



OUR SERVICES. OUR CLIENTS. OUR DIFFERENCE.

## WHO WE ARE...

gothamCulture is committed to empowering leaders with powerful insight that helps drive meaningful organizational change through the lens of culture, leadership, and people strategy.





## OUR SERVICES

Founded in 2005, gothamCulture has experience advising a diverse blend of clients as they evolve and transform their organizations. While our work has primarily focused on organizational culture, we've found over time that the topics of leadership and people strategy inevitably enter the conversation as organizations navigate change.

At gothamCulture, we like to say that we live at the intersection of culture, leadership, and people strategy. Our work in these three service areas is aimed at driving tangible, sustainable, positive change.

Working with your input, we offer customized solutions—at the individual, team, and organizational level—that yield significant and sustainable results.



## ORGANIZATIONAL CULTURE

Over time, members of your team learn what behaviors yield success; both for them personally and for the organization. Without being consciously aware of it, your team will develop habits and learn to behave in ways that are considered “acceptable.”

The challenge is that we live in a world of constant change. As changes occur, whether in the market or within your organization, it can often be difficult to convince people that the old ways of doing things are no longer what will drive success.

Leaders who take the time to engage their teams in understanding the underlying culture in their organizations are those who are positioned to proactively shape and manage it. They will be able to align with and drive behaviors that will help them execute on their strategies.

Our culture assessment and advisory services are focused on helping CEOs and senior leadership teams align their organizational culture, people strategy, and leadership to drive sustainable performance results.

Our consultants use a rigorous approach, an evidence-based model, and valid, reliable measures, such as the Denison Organizational Culture Survey, to quantify aspects of organizational culture that have proven links to business performance.

### *Questions you may have:*

How do we understand our current organizational culture and its impact on our business performance?

How do we use organizational culture as a competitive differentiator?



## LEADERSHIP DEVELOPMENT

Leaders help to make strategy real for people and hold them accountable. In order to do this effectively, however, leaders must possess the right knowledge, skills, and abilities.

Often organizations assume that leaders are prepared without any development. And many times, this turns out to be a less than accurate assumption. Leaders at all levels must have the development and support they need to guide the organization into the future, in an ongoing and intentional way.

From front-line managers to senior leaders, each organization has unique leadership requirements.

Our leadership consulting and coaching services provide customized development experiences that are aligned with the organization's culture and strategy. This approach helps to ensure current and future leaders are fully capable of succeeding in their current roles, as well as being developed in ways that prepare them for what's to come.

As we support our clients, we use measurable, coachable, accountable, and transformational development experiences so that leaders are prepared for the most demanding of challenges.

### *Questions you may have:*

How will we ensure that our leaders have the knowledge, skills, and abilities to thrive in changing market conditions?

How can we achieve alignment amongst the members of our senior leadership team?

## PEOPLE STRATEGY

Without clarity and alignment across your organization regarding a path forward, coordinated effort is impossible. Even with a clear business strategy, if you lack a clear plan for how your people are best prepared to accomplish the strategy, you expose yourself to significant risk.

People strategy differs from one organization to the next. Leaders need to understand how putting people at the heart of business strategy is a critical aspect of organizational success.

Your organization's overall success depends upon how well your people perform. Managing the performance of individuals and teams and aligning their performance with strategic goals is not a simple undertaking. Good performance management is not a one-time event but a continuous process every manager must master to be successful.

Our advisors facilitate strategic people planning, development, and support processes that meet the needs and pace of our clients. Some plan in terms of years, others in terms of months.

Whatever the pace of your organization, our team provides support in the development of a clear and sound strategic people to include people analytics, learning and development, employee engagement, and performance management.

### *Questions you may have:*

How are changes in business models and technology going to affect jobs of the future?

How can we improve employee engagement and retention?

## HOW WE WORK: THE ADDIS METHODOLOGY

### ASSESS

A rigorous assessment process utilizes surveys, qualitative data collection methods, and facilitated processes with stakeholders to gain a deep and multifaceted understanding of the existing situation.

### DIALOGUE

Through a series of purposeful conversations, we seek to provide clarity and alignment around the current state and define desired behaviors to effectively drive performance moving forward.

### DESIGN

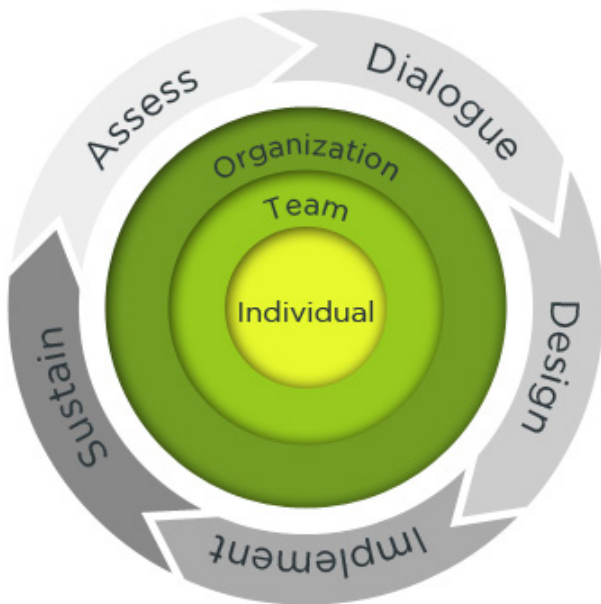
A comprehensive plan is developed in order to build inclusion, momentum, and sustainability of the change effort.

### IMPLEMENT

A variety of interventions are designed to drive tangible action, ranging from the organization-wide to individually-specific. Incorporating an element of coaching helps to reinforce the behavior change that is required to sustain performance.

### SUSTAIN

Proven reinforcement mechanisms help to ensure that positive cultural drivers and new leader behaviors are embedded throughout existing systems and processes. Periodic reassessment of cultural health, leadership team alignment, and specific leader behaviors provides opportunities to course-correct in order to achieve desired results in a highly dynamic work environment.





## OUR CLIENTS

Having spent more than a decade supporting a diverse array of global clients, we bring a wide variety of perspectives and best practices to each of our engagements. Our global reach positions us to scale and scope our services to best meet the needs of our clients in the core areas of culture, leadership, and people strategy. Our ability to support our clients with the expertise they need, at the precise time they need it, allows us to make a significant and sustainable impact for our partners.





## OUR CLIENTS

### COMMERCIAL

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#### Education

York University

#### Finance

Ascentra Credit Union

Capital Royalty

Oppenheimer Funds

#### Healthcare

Continuum Health Partners

Bronx Community

Health Network

HealthFirst

LiveOnNY

Mount Sinai Health System

Nassau University

Medical Center

NYC Langone

Medical Center

ProMedica

Providence Health

#### Hospitality

Bloomin' Brands

Marriott

Nandos

#### Media

Martha Stewart

Living Omnimedia

#### Other

ITOCHU

#### Philanthropic/Not-for-Profit

American Red Cross

Ascentra Credit Union

The Hershey Trust Company

The Milspo Project

United Way of America

#### Professional Services

CohnReznick

Samuel Shapiro & Company

#### Retail

Foot Locker

#### Technology

Arrow Electronics

Avidex

Google

Katerra

Paycor

Sonos

TMP Worldwide

#### Transportation

Comair Limited

Hawaiian Airlines

JetBlue Airways

South African

Express Airlines

TBS Shipping

Virgin America

### GOVERNMENT

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#### City, State & Local Government

Bay Area Rapid Transit

NYC Department  
of Education

Metropolitan Transportation  
Authority

NY Department  
of Transportation

#### Federal Government

Assistant Secretary of  
the Navy for Research,  
Development, and Acquisition

Atlantic Test Ranges (ATR)

Defense Logistics  
Agency (DLA)

Naval Sea Systems Command,  
Logistics, Maintenance, and  
Industrial Operations  
Directorate (SEA 04)

Naval Supply Systems  
Command (NAVSUP)

US Army Military  
Surface Deployment  
and Distribution  
Command (SDDC)

Office of the Secretary  
of Defense

US Forest Service



## CASE STUDY:

### DEFENSE LOGISTICS AGENCY (DLA)

#### *Project: Leadership Development Program*

#### THE NEED

For the DLA to continue their excellence in providing logistics support for the Department of Defense, it was revealed that the DLA needed to create and maintain a culture that promotes trust, teamwork, and workplace excellence. At the core of this effort was the development of leaders to foster trust within the organization and drive results.

#### THE INTERVENTION

We collaborated with the DLA to develop and implement a leadership development program. The program was focused on new supervisors' overall learning and skill development so that they can manage key business challenges more effectively. Specifically, the program was designed to help leaders learn how to be more proactive, focus on innovation, and handle competing demands.

The program was deployed over two years. The participants received online and offline training on management and leadership. Also, a 360-degree leadership assessment was administered using the Denison Leadership Development Survey (DLDS) at the end of the first and second year. The baseline 360-degree assessment results were used for feedback workshops and one-on-one executive coaching in the second year leadership program. The DLDS results from the end of the second year were used to monitor change over time and assess return on investment.



### THE IMPACT

After the program, leaders not only reported being more effective in their role but also were perceived as being more effective by their peers, direct reports, and others in the organization. Furthermore, the program increased the level of clarity and alignment around DLA's culture across the organization, enhanced communication, and improved labor relations. The program was also linked to various positive business performance outcomes, including enhanced safety, better inventory accuracy, on-time performance, and operating cost.

Over a two-year-period, leaders reported being more effective in their role and were also perceived as being more effective by their peers, direct reports, and others in the organization.



## CASE STUDY:

### THE METROPOLITAN TRANSPORTATION AUTHORITY (MTA)

*Project: Leadership Development; Pipeline Development; Coaching*

#### THE NEED

With a workforce where 51 percent of employees were eligible for retirement in the next two years, MTA needed to get smart about how they were going to fill critical positions in order to ensure that the organization could maintain its track record of moving 5.5 million people per day throughout the five boroughs of New York City. Given that the culture of the MTA is mostly hierarchical and bureaucratic, different ways of leading people who were newer to the organization would be required in order to attract and retain talent.

#### THE INTERVENTION

A project team was assembled, consisting of curriculum designers, facilitators, and coaches. In partnership with the organization, we created a robust talent management process by which a consistent set of competencies were created and used to identify high-potential leaders across the organization. In addition to this identification, these competencies were also used to ascertain the development needs of existing employees in critical positions in the organization. Targeted programs and interventions were then provided in order to close skill gaps, including general leadership development training, effective project management, formal mentorships, and coaching.





### THE IMPACT

As a result of these efforts, and given the proactive nature of the process that is now in place, leaders at the MTA are able to more seamlessly and effectively backfill positions. Successors to key roles are now being identified and developed before the position they will be filling even becomes vacant.

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## CASE STUDY:

### DEPARTMENT OF AGRICULTURE, NATURAL RESOURCE CONSERVATION SERVICE (NRCS)

*Project: Organizational Strategic Plan Execution*

#### THE NEED

NRCS operates under a decentralized framework, where activities are spread across the entire nation. Senior leadership recognized, in implementing the organizational strategic plan, that they required a comprehensive performance measurement process.

Strategies that would cover a variety of technical and operations would be impossible to measure and achieve without some sort of accountability structure to best engage activities and individuals. The development and implementation of a balanced scorecard (BSC) would best address the complexity of geographic and operational focus disparity.

#### THE INTERVENTION

gothamCulture supported NRCS in the development of their agency-wide BSC to provide organizational performance measurement and support strategic plan implementation. We performed two months of detailed analysis, providing a comprehensive view of the NRCS operating environment, current performance measurement practices, information technology framework, and other pertinent implementation considerations.



Once the analysis was complete, we coordinated and facilitated all decision milestone sessions regarding a set of recommended BSC frameworks. We then facilitated full consensus on a final recommendation, and developed the three-year implementation rollout plan for the entire agency, including information technology recommendations, a change management plan, and a comprehensive performance measurement process and plan.

#### THE IMPACT

The entire BSC implementation platform was fully in alignment with the NRCS strategic plan implementation, functioning not only as the core driver of the strategic plan, but also as the quality assurance component.

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## OUR DIFFERENCE

The reason executive leaders retain our services is because we have a track record of driving results. The reason they call on us again and again is because we bring a unique style and a proven methodology that drives performance while effectively adapting to the existing situation in order to have the maximum impact.



## **Our results.**

There are a lot of consultancies that say they are experts in helping clients drive results but most fail to live up that claim when the rubber meets the road. We employ a model that links culture to performance and conduct targeted, measurable interventions that result in a track record of yielding results.

## **Our style.**

We bring a directly relatable expertise to bear on our client engagements. gothamCulture's team is comprised of subject matter experts with direct experience in the design, launch, and sustainment of culture transformation. We're not afraid to roll up our sleeves to get the job done. We live our values and we create meaningful and memorable processes that position our client to achieve results.

## **Our experience.**

We have a decade of experience focusing on organizational culture. We have formed long-standing relationships with many of the foremost thought leaders in this space and we have established a reputation for driving change with some of the world's most recognizable companies.

## **Our focus.**

To us, culture is not a side business. We pride ourselves in making organizational culture tangible for our clients as it relates to strategy and leadership, so they can quantify and understand exactly how it is impacting their ability to perform and how it may need to evolve in order to get them the result they are looking for.

## **Our empirically validated tools and methodologies.**

We have refined our assessment process with hundreds of clients over the course of the last decade. We utilize only the most effective tools in our work; assessments that have been empirically validated and have withstood the test of time.

## **Our unique design principles.**

What truly makes gothamCulture different is our approach to design. We rely on key principles of design that serve as the foundation of and link between interventions. We introduce common tools, language and experiences to allow leadership teams to gain clarity and alignment around goals. We achieve scale by having leaders inform, inspire, and engage other leaders. We challenge deeply rooted beliefs by creating a dialogue and disequilibrium that challenges leaders to unlearn and rethink old schema. Our intervention designs are elastic and customized – each intervention builds on previous interventions providing leaders what they need when they need it. And, lastly, we incorporate embedding mechanisms into the fabric of the organization making our interventions timeless.

## **Our ability to support any size change effort.**

Our robust network of associates located around the world are highly skilled and experienced in a variety of specialties which ensures we are able to support any need, at any time, in any place. Our ability to build custom project teams to support our clients on large-scale initiatives gives us a unique edge in the market and a significant advantage when it comes to serving our clients.

## **Our willingness to go the distance.**

While many of our competitors call it a day once they deliver recommendations, we define our success by what happens after that. We don't cut and run when the hard work is just beginning. We pride ourselves in supporting our clients' change effort to any extent necessary to help ensure that our clients are set up for success.

## **Our ability to train internal staff to carry on the work once we depart.**

Many of our clients, especially in geographically dispersed organizations, desire our advisors to train their internal change agents in order to effectively cascade and sustain their organizational change efforts. We have developed a unique and powerful model for doing so. Once internal resources are able to drive the change, we can be called upon to step in only when needed to ensure that results are achieved quickly and efficiently.



## CORE COMPETENCIES

gothamCulture partners with organizations worldwide to maximize potential and improve performance at the individual, team, and organizational levels. gothamCulture helps clients achieve exceptional performance by driving alignment between culture, leadership, and strategy. gothamCulture supports full-spectrum change efforts from vision and strategic planning through instructional design. These services include, but are not limited to:



### ORGANIZATIONAL CULTURE ASSESSMENT & CHANGE

- Culture Assessment and Transformation
- Creating a High-Performance Culture
- Communication and Change Management
- Vision and Values Development

### LEADERSHIP ASSESSMENT & DEVELOPMENT

- Management and Leadership Training Programs
- Executive Coaching and Team Development
- Competency Modeling
- High Potential Identification and Talent Development

### STRATEGY DEVELOPMENT

- Strategic Planning and Enterprise Maturity Assessment
- Cascading and Communicating Strategy
- Process Improvement
- Program and Project Management

## PAST PERFORMANCE

### Federal Government

- » Office of the Secretary of Defense
- » Assistant Secretary of the Navy
- » Naval Sea Systems Command
- » Naval Air Systems Command
- » Naval Supply Systems Command
- » Defense Logistics Agency
- » United States Equal Employment Opportunity Commission
- » United States Forest Service

### Local/State Government

- » Metropolitan Transportation Authority
- » NYC Department of Education

### Private/Public

- » Bechtel Marine Propulsion Corp
- » Lockheed Martin
- » Google
- » JetBlue Airways
- » Martha Stewart Living Omnimedia

## GSA CONTRACT

GS-10F-094BA

SIN: PSS 874-1

## ORGANIZATIONAL DESIGNATIONS

DUNS Number: 800824273  
CAGE Code: 4UQG3  
SIC Code: 8742 Services  
Corporate Structure: LLC  
ORCA Registration: Complete

## DIFFERENTIATORS

- » A decade of experience in varied sectors and industries working with senior leadership teams
- » Capability to scale up to meet any size and scope project to help clients achieve results through extensive associate network of industry experts
- » Empirically validated research tools and field-tested, engaging methodology and process
- » Customized, comprehensive professional and leadership development solutions
- » Unique approach to organizational culture assessment and transformation

## NAICS CODES

### Primary

541611 – Administrative Management and General Management Consulting Services

### Secondary

541330 – Engineering Services  
541612 – Human Resources Consulting Services  
541613 – Marketing Consulting Services  
541614 – Process, Physical Distribution, and Logistics Consulting Services  
541618 – Other Management Consulting Services  
611430 – Professional and Management Development Training



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