



Making Culture
Change in
*The Built
Environment*
Radically Easier

Something's not right and needs fixing.

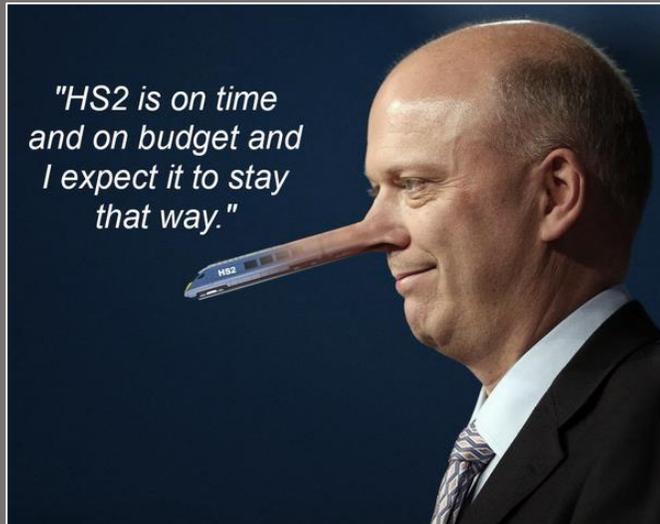
MENTAL HEALTH IN CONSTRUCTION

1,419 The number of suicides in the industry from 2011 - 2015.

63% more likely to die from suicide than the national average.

400k Working days are lost in the industry each year due to mental health problems.

10x more likely to die from suicide than a work related incident.



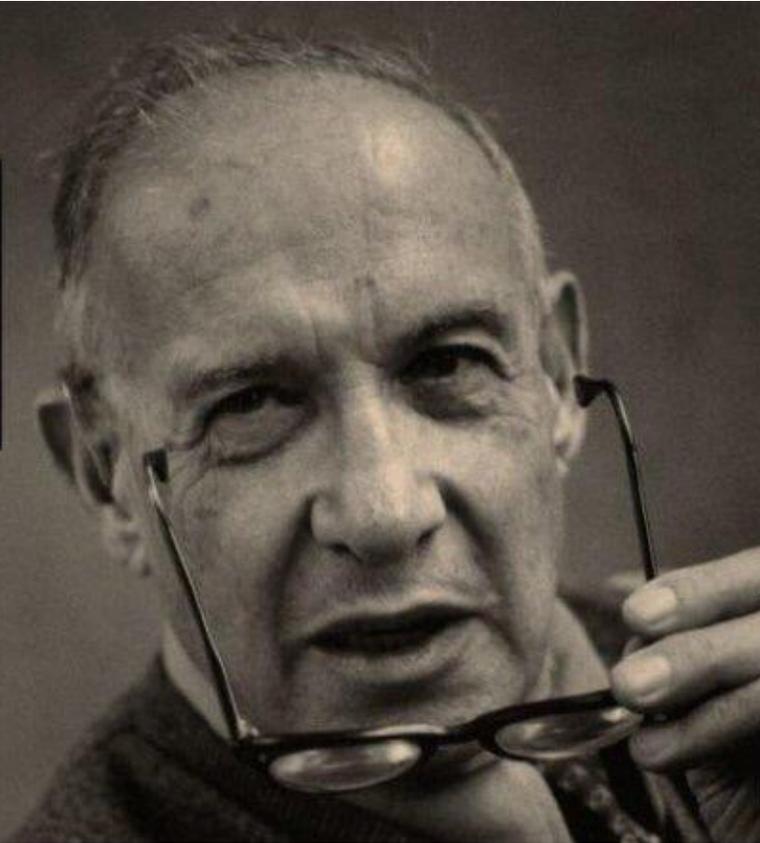
CONSTRUCTION 2025

Lower costs 33% <small>reduction in the initial cost of construction and the whole life cost of built assets</small>	Faster delivery 50% <small>reduction in the overall time, from inception to completion, for newbuild and refurbished assets</small>
Lower emissions 50% <small>reduction in greenhouse gas emissions in the built environment</small>	Improvement in exports 50% <small>reduction in the trade gap between total exports and total imports for construction products and materials</small>

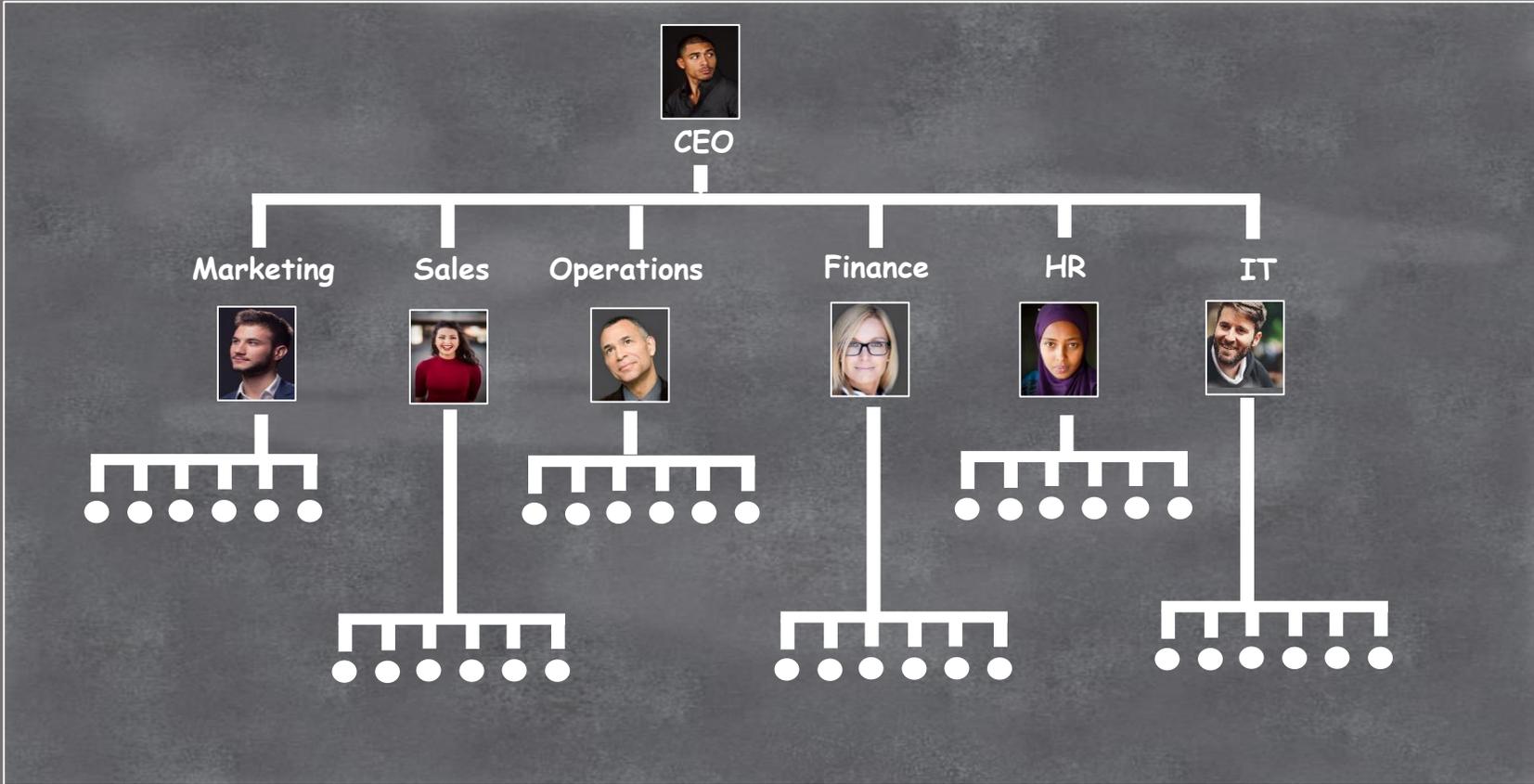
PEOPLE, SMARTER, SUSTAINABLE, GROWTH, LEADERSHIP

CULTURE EATS STRATEGY FOR BREAKFAST

Peter DRUCKER



Do you begin
with strategy or
culture?



Culture isn't solely concerned with structures, systems, processes, rules, values and behaviours...

..it's about *the*
vibe these create
across the Sector,
in individual
companies and
teams.





We all feel *the vibe*

It's in our faces and tone of voice.

It shows in what we talk about and what we don't.

It's about how well we listen, solve problems, make things happen and share our experience with others.

Changing **the vibe** is radically easier when you tap into your own wisdom.



Radical doesn't only mean drastic reforms or idealistic anarchy or extreme fundamentalism.

Radical - *adjective*
of or going to the root or origin;
fundamental: *a radical difference*

The wise owl in you knows when *the vibe* is good

When at your best on a good day you're naturally confident, courageous, calm, connected and creative. You overcome obstacles easily and perform well.

You don't need to do anything to get into this state. It's your default setting.





You feel safe

You're valued for who you are and what you bring.

You don't worry about being fired or ridiculed if you make an error or say the wrong thing.

In a *healthy vibe*
vulnerability signals
strength, not weakness

You can say what you need to say,
especially when that's contentious or
difficult.

You don't get offended. You and
colleagues want to hear the whole story.
You know innovative ideas and better
decisions emerge from there.





Your *good vibe* has clear purpose

Even if you're heading in a different direction you know who depends on what you do. You instinctively care about giving them what they need.

But...

...Mindsets blind us

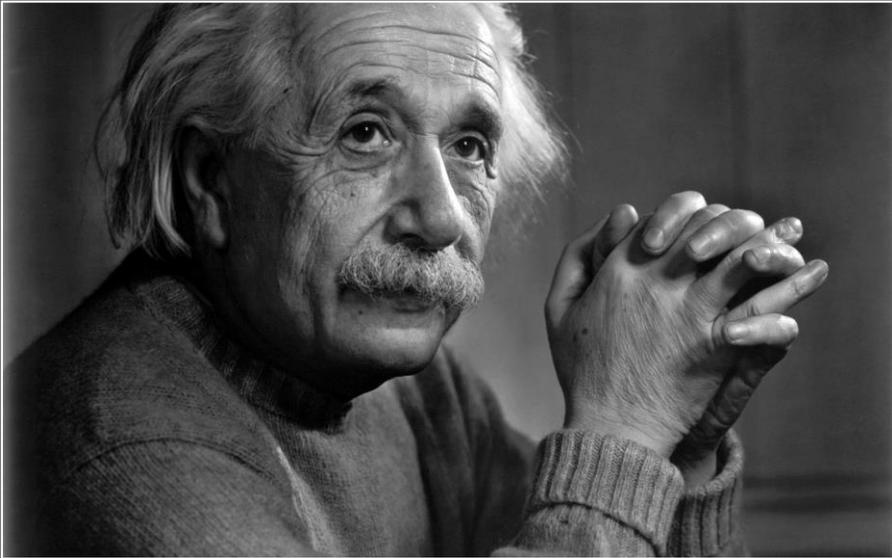
You know the ones.

They're those routine thinking habits and simple rules of thumb we deem to be true for all circumstances.

Left unattended they drag *the vibe* down often without us realising why.



Ever run these thought experiments on your mindsets?



- The client is always right. True?
- Life is a zero-sum game. Correct in all cases?
- What can go wrong will go wrong. Reasonable?
- The frustrating boss. A stereotype that clouds our judgement?
- Construction is tough. A confirmation of pre-existing beliefs?
- Businesses are just money making machines. Right?
- We assume we know what others think. Illusory?
- Cost is all that matters. At what cost?
- We only see the positives. Fair?

Mindsets determine “how we do things around here”

Right now they’re shaping how we design, engineer, plan, build, contract, manage risk, resolve differences, innovate, reward and collaborate with each other.

Your results confirm the extent to which they’re working in your favour. The *vibe* indicates how swiftly you can improve your current position.





Noticing the vibe

Be curious about the stories people carry in their head, which determine what they feel and do.

It helps you uncover hidden mindsets. It prevents you blindly accepting troubling aspects of the work you're immersed in.

Unlike this fish you start noticing you're wet!

Realising how inhibitive mindsets dissolve lightens the mental load.

It brings new perspective.

It makes breaking through challenges that currently seem insurmountable easier.

It helps you build a culture colleagues love and clients enjoy being around.

It makes a radical difference to your strategy to fix what's difficult.



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