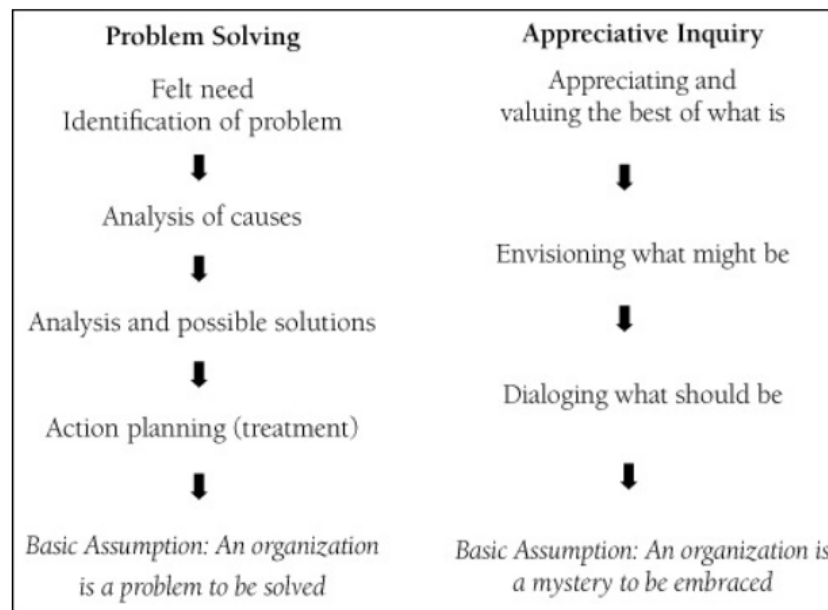
In the old paradigm, change begins with a clear definition of the problem. Problem-solving approaches to change

- Are painfully slow, always asking people to look backward to yesterday's causes
- Rarely result in new vision
- Are notorious for generating defensiveness

With AI, change begins with a rigorous, organization-wide discovery and analysis of the positive core, what we sometimes call a root cause of success analysis. Figure 3 illustrates the shift from a problem-solving approach to change management to an AI approach to positive change management.

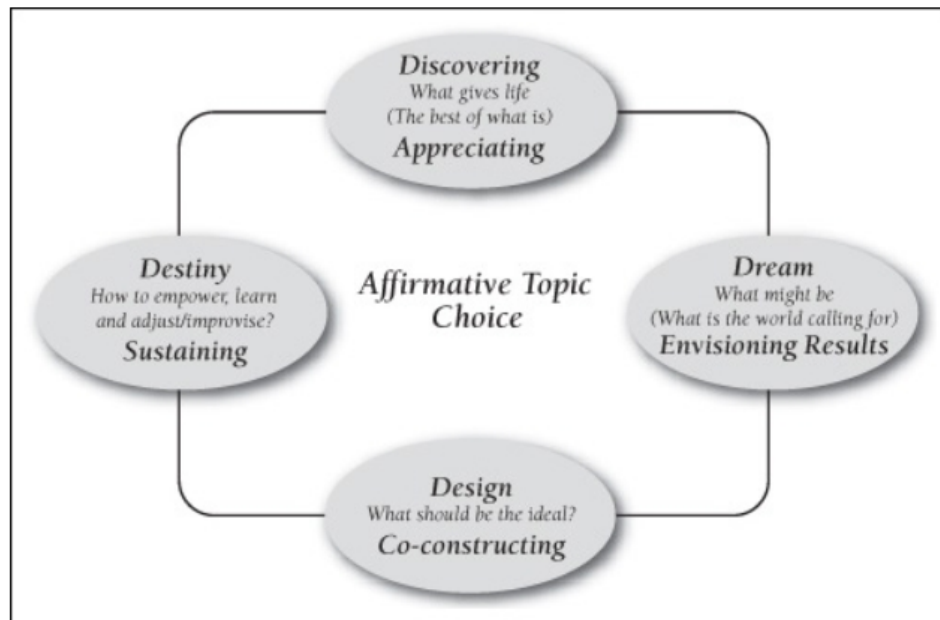
Positive change can be defined as follows:

Any form of organization change, redesign, or planning that begins with a comprehensive inquiry, analysis, and dialogue of an organization's positive core, that involves multiple stakeholders, and then links this knowledge to the organization's strategic change agenda and priorities.



## Overview of the 4-D Cycle

The AI cycle can be as rapid and informal as a conversation with a friend or a colleague, or as formal as an organization-wide process involving every stakeholder group. Although AI has no formula, the change efforts of most organizations flow through the 4-D cycle shown in Figure 4. Each AI process is homegrown, designed to meet the unique challenges of the organization and industry involved.



**Figure 4** Appreciative Inquiry 4-D cycle.

The four key phases of an AI process, illustrated in Figure 4, are as follows:

- **Discovery:** Mobilizing the whole system by engaging all stakeholders in the articulation of strengths and best practices. Identifying “The best of what has been and what is.”
- **Dream:** Creating a clear results-oriented vision in relation to discovered

potential and in relation to questions of higher purpose, such as, “What is the world calling us to become?”

- **Design:** Creating possibility propositions of the ideal organization, articulating an organization design that people feel is capable of drawing upon and magnifying the positive core to realize the newly expressed dream.
- **Destiny:** Strengthening the affirmative capability<sup>12</sup> of the whole system, enabling it to build hope and sustain momentum for ongoing positive change and high performance.

At the center of the cycle is *affirmative topic choice*. It is the starting point and the most strategic aspect of any AI process. Selecting affirmative topics is an opportunity for members of an organization to set a strategic course for the future. AI topics become an organization’s agenda for learning, knowledge sharing, and action. The topics selected set the stage for the 4-D process that follows. They get written into questions that are the basis for discovery interviews. They serve as seeds for the dreams phrase and as arenas for crafting design propositions and taking action in the destiny phase.

AI, topics are chosen to lead the organization toward its desired future.

The process of selecting affirmative topics:

- Involves a cross section of people from throughout the organization
- Grows out of preliminary interviews into the organization at its best
- Challenges people to reframe deficit issues into affirmative topics for inquiry.