Learning & Development

Course Catalog 2021 Edition

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HELPING PEOPLE THRIVE

Table of Contents

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Table of Contents

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Table of Contents

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OVERVIEW

Welcome to the Gotham Government Services course catalog. Enclosed, you will find descriptions of the leadership and professional development programs offered through Gotham Government Services, organized by theme. Many of these courses can be offered live, in-person as well as live-online.

Most courses are designed for one full day of delivery, although they can be customized to be offered as a half-day session, or to expand to include feedback coaching over the course of a second day. Most courses are designed to allow for up to 20 participants, with the exception of those using more video and heavy reliance on observation and feedback (e.g., Presentation Skills).

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All courses are organized by theme and are mapped* to the OPM Executive Core Qualifications (ECQ) and the DoD Civilian Leader Development Continuum:

- **Conscious Leadership:** Focused on helping participants gain self-awareness and insight into their own strengths, styles, and areas for development.

- **Leading Teams:** Focused on developing and enhancing leaders' abilities to align, inspire, and hold their teams accountable to performance expectations.

- **Communication:** Focused on building effective communication skills through areas such as listening, giving feedback, coaching, and high impact.

- **Business Planning and Project Management:** Focused on developing the tactical and soft skills essential for successfully managing small and large projects. Please note: These courses do not include certification for Project Managers.

- **Innovation:** Courses aimed to educate learners about the topic of innovation and to develop the skills required to begin implementing innovative behaviors in their organizations.

- **Presence:** Focused on aiding leaders in developing personal presence that will aid them in being visible and influential across the organization.

- **Influence:** Focused on practicing skills in general influence and related to influencing behavior in specific situations, such as conflict.

- **Developing Others:** Focused on teaching key skills related to adult learning, for leaders and subject matter experts who will take on a facilitative or training role at their organization.

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Delivery Format

IN - PERSON
Facilitator delivers content live and in-person at the client site.

LIVE ONLINE
Facilitator delivers content live, online via video conference technology.

SELF PACED
Content is delivered online with participants experiencing the content at their own pace.

Pricing

Individual course pricing varies by course and be delivery format. Pricing for each course may be found in each course description below.

Course Assessments

Some courses include optional assessments, which are billed at cost.

Travel

List prices do not include travel which will be preapproved with client prior to delivery and billed to the client at cost.

Bespoke Learning and Development

In addition to the courses listed herein, Gotham Government Services has the ability to create courses on bespoke content for your organization. Please contact us at **thrive@gothamgovernment.com** for more information.

Content Licensing and Train-the-Trainer

In certain instances, clients are interested in licensing Gotham Government Service's content to deploy via their internal facilitators. We ensure that your facilitators are trained and certified to deliver our content. Please contact us at **thrive@gothamgovernment.com** for more information about licensing options.

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Conscious Leadership

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Coaching for Development & Career Success
(Individual)

Session Description

Executive coaching has been known to provide employees with several key growth benefits such as heightened self-awareness, increased motivation and more productive working relationships. This unique offering pairs 8 employees, individually, with a coach for in-person career advisement and a coaching session, on the topics of most relevant and urgent to the client/employee.

Prior to meeting with their coach, employees will need to fill out a brief informational form that will only be shared with their coach, and kept confidential.

Learning Objectives

- Gain perspective on your working style and your impact
- Develop an action plan to navigate professional obstacles
- Better understand how to leverage your strengths

Methodology

- Offered to up to 8 participants
- 1-1 executive coaching session, 90-minutes each
- Sessions will be scheduled sequentially over the course of one day, and participants will select from an available time slot for their session

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON	LIVE ONLINE
$3,450	**$3,150**
8 Hours (Duration)	8 Hours (Duration)

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Coaching Skills for Leaders

Session Description

Some individuals are leadership coaches; they are the noun. Others in leadership need to understand how to use coaching skills; they need the verb. This sessions provides key insights into how leaders can add coaching methodologies to their toolkit to create better employee engagement and performance improvement.

As leaders learn new ways to coach and adopt frameworks to create awareness with those they are leading, they will also personally develop in their leadership approach.

Learning Objectives

- Understanding the distinctions between leading, coaching, advising, consulting, and mentoring
- Learning key coaching moves that include questions, assessments, and listening
- Identifying how different stages of adult development require different leader interactions

Methodology

- Lecture
- Individual activities
- Question and answer

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE

$2,450

1.5 Hours
(Duration)

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Complexity

Session Description

The Cynefin Complexity Model describes four problem sets that exist in the world (Simple, Complicated, Complex, and Chaotic), each requiring a different way of thinking and acting. It's not up to us where a problem is located, although if we place it incorrectly, we won't approach it optimally. We each have a preferred way of seeing problems, rather than adapting our approach based on the kind of problem we are facing.

This model makes a case for the importance of robust, collaborative dialogue, with rich integration of differing perspectives, to deal more effectively with complex challenges.

Learning Objectives

- Understanding what is needed to successfully integrate new learning
- Understanding the Cynefin Complexity Model
- Applying the model in small groups
- Reflection and development of an action plan

Methodology

- Whole-group learning
- Video
- Small-group application
- Individual reflection, application, and development of an action plan

Target Audience

- Leaders and employees at all levels

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Discover Your Signature Talents with the StrengthsFinder

Session Description

The StrengthsFinder assessment is a tool that is designed to allow individuals to discover their signature talents—natural ways of thinking, believing or feeling that are innate to each of us. We all possess talents in different degrees, and by leveraging our talents with knowledge, skill, and partnerships, we're able to turn talents into strengths.

Using our strengths in our day-to-day working life directly contributes to a more productive work experience and a better team environment. This session is designed to introduce the individual to their signature talents and how they impact their performance, learn the talents of their peers and how they can work together to drive results.

Learning Objectives

- Learn personal strengths
- Understand how to leverage your strengths in your work and with your team
- Develop an action plan to take this knowledge into your day-to-day activities

Methodology

- Self-assessment
- Lecture
- Discussion
- Participants will engage in individual and group activities, such as self-reflection, table group discussions

Target Audience

- Leaders and employees at all levels

Format and Pricing

IN - PERSON	IN - PERSON
$3,200	**$3,450**
4 Hours (Duration)	8 Hours (Duration)

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Leading Across Boundaries

Session Description

Top leaders know that working outside of their function is a must. Despite understanding the value of leading across an organization, very few leaders feel they are effective in doing so.

This course will help you understand the intricacies of leading throughout an organization in a collaborative fashion, respecting the boundaries of your peers while connecting with their teams and breaking down silos.

Learning Objectives

- Differentiate vertical and horizontal boundaries
- Identify boundaries that affect your ability to work collaboratively and cooperatively
- Build an action plan to break down the boundaries that limit your ability to lead

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

IN - PERSON

$3,200

4 Hours
(Duration)

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Leading with Emotional Intelligence

Session Description

While IQ is what often comes to mind when we think of intelligence, Emotional Intelligence (EQ) is often just as, if not more, important to our success at work, especially as leaders. EQ helps us respond to others appropriately in the workplace and in other parts of our lives, though some elements of EQ can be more difficult to practice in certain environments or with certain people.

Participants will build their understanding of the importance of EQ

based on the work done by Daniel Goleman. They will work to increase their awareness of their own EQ strengths and areas of opportunity through personal work and reflection as well as group discussion and activities. Participants will apply this increased awareness and learning to practice their EQ skills individually and with their fellow participants. The day will culminate in participants creating an individual action plan for applying their EQ learning immediately upon returning to work, and they will work with a partner to insure the feasibility of the plan.

Learning Objectives

- Apply their understanding of the concept of Emotional Intelligence to common situations that leaders encounter.
- Practice strategies for increasing self-awareness that they can quickly apply upon returning to work.
- Identify ways in which they can use their strengths to improve in their roles as leaders [Self-Awareness and Self-Management].
- Develop skills in active listening and understand strategies to adjust to others based on verbal and nonverbal feedback [Social Awareness and Relationship Management].
- Apply session learning to create an Emotional Intelligence action plan that they can implement upon returning to work.

Methodology

- Individual assessment and reflection
- Small and large group discussion and activities
- Partner and small group feedback

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$3,450	**$3,450**
2X 2.5-Hours (Duration)	8 Hours (Duration)

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Levels of Development In-Action

Session Description

Most leadership development makes the mistake of teaching competencies rather that also building capacity. By capacity we mean actually building the generic ability to lead more effectively during times of increasing volatility, uncertainty, complexity, ambiguity (VUCA) and rapid change.

This course provides leaders with an opportunity to understand their current level of functioning, and what the next level actually looks like and will focus on learning and applying the map of Levels of Development In-Action.

Learning Objectives

- Understanding what is needed to successfully integrate new learning
- Understanding the concept of developmental stages
- Understanding the difference between leadership competencies and capacity
- Understand, with with, and apply this particular map of Levels of Development In-Action
- Identifying each participant's likely current level of functioning, and some capacity-building activities and reflections that can increase that level of functioning

Methodology

- Whole-group learning including small-group presentations
- Group and individual reflection and application
- Development of individual action plans

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Managing Managers

Session Description

Some of the basic principles of performance management apply to managers. The difference is what aspects of their performance you are trying to measure and develop. When you were a manager you needed to set clear goals, provide feedback, and lead team culture.

Now you need to coach your managers to do the same. Managing managers is an art. Learn the best ways to develop and coach your managers into superstars like you.

Learning Objectives

- Understand and implement coaching techniques
- Understand and plan behavior modeling
- Understand and use manager management conversations
- Build manager management plans

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	$3,200
2 Hours (Duration)	4 Hours (Duration)

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Managing Up, Down, and Across

Session Description

Managers are constantly shifting between situations that call for being in a leadership role and creating assignments, to answering up and explaining results, all while being a colleague that your peers can rely on.

In this full day workshop participants will learn the 3 keys to making this happen successfully:

- The Key To Managing Up: Be Proactive
- The Key to Managing Down: Create A Safe Space for Feedback
- The Key to Managing Across: Build Relationships

Learning Objectives

- Discover what you need and how to get it from a boss to do your job with ease
- Discover how to motivate the people who work for you to do what is needed
- Discover how to effectively collaborate and partner with peers

Methodology

- Lecture
- Discussion
- Individual reflection, paired and group exercises

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours	4 Hours
(Duration)	(Duration)

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Polarity Thinking

Session Description

One of the key qualities of higher capacity in leaders is both/and, integrative thinking.

This practical, hands-on workshop will introduce you to polarity mapping, the most effective way to actively build this capacity.

Learning Objectives

- Understanding the concept of leadership capacity - the ability to think and act more effectively in times of increasing volatility, uncertainty, complexity, ambiguity (VUCA) and rapid change
- Understanding how both/and, integrative thinking is a critical component for dealing more effectively with complex leadership challenges
- Learning, practicing, and applying the tool of polarity mapping, first in small groups and then individually
- Building a reflective practice to apply back in the workplace

Methodology

- Engaging presentation with rich dialogue
- Practice at the full-group, small-group and, then, individual levels
- Individual reflection, application, and development of an action plan

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Situational Leadership

Session Description

Managing a team and providing feedback can be a daunting task for People Leaders. This model provides a common language and tool to help people leaders assess the needs of their staff and to match their leadership style to the need. Situational Leadership is a methodology used globally for the past 30 plus years.

The Situational Leadership® II model is a practical framework that helps your managers diagnose the needs of their people and then provide the appropriate leadership style to meet those needs. Your managers learn the four stages of development, from enthusiastic beginner (D1) to self-reliant achiever (D4), and how to apply the appropriate directive and supportive behaviors, from directing (S1) to delegating (S4), to match the development needs of their people.

Note: This is for People Leaders only. All attendees must have direct reports.

Learning Objectives

- Learn the Situational Leadership Model
- Practice and apply Situational Leadership to the team
- Begin to speak the same language and develop an internal support from other People Leaders
- Improve the impact and frequency of conversations with direct reports

Methodology

- Offered to up to 12 participants
- Pre-work; Ken Blanchard system set up and management by client
- Lecture
- Discussion
- Participants will engage in individual and group activities, such as self-reflection, table group discussions

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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The Power of Voice: How Silencing Impacts Female Leaders and Ways Both Men and Women Can Respond

Session Description

The silenced female leader is a paradox as leadership implies a sense of voice and efficacy. Leaders need to communicate their purpose and vision to enlist followers. This can hardly be done without language, yet research suggests that there are many women sitting in executive and senior-leader roles feeling silenced. This course covers the phenomenon of silencing while highlighting key original research findings; it also reviews strategies successful women have used to recover and lead with voice currency.

The impact of feeling silenced can hit someone like a virus, which requires a higher level of awareness. Voice recovery relies on two essential solutions – first, the ability to focus on the phenomenon and essence of feeling silenced and the act of framing it as a virus. Second, there are strategies to heal and develop a resiliency that requires a shift in focus.

Learning Objectives

- Recognizing how feeling silenced derails careers
- Understanding the three ways women are silenced in their roles
- Mitigating the viral effects of silencing and combatting the female leader opt-out

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE

$2,450

1.5 Hours
(Duration)

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Unconscious Bias Training for Supervisors, Managers, and HR Professionals

Session Description

Like it or not, everyone brings hundreds, if not thousands, of biases into every situation.

For the most part these biases are unconscious. In the workplace, unconscious bias can lead to favoritism and in some cases discrimination, when making decisions on who to hire, fire, promote or pay at a certain level.

It's important, therefore, to ensure that those within the organization who are responsible for making employment-related decisions are properly trained to recognize what unconscious biases they may personally have and how to overcome them.

In this full day workshop, you will explore the concept that there is nothing more fundamental to performance than how people see and treat each other as human beings and how unconscious bias can impact that significantly.

Learning Objectives

- Identify your own biases - conscious and unconscious
- Understand the most common types of unconscious bias and where they may show up in decision making
- Identify strategies to keep bias from affecting decisions

Methodology

- Lecture
- Discussion
- Individual reflection, paired and group exercises

Target Audience

- Leaders at all levels
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Understanding Yourself and Others: Using the MBTI

Session Description

The Myers-Briggs Type Indicator (MBTI) is the most widely used personality inventory in the world. Managers and employees agree that personality clashes can be major deterrence to a team realizing its full potential.

The MBTI seeks to help individuals understand different perspectives in nonjudgmental terms. This increase in understanding differences leads to increased communication and improved overall team performance.

Learning Objectives

- Gain an understanding of their own MBTI preference and their strengths and limitations
- Get to know each other better personally and professionally
- Gain an understanding and an appreciation of the style differences that exist within people
- Be able to create effective interactions with clients and staff based on an understanding of these differences
- Identify their work style and its implication to their professional environment

Methodology

- Myers Briggs Type Indicator – self-assessment
- Lecture
- Discussion
- Group activities
- Individual activities

Target Audience

- Leaders and employees at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,450**
2 Hours (Duration)	8 Hours (Duration)

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Understanding Yourself and Others: Using the DiSC

Session Description

The DiSC assessment is a widely used communication styles assessment and model that will help participants understand how their communication style and preferences impact their performance. This course will help participants understand the variety of communication style preferences and will afford participants the opportunity to learn best practices in adapting their styles to be most effective when working with others.

Learning Objectives

- Gain an understanding of their own DiSC communication style and their strengths and limitations
- Get to know each other better personally and professionally
- Gain an understanding and an appreciation of the style differences that exist within people
- Be able to create effective interactions with clients and staff based on an understanding of these differences
- Identify their work style and its implication to their professional environment

Methodology

- DiSC– self-assessment
- Lecture
- Discussion
- Group activities
- Individual activities

Target Audience

- Leaders at all levels
- Staff at all levels

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

IN - PERSON

$3,450

8 Hours
(Duration)

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Understanding Yourself and Others: Using Enneagram

Session Description

Unlike almost all other typologies, the Enneagram has a vertical component, showing the path of development and the range of possibilities for each type. The Enneagram describes nine different sets of values and filters through which the world can be seen. It is a respectful and dynamic system that provides a path of healthy development for each type, including how to build on strengths and avoid pitfalls.

It assists leaders in understanding themselves and others through new eyes. Energy is freed for productivity and creativity that was previously lost in frustration and agitation.

Learning Objectives

- Understanding the Enneagram system
- Identifying each participant's Enneagram type
- Sharing with each other for direct application to the workplace
- Learning more advanced Enneagram concepts to accelerate the speed and depth of self-awareness, growth, and development

Methodology

- Whole-group learning of beginning and, later, advanced Enneagram concepts
- Engaging dialogue
- Assessments
- Individual meetings to ensure that each participant has determined the right Enneagram type
- Reflection and application
- Development of team and individual action plans

Target Audience

- Leaders and employees at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Your Leadership Legacy

Session Description

What do you hope people will say about your leadership at the end of your career? We rarely ask this question, but beginning with the end in mind is the best way to ensure that end is one we're proud of. This course will help you understand that value of crafting a leadership legacy now so you can build toward it for the remainder of your career.

You will begin this journey and seek feedback from peers and our team to make sure the path you walk will be the best version of your leadership you can offer the world.

Learning Objectives

- Understand the value of your leadership legacy
- Understand a 6-step process for creating your leadership legacy
- Begin your leadership legacy journey

Methodology

- Lecture
- Discussion

Target Audience

- Mid- to senior-level leaders

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	$3,200
2 Hours (Duration)	4 Hours (Duration)

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Leading Teams

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Are We Being Strategic?

Session Description

Quick, name your company's strategic objectives for this year! Struggling? Can you get close? Being strategic takes more than just a few meetings. It's an ongoing conversation and mindset, a gear we switch into when business demands require it.

This course will illuminate how to identify areas of your team's work that require strategic thinking and give you conversation tools to pull people out of the weeds.

Learning Objectives

- Raising Awareness: How to tell if you're being strategic
- Strategic activities in teams
- Individual strategic activities
- How to inspire strategic thought and action

Methodology

- Lecture
- Discussion

Target Audience

- Mid- to senior-level leaders

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours (Duration)	4 Hours (Duration)

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Building Effective Relationships at Work

Session Description

"If you want to go fast, go alone. If you want to go far, go together" – African proverb

It's rare at work that we can achieve everything we want to on our own. Working with other people and building effective relationships at work is the key to success – ours and our team's.

In this session, we will explore what makes some relationships work better than others, how trust can be built quickly and effectively, strategies for identifying and investing in our most important relationships as well as some tips for what to do when it all goes wrong!

Learning Objectives

- Identifying the relationships at work that are most important to us
- Learning techniques to create rapport and build trust
- Exploring how to defuse common tensions and resolve misunderstandings early
- Understanding what to do to make authentic investments in the relationships that really count

Methodology

- Highly interactive
- Sharing strategies, tips, and tools
- Facilitated group discussions
- Includes introduction to DiSC behavioral styles model
- Action planning for accountability and sustainable change

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Staff at all levels

Format and Pricing

LIVE ONLINE	IN - PERSON
$3,150	$3,450
8 Hours (Duration)	8 Hours (Duration)

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Building High Performing Teams

Session Description

Often companies utilize measurement tools to profile their employees and nothing comes further out of that. Teams are built by the accomplishments of the individuals not necessarily based on their strengths to create strong and well-dispersed team. Furthermore, group or department leaders assign individuals to the deliverables based on their titles not necessarily what they are good at. This revolutionary approach supports the leaders to create strength based deliverable assignment to their teams and organizations.

It is recommended that the leader of the organization has also a few strategy design coaching sessions to get the best outcome out of this training prior to the course day.

Learning Objectives

- Increase awareness of the significance of effective collaborative environment and utilizing the authentic strengths of the team members for the success of the team/department
- Understanding and appreciating the strengths of the self and others
- Seeking to create diversified teams for success

Methodology

- Using MRG IDI Teams or Gallup Strength's Finder to create a team's strength profile
- Discuss the highlights of the measurement tool with the team in a lecture style and explore one example
- Partner up the participants to study each other's profile and then share in a group setting
- Have a group learning and insight discussion
- Create a strategy to walk away from the session on how to utilize team's strengths moving forward

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,950 - $3,150	**$3,200 - $3,450**
4,6,8 Hours (Duration)	**4,6,8 Hours** (Duration)

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Culture, Motivation, and Performance 101
Investing in Your Team

Session Description

Whether you're building a team from scratch or inheriting season veterans, nothing is more important than developing a strong, collaborate culture built on trust and accountability. We will talk about how to get your team motivated, inspired, and excited to work together.

Uncover your shared values and build the group dynamics that will take your performance to the next level.

Learning Objectives

- Extrinsic and intrinsic motivation - What levers can you pull?
- Create culture through shared values
- Understand demotivators
- Create individual and team motivation plans

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

IN - PERSON

$3,200

4 Hours
(Duration)

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Culture, Motivation, and Performance 201
Advanced Team Performance and Culture Development

Session Description

Any leader worth her salt knows that team culture is the engine that drives performance. Holding team members accountable only works if the team culture is aligned with individual values.

This course takes a deep dive into how to co-create team culture based on shared values and team input. You and your team will begin to see yourselves in each other and the work you produce.

Learning Objectives

- Access and identify shared values
- Co-create group rewards
- Use the soft power of influence to motivate through challenge and build trust

Methodology

- Lecture
- Discussion

Target Audience

- Mid- to senior-level leaders

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	$3,200
2 Hours (Duration)	4 Hours (Duration)

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Effective One-on-Ones: Unleashing Potential Through Coaching

Session Description

Today's leaders must be able to see their people as "whole people"— body, heart, mind, and spirit—and manage and lead accordingly. As a result, if leaders spend their efforts here, they create a place where people want to stay and in which they are enabled to offer their best, time and time again.

In this full day workshop, participants move from solving problems by telling others what to do to developing other leaders and building team members' capacity.

Learning Objectives

- Learn a receiver focused approach and method to effective feedback - whether positive or instructive
- Practice key coaching skills – listening, questioning, acknowledging
- Discover how to implement a Coaching Framework into everyday conversations

Methodology

- Lecture
- Discussion
- Individual reflection, paired and group exercises

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

IN - PERSON

$3,200

4 Hours
(Duration)

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Identifying Skill Gaps

Session Description

With so many people funneling up to you, how can you be sure they're well-equipped to perform at their highest level? Is it better to develop or hire?

These important questions are asked and answered in this course that will teach you to work collaboratively to determine the current state of skills in your department and get your people ready and capable.

Learning Objectives

- Understanding and implementing skill gap analysis at the appropriate scale
- Determining whether or not to develop skills internally or hire out
- Determining and managing key stakeholders in skill gap analysis

Methodology

- Lecture
- Discussion

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours (Duration)	4 Hours (Duration)

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Manager, Leader, or Both?

Session Description

Two skills have become top priorities for learning and development organizations: management and leadership. Both are important but distinct skills and, without training, too much of one or the other can lead to serious trouble. As John Kotter points out, being over-managed and under-led stifles innovation, while the opposite leads to too much change and no execution.

The true balance will drive productivity and achieve strategic goals as they were intended. This course will help you differentiate when to utilize which skill set so you can manage and lead more effectively.

Learning Objectives

- Management and leadership: What's the difference?
- What to manage
- When to lead
- Build your management and leadership vision

Methodology

- Lecture
- Discussion

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours	4 Hours
(Duration)	(Duration)

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HELPING PEOPLE THRIVE

Motivation at Scale

Session Description

When you were a manager it was hard enough to motivate individuals. As a senior leader you must now see motivation at a systemic level. Is it possible to drive engagement and motivate people at scale? It starts by assessing your organization's current motivational state and learning what levers you can pull to move the needle.

The course will teach you how to recognize burnout, disengagement, and systemic entropy, while helping you plan ways you can right the ship and ignite passion and purpose in your people.

Learning Objectives

- Understanding the symptoms of systemic demotivation and how to diagnose their root causes
- Understanding what options are available to you to reignite passion for your organization
- Building an action plan to improve culture and revive motivation and purpose across your organization

Methodology

- Lecture
- Discussion

Target Audience

- Senior leaders

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	$3,200
2 Hours (Duration)	4 Hours (Duration)

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HELPING PEOPLE THRIVE

Offering Developmental Feedback

Session Description

Feedback is an essential tool for creating further awareness for individual, community, and organizational effectiveness and learning. It is also one of the significant tools of a skillful coach. Ongoing feedback in coaching is used to reinforce a client's desired behaviors and new skills, to motivate the client to pursue higher levels of performance, as well as to highlight the discrepancies between the current state and desired state.

In this session, we will be discussing common feedback mechanisms and how to offer effective developmental feedback. Whether you are interested in developing your feedback skills as a coach or as a mentor, this session might be supportive of your learning on how to effectively use feedback to create self-awareness towards intrinsic motivation and change.

Learning Objectives

- Discuss styles of feedback and their effectiveness
- Understand how to offer developmental feedback

Methodology

- Lecture
- Discussion
- Q&A

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450 - $3,150	$3,200 - $3,450
2,4,8 Hours (Duration)	2,4,8 Hours (Duration)

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HELPING PEOPLE THRIVE

Performance Management 101

Session Description

Accountability is at the core of performance, but we can't get there without a strong start. Performance management is a fine blend of art and science. We must understand the basics of a performance management system, understand goal-setting, and how to give feedback where and when it is needed.

This course covers all of the fundamentals to build or strengthen your approach to performance management.

Learning Objectives

- Understand performance management systems
- Build or strengthen your existing performance management process
- Giving and receiving feedback
- Understanding feedback cadences

Methodology

- Lecture
- Discussion

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$2,950**
2 Hours (Duration)	4 Hours (Duration)

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Strategic Planning and Execution

Session Description

You've carried a vision with you throughout your career. You know this company, what it can do and where it can go. It's time to develop the skills and tools you'll need to plot a course to success. This course will help you learn and implement tools and techniques used in strategic planning and execution.

Learn how to deconstruct your company's competitive position and use that understanding to drive innovation and change.

Learning Objectives

- Learning and implementing strategic tools such as SWAT, SOAR, Porter's 5 Forces, and the Hoshin Planning System
- Determining the best tools for your role and begin putting it to use
- Getting ongoing support from our instructor

Methodology

- Lecture
- Discussion

Target Audience

- Mid- to senior level leaders

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	$2,950
2 Hours (Duration)	4 Hours (Duration)

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Succession Planning

Session Description

Much of your leadership style may be unique, but that doesn't mean you can't pass on its essence. Strategic leadership means planning for continuity when a major departure occurs.

This course will teach you how to build an effective succession plan and lead key members of your team to build theirs as well.

Learning Objectives

- Understanding the value of succession planning
- Understanding how to plan for your succession
- Understanding how to lead key team members in building their succession plans

Methodology

- Lecture
- Discussion

Target Audience

- Mid- to senior level leaders

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours (Duration)	4 Hours (Duration)

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Technical Skills and Leadership

Session Description

Every job requires some manner of technical expertise. As an aspiring leader we must wield a minimum level of expertise in the systems we use to make sure we can help our team work efficiently and foresee technology changes that will affect our efforts.

This course will help you take a strategic view of the technology used by your team and grow a long-term digital strategy to keep your team up to date and ready for what lays ahead.

Learning Objectives

- Inventorying your technology
- Understanding digital strategy
- Build your digital strategy plan

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

IN - PERSON

$3,200

4 Hours
(Duration)

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The Vision and the Team - Finding True North

Session Description

You know where you need to go and you have the team to get you there. How can you walk that path with confidence and consistency? You need to understand the dynamics of your team, remove conflict and hesitance, and align your forces toward your true north.

This course will teach you how to hire, on-board, and guide your team toward your vision.

Learning Objectives

- Tying Tuckman's Team Development Model to vision
- How to hire and onboard effectively
- Embedding cultural development with team development

Methodology

- Lecture
- Discussion

Target Audience

- Mid- to senior level leaders

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

IN - PERSON

$3,200

4 Hours
(Duration)

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Communication

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Advanced Communication and Motivation Skills for Leaders

Session Description

Leaders have the challenge of dealing effectively with employees, colleagues, and stakeholder groups who have very different communication filters and motivations. Success requires an ability to construct messages that resonate with the below conscious motivation drivers of their audience. In this course, participants learn to use a set of tools (LAB Profile) for decoding how people think, are motivated, and are likely to behave in a variety of situations.

This class provides an introduction to the LAB methodology. Students learn to ask simple questions that reveal cues to what motivate themselves and others in any situation. They then adapt their messages using the correct language to establish deep rapport and open others to their messages while also preventing of defusing conflict.

Learning Objectives

- Learning how to listen for and to elicit values and motivational patterns in individuals and groups in any context and use them to build rapport in everyday conversations and formal presentations
- Understanding ways that using the wrong language patterns can unintentionally create resistance to a person's message and impair trust. Detecting when this occurs and shifting the message to one that is motivational
- Understanding and practicing the application of motivation patterns to a variety of common communication and motivation challenges.

Methodology

- Lecture and demonstration
- Practice role plays
- Case study analysis
- In-class video
- Mobile learning modules with videos available for follow up

Target Audience

- Leaders at all levels
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$6,300	**$3,450**
16 Hours (Duration)	**8 Hours** (Duration)

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HELPING PEOPLE THRIVE

Art of Networking

Session Description

/ˈnetwərkiNG/ n - The action or process of interacting with others to exchange information and develop professional or social contacts.

The act of networking is something that is both a science and an art. This session will provide research on the impact of networking and dive into specific tools. Participants will learn tips to navigate this task at conference and when it is the last item on their to-do list.

Participants will explore their own perspectives on networking, create a networking plan and leave with tools to help them reach their networking goals.

Note: This can be customized for an all-female audience like a Women's Employee Resource Group. This session would include research and discussion on specific aspects that impact women in the workplace.

Learning Objectives

- Explore individual perspective on networking
- Dive into the reasons why networking is important
- Learn techniques to make networking easier and a more consistent part of your career path

Methodology

- Lecture
- Discussion
- Participants will engage in individual and group activities, such as self-reflection and table group discussions

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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HELPING PEOPLE THRIVE

Basic Coaching for Leaders

Session Description

The International Coaching Federation defines coaching as "Partnering with the learner/coachee in a thought-provoking and creative process that inspires her/him to maximize his/her personal and/or professional potential." Leaders who do not coach are not necessarily bad managers, but they can be more successful if they use their position to develop talent. This session provides information and practice to managers on how to become and stay effective coaches to their peers and subordinates.

Participants will build their understanding of basic theories behind coaching, learn a basic coaching framework, and increase their awareness of personal strengths that will help them coach. Participants will apply this learning to multiple rounds of coaching practice with their fellow participants. A facilitator will provide real-time corrections and feedback as participants are practicing, to ensure quick learning and good habit formation.

Learning Objectives

- Define coaching
- Understand the importance of coaching in the context of leadership and organizational strategy
- Utilize a practical framework to have coaching conversations with their direct reports and/or peers
- Identify specific skills that need to be developed in order to have productive coaching conversations
- Develop an action plan to begin applying and building their basic coaching skills

Methodology

- Small group exercises
- PowerPoint and workbooks are used to provide a guiding framework for participants
- Self-reflection
- Table group discussions
- Role plays
- Case studies or other structured exercises

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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HELPING PEOPLE THRIVE

Clarifying Your Team's Purpose and Strategy

Session Description

In this course, participants learn how to lead a team that executes goals with excellence. They will gain a clear understanding of their team's purpose and strategy and how each job fits into the organization's success.

Learning Objectives

- You will create a clear and compelling purpose for your team, by defining:
- Mission and/or purpose: Why we exist.
- Vision: Where we are going and what we want to achieve.
- Strategy: How we will get there.
- Values/operating principles: How we will treat each other.

Methodology

- Instruction/Lecture
- Group activities
- Individual activities
- Self-Assessment
- Large group discussion and Q&A

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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HELPING PEOPLE THRIVE

Conflict Mediation

Session Description

Being able to diffuse conflict is a vital skill for all professional. For managers, this skill can be taken to the next level as managers may be called to intervene in conflicts on their teams.

This course will provide a step-by-step approach for how to set up and execute a conflict mediation, leaving managers with the tools they need to move their team out of conflict and toward productivity and harmony.

Learning Objectives

- Setting the stage
- Impartial support
- Five phases of mediation

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers
- Front-line staff

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours (Duration)	4 Hours (Duration)

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HELPING PEOPLE THRIVE

Developing Your Personal Brand

Session Description

"Be Yourself, Everyone Else is Already Taken." - Oscar Wilde

There are over 160 million people employed in the US and just as many personal brand stories to be told. Do you know how you would describe your unique personal brand to a new boss, colleague or potential new employer? Developing and articulating your personal brand statement is not on your list of job responsibilities or one that you will write up in your annual performance review.

Focusing on developing your personal brand (in-person and online) is a critical component of how you enhance your internal reputation and drive your career. Does the concept of having a personal brand make you excited or uncomfortable? This session is for you.

Note: This can be customized for an all-female audience like a Women's Employee Resource Group. This session would include research and discussion on specific aspects that impact women in the workplace.

Learning Objectives

- Explore & Share: Your perspective on Personal Brand and explore the role of gender plays
- Outline & Explain: Learn the model to develop your Personal Brand
- Practice & Evolve: Get feedback from your peers to evolve your statements
- Update Your Personal Brand: LinkedIn and/or company internal portals etc.

Methodology

- Pre-work, Lecture, Discussion
- Participants should bring a laptop or device to do live personal brand updates
- Participants will engage in individual and group activities, such as self-reflection,
- table group discussions
- Large group individual informal sharing of personal brand statement

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Front-line staff

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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HELPING PEOPLE THRIVE

Effective Business Writing / Effective Email Writing

Session Description

In this course, participants learn tips and techniques to improve written communication. It provides a process that enables participants to write organized and concise letters, memos, documents and emails quickly and efficiently.

Participants learn editing methods using their own writing samples and have opportunities to practice new process. This course devotes special attention to composing and sending professional email.

Note: With minor customization, this course can be tailored to focus specifically on email writing.

Learning Objectives

- Understand your audience's needs as a writer
- Write documents that are clear and concise
- Follow a format to make writing accessible
- Produce documents in less time
- Use email to communicate in a professional manner
- Follow a process to edit for readability

Methodology

- Instruction in writing organization, writing with clarity & conciseness, tone, and professionalism
- Readability Assessment
- One on one coaching on documents
- Large group discussion and Q&A

Target Audience

- Supervisors
- High-potential individual contributors
- Front-line staff

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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HELPING PEOPLE THRIVE

Effective Business Writing: Improve Grammar, Sentence Structure, and Punctuation Usage

Session Description

It can be confusing when we either realize or are told that we need to "improve our business writing skills." But improving this skill can increase your on-the-job credibility and improve communication.

Established set writing standards help increase productivity, resolve issues, avoid errors, and heighten credibility.

- Learn how to write faster and with more clarity
- Gain skills for revising and fine-tuning every kind of document

Learning Objectives

- Develop quality writing standards
- Identify and overcome common word usage challenges
- Improve writing confidence

Methodology

- Lecture
- Discussion
- Individual reflection, paired and group exercises

Target Audience

- Supervisors
- High-potential individual contributors
- Front-line staff

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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HELPING PEOPLE THRIVE

Feedback and Coaching

Session Description

Managers drive results through the people they supervise. Feedback and coaching are essential skills to guide people's performance. Managers are responsible for helping people develop the skills needed to accomplish their day-to-day responsibilities.

In this workshop, we give managers a common understanding, framework, and a set of tools for reinforcing critical skills and driving superior performance. Participants learn a practical formula for providing effective feedback and a facilitative process for coaching employees.

Learning Objectives

- Demonstrate understanding of how to engage in ongoing, effective performance conversations as a way to develop people and ensure "no surprise" at year-end performance reviews
- Learn and practice a formula for providing clear, descriptive feedback
- Practice and gain skills in a facilitative coaching model

Methodology

- Lecture
- Partner role play
- In-the-moment feedback
- Group discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE

$3,450

3 Hours- Day 1
4 Hours- Day 2
(Duration)

IN - PERSON

$3,150

4 Hours
(Duration)

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HELPING PEOPLE THRIVE

Confronting Conflict:
How to Be Assertive at Work While Saving Relationships

Session Description

Let's face it, telling someone to change a behavior isn't easy, but sometimes we can't go on working together the way we have. Being assertive, standing up for yourself and your needs, we all know it's important.

This class will provide some essential skills to express yourself in ways that will deepen relationships rather than stress them.

Learning Objectives

- Understanding the definition of assertive communication
- Understand the appropriate uses of assertive communication
- Understanding what gets in the way
- Effectively plan conflict conversations

Methodology

- Lecture
- Discussion

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers
- Frontline staff

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

IN - PERSON

$3,200

4 Hours
(Duration)

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HELPING PEOPLE THRIVE

Leading and Communicating Change

Session Description

Change is easy, leading change isn't. As the famed philosopher Niccolo Machiavelli stated "there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to manage, than to initiate a new order of things. For the initiator has enemies in all those who profit by the old order, and only lukewarm defenders in those who would profit the new."

During this workshop participants will learn how to plan for change, lead transitions, and respond to the three most common reasons people resist change.

Learning Objectives

- Understand the types of change that you may encounter as a leader, and understand how each type can affect you and your team
- Effectively communicate about what is changing (and not) in a positive, motivating way even if you are unsettled about it
- Understand why people may "resist" change (including you), what might be causing it, and what you can do to manage it
- Feel better prepared to have difficult conversations with team members who may be having a tough time adjusting to change
- Adopt team behaviors and "norms" that will help your team(s) stay resilient through rapid change

Methodology

- Lecture
- Role Play
- Self-Reflection
- Activity

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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HELPING PEOPLE THRIVE

Leverage for Leaders Management Coaching Program

Session Description

The LFL Coach Training Program is designed to take the skills you already have, and integrate them using a specific methodology, to support you in being able to elicit the most creative ideas from others. Whether you are working with you team, or your clients, you will know what to do to empower others to bring their best selves to the table.

- Participant Limits
- Due to the intensive nature of this process, participation is limited to 4 - 12 students per cohort

Learning Objectives

- Eliciting the most creative solutions to challenges within your team
- Empowering others around you to step up and take initiative
- Increasing the productivity of your team and company
- Communicating in a way that inspires others
- Being a leader who is respected and admired
- Connecting with others and understanding them in a powerful way
- **Participant limits apply**

Due to the intensive nature of this process, participation is limited to 4-12 students per cohort

Methodology

- Myers Briggs Type Indicator – self-assessment
- Lecture
- Discussion
- Group activities
- Individual activities

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$10,350

24 Hours
(+ Virtual Sessions)

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Manager as Coach

Session Description

The demands of today's manager are varied and the skill sets are multiple. The manager who holds a coaching mindset and possesses basic coaching skills is at a great advantage in terms of developing people and maximizing individual performance.

Manager as Coach allows the manager to use this skill at the appropriate times to engage in ongoing development of direct reports. The approach is simple, easy to use and guaranteed to create measurable impact.

Learning Objectives

- Identify coaching opportunities in work as a supervisor/manager
- Understand the coaching process and its value to effective management
- Determine personal coaching style, strengths and opportunities to improve
- Apply questioning techniques that motivate others
- Create opportunities for coaching to occur
- Develop a coaching mindset and build inquiry skills that can facilitate future development
- Practice skills in listening, building actions, and measuring outcomes
- Develop skills in challenging people to stretch and change
- Learn communication and coaching skills to defuse volatile situations
- Learn when to manage, when to coach

Methodology

- Small group exercises
- PowerPoint and workbooks are used to provide a guiding framework for participants
- Self-reflection
- Table group discussions
- Role plays
- Case studies or other structured exercises

Target Audience

- Leaders at all levels
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Principles of Leadership Communication

Session Description

The best leaders know that being a skilled communicator is one of the most important skills in leading organizations to success. And we don't mean being a good talker! Leadership communication is as much about listening and provoking thinking as it is sharing your expertise.

This course will give you communication tools to help you best develop and cascade your vision widely across the organization.

Learning Objectives

- Understanding executive presence
- Leadership questioning techniques
- Cascading vision

Methodology

- Lecture
- Discussion

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	$3,200
2 Hours (Duration)	4 Hours (Duration)

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HELPING PEOPLE THRIVE

Run Meetings the Right Way

Session Description

"Oh joy, another meeting that should have been an email." If you've said this to yourself before, you were probably right. But how can you be sure people don't say that about your meetings?

Take this crash course in running effective meetings. By the end, your meetings will be productive, efficient, and start and end when they should. Imagine living in that world!

Learning Objectives

- Understanding when it should be an email?
- Understanding how to plan meetings right the first time
- Understanding meeting roles and how to use them
- Designing a meeting template

Methodology

- Lecture
- Discussion

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	$3,200
2 Hours (Duration)	4 Hours (Duration)

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HELPING PEOPLE THRIVE

The Introverted Networker

Session Description

According to a New York Times survey, for many people walking into a room full of strangers is a scarier prospect than death – only slightly worse than public speaking! This session will take the fear out of networking, giving participants a clear strategy for choosing and preparing for events, tactics on what to do when in the room and how to plan for effective follow-up – making networking events not just more enjoyable but more productive as well.

Learning Objectives

- Overcoming our fears about networking
- Learning how to start (and stop) conversations – and be memorable for all the right reasons
- Developing a strategy for intentional networking
  Creating an effective follow-up routine to maximize ROI from networking

Methodology

- Highly interactive
- Sharing strategies, tips, & tools
- Facilitated group discussions
- Hands-on practice
- Action planning for accountability and sustainable change

Target Audience

- Leaders at all levels
- Employees at all levels

Format and Pricing

LIVE ONLINE	IN - PERSON
$3,150	**$3,450**
8 Hours (Duration)	8 Hours (Duration)

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HELPING PEOPLE THRIVE

The Power of Communication in Leadership

Session Description

Communication is central to all aspects of life. It's a critical skill for maintaining your personal as well as professional relationships. Effective communications can build trust, establish credibility and lay the foundation for great leadership.

Participants will explore a variety of communications strategies, including feedback, avoiding toxic language and more.

Learning Objectives

- Understanding how one's leadership style can have a significant impact on their communications
- Exploring tools for effective communications (including feedback, emotional intelligence)
- Understanding how to have meaningful conversations
- Developing a personal plan to implement effective communications strategies

Methodology

- Instruction/Lecture
- Group activities
- Individual activities
- Large group discussion and Q&A

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$2450

1.5 Hours
(Duration)

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The Power of Speech Acts: Make Things Happen with   Active Language Choices

Session Description

There are seven different types of speech acts that drive all communication. Expressions, factual statements, directives, requests, apologies, declarations, and commitment statements fall into two categories.

One category is passive with words that do not always create forward action. The other is a generative category that produces results.

This session highlights the power of using all seven with a fluency that creates purposeful and effective change in the workplace.

Learning Objectives

- Learning the distinctions of speech acts
- Identifying the dominant discourse within your organization
- Discovering how your preferences for language may be working or hindering
- Creating awareness of how using all seven of the speech acts with fluency can produce powerful results

Methodology

- Instruction/Lecture
- Individual activities
- Large group discussion and Q&A

Target Audience

- Leaders at all levels
- Staff at all levels

Format and Pricing

LIVE ONLINE

$2,450

1.5 Hours
(Duration)

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Business Planning & Project Mgmt

gotham Government

HELPING PEOPLE THRIVE

Clarifying Your Team's Purpose and Strategy

Session Description

Truly effective leaders can focus their teams on a clear purpose and help individuals on their teams understand how their work connects to the organizations mission and strategy. The problem in many organizations, is that workers know the tasks that make up their job descriptions, but they don't often know how their work contributes to the objectives of the organization.

In this full day workshop, participants gain a clear understanding of their own purpose and how their team fits into the organization's strategy and mission. Participants then learn how to create a crystal-clear strategy for achieving team goals as they relate to the organization's mission and success.

Learning Objectives

- Communicate the link between the work of your team to the organizations mission and objectives
- Create an understanding for your team of their jobs and how they link to the organization's key goals
- Apply a Resource generator model based on the drivers of your organization
- Create a Team Purpose Statement that will motivate and inspire your team

Methodology

- Self and team assessment
- Lecture
- Discussion
- Individual reflection, paired and group exercises

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON	IN - PERSON
$3,200	**$3,450**
4 Hours (Duration)	**6 Hours** (Duration)

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HELPING PEOPLE THRIVE

Delegating for Growth

Session Description

Delegating for Growth is an interactive skills development course that will help any leader to better understand the purpose of delegation, prepare for and apply the steps to delegating effectively, and learn to recover from inevitable mistakes or disappointments.

Participants will receive a deck of visual images to assist in having more meaningful conversations with employees about how delegating tasks can foster their desired career growth.

Learning Objectives

- Recognizing delegation as a tool for employee growth
- Preparing yourself to delegate effectively
- Assessing your employees to determine their delegation needs
- Matching employees and projects appropriately
- Identifying internal barriers to delegation and overcoming them
- Customizing delegation process steps to the needs of the employee
- Handling mistakes, missteps, and failures as learning opportunities

Methodology

- Brief self assessment and debrief
- Lecture
- Small group discussion
- Each participant receives a 53 image card deck to conduct more meaningful developmental conversations

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON	IN - PERSON
$3,200	**$3,450**
4 Hours (Duration)	**6 Hours** (Duration)

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HELPING PEOPLE THRIVE

Delegating for Improved Performance

Session Description

The competitive edge today relies on managers realizing the full potential of each of their staff. Data collected by the Gallup Organization reveals that only 30% of the American workforce is fully engaged at work, 55% are "not engaged" and 19% are "actively disengaged". Many managers who are promoted to their position because of their outstanding technical skills often find themselves at a loss when it comes to dealing with the complex people issues that surface. As a result, they often do what they know best and feel confident doing, which is the technical part of the job. Employees suffer when these managers struggle with communicating expectations, fail to delegate work, and are unable to manage their performance. The organization suffers as employees are not being fully utilized and the manager usually becomes overwhelmed by trying to do all the work himself or herself. This program engages participants in a discussion of these dangers and teaches the skills necessary to move beyond these behaviors and into successful delegation.

Learning Objectives

- Understand and practice techniques to shift from doer to delegator
- Identify the top ten reasons managers fail to delegate
- Articulate the benefits to delegating
- Learn a process for effectively delegating assignments
- Practice developing SMART objectives

Methodology

- Lecture
- Partner activities
- Group discussion
- Individual reflection

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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From Risk to Readiness:
Scenario Planning as a Tool for Your Business

Session Description

One of the most important roles of the public relations professional is to provide relevant counsel and a framework for clients and employers to identify and manage risks to their operations. This workshop is for the professional looking to strengthen their public relations and communications strategies and crisis communications plan. Scenario planning helps make an organization nimbler and more responsive when the unexpected happens.

Scenario planning is an effective way to anticipate future outcomes based on trends, assumptions, and new or emerging risk events across the organization. Being surprised by and/or mishandling a crisis can affect a company's reputation, integrity, credibility and, in severe cases, can disrupt or stop business altogether. The workshop will explore how to use this tool to get a seat at the leadership table and ensure the organization is ready for most uncertainties.

Learning Objectives

- Learning proven frameworks for conducting scenario planning to mitigate risks
- Learning how to make the case for taking the lead and integrating this tool into the strategic planning process and crisis communication plan
- Understanding the relationship between an organization's effectiveness and strategic risk management, based on the latest scholarly research
- Exploring best practices for risk management through relevant case studies in a variety of business sectors
- Understanding the role of communications in going beyond the SWOT analysis and Enterprise Risk Management Integrated Framework

Methodology

- Lecture and group discussion
- Leadership Style Inventory
- Small-group activity

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$2,450

1.5 Hours
(Duration)

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Lean/Six Sigma - Light Tool Package

Session Description

Lean/Six Sigma Methodologies are comprehensive effectiveness and excellence approaches that requires in depth training to implement fully. Often companies make mistake to separate their projects as Lean/Six Sigma projects rather than implementing the methodology and thinking style as part of the company culture.

This course is designed to offer how to take simplified tools of these comprehensive methodologies and create effective operational efficiency culture.

It is recommended that the participants come to this course with a specific project in mind so that they can start utilizing these tools in the learning environment for their projects.

Learning Objectives

- Give an overview of most supportive and utilized Lean/Six Sigma Tools
- Utilize built in practices to have participants understand and start using these tools
- Create a strategy on how to build an efficiency culture within the organization

Methodology

- Lecture
- Individual and group exercises
- Strategic Implementation Plan

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors

Format and Pricing

IN - PERSON

$6,900 – $10,350

16, 24 Hours
(Duration)

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Make the Most of Your Meetings and Follow-up

Session Description

Everyone wants to run productive and effective meetings. The problem is that a meeting is a double-edge sword. It can be a great way to share information or engage in participatory group planning if run correctly. They can also be a massive waste of time if not. How can you ensure that you are planning effective meetings?

In this full day workshop, participants will learn the best ways to make sure you get the most out of your meetings before, during and after them, every time.

Learning Objectives

- Plan and set standards for effective meetings.
- Learn a three-step process to implement meeting standards
- Apply the process using an effective planning tool
- Create follow – up practices to ensure accountability

Methodology

- Lecture
- Discussion
- Individual reflection, paired and group exercises

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Managing Your Stress for Increased Energy

Session Description

Medical and psychological experts have estimated that stress accounts for an annual cost to US businesses of $300 billion per year. This is because unmanaged stress results in lost productivity; absenteeism; accidents; employee turnover; medical, legal and insurance fees; and workers' compensation awards.

This session will explore the root causes of stress, the various symptoms of being overly stressed, and the short and long-term effects of stress on individuals. Although causes of stress are rarely in our control, the way you, as an individual, manage stress can significantly lessen the impact of work-related stress on you. Participants will learn a variety of evidence-based strategies for managing stress to increase energy and improve the quality of life at work.

Learning Objectives

- Identify sources of stress
- Name physical, emotional, and behavioral symptoms caused by stress
- Explain the relationship between sleep, stress, and energy
- Describe the cognitive processes that contribute to stress
- Define "psychological flexibility" and its relationship to stress
- Know and be able to use mindfulness skills for stress management
- Commit to actions that lead to more effective stress management and increased energy

Methodology

- Stress self-assessment
- Lecture
- Video
- Discussion
- Group activities
- Individual activities

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers
- Front-line staff

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Innovation

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Continued Innovation

Session Description

Innovation occurs through culture and structure. To stay competitive companies need both. This course will explore methods used by the most innovative companies to drive innovation and collaboration across organizations.

You will understand how hierarchy is the enemy of creativity, but structures that foster collaboration can lead to breakthroughs and new insights.

Learning Objectives

- Understanding how innovation works and what hinders it
- Understanding how to foster innovation in your teams
- Implementing fail fast strategy to boost learning and growth
- Building an innovation plan

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers
- Frontline staff

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours	4 Hours
(Duration)	(Duration)

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Presence

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Constant Change: How to Make It Work for You and Your Team

Session Description

Change is occurring at unprecedented rates – it is happening faster, more frequently, and with increased complexity. Organizations call upon employees not just to carry on, but to remain engaged and highly productive amidst constant changes. Although human beings are naturally drawn to consistency and resist change, it is in our interest to see change as an opportunity and develop the skills to effectively manage change without losing sleep or slowing down against deliverables.

This experiential workshop will allow you to reflect on, assess and plan for current or anticipated changes that are top-of-mind for you. It will give you the skills to recognize and better manage your (and others') reactions to change. You will learn how to use a practical set of tools to maintain co-worker trust, productivity and quality under constantly changing organizational conditions.

Learning Objectives

- Assess current personal disposition toward change; anticipate people's reactions to change
- Build confidence in your personal ability to thrive during constant change
- Understand the distinction between the operational and human sides of change
- Learn how to identify, manage and, ultimately, overcome resistance to change
- Identify practical strategies to effectively navigate change, both personally and professionally

Methodology

- Lecture; case studies
- Interactive exercises
- Individual reflection; self-assessment
- Group discussions
- Application & action planning

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Cultivating Wellness and Resiliency

Session Description

Stress, anxiety, and depression are not just common challenges for people, they have become ever-present in business for many leaders. Understanding how to identify and navigate these complex situations can be the differentiator in many facets of your organization. From recruitment to retention, people have an expectation now, more than ever, to be seen, heard, and valued.

Learning to prioritize wellness and resiliency will help reduce the costly effects of presenteeism impacting most businesses. This session can be taken online or in person. The online course is broken into four, 60-minute sessions, which can be taken on different days/weeks. The in-person session can be completed in a one-day six-hour session.

Learning Objectives

- Develop an understanding of the most common mental health issues
- Learn practical skills to address and prevent moral injury, burnout, and suicide
- Learn skills and tools to develop resiliency
- Discover self-care strategies for enhanced performance

Methodology

- Lecture
- Discussion
- Whole-group learning
- Individual activities

Target Audience

- Leaders and employees at all levels

Format and Pricing

LIVE ONLINE

$2,450

4 Hours
(Duration)

IN - PERSON

$3,450

6 Hours
(Duration)

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Grow Your Social & Emotional Intelligence

Session Description

The Social + Emotional Intelligence Profile (SEIP) measures 26 competencies identified as critical in socially and emotionally intelligent individual, team, and organizations. Using a four-quadrant model, participants can identify areas of strength and improvement.

This session provides detailed descriptions of emotionally and socially intelligent behaviors when present and when lacking, as well as extensive suggestions for development that will improve workplace results.

Learning Objectives

- Learning the four-quadrant model and ways to frame EQ versus social intelligence
- Discovering what areas to focus on greater results
- Understanding specific tools to use in personal growth and development

Methodology

- Self-assessment
- Individual reflection

Target Audience

- Leaders of all levels
- Staff of all levels

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

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Making a Great First Impression That Lasts

Session Description

Seven seconds is all we have to make a great first impression on someone we meet – in real life and online. This session will unpack how to make those seven seconds work as hard as possible.

We will look at what it takes to make a positive impact – both how we present ourselves and what we say. We will also explore how to make those first impressions last through effective follow-through and powerful credibility building activities.

Learning Objectives

- Understanding what goes into making a great first impression in person – from 12 feet, 12 inches, and the first 12 words we say
- Exploring dos and don'ts of online presence
- Learning how to build trust and credibility quickly and effectively
- Undertaking an Image Audit & Triage to understand where we may need to make changes

Methodology

- Highly interactive
- Facilitated group discussions
  Hands-on practice sessions
  360-degree Image Audit

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Frontline staff

Format and Pricing

LIVE ONLINE

$3,200

4 Hours
(Duration)

IN - PERSON

$3,450

8 Hours
(Duration)

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Influence

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Emotional Intelligence 101 - The Fundamentals

Session Description

Heard a lot about emotional intelligence and still not sure what it is? Want to catch up on the latest news in the psychology and neuroscience of emotional intelligence? Maybe you just want some fresh tips to develop your emotional intelligence.

Whether you're new to the EI game or an old pro, this course is constantly on the cutting edge of the state of EI in the workplace and in life. Learn what EI is, how it works, and how you can develop a practice to improve your emotional intelligence today.

Learning Objectives

- Understanding the Goleman EI framework
- Assessing your emotional intelligence
- Practicing your empathy skills
- Building your EI development plan

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Frontline staff

Format and Pricing

LIVE ONLINE

$2,450

2 Hours
(Duration)

IN - PERSON

$3,200

4 Hours
(Duration)

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Emotional Intelligence 201 - Advanced Emotional Intelligence

Session Description

You've got Goleman's 4 Competencies of Emotional Intelligence down pat. Did you know that within the 4 Competencies lie 12 Elements? Grow your understanding of yourself and others through the more advanced and complex lens of these 12 Elements.

These elements will help guide an exploration of communication and empathy to strengthen your relationships and advance your vision within your team and organization.

Learning Objectives

- Understanding the 12 Elements of emotional intelligence
- Building and implementing an action plan
- Managing conflict
- Getting ongoing feedback on your practice from our instructor

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours (Duration)	4 Hours (Duration)

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Influencing, Collaborative Leadership, and Win-Win Negotiation Skills

Session Description

In the heat of the moment, best intentions to create better outcomes dissipate and often negotiations suffer from the individual's fears of losing. In order to create calmer and more strategic negotiation environment there needs to be a planning, inquiry and understanding process take place.

This course teaches participants to implement and execute such process.

Learning Objectives

- Mindfulness exercise to understand one's nature in the presence of fear
- Breaking the habits of fear-driven behavior
- Exercises on approaching the negotiation with strategy

Methodology

- Lecture
- Individual's awareness on their negotiation style
- Group exercise on specific case scenarios on how to approach the negotiation for win-win

Target Audience

- Leaders at all levels
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE

$2,950 - $6,300

4, 8 Hours
(Duration)

IN - PERSON

$3,200 - $3,450

4, 8 Hours
(Duration)

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Influencing Without Authority

Session Description

Through participation in this course, you will gain insight, tools and skills to become a more influential employee in your organization – someone that others see as contributing to the organization's success.

Organizations are hierarchically structured to ensure clear lines of authority and accountability. However, with the increasing complexity and speed of change, every organization's success now depends on its ability to tap into the right people at the right time – "contributors" who bring valuable energy, talent, resources, and judgment. These contributors, while not officially in charge, exercise informal influence because those who do have formal authority pay attention to what they say or do.

Learning Objectives

- Identify a real-world situation and potential opportunities to increase your influence on it
- Assess your strengths and communication style to gain insight into strategies you can use to be persuasive with different co-workers and decision-makers
- Practice addressing people's values, interests, and deeper-level emotions (such as fear) in making a persuasive case for an idea or course of action
- Gain the skills for building alliances and resource networks within and outside the organization to increase your influence

Methodology

- Self-assessment
- Presentation
- Small and large group discussion
- Case study analysis
- Simulation practice and analysis

Target Audience

- Supervisors
- High-potential individual contributors
- Front-line staff

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Planning Your Influence Campaign

Session Description

It's time to step outside your comfort zone. You've made it this far in your career, but the authority you once carried is flat now, parallel with that of your peers. Now it's time to build an influence campaign. Getting things done at your level requires dedication to the craft of relationship cultivation.

This course will help you build your influence campaign plan and give ongoing feedback as you execute it.

Learning Objectives

- Understanding how power dynamics change as you move higher in a company
- Understanding the value of a plan to build influence across the organization
- Building and implementing a long-term influence campaign

Methodology

- Lecture
- Discussion

Target Audience

- Leaders at all levels

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	**$3,200**
2 Hours (Duration)	4 Hours (Duration)

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Supervising People

Session Description

Many managers who are promoted to their position because of their outstanding technical skills often find themselves at a loss when it comes to dealing with the complex people issues that surface. As a result, they often do what they know best and feel confident doing, which is the technical part of the job.

Employees suffer when these managers struggle with communicating expectations, fail to delegate work, and are unable to manage their performance, and avoid dealing with disciplinary problems. The organization suffers as employees are not being fully utilized and the manager usually becomes overwhelmed by trying to do all the work himself or herself.

Learning Objectives

- Understanding the manager's MBTI Personality Type
- How the MBTI Personality Type influences managerial style
- Strategies for dealing with employees who have different personality types
- Ways to motivate and engage staff
- Coaching and providing feedback to address performance issues effectively

Methodology

- MBTI self-assessment
- Lecture
- Discussion
- Video
- Group activities
- Individual reflection

Target Audience

- Supervisors
- High-potential individual contributors

Format and Pricing

IN - PERSON

$3,450

8 Hours
(Duration)

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Working Across Silos

Session Description

Collaborative working across teams is increasingly critical but can be hard to achieve. Differing goals, incentives, and experience can all get in the way. This session will dig into the essential foundations for successful collaborations and how to ensure we all get on the same page.

Participants will learn how to build trust and credibility quickly and effectively, identify areas of common ground (and potential tension), and maximize "what's in it for me (WIIFM)" for all parties.

Learning Objectives

- Knowing what is needed for successful collaborative working
- Learning strategies for building trust and credibility
- Understanding how to analyse and align individual interests
  Explore tactics for defusing tension and avoiding misunderstandings

Methodology

- Highly interactive
- Sharing strategies, tips, and tools
  Facilitated group discussions
  Includes introduction to DiSC Behavioral Styles model
  Action planning for accountability and sustainable change

Target Audience

- Leaders at all levels
- Staff at all levels

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,950	**$3,450**
4 Hours (Duration)	8 Hours (Duration)

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Developing Others

Developing Others

Session Description

Getting your team members to perform is a managerial competency. Helping them grow is a strategic endeavor and the sign of a true leader. What your team can do today is great, but how will they be excited and prepared for tomorrow?

This course will help you build trust with your team members, develop influence skills to persuade them, and teach you how to have meaningful career conversations to help inspire and guide growth.

Learning Objectives

- Building management relationships
- Understanding influence in the management context
- Understanding how to have career conversations
- Developing employee development plans

Methodology

- Lecture
- Discussion

Target Audience

- Supervisory to mid-level leaders
- High-potential individual contributors

Format and Pricing

LIVE ONLINE	IN - PERSON
$2,450	$3,200
2 Hours (Duration)	4 Hours (Duration)

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Facilitation Skills

Session Description

Organizations can increase institutional knowledge and build skills by inviting their own Subject Matter Experts to train fellow employees in their areas of expertise. Learning programs facilitated by internal stakeholders can increase retention and engagement. This program teaches facilitation skills to people interested in taking an active role in promoting development within their own organization.

Course includes two pre-work assignments:

- Complete a reflection sheet on personal strengths, challenges and rewards of facilitating.
- Consulting analysts will bring a section of a current workshop that they facilitate and use this to apply session content to throughout the program.

Learning Objectives

- Design and plan for a successful learning workshop
- Apply effective techniques to engage all participants
- Explore and practice how to handle challenging situations
- Understand and accommodate various learning styles
- Apply and practice with current workshop content

Methodology

- Self-reflection and assessment
- Lecture
- Active facilitation practice
- Group discussion
- Peer feedback

Target Audience

- Supervisory and mid-level leaders
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON	IN - PERSON
$2,500	**$3,450**	**$6,900**
3 Hours (Duration)	8 Hours (Duration)	16 Hours (Duration)

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Presentation Skills

Session Description

Good presentations require thorough planning, understanding your audience, and an effective delivery. This training is designed to teach basic presentation skills, for personnel at all levels, to accomplish multiple potential outcomes, including presenting to peers or managers, gaining consensus on a process or course of action, rolling out a new idea.

Through this training, participants will have the opportunity to work with a presentation they have recently designed and/or delivered. Participants will deliver a portion of the presentation, and receive feedback from the facilitators.

Note: One-day course version doesn't include the full capstone presentation, has a reduced volume of presentation skills sharing, and is limited in number of participants due to time constraints. Please inquire for more details.

Learning Objectives

- Gain self-awareness about areas of improvement related to their content creation and delivery. Observe and correct delivery habits they are likely not even aware of (clutter words, strange gesture habits, pacing, etc)
- Distill complex presentation topics into clear, succinct messages
- Understand and apply presentation materials (typically a presentation deck) that are also clear, succinct, and supporting the message - not fully containing the message
- Learn, apply, and practice presentation skills that will transform the impact of their message

Methodology

- Required pre-work
- Individual reflection
- Paired activities and sharing
- Small group activities, brainstorming, and dialogue
- Large group presentations, discussions, and debriefs

Target Audience

- Supervisors
- High-potential individual contributors
- Project/Program managers

Format and Pricing

LIVE ONLINE	IN - PERSON	IN - PERSON
$2,500	**$3,450**	**$6,900**
3 Hours (Duration)	8 Hours (Duration)	16 Hours (Duration)

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Appendix

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HELPING NAVIGATE CHANGE

OPM Executive Core Qualifications (ECQ)	Conscious Leadership	Coaching for Development & Career Success (Individual)	Coaching Skills for Leaders	Complexity	Discover your signature Talents with the StrengthFinder	Leading Across Boundaries	Leading with Emotional Intelligence	Levels of Development in Action	Managing Managers	Managing Up, Down, and Across	Polarity Thinking	Situational Leadership	The Power of Voice: How Silencing Impacts Female Leaders & Ways Both Men & Women Can Respond	Unconscious Bias Training for Supervisors, Managers, and HR Pros	Understanding Yourself and Others: Using the MBTI	Understanding Yourself and Others: Using DISC	Understanding Yourself and Others: Using Enneagram	Your Leadership Legacy
ECQ 1: Leading Change	Creativity and Innovation								X									
	External Awareness						X											
	Flexibility																	
	Resilience																	
	Strategic Thinking						X		X									
	Vision																	X
ECQ 2: Leading People	Conflict Management																	
	Leveraging Diversity											X						
	Developing Others		X					X										
	Team Building				X													
ECQ 3: Results Driven	Accountability																	
	Customer Service																	
	Decisiveness																	
	Entrepreneurship																	
	Problem Solving		X						X									
	Technical Capability																	
ECQ 4: Business Acumen	Financial Management																	
	Human Capital Management	X						X		X								
	Technology Management																	
ECQ 5: Building Coalitions	Partnering					X						X		X	X			
	Political Savvy					X												
	Influencing/Negotiating					X												

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OPM Executive Core Qualifications (ECQ)	Leading Teams	Are We Being Strategic?	Building Effective Relationships at Work	Building High-Performing Teams	Culture, Motivation, and Performance 101: Investing in Your Team	Culture, Motivation, and Performance 201: Advanced Team Performance and Culture Development	Effective One-on-Ones: Unleashing Potential Through Coaching	Identifying Skill Gaps	Manager, Leader, or Both?	Motivation at Scale	Offering Developmental Feedback	Performance Management 101	Strategic Planning and Execution	Succession Planning	Technical Skills and Leadership	The Vision and the Team: Finding True North
ECQ 1: Leading Change	Creativity and Innovation															
	External Awareness															
	Flexibility															
	Resilience															
	Strategic Thinking	X											X			
	Vision															X
ECQ 2: Leading People	Conflict Management															
	Leveraging Diversity															
	Developing Others						X	X			X					
	Team Building		X	X	X	X		X								
ECQ 3: Results Driven	Accountability				X	X										
	Customer Service															
	Decisiveness															
	Entrepreneurship															
	Problem Solving															
	Technical Capability														X	
ECQ 4: Business Acumen	Financial Management															
	Human Capital Management						X	X			X	X		X		
	Technology Management															
ECQ 5: Building Coalitions	Partnering		X													
	Political Savvy		X													
	Influencing/Negotiating		X						X							

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OPM Executive Core Qualifications (ECQ)	Communication	Advancing Communication and Motivation Skills for Leaders	Art of Networking	Basic Coaching for Leaders	Clarifying Your Team's Purpose and Strategy	Conflict Mediation	Developing Your Personal Brand	Effective Business Writing/Effective Email Writing	Effective Business Writing: Improve Grammar, Sentence Structure, and Punctuation Use	Feedback and Coaching	How to Be Assertive at Work While Saving Relationships	Leading and Communicating Change	Leverage for Leaders Management	Manager as Coach Training Program	Principles of Leadership Communication	Run Meetings the Right Way	The Introverted Networker	The Power of Communication in Leadership	The Power of Speech Acts: Make Things Happen with Active Language Choices
ECQ 1: Leading Change	Creativity and Innovation																		
	External Awareness		●			●					●								
	Flexibility										●								
	Resilience										●								
	Strategic Thinking				●														
	Vision																		
ECQ 2: Leading People	Conflict Management					●				●									
	Leveraging Diversity																		
	Developing Others			●						●				●					
	Team Building															●			
ECQ 3: Results Driven	Accountability																		
	Customer Service																		
	Decisiveness																		
	Entrepreneurship																		
	Problem Solving														●				
	Technical Capability						●	●											
ECQ 4: Business Acumen	Financial Management																		
	Human Capital Management			●						●				●					
	Technology Management																		
ECQ 5: Building Coalitions	Partnering		●												●				
	Political Savvy						●					●				●			
	Influencing/Negotiating										●				●	●		●	

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OPM Executive Core Qualifications (ECQ)	Business Planning and Project Management	Clarifying Your Team's Purpose and Strategy	Delegating For Growth	Delegating for Improved Performance	From Risk to Readiness: Scenario Planning as a Tool for your Business	Lean/Six Sigma - Light Tool Package	Make the Most of Your Meetings and Follow-up	Managing Your Stress for Increased Energy	Continued Innovation (Innovation)	Constant Change: How to Make it Work for Your and Your Team (Presence)	Cultivating Wellness and Resiliency	Grow Your Social and Emotional Intelligence	Making a Great First Impression That Lasts
ECQ 1: Leading Change	Creativity and Innovation								●				
	External Awareness			●									
	Flexibility												
	Resilience										●		
	Strategic Thinking			●						●			
	Vision	●								●			
ECQ 2: Leading People	Conflict Management												
	Leveraging Diversity												
	Developing Others												
	Team Building											●	
ECQ 3: Results Driven	Accountability		●										
	Customer Service												
	Decisiveness												
	Entrepreneurship												
	Problem Solving				●								
	Technical Capability												
ECQ 4: Business Acumen	Financial Management			●									
	Human Capital Management		●			●							
	Technology Management												
ECQ 5: Building Coalitions	Partnering												
	Political Savvy												●
	Influencing/Negotiating				●								

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OPM Executive Core Qualifications (ECQ)	Influence	Emotional Intelligence 101: The Fundamentals	Emotional Intelligence 201: Advanced Emotional Intelligence	Influencing, Collaborative Leadership and Win-Win Negotiation Skills	Influencing Without Authority	Planning Your Influence Campaign	Supervising People	Working Across Silos	Developing Others	Facilitation Skills	Presentation Skills
ECQ 1: Leading Change	Creativity and Innovation										
	External Awareness										
	Flexibility										
	Resilience										
	Strategic Thinking										
	Vision										
ECQ 2: Leading People	Conflict Management										
	Leveraging Diversity										
	Developing Others								■		
	Team Building	■	■								
ECQ 3: Results Driven	Accountability										
	Customer Service										
	Decisiveness										
	Entrepreneurship										
	Problem Solving										
	Technical Capability									■	■
ECQ 4: Business Acumen	Financial Management										
	Human Capital Management	■	■			■					
	Technology Management										
ECQ 5: Building Coalitions	Partnering					■					
	Political Savvy				■						
	Influencing/Negotiating	■	■	■	■	■					

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Leadership development competency matrix mapping DOD Civilian Leader Development Continuum competencies to Conscious Leadership courses.

DOD Civilian Leader Development Continuum	Conscious Leadership	Coaching for Development & Career Success (Individual)	Coaching Skills for Leaders	Complexity	Discover your signature Talents with the StrengthsFinder	Leading Across Boundaries	Leading with Emotional Intelligence	Levels of Development Managers	Managing Up, Down, and Across	Polarity Thinking	Situational Leadership	The Power of Voice: How Silencing Impacts Female Leaders & Ways Both Men & Women Can Respond	Unconscious Bias Training for Supervisors, Managers, and HR Pros	Understanding Yourself and Others: Using the MBTI	Understanding Yourself and Others: Using DISC	Understanding Yourself and Others Using Enneagram	Your Leadership Legacy
Lead the Institution	Vision																X
	External Awareness																
	Strategic Thinking						X			X							
	Political Savvy				X												
	National Security																
	Joint Perspective				X												
	Systems Thinking																
Lead/Organize Programs	Technology Management																
	Financial Management																
	Creativity and Innovation																
	Partnering				X												
	Entrepreneurship																
Lead People	Human Capital Management		X					X			X		X				
	Leverage Diversity											X					
	Conflict Management																
	Developing Others		X					X									
Lead Teams/Projects	Team Building				X	X											
	Accountability																
	Decisiveness																
	Influencing/Negotiating																
Leading Self	Flexibility																
	Resilience																
	Continual Learning		X		X												
	Public Service Motivation																
	Integrity/Honesty																
	Customer Service																
	Problem Solving			X						X							
	Technical Credibility																
	Interpersonal Skills					X						X		X	X	X	
	Oral Communication																
	Written Communication																
	Computer Literacy		X														

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DOD Civilian Leader Development Continuum	Leading Teams	Are We Being Strategic?	Building Effective Relationships at Work	Building High-Performing Teams	Culture, Motivation, and Performance 101: Investing In Your Team	Culture, Motivation, and Performance 201: Advanced Team Performance and Culture Development	Effective One-on-Ones: Unleashing Potential Through Coaching	Identifying Skill Gaps	Manager: Leader, or Both?	Motivation at Scale	Offering Developmental Feedback	Performance Management 101	Strategic Planning and Execution	Succession Planning	Technical Skills and Leadership	The Vision and the Team - Finding True North
Lead the Institution	Vision															X
	External Awareness															
	Strategic Thinking	X											X			
	Political Savvy															
	National Security															
	Joint Perspective															
	Systems Thinking															
Lead/Organize Programs	Technology Management															
	Financial Management															
	Creativity and Innovation															
	Partnering		X													
	Entrepreneurship															
Lead People	Human Capital Management						X	X					X	X		
	Leverage Diversity															
	Conflict Management															
	Developing Others						X			X						
Lead Teams/Projects	Team Building		X	X	X	X		X								
	Accountability				X	X										
	Decisiveness															
	Influencing/Negotiating									X						
Leading Self	Flexibility															
	Resilience															
	Continual Learning															
	Public Service Motivation															
	Integrity/Honesty															
	Customer Service															
	Problem Solving															
	Technical Credibility														X	
	Interpersonal Skills		X													
	Oral Communication															
	Written Communication															
	Computer Literacy															

DOD Civilian Leader Development Continuum	Communication	Advanced Communication and Motivation Skills for Leaders	Art of Networking	Basic Coaching for Leaders	Clarifying Your Team's Purpose and Strategy	Codified Mediation	Developing Your Personal Brand	Effective Business Writing/Effective Email Writing	Effective Business Writing/Improve Grammar, Sentence Structure, and Punctuation Use	Feedback and Coaching	How to Be Assertive at Work While Saving Relationships	Leading and Communicating Change	Leverage for Leaders Management Change	Manager as Coach	Principles of Leadership Communication	Run Meetings the Right Way	The Introverted Networker	The Power of Communication in Leadership	The Power of Speech Acts: Make Things Happen with Active Language Choices
Lead the Institution	Vision				●														
	External Awareness						●												
	Strategic Thinking				●														
	Political Savvy		●				●										●		
	National Security																		
	Joint Perspective																		
	Systems Thinking																		
Lead/Organize Programs	Technology Management																		
	Financial Management																		
	Creativity and Innovation																		
	Partnering		●												●	●			
	Entrepreneurship																		
Lead People	Human Capital Management			●						●				●					
	Leverage Diversity																		
	Conflict Management					●					●								
	Developing Others			●														●	
Lead Teams/Projects	Team Building																●		
	Accountability																		
	Decisiveness																		
	Influencing/Negotiating									●								●	●
Leading Self	Flexibility																		
	Resilience																		
	Continual Learning																		
	Public Service Motivation																		
	Integrity/Honesty																		
	Customer Service																		
	Problem Solving															●			
	Technical Credibility																		
	Interpersonal Skills		●												●	●		●	●
	Oral Communication											●			●			●	●
	Written Communication		●					●	●										
	Computer Literacy																		

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DOD Civilian Leader Development Continuum	Business Planning and Project Management	Clarifying Your Team's Purpose and Strategy	Delegating For Growth	Delegating for Improved Performance	From Risk to Readiness: Scenario Planning as a Tool for your Business	Lean/Six Sigma - Light - Tool Package	Make the Most of Your Meetings and Follow up	Managing Your Stress for Increased Energy	Continued Innovation (Innovation)	Constant Change: How to Make it Work for You and Your Team	Cultivating Wellness and Resiliency	Grow Your Social and Emotional Intelligence	Making a Great First Impression That Lasts
Lead the Institution	Vision	■											
	External Awareness			■									
	Strategic Thinking	■									■		
	Political Savvy												■
	National Security				■								
	Joint Perspective				■								
	Systems Thinking				■								
Lead/Organize Programs	Technology Management												
	Financial Management												
	Creativity and Innovation								■				
	Partnering					■							
	Entrepreneurship												
Lead People	Human Capital Management		■	■			■					■	
	Leverage Diversity												
	Conflict Management												
	Developing Others												
Lead Teams/Projects	Team Building											■	
	Accountability		■										
	Decisiveness												
	Influencing/Negotiating						■					■	■
Leading Self	Flexibility							■					
	Resilience										■	■	
	Continual Learning												
	Public Service Motivation												
	Integrity/Honesty												
	Customer Service												
	Problem Solving					■	■						
	Technical Credibility												
	Interpersonal Skills												
	Oral Communication						■						
	Written Communication												
	Computer Literacy												

DOD Civilian Leader Development Continuum	Influence	Emotional Intelligence 101 - The Fundamentals	Emotional Intelligence 201 - Advanced Emotional Intelligence	Influencing, Collaborative Leadership, and Win-Win Negotiation Skills	Influencing Without Authority	Planning Your Influence Campaign	Supervising People	Working Across Silos	Developing Others	Facilitation Skills	Presentation Skills
Lead the Institution	Vision										
	External Awareness										
	Strategic Thinking										
	Political Savvy				X						
	National Security										
	Joint Perspective										
	Systems Thinking										
Lead/Organize Programs	Technology Management										
	Financial Management										
	Creativity and Innovation										
	Partnering						X				
	Entrepreneurship										
Lead People	Human Capital Management	X	X			X					
	Leverage Diversity										
	Conflict Management										
	Developing Others								X		
Lead Teams/Projects	Team Building	X	X								
	Accountability										
	Decisiveness										
	Influencing/Negotiating	X	X	X	X						
Leading Self	Flexibility										
	Resilience										
	Continual Learning										
	Public Service Motivation										
	Integrity/Honesty										
	Customer Service										
	Problem Solving										
	Technical Credibility								X	X	
	Interpersonal Skills										
	Oral Communication									X	
	Written Communication										X
	Computer Literacy										

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