



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 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.

**WE ARE
PROFESSIONALS
COMMITTED TO**



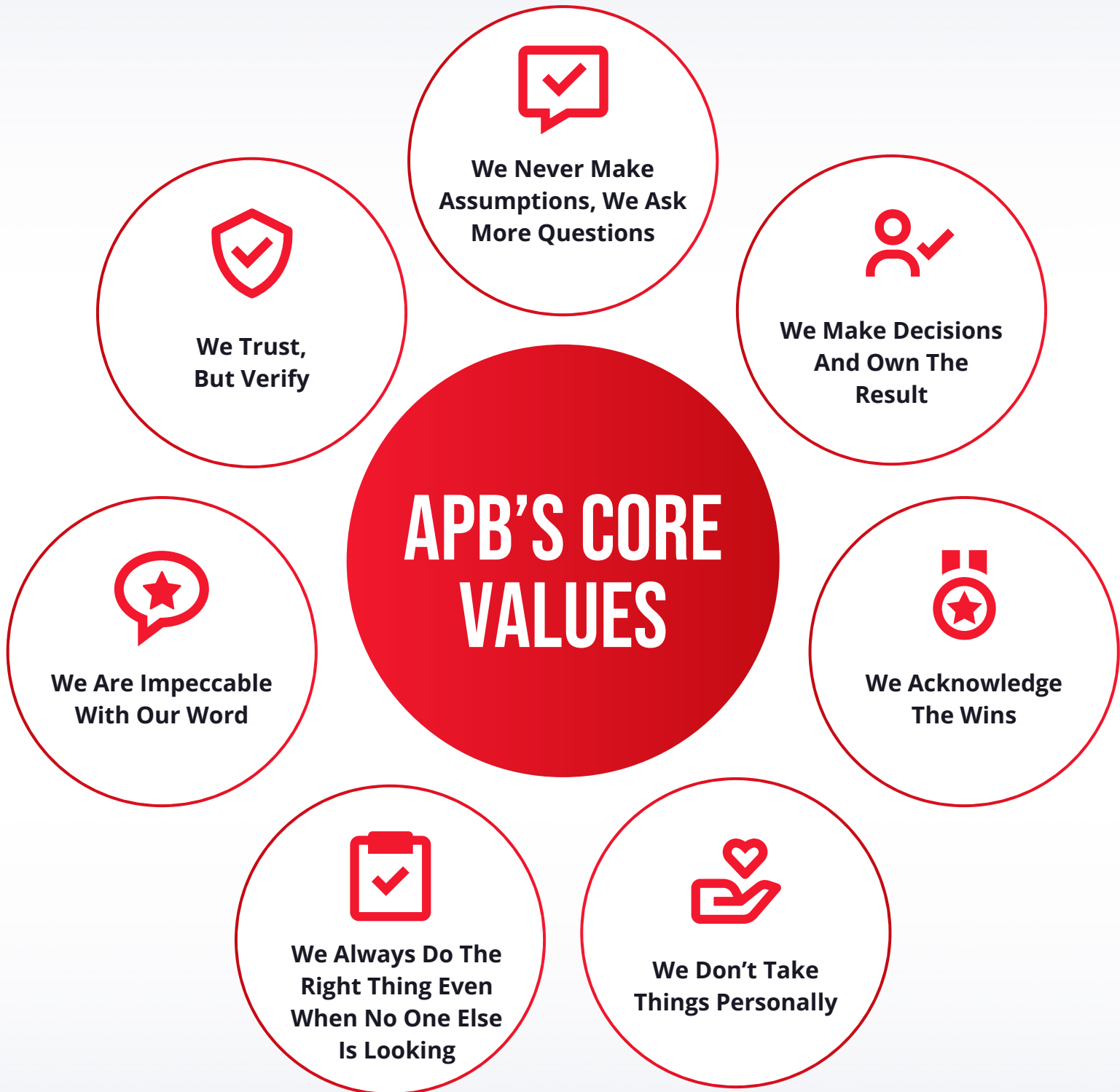
**MAINTAINING HIGH
STANDARDS**



**ALWAYS ACTING WITH
INTEGRITY**



**BEING RESPECTFUL AND
CONSIDERATE TO OUR
TEAM AND OUR CLIENTS**



WE NEVER MAKE ASSUMPTIONS, WE ASK MORE QUESTIONS

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

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.



**“ANSWER ALL THE QUESTIONS AND
QUESTION ALL THE ANSWERS.”**

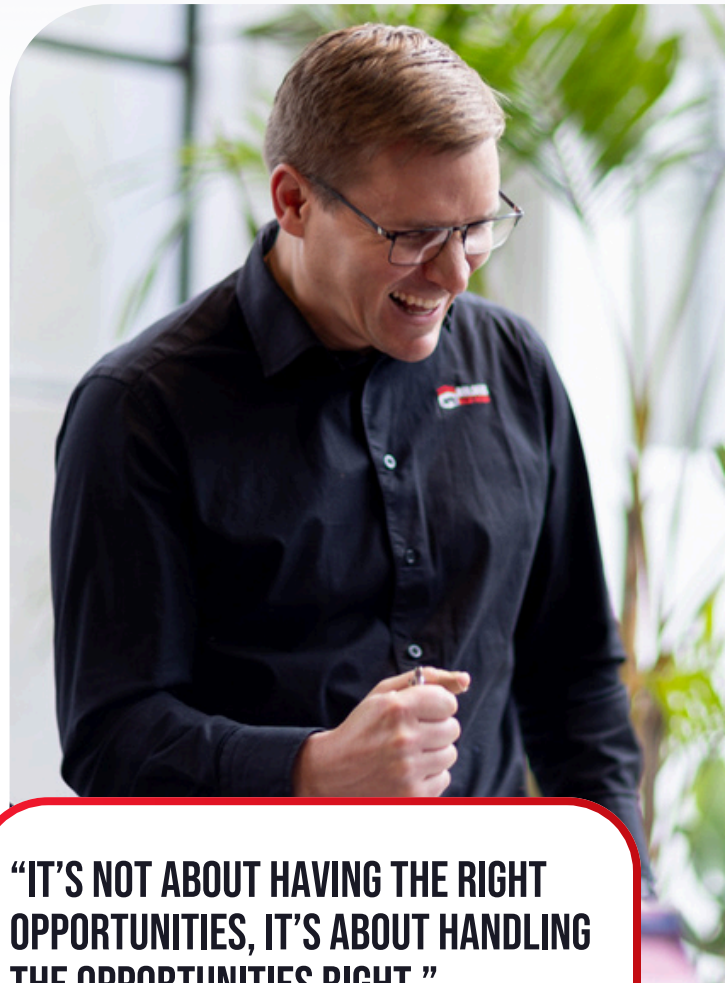
- Laurie Gray

WE MAKE DECISIONS AND OWN THE RESULT

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.



"IT'S NOT ABOUT HAVING THE RIGHT OPPORTUNITIES, IT'S ABOUT HANDLING THE OPPORTUNITIES RIGHT."

- Mark Hunter

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

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.

"REMEMBER TO CELEBRATE MILESTONES AS YOU PREPARE FOR THE ROAD AHEAD."

- Nelson Mandela



WE DON'T TAKE THINGS PERSONALLY

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.



"THERE IS A HUGE AMOUNT OF FREEDOM THAT COMES TO YOU WHEN YOU TAKE NOTHING PERSONALLY."

- Don Miguel Ruiz

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

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.



"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."

- Brene Brown

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

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.

"WHEN YOU DON'T KEEP YOUR WORD, YOU LOSE CREDIBILITY."

- Robin Sharma



WE TRUST BUT VERIFY

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!

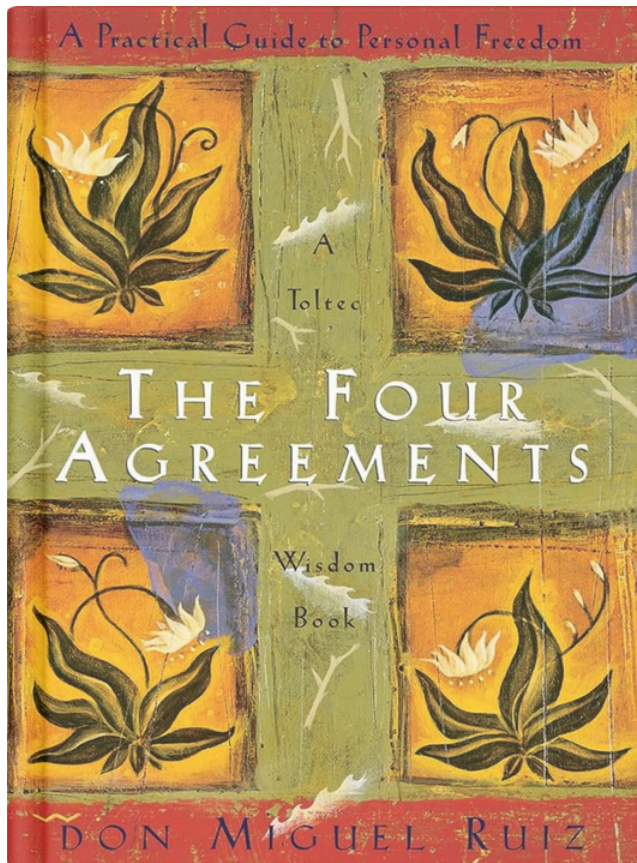
By trusting but verifying, the Member Success Coach was able to direct the client to the correct website for the coaching portal and have them log in successfully.

**"THE MAN OF SCIENCE HAS LEARNED
TO BELIEVE IN JUSTIFICATION. NOT BY
FAITH, BUT BY VERIFICATION."**

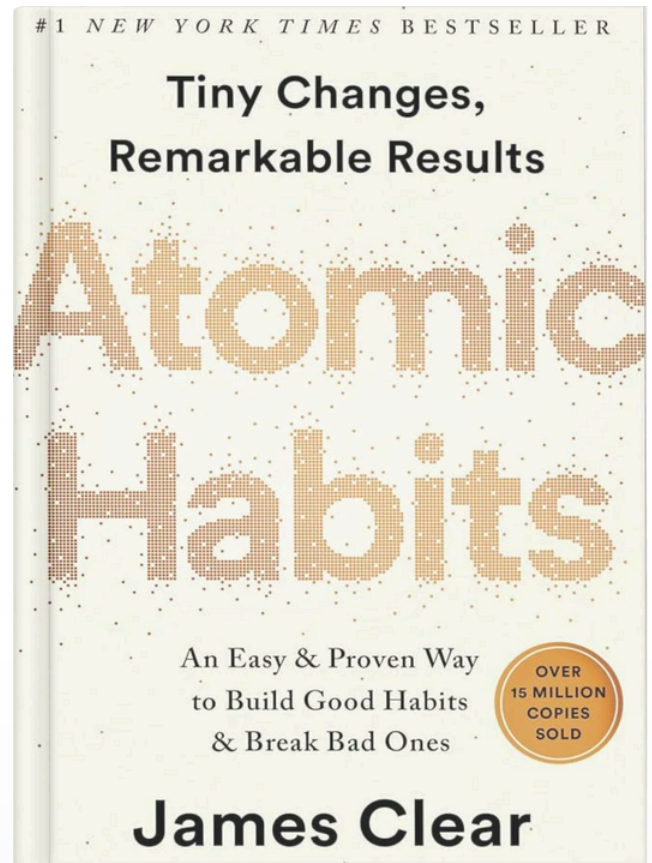
- Thomas Huxley

UNDERSTANDING OUR CORE VALUES

The Four Agreements Don Miguel Ruiz



Atomic Habits James Clear



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

WHO MAKES APB?

20+ TEAM MEMBERS ACROSS THREE COUNTRIES



APB team members share the following attributes.

- » We're Systemised (but not robots)
- » We're Adaptable
- » We're Supportive
- » We're Passionate
- » We're Collaborative



TEAM MEMBER REVIEWS

”

I can not speak highly enough of APB. The team, culture and workplace is truly amazing. To find a company that helps you grow and develop both personally and professionally is truly amazing. Their company values are not just words on a paper they are how every role and task is actioned every day. **I feel extremely blessed to work in this incredible environment** surrounding by truly engaged and wonderful co workers.

- Team Member | Seek Review

”

Rewarding work with a supportive team that won't leave you burnt out. A refreshing place to work would be putting it lightly. Working with APB has easily been the highlight of my career thus far, with so many processes in place that just work, it makes learning their systems and ways of doing things simple and effective.

- Team Member | Seek Review

”

What all fully remote workplaces should aspire to be.

Having worked for nearly 40 years in many different organisations and industries, my experience at the APB has been nothing short of amazing. Fantastic company culture, supportive and flexible work environment, excellent learning and development opportunities, good pay, great communications and leaders with vision.

- Team Member | Seek Review

”

The most rewarding experience of my professional career

Everything promised in the interview process has come through and more. We invest heavily into marketing and aren't afraid to test new opportunities. I've got 100% trust from the co-founders to manage my team and budget (it's amazing how much you can achieve when you're not micro-managed). Sure, that trust comes with accountability. But we are judged based on outcomes, not activity. We have targets, projects, and expectations. And are given the space to execute. It's highly motivating and rewarding.

- Team Member | Seek Review

”

Fantastic Workplace - Great WFH environment. Awesome team culture. Well established company with documented policies and procedures that make the job easier. Great work life balance with total remote work from home team. Extremely supportive management team.

- Team Member | Seek Review

”

The best place I have worked for, and looking forward to what the future will bring. love that they support you in your growth as well as challenge you to become better everyday in the role. From day one there is mutual respect and support.

- Team Member | Seek Review

”

A great opportunity to work in a progressive and systemised environment. A great team of genuinely good people who have learned things the hard way and are prepared to share that knowledge in an easy to consume manner, to help others avoid the very real pitfalls and dangers of the highly competitive global Building Industry.

- Team Member | Seek Review

”

A great place to work, I always feel like an important cog in the wheel and that is very important to me in my career. Being apart of a team that celebrates everyone's wins and really cares. Great, thorough training, including on going training and support. You are encouraged to speak and your voice is always heard.

- Team Member | Seek Review

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



WEEKLY
LEARNING



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.