

**Civil Engineering Professional Development Seminar
Purdue University, West Lafayette, IN
November 21, 2024**

Leadership / Management Session

SESSION TITLE: Leadership Development at Pepper Construction

MODERATOR: Steve Osborn, CE Solutions, Inc.

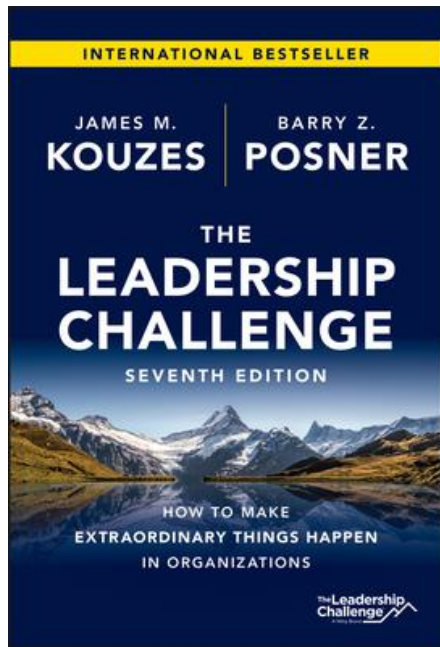
SESSION DESCRIPTION:

Pepper Construction Indiana will present a condensed version of their internal leadership development program based on the research and findings contained in the best-selling book, *The Leadership Challenge*, co-authored by James Kouzes and Barry Posner, now in its seventh edition (2023).

This session will focus on the leadership journey through the “Five Practices of Exemplary Leadership” from *The Leadership Challenge* and the commitments that tie to each of those practices (see list below). You will be provided with real life examples from industry professionals, thought provoking activities and actionable tools to apply these practices in your day-to-day leadership.

Five Practices of Exemplary Leadership	Commitments of Exemplary Leadership
Model the Way	Clarify values by finding your voice and affirming shared values.
	Set the example by aligning actions with shared values.
Inspire a Shared Vision	Envision the future by imagining exciting and ennobling possibilities.
	Enlist others in a common vision by appealing to shared aspirations.
Challenge the Process	Search for opportunities by seizing the initiative and looking outward for innovative ways to improve.
	Experiment and take risks by consistently generating small wins and learning from experience.
Enable Others to Act	Foster collaboration by building trust and facilitating relationships.
	Strengthen others by increasing self-determination and developing competence.
Encourage the Heart	Recognize contributions by showing appreciation for individual excellence.
	Celebrate the values and victories by creating a spirit of community.

Leadership teams are encouraged to attend to maximize the session benefits, however individual attendees will equally benefit from the shared content.



Each attendee will receive a copy of the book, *The Leadership Challenge*, Seventh Edition (2023):

Between 1981 and 1982, Jim and Barry began exploring the question, “What do leaders do while operating at their personal best?” Asking this question led to a wave of groundbreaking research published in their book, first published in 1987. In 1988 they launched the first edition of their LPI®: Leadership Practices Inventory® assessment. When reviewing the personal best leadership experiences, it became evident that every single case involved some kind of challenge.

Since then, Jim and Barry have changed the way organizations and individuals discuss and approach leadership. Through 5 million collected surveys and hundreds of studies, Jim and Barry proved that leadership is everyone’s business—it’s a set of skills and behaviors that everyone can teach, learn, and practice.

Leadership is not about personality; it’s about behavior—an observable set of skills and abilities. When Jim and Barry first set out to discover what effective leaders do when they’re at their personal best, they collected thousands of stories from ordinary people—the moments they recalled when asked to think of a peak leadership experience. Despite differences in culture, gender, age, and other variables, these “personal best” stories revealed similar patterns of behavior. Jim and Barry discovered that when leaders experience their personal best, they display five core practices called The Five Practices of Exemplary Leadership®. Together, these practices provide the basis for *The Leadership Challenge*®.

The latest edition includes the following significant challenges over the past few years: the COVID-19 pandemic, the fallout from the death of George Floyd, the January 6, 2021 violent demonstration in the nation’s capital, the Great Resignation, the Ukraine conflict, and the climate change debate. An important lesson that has emerged is “challenge is the opportunity for greatness”.

To learn more, visit <https://www.leadershipchallenge.com/>

The following is an approximate session timeline:

9:30 – 11:30 am	Morning session with one 15-minute break
11:30 – 12:50 pm	Lunch
1:00 – 5:00 pm	Afternoon session with one 15-minute break

Total classroom instruction time (exclusive of breaks) will be approximately 6.0 hours.

SPEAKER BIOS:

Dan Peddicord, President, Pepper Construction, Indianapolis, IN

Dan joined the Pepper team in Chicago in 2006 as a project manager and relocated to Indianapolis in 2014. Throughout his 26 years of construction experience, Dan has led projects spanning virtually every market that Pepper serves. He played a significant role in establishing and expanding Pepper's science and technology portfolio as well as the industrial and manufacturing markets in Indiana. As President, Dan provides oversight on some of the firm's most prominent projects by working together with clients to ensure we are attaining their goals. Dan earned his Bachelor of Science in Civil Engineering from the University of Illinois and is a LEED Accredited Professional. He is a member of the American Society of Civil Engineers and serves as an Executive Leader for the American Heart Association's Hard Hats with Heart annual campaign.

Dan Lowe, Executive Vice President, Pepper Construction, Indianapolis, IN

An 23-year industry veteran, Dan joined Pepper Construction 20 years ago. As executive vice president, Dan oversees all project operations teams including our self-perform concrete and drywall. Prior to his current role, Dan's career focused on complex healthcare, serving in a leadership capacity on many of Pepper's most prominent healthcare projects and is known for establishing a collaborative environment that fosters creative solutions to project challenges. Dan holds a Bachelor of Science in Construction Science and Management from Kansas State University and is a member of the American Society for Healthcare Engineering (ASHE), AGC of Indiana, and American Hospital Association.

Mitch Denton, Executive Vice President, Pepper Construction, Indianapolis, IN

As executive vice president, Mitch leads Pepper Indiana's Integrated Construction Services team, which includes quality, safety, high performance and virtual design and construction. He has 29 years of experience, which includes 20 years with Pepper. Prior to overseeing the Integrated Construction Services group, Mitch served as group leader of commercial, interiors and retail projects and was integral in growing Pepper's commercial interiors operation into a primary market for the company. Mitch has also served in business development, where he oversaw the strategies involved in helping the company expand its overall stature and market share. Mitch earned his Bachelor of Science in Construction Engineering and Management from Purdue University, and he is a LEED Accredited Professional.

Chris Rayner, Senior Vice President, Pepper Construction, Indianapolis, IN

Chris Rayner has 35 years of industry experience, 23 which have been with Pepper. With more than \$400 million in university construction experience, Chris leads Pepper Indiana's higher education team. In addition to serving our higher education clients, Chris has also worked on \$1 billion in healthcare projects and more than 750,000 square feet in K-12 spaces. Chris holds a Bachelor of Science in Civil Engineering from Purdue University, and he is a LEED Accredited Professional. He was a featured speaker at The State of Indiana Division of Supplier Diversity.

Deana Applegate, Vice President – HR, Pepper Construction, Indianapolis, IN

Deana Applegate joined Pepper Construction in 1998 in project administration and began her career in human resources in 2005. As vice president of human resources for Pepper Indiana, she oversees all hiring and training efforts, as well employee relations and developing and implementing human resource strategic initiatives. She is a member of the Society for Human Resource Management, both

the Indianapolis and national chapters, and holds a Bachelors of Science in Human Resources and Management from the Indiana University Kelley School of Business.

Paul Riehle, Vice President – Preconstruction, Pepper Construction, Indianapolis, IN

While leading planning efforts during the early phases of projects, Paul helps to ensure that we accurately develop budgets. He uses Target Value Design to build the design to budget, and his high attention to detail means clients receive the right level of information to help them make the best decisions. Paul applies his 27 years of industry experience and works closely with project teams to analyze various cost models throughout the design phase. He holds a Bachelor of Science in Construction Engineering and Management from Purdue University.

Mike Alder, Director – Virtual Construction, Pepper Construction, Indianapolis, IN

Mike Alder has utilized virtual construction technology on more than \$1.7 billion in construction in a variety of markets, including healthcare, higher education, industrial, commercial and retail. He is a frequent speaker at industry events, including Autodesk University, the CFTA Conference and Lean Construction Institute. He was one of Purdue University's first computer graphics technology graduates with a focus in Building Information Modeling. Mike was honored among four alumni with the Early Career Award from Purdue Polytechnic Institute, which recognized individuals' efforts to harness the power of their degree to positively impact their chosen profession, as well as how today's technology will improve the world tomorrow. Mike holds a Bachelor of Science degree in Computer Graphics Technology from Purdue University Polytechnic Institute.

Sarah Thurman, Senior Manager – Learning and Development, Pepper Construction Group, Indianapolis, IN

Sarah Thurman joined Pepper Construction of Indiana in 2005 in an administrative capacity and transitioned to a role in human resources shortly after. Through her years in human resources, she has taken on initiatives in employee relations, talent acquisition, campus recruiting, intern program management and training and development before moving into her current role as Senior Manager – Learning and Development for Pepper Construction Group. In her current role she collaborates with all Pepper business units to evaluate and provide solutions to training and employee development needs across the organization. She is a member of the local and national chapters of the Society of Human Resource Management, a member of the Association for Talent Development and holds a Bachelors of Science in Business Administration and Human Resources Management from Indiana Wesleyan University.

Calvin Young, Senior Manager – High Performance, Pepper Construction, Indianapolis, IN

Before transitioning to manager of high-performance construction in Indiana, Calvin started at Pepper as a senior project manager on interiors projects, where he developed a strong interest in Sustainable and High-Performance construction from his involvement in LEED Gold and Silver-certified projects. As manager of high-performance construction, Calvin is part of Pepper's Integrated Construction Services team and works closely with project teams to incorporate sustainable practices and High-Performance services. In addition to helping clients with high performance strategies, Calvin is also working on solutions to reduce construction's impact on the environment and bring building codes up to modern building performance standards. He holds a Master of Science and Bachelor of Science in Civil Engineering, both from the University of Illinois, Urbana-Champaign.