

A CONVERSATION WITH: DAN BRODBECK, AMERICAN CONSTRUCTORS

Dan Brodbeck is president and CEO of American Constructors Inc. and has been with the company since 1995. Under his watch, the company does more than \$140 million in construction volume annually. Brodbeck currently serves as chairman of the board of directors of Associated Builders and Contractors, Middle Tennessee chapter.

What is the most outside-of-the-box idea you have ever had in your professional career? Flying to Europe for six days with the owner and the entire design team for the new Schermerhorn Symphony Center to learn about the great halls of Europe and ensure the entire team was on the same page for the design and construction of the project.

What was the result? A truly cohesive team that worked together for more than six years, resulting in one of the best projects this firm has ever been involved with from start (design on a napkin) to finish (the current Schermerhorn Symphony Center).

What does your organization have in the works for 2009? We are currently on track for our biggest year ever in revenue. We are planning now for 2010 and 2011, when we know the volume available in the commercial

construction market could very well be half of what it is this year.

How did you wind up in your current position? I was fortunate enough to serve on the building committee of my church (Holy Family Catholic Church) back in the early '90s. American Constructors was the contractor, and a relationship was formed.

What are the most important decisions you make as a leader of your organization? Decisions about the direction of the company over the next three to five years. I am blessed with a very strong management team that takes care of a lot of the day-to-day decisions, so I am able to think more long-range.

What word best describes your leadership style? Trusting.

Goal yet to be achieved?
Personally: Meet the Pope.
Professionally: Grow the management team at American Constructors and put the right organizational structure in place so I can spend more time giving back to the community and the construction industry.

Professional pet peeve?
Being late for an appointment.



What keeps you up at night?
Having to adjust the current company overhead budget to meet the upcoming years ahead.

What do you do to relieve stress? Sit on the back deck and have a glass of wine with my wife.

What is the simplest thing you never learned to do? Fishing.

Favorite hobbies? Going to Center Hill Lake with family and friends (but not to fish).

What skill would you most like to improve? Remembering people's names; I am terrible at that.

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PRESS RELEASE

For Immediate Release

What trait do you value most in friends? Honesty.

Person outside of your family you would most like to spend time with on an island? Tiger Woods: a man passionate about his career, yet he knows how to enjoy life with his family and friends.

You've just been given \$100,000 to donate to charity. Where would you give it, and why? It would be hard for me to not support the American Cancer Society since I am the current president, but I would not leave out Tennessee Right to Life.

When faced with two equally qualified candidates, how do you determine whom to hire? We use a friend of the company to review personalities to make sure there is a fit. We are pretty close here at American Constructors.

What would you like to cross off your "bucket list" next? A 10-day cruise to Alaska; this is not on my wife's bucket list, however.

What line of work would you pursue if you couldn't work in your present one? Ministry in my church.

Organization or company other than your own that you most admire? Southwest Airlines. Always on time, great attitude
A Conversation With: Dan Brodbeck, American Constructors - ... <http://nashville.bizjournals.com/nashville/stories/2009/09/21/sm...1> of 2 10/16/09 2:28 PM among employees.

Can you name a person who has had a tremendous impact on you as a leader? And why? American Constructors' former President and CEO Ed Rodgers, without a doubt. His leadership style was to lead with "an attitude of servitude." It still rings true to this day.

What is there about you that people would be surprised to learn? The key to my success, along with hard work, has been to surround myself with good people.

Biggest professional mistake and how you overcame it? Thinking I could do it all myself without the support of family and God. My wife helped me recognize and work through this early on in my career, and having that support then became a big part of my strength throughout my career.

What is the one behavior or trait that you have seen derail more leaders' careers? That would be a toss-up between infidelity and unethical behavior.

They're making a movie of your life. Is it a drama or comedy, and who plays you? I'm afraid it would more than likely be a drama, although I like to live life on a less serious note. Playing me would most likely be Fred Thompson.

What skill would you most like to improve? To read and comprehend faster.

What part of your job would you gladly give up? That is tough to say because I really enjoy what I do. If I had to give up one thing, I guess it would have to be spending so much time responding to e-mails. I'd rather have more one-on-one time with people.

BACKGROUND

Name/age: Dan Brodbeck / 52

Title: President/CEO

Company: American Constructors Inc.

Address: 2900 Vanderbilt Place, Nashville 37212

Web: americanconstructors.us

Employees: 110

Most recently read book: "Death by Meeting," by Patrick Lencions

Favorite music artist: Michael W. Smith

Education: Bachelor's degree in civil engineering, University of Cincinnati; Master's degree in organization management, Trevecca Nazarene University

Community involvement: Executive Advisory Council for MTSU Construction Management Program; Executive Advisory Council for MTSU Concrete Industry Management Program; Brentwood Library Foundation board member; President of the Greater Nashville board for the American Cancer Society.

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