



DALE CARNEGIE®
TRAINING



CUSTOMER SUCCESS STORY

CUSTOMER

KKE Architects

CORPORATE PROFILE

Headquarters

Minneapolis, MN

Type of Business

Architecture

Details

KKE Architects is an established, successful, privately held firm based in Minneapolis. They are ranked 39th among U.S. architectural firms by leading industry publications, with nearly \$45 million in annual billings and operate six domestic offices. Nonetheless, as the firm entered its 40th year of business, it faced new challenges to sustaining and expanding its growth into the future. These challenges included identifying and developing the next team of senior executives to run the company and an increasing need to supplement their traditional success in continuing and expanding relationships with the less certain route of responding to requests for proposals.

Quote

I would recommend Dale Carnegie Training for sure. If you don't do it, you don't want to compete with us. You can't afford not to do this because we've got the tools and we're going to win more often. I feel that strongly that this time commitment was worth it. Thank goodness for DCT."

—Randall M. Lindemann, AIA, Leed AP
Principal, KKE Architects, Inc

"We've done six proposals and won five of them. I would recommend Dale Carnegie Training for sure."

— Randall M. Lindemann, AIA, Leed AP, Principal, KKE Architects, Inc

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According to HR Director Larry Kugler, KKE was transitioning to a third generation of company leadership, which can be problematic for any organization where the skill sets required to succeed in the business (i.e., technical expertise, creative talent, individual effort) are different from those required to manage people and lead the company. He says, "We have a talented core of people that are very bright, highly entrepreneurial. They're stars at what they do. But when they graduate from architectural school, they haven't received much training in the leadership of individuals, the leadership of teams, communication skills, some of those core leadership skills that people need to have. We knew we had to take the untapped ability among this group, broaden their impact and allow us to move them into that next generation of leadership of the firm."

Candidates from KKE were selected for Dale Carnegie's (DCT) Leadership Training for Managers (LTM) and Dale Carnegie Course® based on their record of success within the company, potential to lead and in some cases a particular leadership or people management skill that needed development.

Randall Lindemann, AIA, Principal, points to an immediate and astonishing transformation of their success rate for new proposals and attributes it



directly to LTM course. He says, "We were involved in a competition for a new project in our core market.

We submitted the project, and I received a call from the client saying, 'You are disqualified because we don't like one of your sub consultants.'

A month later, I called the client back when I read that they hadn't selected a firm yet and asked if we could resubmit. He said, 'We'll allow you guys to resubmit'. Just weeks later, we were introduced to the eight-step Planning Process in the LTM course. When writing the new proposal we just went through the planning process step by step, and ended up getting selected for the job. To go from being disqualified to being selected, was amazing enough, but when I read in the newspaper, and saw the reasons why we were selected over the others, six of the eight were in my notes from the DCT Planning Process."

"Everyone in our other offices wants to know how you go from 0 for 12 to 5 for 6 winning proposals. We know exactly why. We know exactly what we're doing with these proposals now. We're talking in terms of owner outcomes, owner goals. You would think that was something you would do naturally. But it's so easy to get off track and not really think about things from the owner's perspective. That's a major change that has come directly from the DCT. At the end of the course, we predicted with 90% certainty our team would achieve a \$750K increase in revenue using the DCT tools."

Challenge

KKE was transitioning into a third generation of company leadership. They needed to begin to develop leaders that will continue to build on the firms success.

Solution

KKE selected candidates based on their past records of success to attend a leadership development course.

Results

KKE has reported a much greater effectiveness in its people leading and working with clients. Evidence of this is winning 5 of the last 6 competitive presentations! They believe this is the foundation for their transition to future leaders.