



# Building a Growth Mindset in Construction Leadership

23 April 2026

Author

**Greg Crook, MRICS**

Deputy Regional Director  
Douglas OHI

An OHI Company

## Executive Summary

In today's dynamic construction environment, technical expertise alone is no longer enough. Human capital, the mindset, curiosity, and adaptability of leaders, is increasingly the defining factor between good projects and great ones.

At Douglas OHI, we believe that fostering a Growth Mindset across leadership teams is essential to driving innovation, safety, and client satisfaction. This white paper explores how construction leaders can cultivate a culture of learning, linking leadership practices directly to measurable project outcomes.

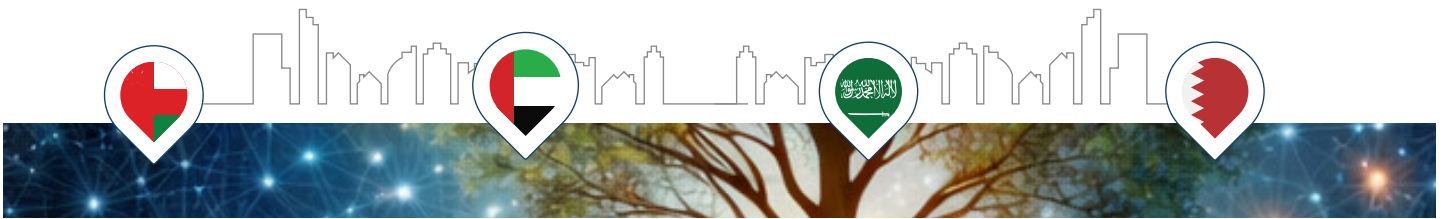
## The Construction Leadership Challenge

The GCC construction landscape is evolving rapidly. Projects are becoming more complex, timelines are tighter, and client expectations are higher. Leaders face pressures that extend beyond planning and execution:

- Delivering complex, high-impact projects across Oman, UAE, and KSA
- Managing diverse teams and international subcontractors

- Ensuring rigorous safety, quality, and regulatory compliance
- Integrating emerging technologies and sustainable practices

In such an environment, traditional command-and-control leadership models often fall short. Fixed mindsets, which assume that skills and intelligence are static, can limit innovation, risk-taking, and learning from failure, capabilities that are critical to high-performing construction teams.



## Why a Growth Mindset Matters in Construction

A growth mindset, as defined by psychologist Carol Dweck, is the belief that abilities and intelligence can be developed through dedication, curiosity, and collaboration.

For construction leadership, a growth mindset delivers tangible benefits:

- **Enhanced Safety:** Teams are empowered to challenge unsafe practices and suggest improvements.
- **Increased Innovation:** Leaders encourage experimentation and creative problem-solving on-site.
- **Stronger Client Relationships:** Proactive, adaptable teams anticipate client needs and deliver higher value.
- **Talent Retention:** Growth-oriented leaders attract, motivate, and retain top talent.

In short, a growth mindset transforms leadership from managing tasks to shaping resilient, high-performing teams.

Building a Growth Mindset at Douglas OHI actively fosters a culture that supports growth-oriented leadership:



### 1. Leadership Coaching & Mentorship

Structured programs for senior and mid-level leaders to model curiosity, humility, and openness.



### 3. Knowledge Sharing Platforms

Internal forums and digital tools encourage learning from successes and failures.



### 2. Cross-Functional Workshops

Innovation challenges, problem-solving labs, and collaborative exercises to break silos.



### 4. Recognition Programs

Celebrating curiosity, experimentation, and lessons learned, not just outcomes.

By embedding these practices, we ensure that leaders demonstrate the values they want their teams to emulate.

## Linking Leadership Mindset to Project Outcomes

The connection between mindset and results is clear:

Leadership Focus	Impact on Projects	Example Outcome
Safety	Teams proactively identify hazards	9th RoSPA Gold Medal; Reduction in number of minor incident
Innovation	Creative problem-solving	Optimised project workflows resulting in measurable efficiency gains
Client Satisfaction	Anticipates challenges, delivers solutions	Positive client feedback on adaptability
Employee Engagement	Motivates teams to perform at best	Higher internal promotion rates and CIOB/RICS/Other professional chartering.

### Practical Recommendations for Construction Leaders

1. **Model Growth Daily:** Ask questions, experiment, and encourage learning from mistakes.
2. **Invest in Development:** Provide coaching, mentorship, and structured training opportunities.
3. **Promote Collaboration:** Break down silos, encourage cross-department problem-solving.
4. **Reward Curiosity:** Recognise and incentivise adaptability, creativity, and learning.
5. **Integrate Mindset into Operations:** Apply growth-oriented thinking to safety, quality, and client delivery.

By taking these steps, leaders can transform teams, drive project excellence, and build organisational resilience.

## The Future of Leadership in Construction

The GCC construction industry is entering a new era of complexity and opportunity. Growth-oriented leadership is no longer optional; it is a strategic differentiator.

Douglas OHI is committed to developing leaders who are adaptable, collaborative, and innovative. By embedding a growth mindset, we position our people and projects to thrive in a dynamic, fast-changing environment.



## Conclusion

Leadership mindset shapes project outcomes, safety performance, and innovation capacity. A growth mindset allows leaders to unlock the full potential of their teams, ensuring sustainable success for both employees and clients.

At Douglas OHI, we believe:

“*A beginner’s mind is the fastest way to success.*”

By embracing this philosophy, construction leaders can create resilient, high-performing teams ready to meet the challenges of today and tomorrow.

## About the Author

### Greg Crook, MRICS

Deputy Regional Director, Douglas OHI

Greg has a strong understanding of commercial management, strategic project oversight, and business performance improvement, supporting the delivery of complex civil engineering and infrastructure projects across the region. A Chartered Member of the Royal Institution of Chartered Surveyors and certified RICS Counsellor and Assessor, he has a proven track record in mentoring commercial teams and strengthening professional standards. He plays a key role in driving performance, fostering collaboration, and embedding a growth mindset culture that supports innovation, safety, and sustainable growth across Douglas OHI's operations.

### References



- Dweck, C. (2006). *Mindset: The New Psychology of Success*. Random House.
- McKinsey & Company. (2023). *Leadership in the construction industry: delivering impact through culture and capability*.
- World Economic Forum. (2023). *Future of Jobs Report 2023*.
- Project Management Institute. (2022). *Pulse of the Profession: Talent Gap in Project Management*.
- Harvard Business Review. (2018). *The Leader’s Guide to Corporate Culture*.
- Construction Industry Institute. (2021). *High-Performance Teams in Construction Projects*.

