

HOW DAVID S. BROWN DEVELOPS PROPERTIES AND LEADERS

CUSTOM PROGRAMMING PARTICIPANTS

Since its founding in 1933, [David S. Brown](#) has stood as a cornerstone of Baltimore's real estate industry, offering a comprehensive suite of services including development, construction, leasing, sales, and management. What truly sets the company apart is its ability to manage projects entirely in-house, a unique approach in the industry.

"We're unique in the sense that we do everything in-house," explains Chris Krummenoehl, vice president of human services. "We have departments for interior design, construction, commercial service, and landscaping. When we develop a project, we keep it all within the family."

Such an extensive portfolio demands a high level of staff and leadership expertise across all levels. This need for robust leadership development led Krummenoehl to the programs offered by the Dr. Nancy Grasmick Leadership Institute.

"One of our department heads attended a few workshops provided by the Institute and returned with high praise," Krummenoehl recalls. Her interest was piqued, leading her to attend workshops and evaluate their content herself.

"I just loved it," she reports. "The content was relevant, and the speakers were exceptional, representing a diverse range of industries and backgrounds."

Since joining David S. Brown nearly two years ago, one of Krummenoehl's primary goals has been to invest in employee development. "Professional development wasn't really part of the culture when I joined. After seeing what the Institute had to offer, I reached out to brainstorm how they could support our efforts. We discussed our challenges and how the Institute could help address them."

A key focus for David S. Brown was creating a program to elevate the company's many mission-critical mid-level leaders. "Our mid-level managers carry significant responsibilities, and training is crucial for them," Krummenoehl explains.

These discussions led to a custom comprehensive development program targeting leaders at all levels within the company. "I worked with Kaitlin Bowman and Adam Bradley to create a roadmap addressing specific topics relevant to our organization. We're covering a wide range of subjects including conflict management, leadership styles, communication improvement, and emotional intelligence," she shares.

The training began with top-level executives participating in sessions over several months, followed by a two-day workshop for a cross-section of mid-level managers. "Executives and mid-level managers learned the same content, which was vital because it provided us with a common vocabulary. This has opened a new level of communication for us," says Krummenoehl. "We've received glowing reviews from every division, which is significant because many were initially skeptical about the training's value. Interestingly, many of those skeptics later approached me to say, 'I really enjoyed this. We needed this. We want more.'"

Team members appreciated the interactive nature of the training, led by the Institute's charismatic key facilitator, Adam Bradley. Another positive outcome was the way it fostered connections among staff from different parts of the organization. "We brought together about 35 people who don't typically interact—like accounting, construction, and services. Building camaraderie through this process was incredibly valuable," she shares.

The team left energized, motivated, and eager for the next training opportunity with the Institute. "It's exciting to see the team passionate and motivated about something they were initially apprehensive about," says Krummenoehl. "Their shift in perspective is one of the biggest wins of all."

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DR. NANCY GRASMICK
Leadership
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