

# WTC 'Salt of the Earth' with Amy Messersmith

[00:00:00] **Angela Gardner:** Welcome to Women Talk Construction podcast. Today we have a very special guest on our podcast. I wanna introduce you to Amy, the Executive Vice President and Chief People Officer at Builders First Source. And. Here's a biggie. She is the 2022 HR Executive of the year. Yay. Yay. And we snatched this off of the internet too, which was really cool, and we wanted to share it with y'all.

[00:00:32] Her favorite quote is, the environment we create for our team members is what the customer is going to fail. That, that's a very impactful statement and we loved it. So to get us started, Amy, we wanted to ask you, 'cause you've been in many industries throughout your career, so is the construction and buildings, material industry, what you thought it would be when you got in it?

[00:00:56] **Amy Messersmith:** Oh, well thank you Angela and thank you Christie for having me on the podcast today. This has been something I've been looking forward to. I'm having a good conversation about an industry that I am really coming to quickly love. So, so is this industry different than others and is it what I expected it to be?

[00:01:17] So it's, it's surprisingly the same in many ways to other industries and in some ways it is unique and I would say that was true of restaurants, of hospitality, of C P G. Um, I've had the. Privilege of working in a lot of different industries over the years, and what I would say is what's common with this industry and certain areas of manufacturing that I've had the chance to be in distribution, I.

[00:01:45] Is, you know, generally speaking, there's a larger population of men in our business and in our industry than perhaps women, which is what we're here, right? To, to talk about, to help solve. And so, um, in many ways, that's not uncommon to other industries where those industries, let's face it, they started with a sort of a manual component, right?

[00:02:13] Mm-hmm. A component to the work that actually involved physical strength, right? And the ability to do certain jobs. So, um, there are other industries that have that same, uh, attribute. But you know, I'm, I'm happy that in this industry in particular, technology is playing a role. Diversity, finally inclusion.

[00:02:36] Mm-hmm. Playing a role, right? Yeah. And there's so many other elements that are coming into the work and the sophistication of the work that are creating pathways for non-traditional candidates, right? And that could be

inclusive of women for some of the jobs. And so, I'm, you know, I'm excited about that.

[00:02:56] So, to answer your question, it is in some ways unique, in some ways, not unique, but it is. Here's what I've loved about it. If I had to sum it up in a nutshell, this industry, I. Is made of what I would call salt of the earth. Mm-hmm. Agree. When I go into our facilities and when I walk the floor and I get to meet our team members, I bet you feel the same.

[00:03:24] My heart sort of gets three sizes bigger because the quality, the genuineness, like just the work ethic and the real authenticity. This is America. This is exactly like, this is the best of who we are and you, you know, it's, it's such an honor and a privilege to get to, you know, I'm in a service role.

[00:03:48] Mm-hmm. My role I serve, you know, and I try to create enablements in our business and for our people. So that's an honor to be able to work in service to such a, a wonderful industry and. And an employee base. And so, you know, I felt similarly in some of my manufacturing background, similar demographics, similar type of experience that, you know, I just love that.

[00:04:17] I love it and it, it brings me so much joy then in the work, even on the hard days when you're looking at something and saying, this is ridiculous. And I can't believe right, that this is, I'll never get this time back in my life, but at the end of the day, you know, refocusing on who we really do this for.

[00:04:39] Mm-hmm. Um, yes, we're companies and men and we're all for profit and I understand that, but, uh, companies are nothing more than a collection of people. Right. And when you can just sort of reorient yourself and get in touch with that reality, Does make the work so much better and I think our, I think our people in this industry are outstanding and top notch.

[AD]

[00:05:07] **Angela Gardner:** Hill Electric was founded in 1954 in Anderson, South Carolina, rooted in the upstate of South Carolina. Hill Electric has garnered a reputation as the region's most innovative industrial electrical contractor providing machinery installations. And Facility Power. Countless companies in the area committed to quality, performance, valued service, and responsive schedule management. Hill Electric offers unmatched service to each and every client. A new approach to a classic value. That's Hill Electric. Learn more@hillelectric.net.

[00:05:53] **Christi Powell:** I have to agree with that. Yeah. I love, I love your perspective on that. And sometimes we tend to focus on the negative and not the positive, but you're absolutely right. It's like a big family. A big family of people who like to work, who love to build, who really want to, uh, make a difference in their lives and in other people's lives because those people that you're walking

on the floor with, They have families at home, they have communities that they serve, and, um, it just feels like a great big family to me.

[00:06:23] I worked in a lot of other organizations as well, and mostly non-traditional careers. I just, I, I feel the same when it comes to that. I feel like sometimes that, and we hear this a lot, that our industry is way behind the times meaning, With, you know, people skills and also with emotional intelligence and also with, um, technology because it worked so well for so long the way it was running and things were getting built and we were able to keep up and we didn't have a shortage of workforce.

[00:06:53] So tell us a little bit, if you don't mind sharing with the audience. Just some of the things that you, um, have seen that might've been slower to come to fruition in the industry, um, based on some of the other manufacturing and industrial roles that you served in. Do you mind sharing?

[00:07:13] **Amy Messersmith:** What a thoughtful and good question.

[00:07:15] I would say it like this when you think about the work, right? So we build the components that go into homes. That that's what we do. Right. So when you think about the work, there are a couple of things that are just true and I, and I, and I wanna mention these because I think it actually plays into some of, you know, some of what's under your question.

[00:07:38] One, people can get hurt. Mm-hmm. Right? You have safety has to be paramount and so, Communication, therefore may be direct, it may be clear, it may be maybe it's not couched with all of the, you know, care and comfort, right. That, that you, you might, you know, you, you need to be clear and direct and time is of the essence and people can get hurt if you're not communicating expectations clearly around how to perform work.

[00:08:09] So, so there's that. I think too, when you consider the way our work has to happen, it's, it's very fast paced. Mm-hmm. Right? Yes. It's extremely fast paced and so in, in the reality of the work, there's probably not time on the floor to say, you know, can we just have a, a long conversation with extra words in it?

[00:08:32] And um, and I really wanted to start by talking about my feelings, right? It's not the reality, right. Yes. So I would be hard pressed to be too critical on the industry for being, you know, for, for some of what, what some might refer to as the the harder edges. Mm-hmm. Because it's a little bit the reality of the word.

[00:08:54] Now that said, I do think that our industry as a whole, Whole, I know I certainly think about this a lot. Needs to do more intentional work around leadership development mm-hmm. And succession. Hmm. The industry is very seasoned. Mm-hmm. I mean, we, we enjoy a very seasoned leadership pipeline,

but it's been so busy for a good long while now, and then coming out of the pandemic and all that, that, you know, all the mm-hmm.

[00:09:27] Confusion and. That, that created for every industry, by the way. Yes. You know, it's, there's just not been the time and intentionality as much as we would all like around how we're accelerating readiness for this next generation of leaders. Right. All throughout the, you know, throughout the different levels of the organization.

[00:09:48] And so I would say it, it's not that we are so far behind, but I think that there's an opportunity to return to an intentionality there, a heightened intentionality around getting folks, um, ready. And I do also think that as the generations are evolving, we know have five distinct generations that are actively working in the workforce.

[00:10:12] Just take a moment and think about how stressful that has to be. Mm-hmm. For a general manager? Yes. I mean, think about a GM and a location or an area manager and they've got all, they've got everything from traditionalists to disease. Yes. And expectation in between. And so yes, I would say out of necessity, we need to really arm and equip our leaders.

[00:10:41] To be able to have the right kinds of conversations, high stakes conversations, critical conversations. Um, I would you, this industry is. Not surprisingly complex, but it is complex, very. Mm-hmm. Agreed. When you think of all the different ways in which all the different things we make mm-hmm. And the way p and Ls behave and the levers inside of those p and Ls.

[00:11:09] We simply must not expect future leaders to pick up on that through osmosis. We have to teach them. Mm-hmm. Right. How to pull those levers. And I, you know, we are certainly feeling, um, as, as I know many of us are in different ways, the effects of the Fed and the interest rates mm-hmm. And impact that's having on the industry.

[00:11:31] And so it's been while since Yes. You know, the economy's, um, Yes. Had hiccup. And so we've got a lot of leaders who have been through cyclical times. Mm-hmm. We've got many who have not. Yes. And so I would say where maybe mentoring was a little bit more organic and informal in our industry's history, this is a great time to pair up those seasoned veterans with those younger leaders who've not yet had that experience.

[00:12:03] And, and pair those up in a more intentional way. Because what we wanna, we want all of our leaders to believe is we're thinking, of course we're going to get through. Yes. And guess what? There's a whole lot of leaders in the business you can tap into who have not done it once, but twice. And some of them three times.

[00:12:21] Yes. Yes. We're, we're

[00:12:27] question are. I wouldn't say so much behind. As I would say, our industry has approached things like mentorship. You know, d and i in more organic ways. Mm-hmm. Historically, and that's good. Yes. And that's worked. I would just say now there's an opportunity to, to crank up the intentionality and, and infrastructure around that more formally.

[00:12:59] **Christi Powell:** Yeah. So we have time now, right. Um, now that, that we are seeing a little bit of a recession, our folks aren't going a hundred miles an hour every day all day. And they're not working extra and they're not working overtime. I don't know about yours, but we're just seeing that all over the country where it's slowed down a little.

[00:13:17] This is a perfect time for training. It's a perfect time for mentorship, and you know, the fact that you are grasping that right now and we're grasping. Being that right now, and Angela's grasping that right now is so important to the health of an organization. If any of those are starting your own business right now, or you know, that are listeners, um, this is just a really good point to make is that, you know, even in the seasons where you are not expanding quickly or revenue's not growing really quickly like you'd like it, this is a time to kind of be intentional about the things that are gonna matter to your people.

[00:13:54] People are first, right? If the people are happy, just like Amy's quote, if people are happy, the customers are happy. And I love that. Thank you Amy. Um, one of the other questions that I wanted to ask you, I, I got to listen to you in Chicago, talk to a room full of women, mostly women. We had a few men there, right?

[00:14:11] You had some really great wisdom to share with the team, and I was, we were really impressed. All, all of the women were really impressed with what you had to say. One of the questions that Angela and I get a lot from men builders or men GCs, Our male counterparts, our peers, our colleagues, is, um, what can you tell me about communicating with women?

[00:14:33] What do they need? How can I communicate better? Do you have any kind of like magic sauce that you would use to say, um, you know, communication, uh, is different right, for men than it is for women? And you know, I know when I'm speaking with our, our folks, our associates about selling to a female builder, let's say they have the, the, our salespeople have a lot of questions.

[00:14:58] You know, why don't they make me bid on everything? Why are they just letting me bid on one aspect? Well, a female builder, uh, by. By nature is not going to, most of them are not gonna give you a bid to bid on if they've already promised it to somebody else. And you just don't see that from our male

customers as often.

[00:15:20] They want you to keep bidding and bidding and bidding and you know, the men were like, this is different. The conversations are different. Mm-hmm. So they'll go with me sometimes to meet a female builder and just hear my part of the conversation and they. They, they literally walk away every time with, oh wow, that was great.

[00:15:38] And it seems so easy, and I thought it was hard to have a conversation with a builder. And I was just curious what you have seen and like if you have any magic sauce on how to have those conversations with women versus men in our, you know, not just customers, but also just, you know, working together every day because we're more effective if we can work together because we have so many great strengths.

[00:16:03] And one of our favorite hashtags is Better. Together the men and women work together. We provide this great experience for clients, and so we would love to hear a little bit about what you think about

[00:16:14] **Amy Messersmith:** that. Well, I'm laughing a little to myself because I took my, my daughter and her friends to the Taylor Swift concert this last weekend, and.

[00:16:22] One of the things Teyl said, which I, I just thought this is so true, she said, you know, she has spent her, her last 17 years womansplaining in her song how men should speak to and apologize correctly to women. So I would say, I suppose you could take Taylor's work for and just listen to more of her music.

[00:16:39] I don't know if that's the fact. I love it. So, You know what? I think that the beauty of the, the male and female perspective, and, and I know in, in this conversation we have to generalize a little bit. Yeah. Which, I always have to be careful with that, but it creates a wholeness, right? Mm-hmm. To the conversation.

[00:17:01] And so it does bring, you know, just what you described, Christie, is an element of diversity. Yes. Yeah. It's diversity of style. It's diversity of thought, and it creates, A more fulsome experience, right. And ability to connect with customers. And so it's good. It is a perfect mm-hmm. Little micro data point of why we are hashtag better together, but also why diversity of thought and approach makes teams stronger.

[00:17:31] Right? It's those, it's, it's not just those obvious elements of diversity. It's those really, it's those things that mean a lot that get underneath style and approach. You know, here's, here's what I have tended to coach men and women equally when they have had challenges, either, you know, communicating effectively with, uh, male or female counterparts.

[00:17:55] Mm-hmm. Because it can go both ways, right? Yes. Right.

[00:17:58] **Christi Powell:** Absolutely. Yes. We all need work.

[00:18:01] **Amy Messersmith:** We all need work. I need work, right? But the thing that I will always counsel is if you have a message that you need to deliver or you have something that you need a person to hear and understand, it's not their job to figure out that for you.

[00:18:20] It's your job as the communicator to figure out. How you need to deliver that message in a way that that listener can actually receive it. Yes. And so what I'm, what I'm saying is people need to get comfortable flexing their communication style to their audience. And that what does that Well that mean you have to pay attention to who it is you're talking to and actually spend some time what matters to this person?

[00:18:51] If I speak very in a very direct way with them, is that gonna shut them down? And they're not gonna be able to hear and receive and internalize what I have to say. Do I maybe need to start with a more personal and formal approach to the conversation and then we get to the work at hand or to the business topic at hand?

[00:19:10] It's our job as the communicator to sometimes, oftentimes, mm-hmm. The folks who we're communicating to, it's, you know, it's no different in, in leadership. We often, as leaders, must bend toward our people. We have to meet people where they're at so that they can come with us. Yeah. So that they can hear what we have to say and make the journey that we need 'em to make.

[00:19:40] Um, but if we don't meet them there and, and help them do that, the chances of that being successful in the end are low. So, so I, you know, it's, it's not so much a magic sauce as it is kind of that, you know, age old truth around you just gotta understand your audience, which means you've gotta have thought a little bit about it.

[00:20:04] The other thing that really, really works. Is to ask a person. Yeah, right. Ask a person, wow. You know, I, you know, I really value this working relationship, and I know that we have different styles and approaches, but I'd like to understand what's important to you so that when I'm showing up as your partner or your sales person or your customer, or whatever that relationship is, that I'm.

[00:20:35] I'm really understanding what's important to you as I come into that conversation. They, the, the crazy thing is people will tell you they will, They'll tell you. I mean, and I see that as a wonderful relief in all areas of life. Mm-hmm. You do not have to have all the answers, you just have to be humble enough to ask



the question.

[00:20:52] **Christi Powell:** Yes. Thank God we don't have to have all the answers.

[00:20:55] **Amy Messersmith:** Right.

[AD]

[00:21:02] **Christi Powell:** Groundbreak 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. Visit [Groundbreak Carolinas.com](http://GroundbreakCarolinas.com) and be sure to sign up for our free bi-weekly newsletter letter.

[00:21:37] **Christi Powell:** It's good to hear that vulnerability, right, that we don't have all the answers, but. We can make the world a better place just by asking questions and learning other people's perspectives. Just like you said, I, I, I don't use bending, but I like that bending towards somebody. Um, and I use leaning in, you know, just leaning in and listening.

[00:21:57] Mm-hmm. And seeing where they're coming from. Sometimes you can listen to a conversation from somebody that has a need. I. And they're not gonna tell you their need, but if you get to know them a little bit, you're gonna know their need. You may understand why they're having a bad day a little bit better, and you'll have more grace.

[00:22:14] So that leaning in, that bending towards someone, if you have some kind of a, a rub, that that seems to help a lot just looking outward instead of inward towards yourself, looking to see what's going on with that other person. I love that. So one of the things that you talked about before we got on the call today was your employee value proposition work.

[00:22:35] And we would love to know more about that because now you said that you are, you are working on delivering that. That, um, employee value proposition. So will you tell us a little bit more about that and what Builders First Source is doing to just make the employee overall experience be a better experience for them at work?

[00:22:56] Well,

[00:22:57] **Amy Messersmith:** thank you for asking that question. That's a really thoughtful one, and. Because I'm so proud of our people, I'm proud of the work that we're doing to deliver on that proposition to them. So E V P work is some of the more enjoyable work that we get to do in the human resources and people



space. And I've done it a handful of different times in in different companies, but it really starts with a question.

[00:23:26] Kind of taking us back to the, you know mm-hmm. To the conversation. The most empowered person, by the way, in any conversation is the person who's asking the most question. Because knowledge leads to understanding mm-hmm. And understanding leads to empowerment. And all the answers lie in the seeking right.

[00:23:43] And asking the questions. So to find out what's really at the heartbeat of an organization, you have to start with asking the right questions. So our, our customer promise and an outward proposition is to outperform every day and to work very, very hard to transform tomorrow. And that's, and so the question that you then have to ask is, mama, if that, if that is our lofty promise to the world, right?

[00:24:11] What kind of people do you have to have inside your organization who can actually do that, right? And what's important to those people? What gas has to be put into their personal and collective tank through the employee experience? It allows them to outperform today and transform tomorrow. That's the question, right?

[00:24:37] What's, what is that gas in the tank? Yes. And so as we went out, we, we held hundred, many, many, many, many focus groups with hundreds of team members that ranged. From the most senior executives to a month in right of, you know, in, in our, in our front line, and really sought to hear every perspective. And they distilled down into a few key truths that we sort of coined around this rally cry built for more.

[00:25:10] The people who are wired to outperform today and transform tomorrow, those people are simply built for more. Yes. And what and what that more means to them. Right? What that is for them is the unique secret sauce. And so when I start to get those insights locked in and the whole organization is shaking their head and going, yes, yes, that.

[00:25:36] Yes, somebody put words to it. That's exactly how we feel. That's exactly what motivates us. Then that becomes a powerful tool. Mm-hmm. And if you, if an organization's never done this work, I would, I would urge you to do this work for the following reason. If, if not, because you know, you wanna deliver on the proposition and you wanna be that company, do it because it makes you more thoughtful in how you build your investment thesis.

[00:26:04] That's, yeah. So if you know like that, right? If you know that one of the things your people hold dearest is growth what from within. Mm-hmm. Right? Then you are gonna do some things that make growth from within, uh, disproportionately more prevalent than you might in some other business where

they're perfectly fine hiring from the outside constantly.

[00:26:30] Mm-hmm. Think about, you know, in a world of limited resources and dollars, how are you gonna spend those dollars? Well, I'm going to spend them in very targeted and surgical ways to promote programs that support and enable these key truths within the E V P, such as professional development, skill development, career pathways that are clear to people, right?

[00:27:01] Community service. Yes, there are you. It starts to become a North star for you because listen, there's so many shiny objects. Yes. Right. There's, there's a word of the day. There's a victory of that. Right? There's a fad of the month. Get lost in all of that. Mm-hmm. And, and try to chase all of that. We should not do that.

[00:27:28] We should be investing our limited resources and time in the things that matter most to our people. How we know that is we ask them. Right? We ask them. We don't guess. We ask them. We get it down to those critical few, and then we spend every day being all about that. We're gonna say no to some other things because they might be important to the company next door and their people, but they're of lesser importance to, to mine.

[00:27:57] And therefore I'm gonna give my people what's most important to them. That's the gas I'm gonna put in their tank, not the other. So, so I'm proud of that work because, Now, you know, it gives me comfort and confidence to know that we are working on the right things. Mm-hmm. We have a thoughtful rationale for why we're choosing maybe not to work on other things that could be completely right for another organization, but less right for us.

[00:28:27] Yeah,

[00:28:28] **Christi Powell:** that is so wonderful. And I don't, I don't know. I'm sure that you've seen it as well as we've seen it. The younger generation, really, they don't care about the money. I, I have heard that so many times that I can't even tell you how many times I want to work for an organization where I get to see my family.

[00:28:49] I get to work hard and produce good outcomes, and I also get to serve the community in what matters to me. Uh, if I, I can't even tell you how many times I've heard that, and it was pretty mind blowing for me because I am not, um, a millennial or anybody below that. I'm, I'm in that age group where, you know, when we were growing up, you work hard, you make money, that is the most important thing you can do.

[00:29:16] Right. It, it, none of the other things mattered at that time. Yeah. So it was a real shock to me to start learning other people's perspectives and hearing what mattered to them. And, you know, I'm a workaholic. I literally have to

struggle against not working all the time. Um, I, and, and it was because of the way we were raised.

[00:29:35] Right. And to see these, these younger families spending more time with their family, spending more time with the kids, if they don't have that, our future, the future of our country is not gonna be great. Mm-hmm. Right. We're gonna, we're gonna raise all these people who are not spending time with their families, not spending time with their kids, not instilling values and morals.

[00:29:56] Because, you know, our, our main focus is let's make money and let's work. So I think it's really cool to see that, you know, these dads are staying home with their kids when their mom's got a fruitful career. I love that they are very engaged in the community. I. And, um, it's just really refreshing to see, and I'm sure you see it too, but that's just one of the things that I've really learned just by, you know, leaning in and, and hearing what the other generations, um, are liking.

[00:30:25] And I love what you are doing there, just putting your people first and what they need and Yeah, that's really great. Yeah. When you have as many employees that you have, it really does make a difference right at the bottom line. Not only the revenue bottom line, but it also makes a difference in. Their lives and your turnover rate.

[00:30:43] And you know, from a business perspective, those folks that are not working 80 hours a week that wanted to work, 40 are gonna stay. Mm-hmm. Even if the, the, and, and they can serve their community and they can be a part of something that matters to them and they can grow and their own professionalism, that's why they stay.

[00:31:03] Mm-hmm. It's not because the money's so great, because these days after Covid especially, We all realize that life is short. It could be very short. And I think that's kind of changed it around. So we love what you're doing with the E V

[00:31:16] **Amy Messersmith:** P. Yeah. I think, you know, when, when you do think about there being five active generations in the workforce today, each of them approach their professional life, um, uniquely, but I think.

[00:31:35] Equally honorably. Mm-hmm. They're all shaped by very real circumstances. The traditionalists were children that had memory of, or family generational impacts of the great, of the Great Depression. Yeah. Um, when you think about, okay, so I'm a Gen X, we were the original latchkey kids. We were also, you know, we were latchkey kids because what did mom do?

[00:32:06] Mom went to work. Mm-hmm. Why did mom have to go to work? Because you couldn't survive on a single family income in America during those years. I, my mom went to work. I, I distinctly remember, right, that happening

and. And so that shaped us. Of course it did. It, it, it said to us, if you're going to have a life, you have to create it.

[00:32:31] Yes. And everybody has to go to work. Right. And I, I, and you know, we were, I think our generation was a little rebellious and resentful of it, but we went to work, right? Yes. And then we raised a group of kids who, who, you know, and I love our millennials, but we gave them trophies for getting up in the morning because we love them so much and we, and we wanted them to have, you know, we, we wanted be a little easier for, we did because it wasn't easy for us.

[00:33:00] And so, you know, we. We did that, that's on us. Okay. So if you don't like it, agreed. Then you've gotta like, you gotta partner with them. Yes. Right. Help 'em. And then, you know, they've, then we've, you know, we've got the, this, the, what are they now? The, the why I, I can't keep track of them all. It's, you know, they're just, you know, we've gotta hold who's, who's looking at it and going.

[00:33:26] I just wanna live a happy life. Yes. And we're all like, but you have to make money. Are you gonna pay the bills? Right. So every generation has gotten to their posture mm-hmm. Towards their profession in honest and authentic and, and honestly honorable ways. Right. And so, yes, environment.

[00:33:53] We just kind of gotta get in touch with that reality. Right, exactly. And then we gotta, we just gotta, you know, back to the earlier point, yeah. It's a lot to ask of leaders, but we gotta meet people where they're at and it doesn't mean you don't hold the line and have accountability and have standards and Yeah.

[00:34:10] Give everybody everything they want. Sometimes you can't and the answer has to be no. But you know what we could do? We can think about paternity leave. Yes. Think about, you know, certain things that are very mainstream in other industry benefit lineups that have been maybe a little late to arrive on the scene.

[00:34:31] In our industry, there are little things that we can do that say to those individuals, we hear you. We get it, we get it, we get it.

[00:34:41] **Christi Powell:** I love that. Well, our time has gone so fast and it has, we loved you being on here. Thank you so much for agreeing. Oh, my pleasure. Yeah, and talk to all of our wonderful people, and you are doing great work, and we appreciate you so much.

[00:34:56] Just being who you are and having a role that you have just shows a lot of young girls that they can do it too. And that's really what our podcast is about too. Exactly. Is just, you know, The next generations that they can do whatever they wanna do. If they, if they have the options right. A lot of times they

just don't know that that's even an option for them.

[00:35:16] So tell us a little bit, like, if our audience wants to get ahold of you, how do we get ahold of you? If we wanna learn more about Builders first source, if they wanna, you know, reach out to you to help other, to help them get into the industry, all the things that you can do for them, will you just let our audience know how they can connect with you?

[00:35:33] **Amy Messersmith:** Well, absolutely, probably the easiest way is on LinkedIn. Feel free to, uh, to friend me out there and, uh, follow me and I'll follow you back and, you know, and if you wanna check out builders first source, uh, I think we're pretty great. Uh, lots of options out there. We know there's lots of good options out there.

[00:35:52] Um, we certainly are proud to be one of, we believe we're a, a good one, but, uh, our website is bdr. You know, if you're interested in job opportunities and things like that, or learning a little bit more about our views on. Our people programs or our d e i or sustainability or all the things. Um, it's all out there.

[00:36:16] And, and we would love to, uh, to share our vision with folks root through our website. Awesome. That's great.

[00:36:23] **Christi Powell:** Yeah. Thank you so much again. Thank you for being on today and, uh, for taking your

[00:36:28] **Amy Messersmith:** time. Well, thank you both. This has been fun. It's been a very fun way to, uh, end the week. Thank you. Thank you.

[00:36:40] Well, that's all for this episode. Thank you so much for listening to the Women Talk Construction podcast with your host, Christy Powell and Angela Gardner. See you next time.