



Hi! My name is Pat and I have been with Applied Engineering for nearly 23 years. My current role is Professional Services Director and I manage the operations of our Professional Services team.

I attended NDSU in Fargo, ND, earning my BS in Mechanical Engineering in 1997. After graduation, I worked for a heavy equipment manufacturing company providing design and manufacturing engineering support.

I joined Applied in 2003 in Bismarck, ND. I am originally from Bismarck, so it was great to be close to family again. I had previously worked with other great Applied engineers in the area and I knew that Applied was a smaller, locally-owned company. At that time, Applied was not employee-owned but I felt they had a good reputation as being a consistent, steady, well-respected name in the industry. I really enjoyed mobile equipment design, so it seemed like a good fit. I truly enjoyed the work and I was learning a lot about new industries and product lines. I even had the opportunity to work closely with a business unit in France where I was able to practice my language skills and learn a lot about cultural differences.

Three months after I started, the local Site Leader position opened up (now known as Team Lead). I had zero experience in leadership, management, or supervision, so I was hesitant to apply, but I figured it was worth a shot. When I was offered the role, I was excited but also intimidated. The team consisted of more than 30 engineers, designers, and technicians and I was fairly new, so it was a bit overwhelming at first. I remember memorizing the employee directory to learn all the names and, eventually, I was able to form good relationships with everyone. This role was a lot of trial by fire, but I found some good books on leadership that were extremely helpful. It was awesome to be able to contribute to the organization at a higher level.

Shortly thereafter, Applied created the Career Development Program framework which is still in place today and helps guide team members in their development and career advancement. Around this time, Applied also began the process of becoming an ESOP (Employee Stock Ownership Plan) and eventually became a fully employee-owned company. Being a company primarily owned and operated by engineers meant we were



heavily process-focused, which helped us move the business forward despite a variety of industry and client challenges.

In 2005, I decided to go for my Professional Engineer licensure. This requires 5 years of applicable engineering experience along with passing two extensive examinations. Looking back, it was a pretty crazy time, as my twin daughters were born two weeks before the exam, but I felt it was “now or never.” After countless hours of studying and doing practice problems at the public library, I was able to pass the 8 hour exam and earn my PE!

Around this time, Applied’s professional services team was re-organized and a director team was formed, with my role changing to Engineering Services Director. This team helped guide progress in the Engineering Services and Software Development divisions as we continued to adapt and grow. This time was full of some really good years, and some challenging years. A lot of great team members and some challenging team dynamics. All of that helped me grow and shape my leadership skills. I was able to use the research I had done, the guidance of my mentors at Applied, and on-the-job experience to find my own style and become more comfortable with my decision making. I made some mistakes along the way, and those helped shape a better version of myself - a servant-leader focused on the success of our team members.

In 2021, we merged Engineering Services and Software Development into one Professional Services team and I was promoted to my current role. Through this role, I have been able to help accelerate some changes within the team, including reshaping the operations team structure, revamping recruiting and hiring processes with an emphasis on team communication and support, and improving client customer service and responsiveness. None of this was done alone; it was all the product of our amazing team. I’ve been lucky to be in a role with the freedom and flexibility to move our business toward bigger and better things.

Overall, I’m thankful for this company and this team. Employee ownership is a great cornerstone for building a strong and supportive company. I feel like I’m able to come to work every day to build toward scalability, growth, and long-term success. I look forward to what the future holds for this amazing organization!