gothamCulture is committed to providing leaders with powerful insight that helps drive meaningful organizational change through the lens of culture and strategy.
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OUR APPROACH

gothamCulture has over a decade of 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 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 strategy. Our work in these three spheres to drive tangible and sustainable positive change.

We offer customized organizational development experiences at the individual, team, and organizational level that connect culture, strategy, and leadership to yield significant and sustainable results for our clients.
Without a clarity and alignment across the organization with regard to the path forward there can be no coordinated effort or long-term success.

How strategy is operationalized differs from one organization to another, but providing clear direction and helping people understand how their day-to-day activities contribute to the bigger picture is a critical aspect of organizational success.

But, having a strategy alone is not enough to drive performance. Even the most well designed business strategy runs the risk of failure if people do not believe in how it will yield success. Leaders must effectively articulate the strategy and help team members understand how their day-to-day efforts contribute to a culture that brings the strategy to life.

Our advisors facilitate strategic 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 plan but we can also provide strategic support in a variety of areas such as program management, design and facilitation of governance processes as well as strategic communications support.
Leaders help to make the strategy real for people and hold them accountable. In order to do this effectively, however, leaders must possess the right knowledge, skills and abilities.

Many organizations assume that leaders are prepared without any development. And many times, it turns out to be a less that 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, aligned with the organization’s culture and strategy, that help ensure that current and future leaders are fully capable of succeeding in their current roles and that they are developed in ways that prepare them for the future.

As we support our clients, we use measurable, coachable, accountable, and transformational development experiences so that leaders are prepared for the most demanding challenges.
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, strategy, and leadership to drive sustainable performance results.

Our consultants use an evidence-based approach, a rigorous model, and valid and reliable measures to quantify aspects of organizational culture that are proven to be linked to business performance. We leverage empirically validated and reliable assessments, such as the Denison Organizational Culture Survey, to quantify what have, until now, been the nebulous aspects of organizational performance oftentimes holding our clients back.
OUR APPROACH

THE A.D.D.I.S. 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

We have spent the last decade working with clients to navigate change and align strategy, leadership and culture in a variety of industries and sectors — from technology to transportation, healthcare to government.

We partner with our clients to help expand their understanding of the impact that their strategy, leadership and culture are having on performance by providing them with hands-on support to make meaningful changes that will drive sustainable success for them in the future.

Where other consulting firms stop with the recommendations report, leaving you to fend for yourself during implementation, we are prepared to stick with our clients to whatever extent they need. Our core staff and robust network of subcontract experts are able to scale and scope to provide whatever support our clients need to drive success.
OUR CLIENTS

CLIENT LIST

Here’s a select list of the clients we have helped with their organizational development:

American Red Cross
Assistant Secretary of the Navy for Research, Development and Acquisition Atlantic Test Ranges (ATR)
Avidex
BioNano Genomics
British Airways
CohnReznick
Comair Limited
Connemara South Africa
Continuum Health Partners
Defense Logistics Agency
Epocal
Footlocker
Google
Guideposts
Healthfirst
Hawaiian Airlines
JetBlue Airways
JM Associates
Kulula
Lark Play Development Center
LiveTV
Lockheed Martin
Marriott
Martha Stewart Living Omnimedia
Metis Associates

Nando’s
Naval Sea Systems Command, Logistics, Maintenance, and Industrial Operations Directorate (SEA 04)
Naval Sea Systems Command Modernization Planning and Sustainability Office (SEA 04RP)
Naval Supply Systems Command (NAVSUP)
Office of the Secretary of Defense
OppenheimerFunds
ProMedica
RGM Enterprises
Samuel Shapiro & Company
Shutterstock
Sonos
South African Express Airways
Titus
TBS Shipping
United Way of America
US Army Military Surface Deployment and Distribution Command (SDDC)
Virgin America
WorkflowOne
York University
OUR CLIENTS

CASE STUDIES

VIRGIN AMERICA, INC.

*Project: Leadership Development Program*

**THE NEED:** In order for Virgin America to preserve its reputation for delivering exceptional customer service as it navigated the complexities of corporate growth, developing a consistent “drumbeat” across the operation regarding how Teammates across the country delivered the company’s service proposition was critical. In order to accomplish this, current and future leaders needed to be identified and developed. Only by identifying and developing leaders in the various locations Virgin America served would they create the levels of engagement among Teammates that would inspire them to deliver exceptional service.

**THE INTERVENTION:** We partnered with Virgin America to create a leadership development strategy that structured the way in which leaders would be identified for the programs, on-boarded, developed, and then groomed for future roles. We developed a leadership competency framework aimed at providing leaders at all levels with the knowledge, skills, and abilities needed to be effective in their roles.

A comprehensive leadership development strategy was rolled out to the organization, part of which included programs and developmental experiences aimed at engaging and inspiring leaders to reach their full leadership potential.

**THE IMPACT:** The program is still being utilized today. The organization utilizes its annual survey process to measure behavioral and attitudinal change in both leaders and employees and have found that the results show that job satisfaction and employee engagement scores increased as a result of the programs.

“As we create an airline that people love, gothamCulture has helped us to define our corporate strategy, develop managers across the company, engage staff through highly creative programs and works with senior leaders to navigate complex situations. The innovative approach and client-centric focus that is core to gothamCulture mirrors the Virgin America brand and reputation that we’ve worked hard to build.”

- Senior Vice President, People and Inflight Service, Virgin America
THE NEED:
Unlike other airlines, JetBlue Airways has always viewed the role of the Captain as a leadership role within the organization, helping to motivate others and ensuring the successful delivery of the acclaimed JetBlue Experience. In order to provide Captains with a skill-set that would complement their high level of technical aptitude, JetBlue designed a unique opportunity just for Captains to learn about the non-technical aspect of their role as a leader aboard the aircraft.

THE INTERVENTION:
We conducted a series of focus groups with Captains; the interviews were organized by tenure and flying base. Additionally, those who interacted with Captains most - First Officers, Flight Attendants, and ground personnel - were also invited to share their perceptions as to what made Captains effective or ineffective in their role as leaders. Based on this data, along with other information collected from the organization (e.g., leadership competencies and culture survey data), we designed a unique leadership development program for Captains aimed at providing them with the leadership skills they needed to do more than just fly the airplane – but to also lead other crewmembers and serve as ambassadors for the brand.

THE IMPACT:
Several levels of evaluation were conducted to assess the impact of the program. Over 80 percent of Captains that attended the program rated themselves more effective in their role, while over 60 percent of flight attendants and ground staff – those that interact most with Captains – ranked Captains as being more effective in terms of their leadership effectiveness.

“JetBlue has maintained its reputation as Americas’ favorite airline by remaining laser-focused on our culture. gothamCulture continues to play an instrumental role in helping our company create an environment that inspires Crewmembers to deliver our brand promise to our Customers as we navigate a competitive economic landscape.”

– Vice President, Customer Support, JetBlue Airways
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.
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.