

# WTC 'Culture Starts at Leadership' with Peter Tateishi

[00:00:00] **Christi Powell:** Hey, this is Christy Powell with Women Talk Construction. We're so glad that you're with us today. If you haven't been with us before, we produce a podcast every Monday. Happy for you to join us and hear about our journeys through construction with amazing guests. And speaking of amazing guests, we have Peter Tateishi on's with us I said it right, the uh, c e O of Associated General Contractors, and of course, Angela Gardner, my co-host.

[00:00:30] And we are going to talk to Peter a little bit about a g c of California because he is c e o and just find out what he's doing that's, uh, that everybody's buzzing about. We've had a lot of folks buzzing about what a G C California is doing. On the workforce side, and also just learn about what goes on in California because we, Angela and I are on the east coast and California's on the West coast and things are a little different.

[00:00:56] So we have a few questions that might relate to demographics, which will be good too. Thanks Peter, so much for joining us and tell us a quick tidbit about yourself. That not everybody would know.

[00:01:08] **Peter Tateishi:** Well, uh, thank you so much for having me. It's, it's my pleasure to be here and I am excited to be able to talk about a g c of California, uh, especially what we're doing on that workforce space and kind of looking at the future of construction.

[00:01:20] Um, just a little bit about me. Uh, that's kind of fun, I guess, is that, um, oh my, um, what do I wanna share? I usually share this fun fact with staff all the time. To help pay for college. One of the things I actually did was, um, I was a choreographer for quinceaneras in, uh, in college. So Very cool. You have to learn how to waltz.

[00:01:40] Yeah. Most people don't know how to waltz anymore, so I would go in and help train, um, all these 15 year old, uh, girls on how to, how to waltz. So it helped actually pay for, uh, a semester of college for me.

[00:01:53] **Christi Powell:** Oh wow! And you probably have a great walking form too, if you did that.

[00:01:58] **Peter Tateishi:** Oh yeah. I mean, I'm, I'm not a tall person, so my gait is kind of small.

[00:02:02] However, I do have a swagger, so.

[00:02:04] **Christi Powell:** Oh, good, good. Glad to hear that. Everybody needs a swagger, right? Of some sort. Yeah. Yes. Thank you for being on with us today. And, um, let's just start off, I guess I'll start off with saying, you say regularly that construction is a vital success of California. Share with us a little bit about what that success would look like and what ABC or a's mission is.

[00:02:31] **Peter Tateishi:** Yeah, so actually that's part of Ag C'S mission right out there. When, when we think about our association and really our industry, what we wanted to make very clear was a statement that, um, our mission being kind of a statement of purpose that defined what we believe. And so right out the gate, we believe that construction is vital to the success of California.

[00:02:51] Right. And so when we think about that statement, it really is, uh, trying to impress upon not just our membership or our, or our industry, but the broader public, that construction, it's vital, right? Mm-hmm. When we think about the work we do, the entire economy of California, the entire economy of the United States, It is contingent on a built environment that starts with our industry.

[00:03:14] So we are the foundation upon which every other economy is built, right? And so we have to start owning that sense of pride around who we are and what we do, and how we support and start literally every other piece, uh, of, of, of our built world. And really that means our quality of life, our communities, everything.

[00:03:32] So we start with that statement because we want to lead with, um, Uh, and understanding and a sense of pride around who we are and why we matter and we do matter. So, a g C really does, uh, talk about this sense of we are vital to the success of California, and together our members actively, actively create opportunities to build and strengthen our state.

[00:03:53] And we do that. Through kind of our passion points, what we're passionate around. We're passionate about shaping policy, improving industry relationships, and developing our workforce. And we were really intentional about those three passion points. Not just saying things like advocacy, networking, and workforce development, right?

[00:04:10] 'cause those conjure up thoughts and presumptions that, and, and assumptions really. That we need to break because advocacy is more than just biting something or saying no to something. Right. Good point. Point. It really is in the actions that we're doing, so we're shaping policy and part of when we talk about even like workforce development, most people think workforce development is just that next gen.

[00:04:31] Mm-hmm. That's important. However, If we're not talking about how we're developing our workforce for the current and future state, future won't exist, right? 'cause what we do now on our job sites, what we do now as an industry

matters and will determine whether or not we can attract and or retain the workforce for the, uh, the future.

[00:04:51] **Christi Powell:** Awesome. So I'm gonna ask a tough question now. So if that mission gets off course, what would California look

[00:04:58] **Peter Tateishi:** like then? California wouldn't exist. Like when we think about it. If California doesn't have construction, that's when we start to see decline occurring when we are working. California is growing.

[00:05:10] California sees opportunity, you know, every day. I, I love what we get to do because we're fighting for California's future. Literally, we are building everything that the future populations, future generations like when we build, and even that means rehabbing our roads and making them safer. Our bridges, our dams, I mean, we, we have.

[00:05:30] Feast and famine right now when it comes to water. We've been in severe droughts for the last seven years, and now we're out of the drought, but it doesn't mean it won't come back. So what are we doing to prepare and secure California's future, especially when it comes to water security, food security? We are 20% of the world's agriculture in California.

[00:05:49] Wow. If we're not supporting that with infrastructure like water or even the ability to move those goods, uh mm-hmm. Those, uh, that produce and that, that, uh, agriculture to ports across this country, we don't eat. The world doesn't eat. Mm. Um, you know, 99% of all commercial almonds are grown in California.

[00:06:09] Yes. The world's. Like almond supply. Would almonds disappear? Almond yes, almonds.

[00:06:13] **Christi Powell:** Yeah. I just read that the other

[00:06:14] **Angela Gardner:** day. I, I love my almonds from Trader Joe's. Yeah. So I can't

[00:06:18] **Peter Tateishi:** have that happen. You're welcome. Right? Like that's, that's the piece. There's so much to California when you think about it. The next.

[00:06:25] Five biggest Ag states combined would not equal what California produces in agriculture annually. Well, I that again, contingent on ca on construction. Mm-hmm. Having the dams, having the ability to move those goods and, and those products and those services. Again, construction connects everything in this country.

[00:06:43] It does. And, and that's the piece where if we failed California's failure would be, would be real detrimental. So. We have to be pushing. We have to be

building. We have to be working because that's how California will succeed.

[00:07:00] **Angela Gardner:** Girl

[00:07:00] **Christi Powell:** Up Greenville is helping further succeed and live confidently in their worth and value. A free life enrichment program, girl Up. Greenville works with middle and high school girls to initiate early life-changing success by empowering girls to reach their highest potential through after school and summer programs, weekly enrichment classes.

[00:07:19] A summer internship program, individual success planning, and in-school leadership groups. Do you wanna learn more and get involved? Visit their website, girl up greenville.org or follow them on social at Girl Up. G I R L up g v l.org. Thank you for everything that you do for our community. Grill Up Greenville.

[00:07:45] **Angela Gardner:** So I

[00:07:45] **Christi Powell:** have to say that all of what you just said, Has everything to do with the question I was gonna ask you, but now I don't need to ask. The fact that you are the chief of staff to a US congressman in Washington explains why you understand and are supporting and realize the importance of things that, that the whole country, the whole world really.

[00:08:08] Understands, um, what's going on in our industry. That's what makes you good at what you're doing. Um, I was gonna ask you were the chief of staff. How did that change from being c e o of, of a g c to chief of staff? And there is no change, right? You're still doing the same thing. You're, you're, you're advocating, you are supporting, you're helping, and you're building an industry that needs to be built so that we can continue to build our world.

[00:08:34] So I, I can't even ask that question. So I'm gonna have to move to Angela to, uh, let her ask her next question. Well, you know,

[00:08:41] **Angela Gardner:** I wanted to, I wanted to ask like a little question onto the one that you just mentioned. 'cause you were talking about how it's important to get in front of the, you know, the. The next generation, the trades currently everyone.

[00:08:51] Are y'all also seeing how important it is to get in front of even the elementary and middle schoolers? No. Okay. Are y'all focusing? Yeah,

[00:08:59] **Peter Tateishi:** we're seeing that too. We are. So we're, we're we when we did, um, in 2018, we spent a year, basically a little over 12 months, uh, focusing on. Uh, doing research and understanding generations and understanding, you know, where are the challenges and barriers that our

industry, um, is facing in recruiting that next generation.

[00:09:20] And part of the conversation is just truly that we, we haven't owned our narrative. And the, the narrative that's out in the general public is one of, uh, I'll call a false narrative. We have been so proud of who we are, that we've kept it a really good secret. Right. And so we are that best kept secret in a lot of ways, but that means that people's interactions or perceptions of construction have been defined through the media, through, I'll say, unhealthy portrayals or interactions that don't necessarily represent the best of who we are.

[00:09:50] And so, As an industry, we have to do better on that. So what we know is we have to start having conversations with people very early on. So elementary school, junior high. Absolutely. And throughout high school, if we're not starting at 12, we're already too late. Right? At 15 it, you know, 14, 15 when they're starting high school, we only have four years to try to convince them and their parents and their teachers or career counselors that this is a viable career option for them.

[00:10:17] Right now, the perception, unfortunately, is that construction is a career of last resort. Mm-hmm. When you failed at everything else. Well, there's always construction 'cause anyone can do it. That is the false narrative that has to change. We are highly skilled and trained. Mm-hmm. What we do is something that takes a lot of dedication and effort and not anyone can do it.

[00:10:37] And so we have to change that, that conversation and that narrative. Unfortunately though, when we think about people's interaction with construction, it tends to be in ways kind of like how we interact with government. So this is probably why my chief of staff also helps is that I understand perceptions on government too, right?

[00:10:54] This average person interacts with the government in three ways, the D M V I R S and the post

[00:11:01] **Christi Powell:** office, and that's not a great example, is it?

[00:11:04] **Peter Tateishi:** But think about your day-to-day life. Yeah. That's kind of, usually when you interact with government, you're not walking away going, oh, shining examples of efficiency, right?

[00:11:13] So, For construction though, when you think about when they interact with us, it tends to be when that kitchen remodel or bathroom remodel was not on time and on budget. Yeah. Or when we're, I'll say a nuisance in their day-to-day life, why are they closing this road down right now? I have to get to work and you're snarling traffic for me.

[00:11:32] Or you know, even during pandemic, we heard this. I'm sheltering in

place and they're banging on the door next, like they're, they're fixing something over here and it's making, disrupting my day-to-day life. Our sense of interaction with the public tends to be perceived as a nuisance, and that is a challenge that we have to overcome.

[00:11:49] So again, When mom and dad are in the car driving or experiencing construction and Sally or John come home and say, Hey, I wanna go be a carpenter, or an operator or a laborer. They're, I know they're sitting here going, no way. I mean, it's kind of like if they were to come home and say, I wanna go work for the D M V, probably not the thing that parents are gonna go, yeah, I'm all in for it.

[00:12:10] Right? So we're up against those same narratives. But if people really understood who we are, what we do, and the career opportunities and the lifestyle that we provide for, for people and their families. We can change that, but we just really haven't told that story. We haven't changed that narrative. And candidly, you watch television.

[00:12:30] How is construction portrayed usually very lazy white dudes who are hollering and hooting at women, right? Like that's construction on TV or in the movies. Yeah. Yeah. That's not real. But if that's what everyone thinks, then for sure mom and dad are never gonna say, yeah, go into construction.

[00:12:50] **Angela Gardner:** Yeah, it's all about education and awareness, and we hope to get our podcast in schools so that they can hear your conversation right now.

[00:12:59] Yeah. Yes. Huge. I mean, it's innovative, right? I mean it is. We're robotics problem solvers. There's so much stuff that solvers, we problem solvers such great work. Yes. Yeah,

[00:13:08] **Peter Tateishi:** yeah. Right. Like, I mean, 'cause things come up and no offense, we, we love all of our a e C community, right? And we like our architect engineers,

[00:13:17] **Angela Gardner:** but not every

[00:13:18] **Peter Tateishi:** design is as practical as they believe it to be.

[00:13:20] No. Once we're trying to actually make it come to life. And that's what is brilliant about construction is that in every moment is an opportunity to actually enhance and better you. Yourself. Mm-hmm. Better your craft, better your community. And that last piece is the piece that gets overlooked every time.

[00:13:36] Right? It does. We may feel it, we may see it when we're on the job site, but unless we're celebrating how we're bettering our communities.

Mm-hmm. Right. We're not just building bridges, we are connecting communities. We are making neighborhoods be able to actually get from point A to point B. That is critical.

[00:13:54] It is. We don't talk about it. It's almost like, well you just built a bridge. Yeah. That's not just, that's pretty. Stinking.

[00:14:01] **Angela Gardner:** Cool.

[00:14:02] **Peter Tateishi:** Exactly. So again, it's one of those things where we have to overcome, because I always find this funny, a hundred percent of the general public loves our end product, but very few percent actually appreciate how that end product gets there.

[00:14:16] Yeah. And that's what's on us, and that's honestly what agency in California is trying to change is that narrative through programs like Build California and others where we spent time to say, okay. What are we up against? What do we need to do? What do we need to say and how do we need to say it differently?

[00:14:33] And candidly, we went and said, okay, taco Bell, how are you talking to this next generation? Yeah, military. How are you recruiting from this next generation? How are these groups being successful when we can't seem to do it right? Smart. We've known for over 20 years that we have this workforce challenge.

[00:14:52] Now, there are a lot of things that go into what we've chosen Dallas, say, close our eyes to. Right. When 6% of our craft workers are female, yeah. We're not gonna solve our problem when half the population is feeling excluded from an industry. Right. You're not gonna, you're not gonna find enough people.

[00:15:08] That's why

[00:15:08] **Christi Powell:** we're doing what we're doing. We're

[00:15:10] **Peter Tateishi:** exactly. Which is why it's so important to be talking about these things. And our industry has to do better around showcasing that because candidly, just putting a, a nice. Older, Caucasian in front of everybody is not gonna sell that next person who says, I don't identify with that man.

[00:15:26] They're speaking to me right now. Right. So having both of you, you know, speaking and, and putting words and, and empowering voices is gonna be so important to the next female and to even other people of color or marginalized communities who have not felt welcomed. By our industry. And that's the challenge and the need that we have to really focus on as we go forward right now.

[00:15:48] Um, as an industry, it's, it's, it's part of that. So, sorry to go off on this long tangent.

[00:15:53] **Christi Powell:** No, no. Love it. Love it. You just answered all the rest of my questions,

[00:15:56] **Peter Tateishi:** so. Well, it's, it's just, when we think about that elementary and getting the message out there, it's, it's more than just having the conversation.

[00:16:04] It's, it's what are we actually communicating? And what are we doing to make sure we're meeting that generation where they're at? Mm-hmm. Because we can be in classrooms and that is critically important. But again, if we go home and mom and dad are saying no. Mm-hmm. We've not done anything. We've

[00:16:20] **Christi Powell:** already,

[00:16:21] **Peter Tateishi:** yeah.

[00:16:22] So, right. We have to be taught, having the same conversation with every parent out there saying, Hey, There are careers in construction through college, and there are careers in construction through craft. They don't need a college, they don't need debt, and they're gonna be able to, we're still one of the very few industries where you can start as an apprentice and end as a C E O.

[00:16:41] Yes, exactly. Ever need a degree? Yes. Never needing that debt. Right. And that's the message that parents have to hear, because at the end of the day, most parents are really just trying to make sure that their kids are gonna be okay without them. Right, and that means having a job that's gonna be able to provide for them so that they can raise a family, so that they can have a great quality of life.

[00:17:00] And construction. When you, it's the way peel it back. Right? It's, it's, it's the way you all know this. You're both from it. You lived, you're living this. Right? Right. We know that if you actually look at what is the easiest way for communities that are underserved mm-hmm. And potentially having struggles with socioeconomic mobility, construction can change in a generation.

[00:17:22] Yeah. Yes. Everything Right? You wanna talk about mobility economically? Yeah. Construction can do that a hundred percent. And that's something that most of the time it takes generations to change. Yeah, we can do it in one. Yes. And that's the piece, love that piece that has to help help with those parents. I love the passion.



[00:17:39] Yes, I do too. Like willing to say, okay, you know Sally, you can go into construction, but we gotta get that permission from those influencers, those parents, those teachers, or as career counselors.

[00:17:54] **Christi Powell:** Ground Break Carolinas is focused on connecting the design, construction, economic. Development and commercial real estate communities in the Carolinas. Our wide range of exclusive content and thought leadership is intended to help design and construction related businesses be successful. Groundbreak is the only platform that reaches key a, e c, decision makers and influencers in our two state region.

[00:18:18] Visit [prick.carolinas.com](http://prick.carolinas.com) and be sure to sign up for our free biweekly newsletter.

[00:18:31] One of the things I wanted to talk about today is I think our industry typically likes to work in silos, right? Everybody wants to hide what they're doing. I'm not sure why, because we're all doing the same thing over and over again. But one of the things that I've seen with this new workforce challenge is that A G C and A B.

[00:18:50] C and N A H B, The NAIC and the WeBank, they're starting to work together. What do you think we can accomplish if we all work together to, to serve this community that you're talking about, that we're lacking? How, how do you think that's gonna change our industry?

[00:19:06] **Peter Tateishi:** I. So I think that is, that is the piece because it is very easy to, I'll say divide construction.

[00:19:11] Mm-hmm. I'm a signatory union contractor. I'm an open shop contractor. Right. A merit shop contractor. I'm a specialty or a general, I am a carpenter versus an operator. Right. Like there are so many ways that you could look vertical, horizontal, all of the types of work. It is easy to define all of the things that, um, make us unique, if you will.

[00:19:30] Yes. And at the end of the day, we're one industry. And when the, when all of the groups, all of the folks that are focused on construction amplify the message, we can do so much more. Because here's the other thing that we've learned around Gen Z especially, they are a highly skeptical generation. Yes, they challenge authority, not in a bad way, but in a way where they're like, I gotta verify everything you're

[00:19:57] **Angela Gardner:** telling

[00:19:58] **Christi Powell:** me.

[00:19:58] Yeah. You gotta show me. I gotta see this.

[00:20:00] **Peter Tateishi:** Exactly. So here's the problem though. If I've got a G C saying one thing mm-hmm. A, B, C saying another NAIC saying a different piece, they're gonna sit there saying there's no truth here. Mm-hmm. And there is a universal truth. There is, yeah. So when we can speak together as a collective, and when we think of this, this is one of the programs we launched was Build California.

[00:20:21] It's not an a G C branded program. It's an industry forward facing unifying program to be able to say, we will sell what a career in construction is. Hey, even from our membership or the, the contractors out there, Hey, D p R, you go sell why they should work for you, not why you're selling a career construction right now.

[00:20:42] Because that becomes part of the problem as well, right? Yes. Is when we're not consistent in that messaging. Mm-hmm. So

[00:20:49] **Christi Powell:** that's a great point. I like that. I like that.

[00:20:52] **Peter Tateishi:** Unifying can never, like we are stronger together. Mm-hmm. In that sense of just even that bundle of sticks, right? Yes. You can easily break one, but if we're all together, we're unbreaking, you

[00:21:01] can't

[00:21:01] **Christi Powell:** break it.

[00:21:02] Yes, absolutely. So I get to listen to you talk forever. Um, unfortunately we don't have forever. And I definitely want you to talk about, uh, project engagement. I think, um, we heard a little bit about that this morning, Angela are both really? Oh yeah. Excited about it. We would love to just hear more about what, what is project engagement.

[00:21:21] We know that Procore and there's a couple other folks that are behind collaborating to make this happen, um, to make our industry better, to make others interested in our industry, to let them learn about the industry. Tell us more about Project Engage, if you don't mind, before we have to come to an end today.

[00:21:39] **Peter Tateishi:** Absolutely. So Project Engage is a, uh, partnership between a g C of California and Procore. We launched it, uh, last year in 2022, and it is a, in our first class, it was actually an international program. It's designed for, uh, contractors, um, from superintendent to c e O. And really what it is, it's a leadership development program.

[00:21:59] So when we think about how we have to be, uh, a better industry, it

comes down to the central theme of how are we building and developing culture mm-hmm. In our companies and on our job sites. And in a lot of ways, you're not gonna change culture if you don't have strong leaders. Mm-hmm. Right. No organization will ever outperform its leader.

[00:22:19] And so if we don't start really enhancing our industry with leadership capabilities, we're never really gonna change our culture. So Project Engage was launched as a 12 month program designed to really help, again, from a, in cohort groups, from superintendents to CEOs to really help empower them to be stronger readers.

[00:22:39] What we know is that to really lead a team, you have to first become a leader with following, and you can't be a leader with following. If you don't start with yourself. If you don't know yourself, you can't fake it to make it. When it comes to actually going out onto that job site, going out into those companies and engaging with people the way that a leader needs to engage.

[00:22:59] So if we can develop leaders we're following, then they're gonna be teams worth belonging to. Yes. And they're gonna run organizations that will have major impact all across this country, in their communities, in their states, in the in, in the country, in the world, even. But that's how we're gonna change culture, because going back to that workforce, all of this ties into workforce.

[00:23:18] Yes. If we don't build inclusive and welcoming job sites, And companies, this next generation is very selective in the work they're gonna do because they see it as, I have one opportunity, one life to make as much impact as I can. Yeah. Mm-hmm. We can do way more on impact that is longer lasting, but if from the moment they get on our job sites, we don't have the kind of culture that supports and welcomes them, they walk.

[00:23:44] Mm-hmm. And once they walk, they're gone. So our industry has to change, construction has to focus on culture. So Project Engage, um, really was a collaborative effort between Procore and Agency of California because we're seeing this need, I'm hearing from my members. Mm-hmm. And from job sites saying, I don't know where to start.

[00:24:03] Right. I hear this culture thing. I know I gotta do something better. What do I gotta, what does that mean? Do? Yeah. Right. And Procore has been, and this is where the partnership started, they've been leading in this space as a, you know, as a, as a, a software provider, technology, uh, uh, solution provider for the industry.

[00:24:19] But recognizing we need this industry to succeed as well. Mm-hmm. And so our partnership came through that understanding of, okay. Procore has done a lot on culture and their workforce. Can't that be transferrable and scalable for construction? And the answer is yes. Mm-hmm. Right? It's leadership is, is

though, there is a, a uniqueness to the work we do in construction.

[00:24:42] At the end of the day, being a leader, whether you're in construction, whether you're in government, whether you're in banking or hospitals, being a leader is a universal truth, not just unique to construction. Now, how you apply those, uh, skills is gonna be unique. And so that's why bringing these two things together, yes, industry through a g, c, and uh, culture through Procore together to teach and inform and really empower to develop those leaders.

[00:25:07] That's gonna be how we change our job sites. Nice. But it's gotta start there. It does. We can't just magically wave a wand and say, culture is great in construction now. Right. I wish

[00:25:16] **Christi Powell:** I had, that was one of my questions for you. I know. Yeah. Do you have a magic wand? Yeah. So speaking of magic wands, um, and, and folks really loving this message and wanting to.

[00:25:27] Learn more and how to engage, not only support you in what you're doing, but also just want to maybe engage with you or start to, to do this project. Engage. They wanna get in, they wanna be a leader. Tell our audience how to get ahold of you, how to, how to connect, how to find these resources that you're making.

[00:25:46] So, um, eloquently available to everyone so that we can make our industry better to tell our audience how to get ahold

[00:25:53] **Peter Tateishi:** of you. I would, I would love to speak with anyone. Anyone who's passionate about construction. You are a friend of mine. Thank you, by the way. Yes, please reach out. So the easiest way to find all of my information, as well as all of the information on all of the programs that we're talking about from Build California Project Engage.

[00:26:10] We also have our Inclusive Leaders Institute, our Emerging Leaders, all of these things that we're focusing on from a workforce side and. The advocacy and the mm-hmm. Relationship side. Uh, our website, it's, uh, www dot agc or uh, ca.org. So agc ca.org. That's the best way to find everything. My email, it actually comes to me, my cell phone, I can't believe I'm saying that loud, is auto, like, I don't hide, uh, from the public because again, We need to be accessible.

[00:26:42] We need to keep making this fight known that we are going to be transforming construction, uh, which is gonna continue to transform our communities and our state and our country. So I wanna be accessible. I wanna be transparent. Nice. I wanna be available, uh, to anyone who is passionate about construction because again, We are in this.

[00:27:02] Together we are. And we are happy to be friends and partners as we go forward making a difference.

[00:27:07] **Christi Powell:** We're better together. Thank you so much, Peter, for being on with us today. We appreciate everything that you're doing. And before we get off, what can we do for you? Is there anything that Angela and I or Women Talk Construction can do for you to help further this, uh, agenda?

[00:27:22] Obviously we're gonna be talking about project Engage, so that's definitely gonna help. But is there anything else that we can do to help you?

[00:27:30] **Peter Tateishi:** Keep up what you're doing. Thank you. Honestly, keep empowering more voices in construction, especially those that haven't always been the, I'll say, typical voice of construction, right?

[00:27:40] Your podcast matters. It helps continue to spread this message and the word that we are a career of choice, not a career of last resort. So hearing your voice specifically both of your voices is gonna help us continue to tell that story and change perceptions of construction.

[00:28:00] **Christi Powell:** Nice. Thank you Peter. We really appreciate.

[00:28:02] Oh my. We ended on

[00:28:02] **Angela Gardner:** a great note. I know you're awesome. Thank you, Peter. Thank you having you, Peter. Thanks for having

[00:28:14] Well, that's

[00:28:14] **Christi Powell:** all for this episode. Thank you so much for listening to the Women Talk Construction podcast with your host, Kristy Powell and Angela Gardner. See you next time.