

The Association of Professional Builders

CULTURE

CODE





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WELCOME

Welcome to the Association of Professional Builder's Culture Code.

This document is the ultimate guide to understanding how APB team members think, feel, believe and act. It's the shared understanding of the culture we've created at APB that helps drive us toward our goals.

In essence, we are a team of A-players working towards one mission...

To improve the construction industry for both builders and consumers.

We are professionals that are committed to...

- Maintaining high standards.
- Always acting with integrity.
- Being respectful and considerate to our team and our clients.

We do that by letting our seven core values guide us in our day to day.

Our core values are not a list of buzzwords.

They are not a concept that lives in a crowded office hallway.

They are the culture; the key behaviours and traits that our team members live by and work by.

CULTURE

noun | cul·ture | \ˈkəl-cherl

The set of shared attitudes, values, goals and practices that characterises an institution or organisation.



APB'S CORE VALUES



We Never Make Assumptions, We Ask More Questions



We Trust, But Verify



We Make Decisions And Own The Result



We Are Impeccable With Our Word



We Acknowledge The Wins



We Always Do The Right Thing Even When No One Else Is Looking



We Don't Take Things Personally

WE NEVER MAKE ASSUMPTIONS, WE ASK MORE QUESTIONS

“Answer all the questions and question all the answers.”

— LAURIE GRAY

We only trust in what we know, not what we assume.

Assumptions are dangerous because most assumptions are wrong. Making assumptions without asking questions leads us to jump to conclusions that aren't necessarily accurate. It's a force of habit for humans to make up their own stories to try to make sense of other people or situations. But the truth is, you'll never get the full story unless you ask for it.

So we ask more questions, whether that be re-checking a procedure manual, or clarifying with a manager, to get better data because better data leads to better insights... And better insights lead to better decision-making.



IN PRACTICE

This core value can be applied to many aspects of your day to day. For example, a sales objection.

A prospect might give the impression that they don't have the money right now. What we don't do is assume that that's all there is to it and leave them to their own devices. It's easy to fill in the blanks with your own interpretation of what you hear, whether it's based on a previous interaction or otherwise.

But the thing is, more often than not, the first thing they say is not the real answer. Instead, what we do is ask more questions. You might not always get the answer you're hoping for, but when you ask instead of assuming you'll be armed with enough accurate information to make an informed decision.

We're not afraid to go deeper and ask more of the right questions to get the real answers.

WE MAKE DECISIONS AND OWN THE RESULT

“It’s not about having the right opportunities, it’s about handling the opportunities right.”

— MARK HUNTER

When we use our core values, systems, and processes to guide our decision-making, we can own the results of every decision. No matter the outcome.

There’s a quote by Chris Voss, he says, “When the pressure is on, we don’t rise to the occasion, we fall to the highest level of preparation.” Our process, systems and procedures, alongside our seven core values, guide each and every team member to prepare for every opportunity. Knowing we’ve adequately prepared, we’re able to own the results of all our decisions.

It’s not about always making the right decisions. It’s about letting the resources that are available to you, assist and guide you in your decision-making so you can confidently own the results of each of your decisions.

IN PRACTICE

Some may find it tempting to avoid acknowledgment or shift the blame to someone else when a decision we make doesn’t turn out as planned. We don’t do that.

Instead, we own the result of every decision made (the good and the not so good).

If the outcome is as hoped, we celebrate the win. If it doesn’t turn out as planned we take full responsibility for the results and fix the problem immediately, put parameters in place so this doesn’t happen again and learn as much as possible from the experience. We share this with the rest of the team so no one else makes the same mistake.



WE ACKNOWLEDGE THE WINS

“Remember to celebrate milestones as you prepare for the road ahead.”

— NELSON MANDELA

Even success can be uninspiring when it's not acknowledged. Everyone has an inner joy at the sense of accomplishment. We believe that sharing that with the team can benefit everyone.

We strive to create a culture that ensures all team members feel valued for the work they contribute. So, we encourage our team members to share and celebrate their own wins as often as possible. No matter how big or small.



IN PRACTICE

No win, professional or personal, is too big or small to share with the team.

Every week, each team member shares a professional win with their manager. Every month, every team member has the opportunity to share a personal win with the entire team. And every time a sale is made, an email notification goes out to every team member.

What we don't do is make other team members feel guilty for their successes. In Australia, there's something known as 'tall poppy syndrome'. It's a cultural phenomenon where people resent, attack, cut down, or criticise others for their achievements that make them stand out from their peers. It's a toxic concept that is not welcome at APB. There is not a limited supply of success to go around and falling into this misconception only harms the growth of ourselves and those around us. Which is why we celebrate the wins of our peers and they will celebrate ours.

WE DON'T TAKE THINGS PERSONALLY

"There is a huge amount of freedom that comes to you when you take nothing personally."

— DON MIGUEL RUIZ

To do our best work, we need to be our best selves.

We are constantly looking for ways to improve our processes and ourselves. So egos need to be left at the door. To grow, you must learn.

We want all team members to be open with one another and not be afraid to share feedback with each other. Power is gained by sharing knowledge, not hoarding it. And, instead of taking things personally, we accept feedback and use it to help us become better versions of ourselves.



IN PRACTICE

We are extremely transparent at APB. Every metric or activity is in our Customer Relationship Management (CRM) system for any team member to see. We don't do it to 'out' individuals or embarrass anyone. We do it to encourage an open loop of feedback.

We tell our clients that they can't grow their building companies without investing time and being willing to improve. The same applies to our team members. Every APB team member has a growth mindset and wants to learn and improve. They don't get offended if a colleague suggests a new approach. Instead, they take it on board and use it as an opportunity to learn and develop their skills.

We don't cut each other down at APB. Instead, we build each other up. We don't have a victim mentality and we understand that getting personally offended when someone offers us help does no good. Not learning from our experiences means we're unable to move forward.

WE ALWAYS DO THE RIGHT THING EVEN WHEN NO ONE ELSE IS LOOKING

"It's choosing courage over comfort; choosing what is right over what is fun, fast or easy; and choosing to practice our values rather than simply professing them."

— **BRENÉ BROWN**

We don't do well just for the recognition. We do it out of principle because we're proud of the work we do.

Doing the right thing when no one else is looking is acting with integrity. It's keeping your word, taking responsibility and holding yourself accountable.

All APB team members act with complete integrity in every situation. We're honest, reliable and trustworthy professionals, both openly and behind closed doors, with each other, our clients and our prospects.



IN PRACTICE

It's almost impossible to tell a story about how a team member followed the core value, *We Always Do The Right Thing Even When No One Else Is Looking*. It is simply the principle each of our team members applies every day because we have immense pride in what we do.

Doing the right thing, even when no one else is looking, throughout your day to day means you let each of our seven core values guide you in all of your decisions and interactions.

As a 100% remote team, not doing the right thing even when no one else is looking is detrimental to the success of each team member and the company as a whole. There is no one standing over us, watching our every move to hold us accountable.

We do the right thing, always, because we want to.

WE ARE IMPECCABLE WITH OUR WORD

“When you don’t keep your word,
you lose credibility.”

— ROBIN SHARMA

Words have power. They can make or break any situation. That’s why we always say what we mean and mean what we say. Not only that, but we ensure the words we speak are accurate.

Being impeccable with our word builds credibility, trust and respect. It creates a positive reputation, for both you as an individual and APB as a business.



IN PRACTICE

We follow up our words with actions. If we say we’re going to do something, we follow through.

Being impeccable with our word could be as simple as showing up on time to a meeting, or calling a prospect when you said you would.

We tell our clients that we’ll always get back to them within one business day, and we do it because keeping our word is crucial.

What we don’t do is say one thing to one person and another to someone else, whether it’s a team member, a client, or a prospect. We don’t make promises we can’t keep. And we don’t lie.

WE TRUST BUT VERIFY

“The man of science has learned to believe in justification. Not by faith, but by verification.”

— THOMAS HUXLEY

There are no rose coloured glasses at APB. While it's important to have faith in something or someone, it's equally important to confirm the accuracy.

Taking things at face value can be dangerous. There's nothing wrong with trusting someone or a process, as long as it's backed up with your own verification. Not double-checking is how silly mistakes can slip through the cracks. So we ask more questions and look further into everything to ensure accuracy so we can make an informed decision.



IN PRACTICE

Using, Trust But Verify, in your day to day can be as simple as this story that happened recently...

An APB member went into panic mode, they contacted their Member Success Coach saying the coaching portal was down and they couldn't log in.

Without letting the core value guide them, the Member Success Coach could have sent a wave of panic through the team. They could have had an entire team drop what they're doing in order to fix the website.

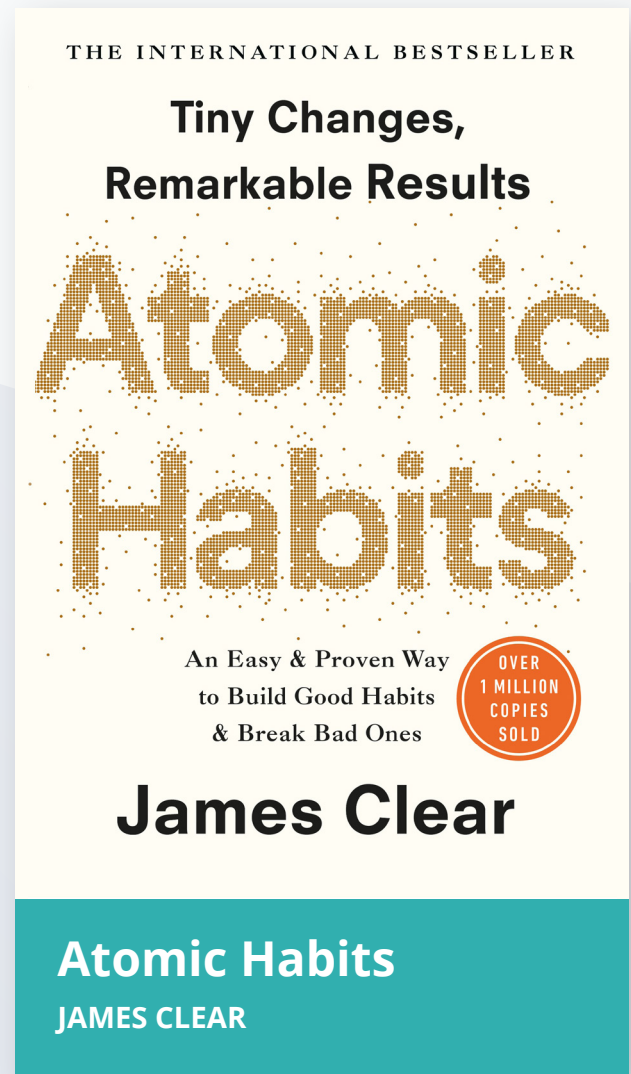
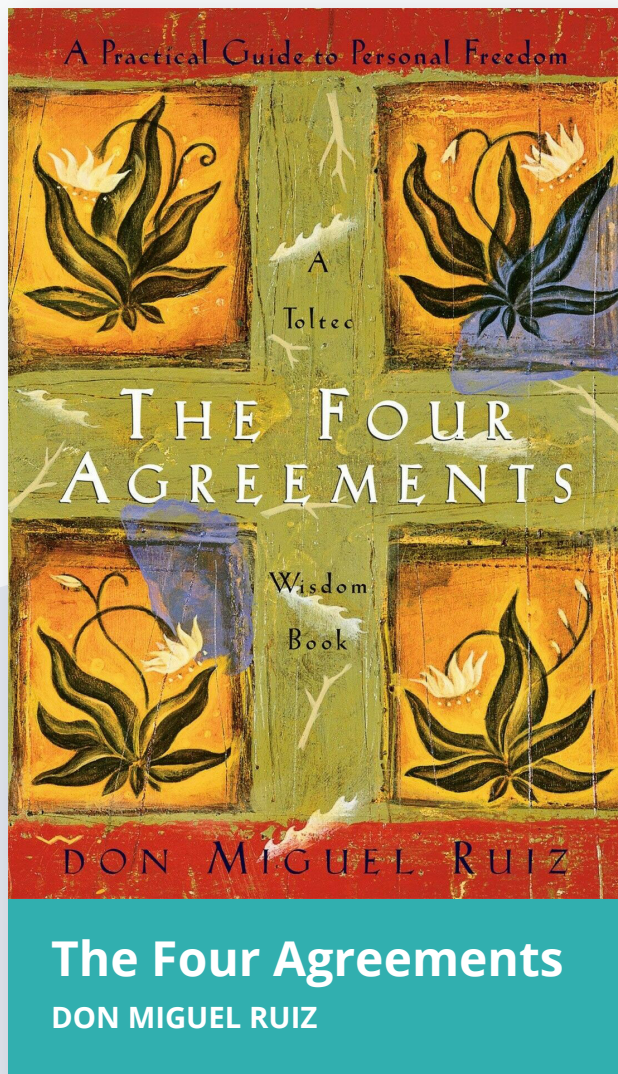
But instead, they trusted that the client was obviously having trouble accessing the portal... But they verified where the issue really was. They jumped onto the portal and saw everything was working as it should. So they asked the client, “What URL are you using?” The client replied with a website that wasn't even APB's!

By trusting but verifying, the Member Success Coach was able to direct the client to the correct website for the coaching portal and have them log in successfully.

UNDERSTANDING OUR CORE VALUES

We recommend that APB team members read these books to help understand our core values.

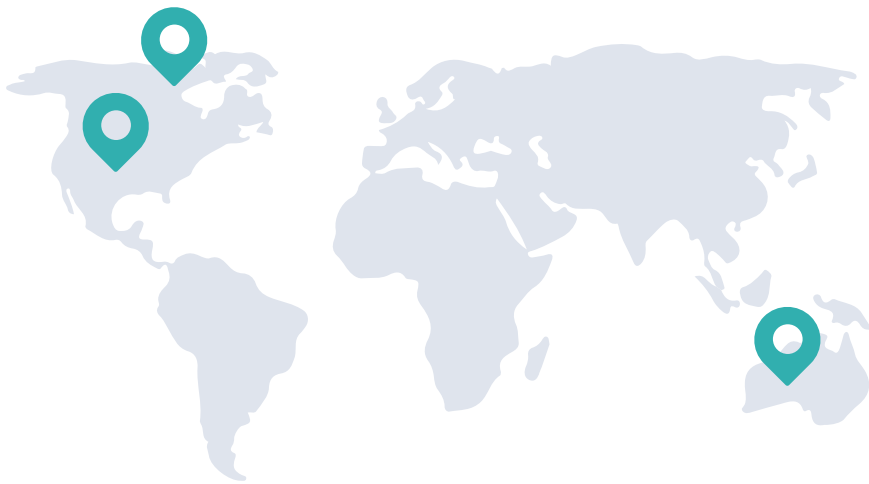
The values and lessons from these books are what helped shape the core values that APB team members live and work by.





WHO MAKES UP APB?

20+ team members across three countries.



100% of APB team members said they feel valued.

Source: Performance review responses in 2021.



APB team members share the following attributes.

1

**WE'RE SYSTEMISED
(BUT NOT ROBOTS)**

We know that systems give us freedom. We learn the process and lean into the systems to make our lives easier.

2

WE'RE ADAPTABLE

We're learn-it-all, not know-it-all. We're free to make mistakes, discover possibilities and look for solutions.

3

WE'RE SUPPORTIVE

We support our team. From great news to big challenges, we aren't afraid to share with and support each other.

4

WE'RE PASSIONATE

We share a passion for improvement and our commitment to uncompromising standards.

5

WE'RE COLLABORATIVE

We're *Team APB* as opposed to *Team Me*.

TEAM MEMBER REVIEWS

”

“Progressive and above-the-line culture, team and work environment.

Amazing experience in being able to grow and learn daily with a team of highly supportive, experienced and creative colleagues/management backed by a marketing team and internal systems that make your role impossible to not succeed.

An empowering remote working setup that takes work/life balance to the next level.”

”

“Unbelievably supportive team environment.

Opportunities for constant improvement are provided and encouraged with the flexibility of remote work.

Clear and aligned company leadership leaves very little ambiguity in the vision with all departments working together towards a common goal.

The best place I've worked by a long shot.”

”

“The openness and transparency across the team are incredible.

I've had so many jobs where everyone hides in their own department, but here it's a real team environment with everyone on the same page and working towards the same goals.

The work from home aspect is fantastic for work-life balance from not having to commute every day. And it's surprisingly easy to stay connected with everyone despite being remote.

The opportunities to learn and develop are insane. On top of that, I've never felt more valued for the work that I do.”

”

“Without a doubt, the most well organised and structured company I've ever worked for.

The management is extremely supportive and puts an amazing amount of effort into ensuring the success and personal growth of every team member.

The fact that the entire company is remote-based provides unbelievable flexibility and work-life balance.

To be so financially secure in such a role is also a huge plus. I couldn't ask for more and get excited to start each day helping builders to improve and grow their businesses.”



TEAM DEVELOPMENT

We're committed to the professional development of each and every team member.

We believe that personal and professional growth of each team member is just as important as business growth.

We want every single team member to commit to time each week to develop their skills or learn something new.

Our goal is to help you become the best you.

That's why we have ongoing learning opportunities like...



**Training &
Courses**



**Book
Club**



**Ideas
Forum**

IN CONCLUSION

There's mutual respect between every APB team member as everyone had to jump through as many hoops as you did to get here.

If you asked any team member what it's like to work at APB, you'll usually hear a combination of these words... Supportive. Transparent. A-Team Players. Collaborative.

We are professionals who take pride in our work and have fun doing it.

No one here is stuck.

People should love where they work and the team they work with.

And that's the culture we're committed to providing at the Association of Professional Builders.



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