Leadership Development for Emerging Leaders
Learning Journal

Table of Contents

Navigation

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Program Overview

The goal of the Explore 1 program is to equip you with leadership skills that will help you transition from an individual contributor to a people manager within six to twelve months.

Bookmark the **Participant Webpage** to access resources and pre-work videos for those who don't have access to LinkedIn Learning.

Here's what you can expect to learn in Explore 1:

Class 1: Your DiSC Style - Participants will discover their communication and collaboration style, workplace priorities, motivators, stressors and strategies through self-awareness and social activities.

Class 2: Emotional Intelligence - Participants will explore the value of EI competencies and practice in-depth strategies for self-awareness and self-management.

Class 3: Leadership Mindset - Participants will transition from a "me to we" mindset by knowing the role of a leader and applying leadership strategies to their current role.

Class 4: Communication & Collaboration - Participants will practice communication and collaboration strategies through observation, empathy, and active Listening.

Class 5: Conflict Management - Participants will apply relationship management strategies to prevent and resolve conflict through alignment conversations and feedback planners.

Class 6: Action Planning - Participants will create an action plan to develop new leadership skills from this course after the program ends. They will also decide if being a people manager is the career move they want to pursue next.

Time Commitment - 27.5 hours over 6 weeks. Participants will need to devote 90 minutes to self-paced pre-work assignments each week before the 3-hour webinar.

Let's Go!

Program Expectations

Attendance

It is expected that you will be present, engaged, and ready to communicate for all six weeks of the course. Each of these classes are foundational to your future leadership skills. Because attendance in all classes is an expectation, should a class be missed, you are responsible for making up the material.

To make up a class:

- Coordinate with the facilitator to find a future cohort that is offering the missed class content
- Complete the prework for the missed class
- Connect with a current cohort member after the class to discuss what activities were missed

*If more than one class is missed, you will be removed from the course and you will be encouraged to enroll in a future cohort. We understand that emergencies come up that may require immediate attention, we ask that you please communicate with your facilitator when that happens.

In-Class

While in class, we expect you to be present and ready to engage in discussion. This includes keeping your camera on during class. If you are having connectivity issues, please notify your facilitator.

This course utilizes a flipped classroom model; you are expected to have completed all pre-work before coming to class. Pre-work for each class can be found by downloading the Learning Journal linked on the Pre-work webpage.

Looking forward to spending the next six weeks together!

Class 1: Your DiSC Style
Prework

Estimated time to complete: 90 minutes

About DiSC

DiSC is an assessment that indicates how your personality is expressed in behaviors, specifically in decision-making and communication. Your report describes how you behave and how others experience you. Throughout these classes, you will refer to your DiSC style assessment to learn how you think, make decisions, interact with others, and communicate. We will uncover your strengths and challenges with your style and create strategies to leverage them.

Discover Your Disc Style

Directions:

1. Complete your DiSC Assessment on the Catalyst website.

2. While navigating the Catalyst website, follow the instructions on the following pages to learn more about your profile.

3. Answer the questions on each page to record your thoughts. Be prepared to discuss your profile characteristics in the cohort.

Map Your Style

Directions:
After taking the assessment, look at your results. On the DiSC grid at the right, drag the black dot labeled "You" to the exact location shown on your DiSC Catalyst profile.
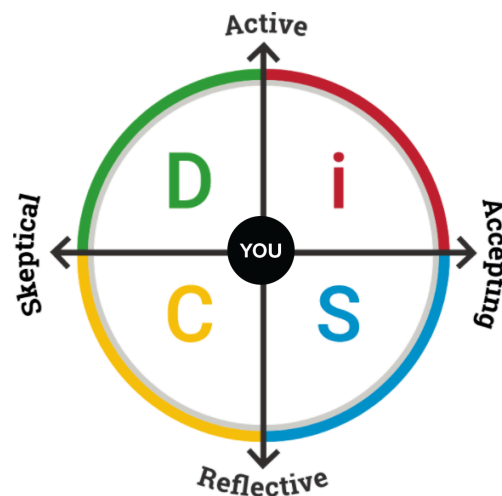
Class Spreadsheet of DiSC Styles

Add your DiSC Style to **your cohort tab** using this Spreadsheet: What's Your DiSC Style?. This is also an assignment found in your Google Classroom under Pre-Program Work.

Learn About Your Style

On the Catalyst website, click the button: "Learn about your style."
Read about "Your style," "Your map," and "Your (Style) story," then answer the following questions.

Which traits definitely describe you?
(record your answer here)
Which traits do not describe you?
(record your answer here)
Which traits sometimes describe you?
(record your answer here)

What Drives You

Scroll to the bottom of the "Your (Style) story" page. Click on "What Drives You" under "More to Explore" and read these sections:

- Your workplace priorities
- Your motivators & stressors
- Strategies

Reflect and write about how each one shows up for you in the workplace.

Workplace Priorities
Identify one of your workplace priorities and recall a specific scenario of how this shows up for you in the workplace.

> Here is an example:
> ***Giving support.*** *My team members need to know that I am available if they need help using software apps. Last week, my co-worker was stumped on creating a process, so I immediately paused my work and showed her how to do it.*

(record your answer here)

Your Motivators - What motivates You?
Identify one of your motivators. Recall a specific scenario and explain why this is important to you.

> Here is an example:
> ***Collaborating with coworkers.*** *When I was assigned the lead role for a recent project, it was important to include my co-workers because I value their perspectives and expertise. When we completed the project, it was a group win.*

(record your answer here)

Your Stressors - What's stressful for you?
Identify one of your stressors. Recall a specific scenario and describe how this caused you stress.

> Here is an example:
> **Giving unpleasant feedback.** *While working on a group project, I had to correct my coworker on an error she had made. When she responded defensively, I wanted to avoid the conflict, so I let it go.*

(record your answer here)

Your Strategies
List your three strategies. Explain how you can use each of these strategies to be more effective at work. Note what you may need to do to achieve these strategies.

> Here is an example:
> 1. **Acknowledging problems rather than glossing them over.** *In the past, I have skimmed over issues that seemed small because I didn't want to create a conflict, but the next time I see an issue, I will talk about it right away so it doesn't become a bigger problem. I will need help knowing how to communicate respectfully and honestly.*

(record your answer here)

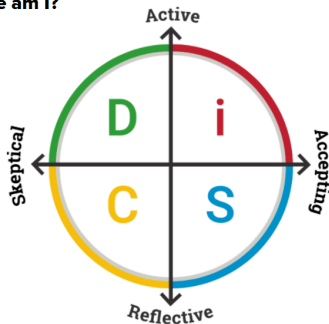# Class 1: Your DiSC Style

Instructor Led Class

<table>
<tr><td>Use this section for note-taking during the instructor-led class time.</td></tr>
</table>

DiSC 101

What DiSC Style am I?

Video: DiSC Model Overview

Notes

DiSC Characteristics

Your Unique Style

Example for Si

From DiSC Catalyst Home, go to Menu > Your DiSC Style > Your (style) Story or DiSC-ology > The 12 styles

1. Write down one strength and one challenge with an example of how you show up at work.
2. How will you use this information to prepare yourself for leadership?

Example for Si style: Showing empathy is my strength. *It helped me provide support to my coworker when he was facing a conflict with another coworker. He knew that I cared when I took the time to listen without judgment.* ***Avoiding Conflict is my challenge*** *and prevents me from speaking up when I have a strong opinion and think others might disagree. I need to prepare for leadership by learning how to deal with conflict in a healthy and productive way.*

Notes

Workplace Priorities, Motivators, & Stressors

What Drives You?

Go to Catalyst > Workplace > What drives you

In breakout rooms, share specific examples of:
- Workplace Priority*
- Motivator*
- Stressor*

*one each per person

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Some examples for an Si Style:
My workplace priority is "giving support." My team members need to know that I am available if they need help using software apps. Last week, my co-worker was stumped on creating a process, so I immediately paused my work and showed her how to do it. One of my stressors is "Giving unpleasant feedback." Here is the scenario: While working on a group project, I had to correct my coworker on an error she made. When she responded defensively, I wanted to avoid the conflict, so I let it go.

Notes

Strategies for Your DiSC Style

Strategies for Your DiSC Style

Go to Catalyst > Workplace > What drives you > Strategies

In breakout rooms, share specific examples of strategies you can leverage within your DiSC style to be more effective at work.

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Example for an Si style: One strategy I have for working with others is "Acknowledging problems rather than glossing them over." In the past, I have skimmed over problems that seemed small because I didn't want to create a conflict, but the next time I see an issue, I will talk about it right away so it doesn't become a bigger problem. I will need help knowing how to communicate respectfully and honestly.

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Scenario: How would a DiSC Style React?

How Would a DiSC Style React?

Based on your DiSC Style, how would you react to the following scenario?

- How does this scenario cause you stress?
- How do your stressors get in the way?
- What strategies could you offer the group to collaborate on a solution?
- How could your strengths move you forward?

SCENARIO:
Your group just received an email from your manager who assigned you all a group project to complete while they are gone on vacation. The project's parameters are unclear; everyone is at total capacity,
and no one understands the purpose or value this project will add. Create an action plan allowing everyone in the group to collaborate on this project and complete it before your manager returns.

D	i	S	C

Key Takeaways for Your DiSC Style

Key Takeaways
Learning Journal Think-Write

Write down at least three takeaways from this class.
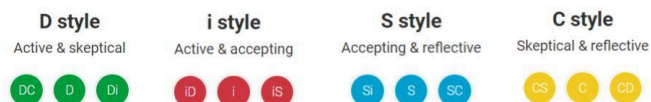
D style	i style	S style	C style
Active & skeptical	Active & accepting	Accepting & reflective	Skeptical & reflective
DC D Di	iD i iS	Si S SC	CS C CD

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ACTION PLANNING

List 1 to 3 key takeaways from this class below. In your next 1-1 with your manager, discuss these questions:

1. How am I already applying these skills in my role and on our team?
2. How can I apply or grow them?
3. What resources can you provide me?

Action Item: Add them to your Development Plan.

Notes

Class 2: Emotional Intelligence
Prework

Estimated time to complete: 90 minutes

About Emotions & Emotional Intelligence

"Emotional Intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships. Emotional Intelligence is the 'something' in each of us that is intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results." [1]

IQ vs. EI

According to the book *Emotional Intelligence 2.0*, each person has a distinct intelligence quotient – cognitive ability (IQ), emotional intelligence (EI), and personality. IQ is the ability to learn. It remains the same from age 15 to 50. On the other hand, EI is a flexible skill that can be learned and developed over time. A high EI can be developed even if you're not born with it. All three determine how we think and act. [2]
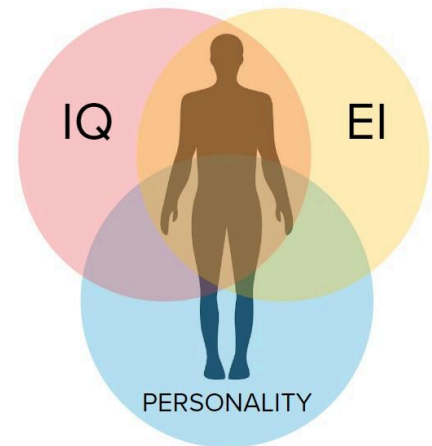
Why is Emotional Intelligence Important?

An article from Harvard Business School online states that 71% of employers value EI over IQ, reporting that "employees with high emotional intelligence are more likely to stay calm under pressure, resolve conflict effectively, and respond to co-workers with empathy… Leaders with high emotional intelligence create more connected and motivated teams, and are better equipped to make impactful decisions." [3]

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[1] Bradberry, Travis, and Jean Greaves. 2009. *Emotional Intelligence 2.0*. San Diego, Calif.: Talentsmart.
[2] Bradberry and Greaves. *Emotional Intelligence 2.0*.
[3] Landry, Lauren. 2019. "Emotional Intelligence in Leadership: Why It's Important." Harvard Business School Online. April 3, 2019. https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership.

Overview of Emotional Intelligence

Sign into your LinkedIn Learning account* and watch the video, Overview of Emotional Intelligence (3m 30s) from *Leading with Emotional Intelligence* by Britt Andreatta, Ph.D. Record your notes from the video in the space to the right. You do not need to complete the exercise files from the LIL course.

*If you do not have a LinkedIn Learning account, access all the LIL videos on the Participant Webpage.

Video Notes
(record your notes here)

Emotional Intelligence Test

Follow this link to take an Emotional Intelligence test (10m).
Record your score for each category in the spaces below.

	SELF	OTHERS
AWARENESS	**Self-Awareness Score:___/10** Accurately perceive your emotions, understand your tendencies across situations, and the impact they have on yourself and others.	**Social Awareness Score: ___/10** Accurately perceiving the emotions of others and understand what's going on with them. This includes listening, observing and empathy.
MANAGEMENT	**Self-Management Score: ___/10** Responding to your self-awareness to direct your behavior appropriately by taking responsibility for your actions and its effect on others.	**Relationship Management Score: ___/10** Leverage self-awareness, self-management and social awareness to manage interactions successfully. This includes clear communication, handling feedback and conflict effectively, and building bonds over time.

Exploring Emotions

What are emotions? "Emotions are just signals in your body trying to grab your attention to inform you of something important." [4] Watch the LinkedIn Learning videos about emotions and record your notes in the space below. You do not need to complete the exercise files from the LIL course.

Video: The Brain Science of EQ (3m 45s)	**Video:** Exploring Emotions (3m 46s)
(record your notes here)	*(record your notes here)*

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[4] Bradberry, Travis, and Jean Greaves. 2009. *Emotional Intelligence 2.0*. San Diego, Calif.: Talentsmart.

Emotions Wheel
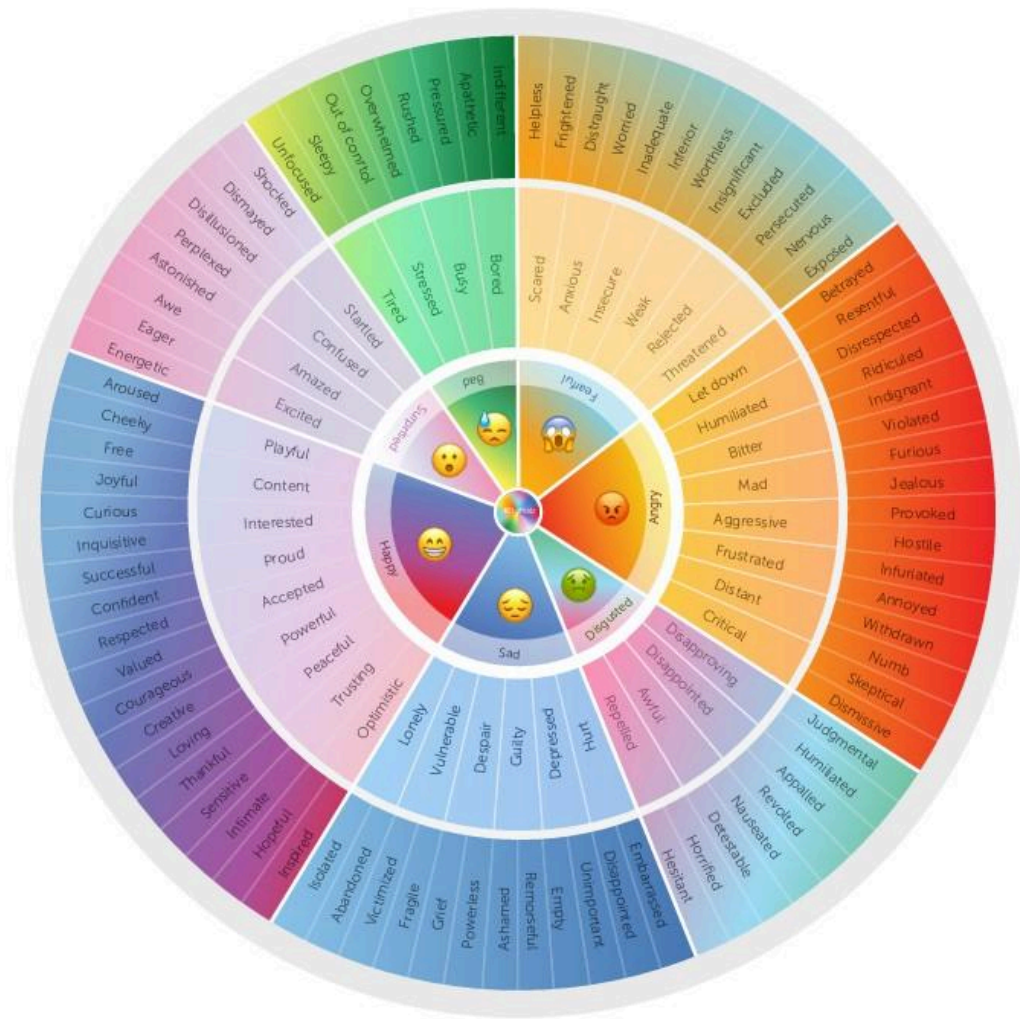
[The Emotions Wheel](#) is a powerful tool to help improve emotional intelligence by identifying your emotions and boosting self-awareness. Studies have shown that identifying and labeling your emotions activates your brain's executive function, which helps you regulate your emotions.

> *"When you feel anxious, the fear center of the brain (amygdala), gets triggered; this is your fight-or-flight response. At the same time, the part responsible for problem-solving and decision-making (prefrontal cortex), becomes less active. This "Amygdala Hijack" leads to poor behavior and undesirable consequences. Using the emotions wheel lessens your fight-or-flight response by activating your prefrontal cortex through the labeling of your emotions. Helping you regulate how you feel and manage your behavior."* [5]

[Click here](#) to open the Emotions Wheel PDF to answer the questions on the following pages. Start with the main core emotion at the center of the wheel and and follow the path from outward to uncover the main emotion. Choose as many that apply. Try the [Interactive Feelings App](#) to identify and track your emotions over time.

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[5] "What Is the Emotion Wheel? | All the Feelz." n.d. Allthefeelz.app. Accessed August 11, 2023.
https://allthefeelz.app/emotion-wheel/#emotional_intelligence.

Feelings Inventory

As mentioned in the video, *Exploring Emotions*, to develop better self-awareness, you will need to identify, feel, and express your feelings. Think about a recent scenario when you felt emotional. Use the Emotions Wheel to name the emotion and answer the following questions.

Identify your Emotions. Record 1-3 feelings from the Emotions Wheel.
(record your answer here)
What happened? Record the scenario that caused this emotion. Include people and details of the event and how you responded.
How did the feeling show up in your body? Some examples could be increased heart rate, exhaustion, or energization.
How did you process this emotion? Was it effective? Some ideas could be journaling, meditation, or exercising.

Self-Control

View the video Self-Control (3m 58s) from LIL: *Leading with Emotional Intelligence* by Britt Andreatta, Ph.D. There are two windows to exercise self-control; when you are under stress and when everything is going well. Reflect on recent situations in both categories and record your responses below.

What are your physical symptoms when you are under stress?
(record your answer here)
What are 2-3 strategies you can use to calm yourself down when you are under stress?
What are 2-3 strategies to remain self-controlled when everything is going well?

Understanding Triggers

View the video Understanding Triggers (3m 43s) from LIL: *Leading with Emotional Intelligence* by Britt Andreatta, Ph.D. Reflect on recent situations when you were emotionally triggered and responded with anger, fear, defensiveness, anxiety, blame-shifting, judging, or criticalness toward others or yourself. Record a scenario in each category below.

FIGHT RESPONSE: You used aggression to protect yourself.
(record your answer here)
FLIGHT RESPONSE: You withdrew or blamed others.
FREEZE RESPONSE: You shut down to avoid the conflict.

Managing Triggers

View the videos [Managing Your Triggers](#) (3m 39s) and [Self-care and Support](#) (3m 54s) from LIL: *Leading with Emotional Intelligence* by Britt Andreatta, Ph.D. Reflect on the pattern of situations and people that trigger you and answer the questions below.

PREVENTING TRIGGERS: Who or what will likely trigger you? What will be your strategy?
(record your answer here)
FIRE DRILL STRATEGY: What will you do at the moment the next time you are triggered?
SELF-CARE STRATEGY: List other strategies to reduce your triggers and take care of your emotional health.

Class 2: Emotional Intelligence
Instructor Led Class

Use this section for note-taking during the instructor-led class time.

Emotional Intelligence 101

Emotional Intelligence
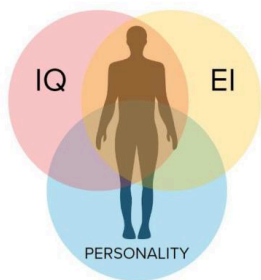
What is emotional intelligence?

"Emotional Intelligence (EI) is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships."

- Emotional Intelligence 2.0, Bradberry & Greaves.

IQ — EI — PERSONALITY

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Why EI?

EI accounts for nearly

90%

of what sets high performers apart

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Notes

Emotional Intelligence 101

Individual Benefits of High EI

71%

of employers value EI over IQ

Benefits of High Emotional Intelligence:

- Stay calm under pressure
- Resolve conflict effectively
- Respond to co-workers with empathy
- Connected and motivated teams
- Better equipped to make impactful decisions

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Emotional Intelligence Quadrants

	SELF	OTHERS
AWARENESS	**Self-Awareness** Accurately perceive your emotions, understand your tendencies across situations, and the impact they have on yourself and others.	**Social Awareness** Accurately perceiving the emotions of others and understand what's going on with them. This includes listening, observing and empathy.
MANAGEMENT	**Self-Management** Responding to your self-awareness to direct your behavior appropriately by taking responsibility for your actions and its effect on others.	**Relationship Management** Leverage self-awareness, self-management and social awareness to manage interactions successfully. This includes clear communication, handling feedback and conflict effectively, and building bonds over time.

Notes

Self-Awareness Competencies

Self-Awareness Poll

What percentage of people think they're highly self-aware? *(type your answer here)*

What percentage of people actually are?
(type your answer here)

Landry, Lauren. 2019. "Why Emotional Intelligence Is Important in Leadership." Harvard Business School Online. April 3, 2019.
https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership.

Self-Awareness Competencies

Accurately perceive your emotions, understand your tendencies across situations, and the impact they have on yourself and others.

- Your Personality
- Your Strengths and Weaknesses
- Your Self-confidence
- Your Emotions
- Your Values

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*Content for Your Personality, Strengths and Weaknesses and Self-Confidence can be found at the end of this class section as bonus material (pg. 35-36).

Notes

Self Awareness: Emotional & Values

"Emotions are just signals in your body trying to grab your attention to inform you of something important." - *Emotional Intelligence 2.0*

Self-Awareness & Self-Management in Leadership

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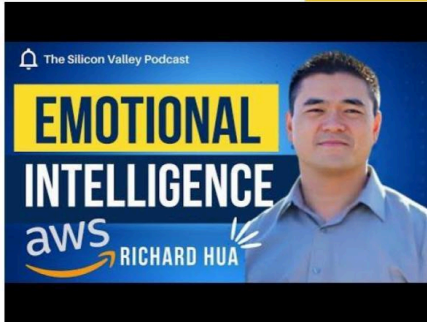
Video: Emotional Intelligence with Rich Hua

Emotional Awareness

How are you feeling today?

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Emotions Wheel
Interactive Feelings App

Notes

Self-Awareness: Values

Values are fundamental beliefs that guide or motivate attitudes or actions.
They help us determine what is important to us.

VALUES	Strategy:
Respect	1. Write down one value (life rule) that resonates strongly with you. It can be a value from this list or another one.
Patience	
Self-Reliance	2. Think about a significant life event that connects with one of the values you wrote down. It can be a positive or negative experience.
Security	
Integrity	3. Consider why you have this value and record how it formed. For example, "I value honesty because I was frustrated by being inauthentic. For many years I was scared to express my authentic self, and I was unhappy with my life. So now I expect myself to be honest and others to be honest with me."
Wellness	
Honesty	
Kindness	
Family	

More values can be found at: James Clear Core Values List

Notes

Self-Awareness: Triggers

Triggers

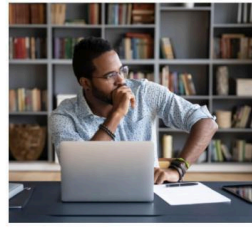"Triggers are at the heart of conflict."

1. How do emotions and values connect to our triggers?
2. What value or life rule was broken that triggered you?

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The Impact of Self-Awareness

Self-Awareness is...
- Accurately perceiving your emotions
- Understanding your tendencies across situations
- And the impact they have on yourself and others

Are you aware of the impact you have on others?

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One of the self-awareness strategies in the book, *Emotional Intelligence 2.0* is to seek feedback from others about how you show up and the impact you have on them. "Self-awareness is the process of getting to know yourself from the inside out and the outside in. Often there is a big difference between how you see yourself and how others see you. This chasm between the way you view yourself and the way others view you is a rich source of lessons that will build your self-awareness. The only way to get the outside perspective is to open yourself up to feedback from others, which can include friends, coworkers, mentors, supervisors, and family. When you ask for their feedback, be sure to get specific examples and situations. Look for similarities in the information gathered. This can be a real eye-opener by showing you how other people experience you. Putting the perspectives together helps you see the entire picture, including how your emotions and reactions affect other people."

Notes

Self-Awarness Strategies

QUESTION:

Who can you seek feedback from? You impact other people in the office. What are some of the working relationships you have an impact on that you need to be more aware of? Are there opportunities to find out how you show up in a leadership capacity with the following people:

- Coworkers on a Team or during project meetings
- Your manager during 1-1s
- Stakeholders during presentations and meetings

Summary of Self-Awareness Strategies

What are some strategies for raising self-awareness?
- Identify emotions with the Feelings Wheel
- Ask yourself how you feel in the moment
- Scan your body
- Know your value connection to your life rules
- Identify and know your triggers
- Ask for feedback about your impact on others

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Self-Management Competencies

Self-Management Competencies

Responding to your self-awareness to direct your behavior appropriately by taking responsibility for your actions and its effect on others.
This includes:
- Emotional Self-Control
- Self-Care Strategies

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"Emotional Self-control is the ability to manage your own impulses and react to your feelings to prevent a negative impact on others."
- Emotional Intelligence 2.0 by Bradberry & Greaves

Notes

Emotional Self-Control

Reacting Emotionally

How do you normally react to triggers and stress?

FIGHT?

FLIGHT?

FREEZE?

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Self-Awareness & Self-Management in Leadership

The Silicon Valley Podcast

EMOTIONAL INTELLIGENCE

aws RICHARD HUA
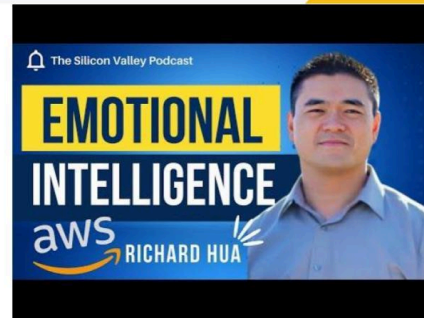
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Emotional Self-Control Strategies

Emotional Self-Control Strategies

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1. **Recognize the stressful moment.**
   How will you know if you are in a stressful situation? How will you want to react, and what will you be experiencing in your body?
2. **Calm yourself down.**
   What are some strategies to calm yourself down in the moment, regain access to the thinking part of your brain, and control your reaction?

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Summary of Self-Management Strategies

What are some strategies for managing your emotions?

- Journaling
- Exercise
- Meditation
- Box breathing
- Talking to someone
- Excuse yourself from the situation
- Wait, don't react
- Consider others before speaking

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Social Awareness Competencies
What is Social Awareness and what are some strategies?
Notes

Relationship Management Competencies

What is Relationship Management and what are some strategies?

Notes

Key Takeaways for Emotional Intelligence

Key Takeaways

Why is emotional intelligence important for leaders to develop?

In your learning journal:

- Write down the top three things that impacted you from this class.
- Highlight one you want to develop.

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ACTION PLANNING

List 1 to 3 key takeaways from this class below. In your next 1-1 with your manager, discuss these questions:

1. How am I already applying these skills in my role and on our team?
2. How can I apply or grow them?
3. What resources can you provide me?

Action Item: Add them to your Development Plan.

Notes

Self-Awareness Bonus Resources

Personality

> "Personality refers to the enduring characteristics and behavior that comprise a person's unique adjustment to life." - American Psychological Association

Personality is static and doesn't change, so the more you know your personality traits, the better you can use them to guide your behavior, decisions and actions. You've already taken the DiSC profile, which tells you how you communicate and work with others. Here are two more research based tools to help you identify specific personality traits and guide your leadership goals that you can take later to learn more about your personality.

- [Principles You](#) - your personality archetypes

- [16 Personalities](#) - your personality traits

- [Myers-Briggs Type Indicator](#) - your psychological preferences

Remember, these are just tools to learn more about yourself and gain better self-awareness. Let's be careful not to put ourselves or others in boxes because we all have unique differences within our personality types. In conclusion, there's nothing about your personality that makes you incapable of being a leader. We are unfinished humans and we're all on different stages of journey.

Notes

Strengths (and Weaknesses)

> "Strengths science answers questions about what's right with people rather than what's wrong with them." - Don Clifton, Strengthsfinder 2.0

Another area of self-awareness is knowing your strengths and weaknesses. Knowing what you are good at, what motivates you, what satisfies you, what areas need development, and what areas you should avoid altogether will also help guide you toward career choices that will benefit you in the long run. Here is a tool you can explore later that focuses more on leveraging the things you're naturally good at instead of strengthening weaknesses.

- [CliftonStrengths](#) uses an online talent assessment to help you "discover what you naturally do best, learn how to develop your greatest talents into strengths, and use your personalized results to maximize your potential." The CliftonStrengths philosophy is Talent x Investment =

Strength. The self-assessment is included when you purchase one of their books: S*trengthsfinder 2.0. It's the Manager or Strengths Based Leadership.*

Notes

Self-Confidence

"Believe in your ability to accomplish tasks despite setbacks."

Self-confidence is the ability to "Believe in your ability to accomplish tasks despite setbacks." Self-confidence is two-fold. It is the "genuine belief in your ability to accomplish the task at hand." Belief is the keyword here. You must believe in your potential and have faith in what you want to become. Self-confidence is the competency to work on if you struggle with imposter syndrome. Self-confidence is also about knowing your current capabilities, so you can confidently execute tasks, leverage your strengths and trust your judgment.

What areas do you have confidence in and what areas do you need to grow in your confidence? A great resource to develop this area is the book Grit: The Power of Passion and Perseverance by Angela Duckworth.

Summary from the Book: "Folks who are centered/aligned on things like personality, strengths, values, self-confidence, triggers, principles, etc. tend to be highly self aware. When we examine the gap between folks who think they are self aware and folks who actually are, it tends to come down to people not being able to quickly articulate the above mentioned things about themselves."

Notes

Class 3: Leadership Mindset
Prework

Estimated time to complete: 90 minutes
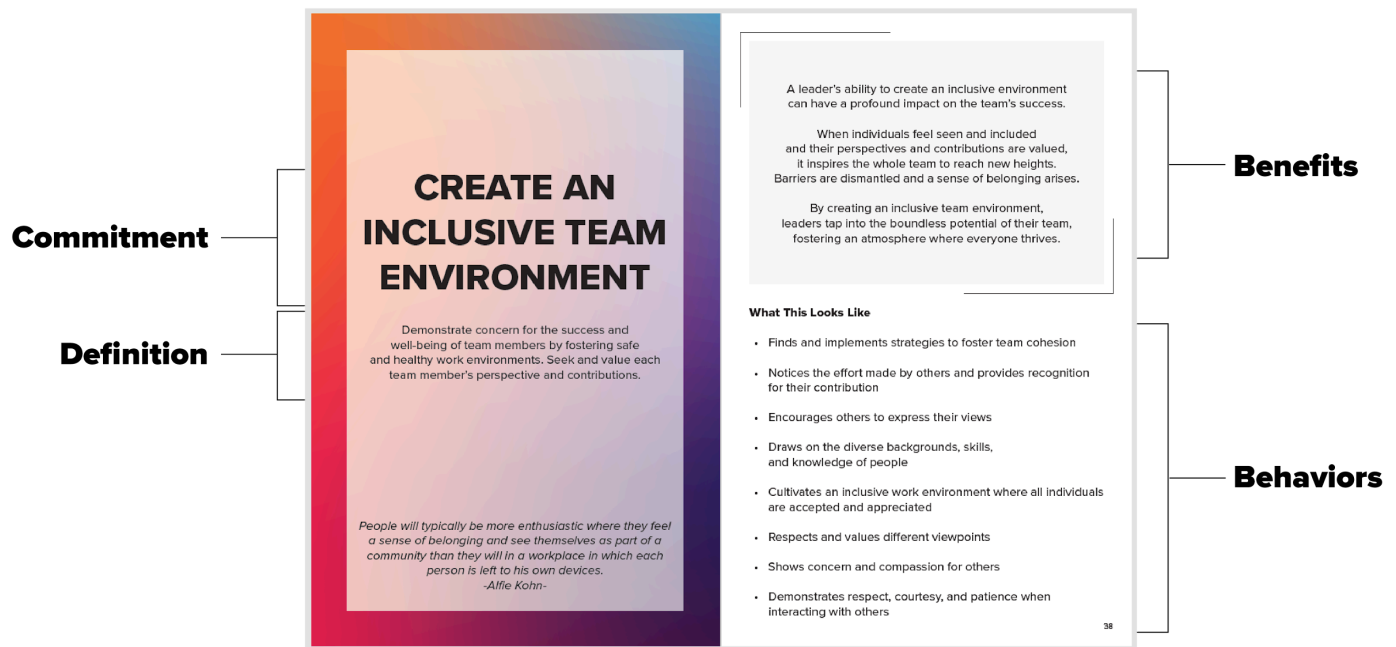
Introduction to the EchoStar Commitments

You are likely familiar with our Manager Commitments which spell out what you are committing to as a leader at EchoStar. What you might not be as familiar with are the behaviors associated with each Commitment. The behaviors are important because they are the outward proof of your proficiency in the Commitments.

We will reference our Commitments and their behaviors throughout this program. Therefore, it's important that you take time now to familiarize yourself with them. Luckily, we have a resource to help you do just that.

Check out A Guide to Your Success. Download this guide. Keep it handy and reference it often.

- This guide is divided into three sections:

    - **Individual Contributors**

    - **Leaders of People**

    - **Leaders of Strategy**

- Read pages 1-8 to learn more about the purpose of this guide and how to use it.

- Because the purpose of this program is to prepare you for possible leadership roles, you should read the **Leaders of People** section. Though we will not focus within this program on all the commitments listed, it's still important that you have an awareness of all of them. Pay special attention to the behaviors. They are the outward proof of your proficiency for each commitment.

- As you attend your upcoming session, continue to make connections between what you read in this guide and the topics covered in class.

A Guide to Your Success Layout

Commitment

Definition

Benefits

Behaviors

CREATE AN INCLUSIVE TEAM ENVIRONMENT

Demonstrate concern for the success and well-being of team members by fostering safe and healthy work environments. Seek and value each team member's perspective and contributions.

People will typically be more enthusiastic where they feel a sense of belonging and see themselves as part of a community than they will in a workplace in which each person is left to his own devices.
-Alfie Kohn-

A leader's ability to create an inclusive environment can have a profound impact on the team's success.

When individuals feel seen and included and their perspectives and contributions are valued, it inspires the whole team to reach new heights. Barriers are dismantled and a sense of belonging arises.

By creating an inclusive team environment, leaders tap into the boundless potential of their team, fostering an atmosphere where everyone thrives.

What This Looks Like

- Finds and implements strategies to foster team cohesion
- Notices the effort made by others and provides recognition for their contribution
- Encourages others to express their views
- Draws on the diverse backgrounds, skills, and knowledge of people
- Cultivates an inclusive work environment where all individuals are accepted and appreciated
- Respects and values different viewpoints
- Shows concern and compassion for others
- Demonstrates respect, courtesy, and patience when interacting with others

By learning about and internalizing our Commitments and their behaviors, you will gain clarity on what is required to be successful at EchoStar. With that clarity, you will be equipped to identify opportunities for improvement and set your course for growth.

Review and compare the behaviors for Curiosity in the Individual Contributor section, p.12, to the Leaders of People section, p. 30. (The behaviors are listed under "What does this look like") What is the main difference in these behaviors?

(record your answer here)

Explore the other behaviors in the Leaders of People section. Find and list 1-3 behaviors you think you are currently demonstrating successfully.

Commitment	Behavior	Action Demonstrated
Example: *Create an Inclusive Team Environment*	*"Encourages others to express their views."*	*During meetings, I ask for my team mates' ideas and feedback.*

Find and list at least 1-3 behaviors that you would like to develop.

Commitment	Behavior	Action to Develop
Example: *Collaborate Effectively with Others*	*"Establishes a wide network of relationships and leverages them to accomplish goals."*	*I would like to grow my network of relationships so I can be prepared to know who is impacted and to find more subject matter experts at the beginning of a project.*

Read the following excerpt from the article: *On the Transition from IC to Manager,* by Dave Bour.

Over the past 10 years, I've been s-l-o-w-l-y making the change from a high-performing individual contributor or HPIC for short, to a Technical Manager. If you're in the same boat or considering the transition, you may be wondering when someone is going to take you aside and say, "psstt — here's how you do it".

Change The Way You Think

Transitioning from a hands-on, technical role into a strategic position will be the most challenging task in your career. It requires an entirely new way of seeing work.

Let's be honest— you've become a high-performing individual contributor because of your ability to:

1. do the work (productivity), or,

2. champion a solution/be the subject matter expert (SME) (knowledge), or,

3. stay hyper-focused on developing your skill set (interest-driven dedication).

But success as a manager will be defined by your ability to:

1. Achieve outcomes without performing the work (delegation), and,

2. Learn how to develop another human being (empathize), and,

3. Elevate your perspective (Big-Picture Thinking), and,

4. Function inter-departmentally (Socialize/Compromise).

Take notice of how the 'ors' become 'ands'. Looking after people and processes comes with more checkboxes and responsibility than managing technology.

We'll learn how to change the way we think by:

- identifying alternative paths to achieve outcome,

- learning how to ask the right questions,

- developing a management style,

- garnering support for our ideas,

- zooming out to see the big picture,

- learning where to look for great talent.

Let's look at how success as a manager differs from success as an HPIC.

Achieving Outcomes

'Doing the work' and delegation are different approaches to the same outcome.

To date, you have excelled by executing a solution. We need a domain? No problem — setup some AD controllers. We need 802.1x? No sweat, you knew this was coming and added the NPS role to the server, utilizing RADIUS for authentication to the corporate WiFi network— what's next?

As a manager in this example, your success no longer depends on your ability to execute this project, rather, it will shift to guiding or training a direct report to identify solutions and plan the project.

While you're ultimately still on the hook for a successful outcome, you can't achieve it by doing the work yourself. Sherpas do not take people to the peak by carrying them.

To practice, we can try an exercise — do you practice yoga? In the Western world, we equate yoga with asana or, holding poses but this exercise is accessible to all.

Exercise: Using only your words, guide me from standing into a forward fold. No touching, no demonstrating — tell me how to move my body to achieve the outcome you want.

Did you start by telling me to bend over? Where, at my knees? Oh, my hips. Okay <proceeds to dump body in a forward motion, achieving a 10% bend>. Now what?

As with any mountain climb, there are many paths that you can take, let's look at one of the many answers to this exercise.

1. Stand up straight with your feet together, hands at your sides.

2. Relax your shoulders, chin up, stick your chest out.

3. Engage your abs to lift up out of your hips.

4. Stick your butt out and slowly bend forward at the hip.

Now, I want you to internalize some things.

First, some paths might be better than others (more efficient/less taxing), but there is no single correct/right path and we often find the better one in hindsight (which is why continuous improvement is so important).

Second, and most important, —***Knowing how to do something isn't the same as telling someone how to do it.***

In a nutshell, this is delegation and learning to do it properly will ensure you become a multiplier of successful projects and outcomes.

Permit Questions To Become Your Answer

The ability to execute a task is entirely different from directing execution of a task.

A key to successfully scaling and sustaining productivity is to become a multiplier. Julie Zhou's book, [The Making of a Manager](#), can be considered required reading on the topic.

Let's take an example of building a server. As an HPIC, you know how to build a server, but as a manager, your direct reports may not have the experience and you will need to guide them without doing it for them. You can achieve this by asking questions such as:

1. If I were not here, where could you find that information? (Discover)

2. What do you think would be some good first steps? (Empower/Plan)

3. How would you recommend we break down the work into manageable chunks? (Plan/Action)

4. So, where do you think we should go from here? (COMBO MOVE)

You'll notice that most of these questions are designed for your report to lead the conversation. While you can provide direction by just telling them how to make the server, you'll ultimately set everyone up for success by helping them equip their own toolset for future projects.

In the story of management, you play the role of guide, not hero.

Scenario: Without a centralized authentication authority, staff are logging into desktops with local accounts. You know that Active Directory is an extensible architecture that expands into Microsoft's Azure AD for a hybrid cloud deployment. This solution would anticipate the company's shift towards a SaaS based, cloud environment. In your weekly 1:1 with a Systems Engineer, you may ask, "Hey — what do you think we should do about all of the local computer logins?" and they say "At my previous job, everyone had an active directory account to login to their computers." So you say "That sounds like a good idea, do you think that would be a good fit for us, too?"

In this scenario, you're beginning to shape strategic outcomes without executing the work yourself.

Again, no single path is the correct one and you may have direct reports who become frustrated or disheartened by your use of the [Socratic Method](#). In order to avoid this, you'll need to learn when to offer support and when to hang back and listen. The unique application of these tools will shape your management style.

Bour, Dave. 2020. "This Article Is Now a Full Fledged Course on Udemy! If You Know Someone Who Would Benefit from It, Message Me for a Code to Take It for Free. I Build IT Teams and Tech for Early Stage Companies." Linkedin.com. November 8, 2020. https://www.linkedin.com/pulse/transition-from-ic-manager-dave-bour/..

Class 3: Leadership Mindset
Instructor Led Class

The Mindset Transition

Leadership Behaviors Activity

UNDESIRABLE BEHAVIORS	INSPIRING BEHAVIORS
What leadership behaviors were they lacking? What were the consequences?	What leadership behaviors were they displaying? What were the results?

Emotional Intelligence & "Me to We"

	SELF	**OTHERS**
AWARENESS	**Self-Awareness** Accurately perceive your emotions, understand your tendencies across situations, and the impact they have on yourself and others.	**Social Awareness** Accurately perceiving the emotions of others and understand what's going on with them. This includes listening, observing and empathy.
MANAGEMENT	**Self-Management** Responding to your self-awareness to direct your behavior appropriately by taking responsibility for your actions and its effect on others.	**Relationship Management** Leverage self-awareness, self-management and social awareness to manage interactions successfully. This includes clear communication, handling feedback and conflict effectively, and building bonds over time.

Notes

Embrace Continuing Learning & Development

"Learning is no longer just preparation for the job, it is the job."
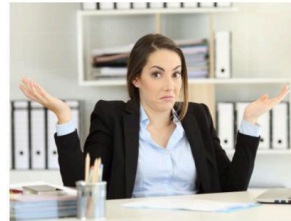-Dave Meier, *The Accelerated Learning Handbook*

The Dunning-Kruger Effect

WHY INCOMPETENT PEOPLE THINK THEY'RE AMAZING

EXPLORE

LEAD

Video: Why Incompetent People Think They Are Amazing by David Dunning

Unconscious Incompetence

1. How do you find out what you don't know?

2. How can you embrace continuous learning and development now and as a manager?

3. Who will hold you accountable?

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Notes

Notes

Your New Leadership Responsibility

Success at Different Levels

Success for ICs	Success for Managers

Video: Let Go of Being an Individual Contributor

Let go of being an individual contributor.

LEAD

[LIL Video: Let Go of Being an Individual Contributor](#)

Notes

Mentorship	Delegation
A mentor is an experienced and trusted individual who provides guidance, support, and advice to help someone (the mentee) grow personally or professionally. Mentors share their knowledge, offer feedback, and help the mentee navigate challenges, often through a long-term, supportive relationship.	Delegation is the process of assigning responsibility and authority to another person to complete a specific task or duty, while still being accountable for the outcome. It involves transferring tasks that can be done by others, allowing for better time management, efficiency, and skill development in teams.

Notes

Your DiSC Leadership Type

DiSC Leadership Types

Go to discprofiles.com

1. Find your DiSC Leadership Type

2. Identify and record your strengths and challenges

3. How do the strengths/challenges of my Leadership Type show up in my current role?

4. How do I anticipate the strengths and challenges of my Leadership Type to show up in my future leadership role?

5. What can I do now to prepare myself to address these leadership challenges?
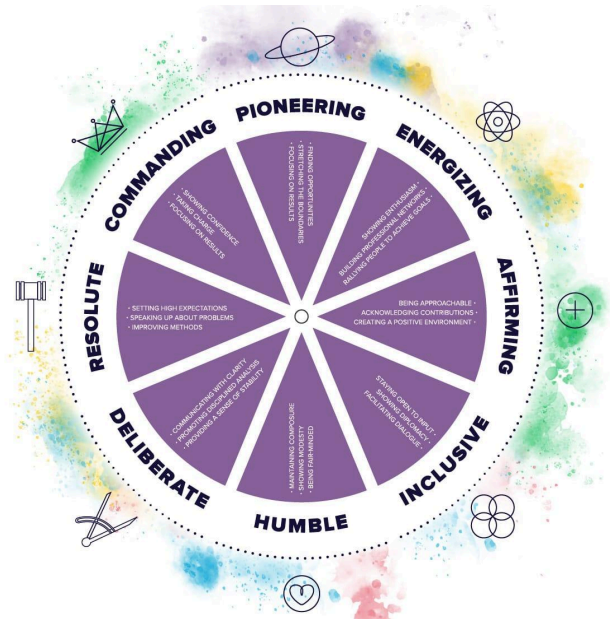
Notes

Key Takeaways for Leadership Mindset

Key Takeaways

What are the benefits of adopting a leadership mindset?

In your learning journal:

- Write down the top three things that impacted you from this class.

- Highlight one you want to develop.

EXPLORE

LEAD

ACTION PLANNING

List 1 to 3 key takeaways from this class below. In your next 1-1 with your manager, discuss these questions:

1. How am I already applying these skills in my role and on our team?
2. How can I apply or grow them?
3. What resources can you provide me?

Action Item: Add them to your Development Plan.

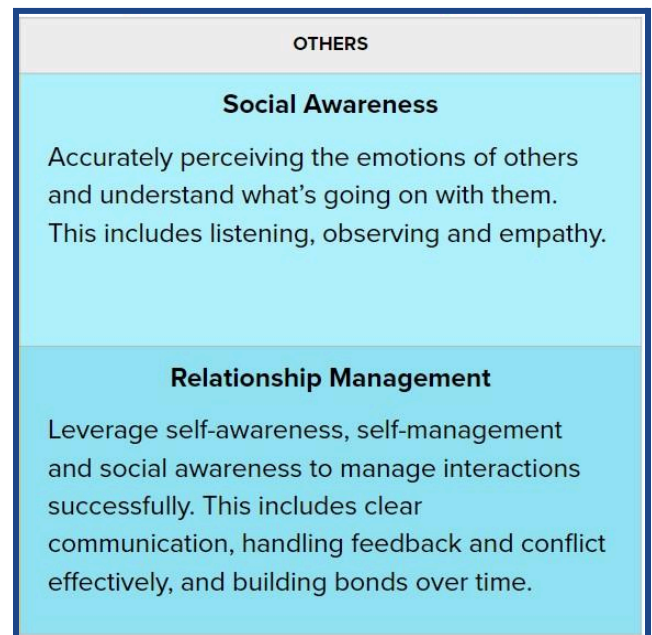## Notes

Class 4: Communication & Collaboration
Prework

Estimated time to complete: 90 minutes

Now that you've had a paradigm shift from "me to we," I'm sure you realize that your success depends on the success of your team. To get things done through people, you must know their personalities, strengths, weaknesses, triggers, values, and motivation.

The foundation for effective communication and collaboration on your team is high Emotional Intelligence, especially on the side of **Social Awareness** and **Relationship Management**.

You will also need to discover how to flex your DiSC Leadership Type to create effective communication and collaboration on your team.

OTHERS

Social Awareness

Accurately perceiving the emotions of others and understand what's going on with them. This includes listening, observing and empathy.

Relationship Management

Leverage self-awareness, self-management and social awareness to manage interactions successfully. This includes clear communication, handling feedback and conflict effectively, and building bonds over time.

The Role of Emotional Intelligence in Communication & Collaboration

Empathy & Psychological Safety

Empathy is accurately sensing and understanding others' emotions and taking an active interest in their needs and concerns. **Psychological safety** is "a sense of confidence the team will not embarrass, reject, or punish someone for speaking up with ideas, questions, concerns or mistakes. It is a shared belief that the team is safe for risk-taking. It describes a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves." This includes valuing their contributions and appreciating diversity of thought. Empathy and psychological safety are two elements leaders need to leverage social awareness and manage relationships well.

View the video Extending Empathy from LIL: Leading with Emotional Intelligence by Britt Andreatta, Ph.D.

According to the video, what is empathy?

What is the platinum rule, and how can you apply it to your work relationships?

Interview a Colleague

View the videos Understanding Humans at Work and Creating Safety and Inclusion from LIL: Leading with Emotional Intelligence by Britt Andreatta, Ph.D. Then, interview a peer colleague on your team with whom you collaborate on projects and work-related activities to find answers to the following questions.

Colleague's name:
What motivates them? What are their workplace priorities?
What do they value? What are their life rules?
What are their triggers? What causes them stress?

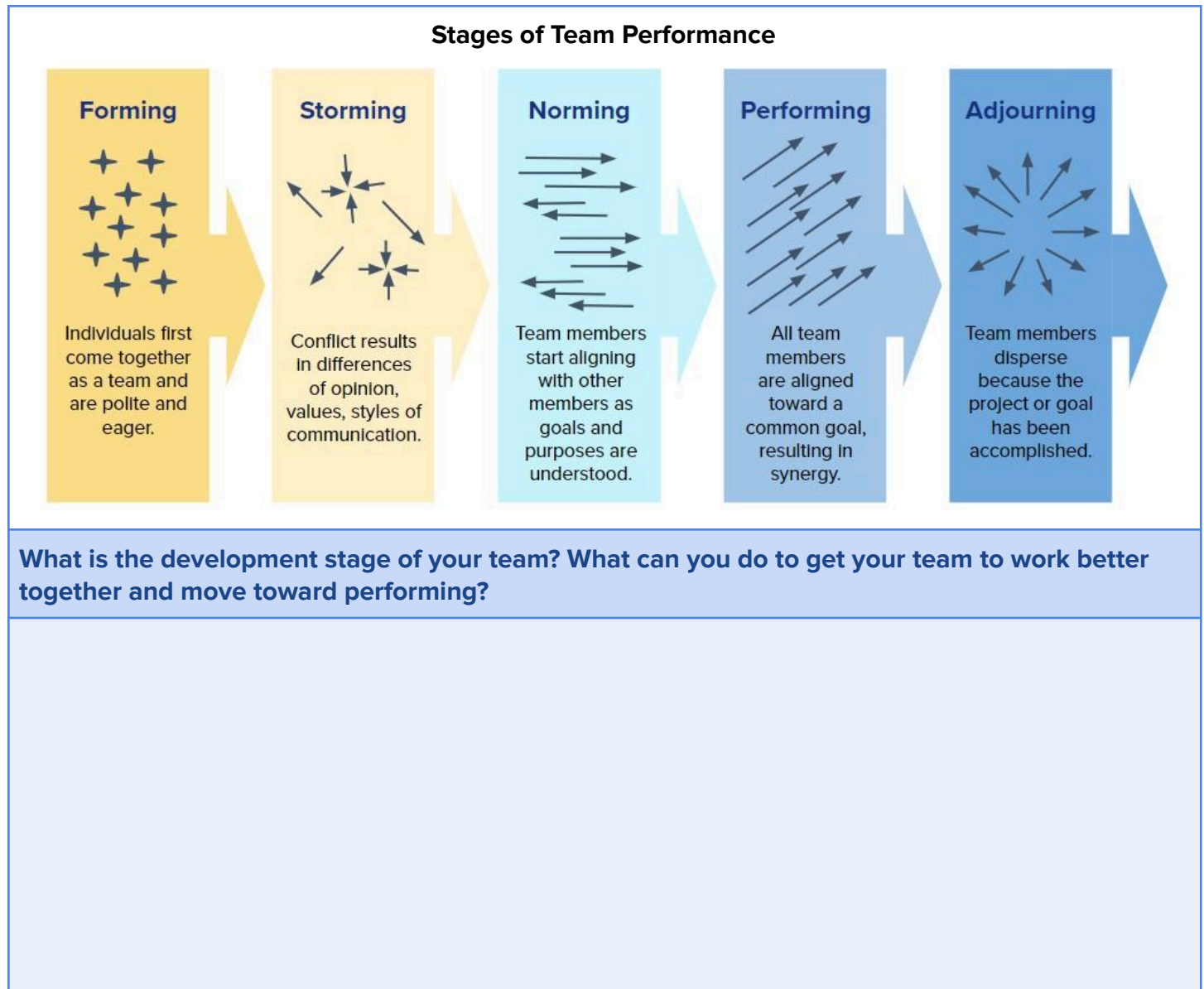**Do they feel respected and valued for their contribution?**

Do they feel included or excluded from the team?

How can you make this person feel more valued, respected, and included?

Bonus question: What is their DiSC Style?

Organizational Awareness

Organizational awareness is reading the forces that shape the organization, including power, influence, values, and external pressures.[6] Organizational awareness is empathy in a social situation. View the video Understanding Team Dynamics from the LinkedIn Learning course, *Project Management Foundations,* by Bonnie Biafore.

Stages of Team Performance

Forming	Storming	Norming	Performing	Adjourning
Individuals first come together as a team and are polite and eager.	Conflict results in differences of opinion, values, styles of communication.	Team members start aligning with other members as goals and purposes are understood.	All team members are aligned toward a common goal, resulting in synergy.	Team members disperse because the project or goal has been accomplished.

What is the development stage of your team? What can you do to get your team to work better together and move toward performing?

[6-3] Andreatta, Britt. 2018. Leading with Emotional Intelligence. LinkedIn Learning.

Class 4: Communication & Collaboration
Instructor Led Class

Use this section for note-taking during the instructor-led class time.

What is Communication & Collaboration?

Communication & Collaboration

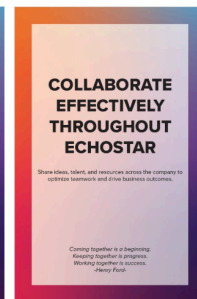**What is it?**

Communication

A process by which information is exchanged between individuals through a common system of symbols, signs, or behavior (verbal and non-verbal).

Collaboration

To work jointly on an activity or intellectual endeavor, especially to produce or create something.

TREK — LEAD

A Guide to Your Success

PROVIDE EXCELLENT COMMUNICATION

Deliver effective messages through all channels. Communication is two-way; great managers are also great listeners.

How well we communicate is not determined by how well we say things but how well we are understood. -Andrew Grove-

COLLABORATE EFFECTIVELY THROUGHOUT ECHOSTAR

Share ideas, talent, and resources across the company to optimize teamwork and drive business outcomes.

Coming together is a beginning. Keeping together is progress. Working together is success. -Henry Ford-

How does EchoStar define Communication and Collaboration?

(Pages 40 and 42)

LEAD

A Guide to Your Success

Notes

Why is it important?

Communication & Collaboration:
One of the most requested skills for ICs moving into management.

L≡AD

Why are Communication and Collaboration important to EchoStar?

Communication

Excellent communication is critical for organizational success.

It ensures that information flows seamlessly, fostering timely decision-making and collaboration.

To be effective, leaders must choose the right channels, convey the right messages, and find the right timing. Moreover, they maintain authenticity and demonstrate active listening to build trust and credibility.

Done poorly, the outcome can be destructive, sapping time, impeding progress, and eroding trust among team members.

Collaboration

Teamwork fuels creativity, enhances problem-solving, and leads to better decisions and fewer mistakes.

True success lies not in individual achievements, but in the collective accomplishments of a team, department, or organization.

By actively engaging in open dialogue and collaboration, we can learn from each others' knowledge, better identify blind spots, build on each others' ideas, and reach shared goals that propel EchoStar forward.

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Notes

The Emotional Intelligence Connection

	SELF	OTHERS
AWARENESS	**Self-Awareness** Accurately perceive your emotions, understand your tendencies across situations, and the impact they have on yourself and others.	**Social Awareness** Accurately perceiving the emotions of others and understand what's going on with them. This includes listening, observing and empathy.
MANAGEMENT	**Self-Management** Responding to your self-awareness to direct your behavior appropriately by taking responsibility for your actions and its effect on others.	**Relationship Management** Leverage self-awareness, self-management and social awareness to manage interactions successfully. This includes clear communication, handling feedback and conflict effectively, and building bonds over time.

What skills are needed?

1. Observing
2. Listening
3. Empathy
4. Clear Communication

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Notes

Observing

"It takes practice to really watch people as you interact with them and get a good sense of what they are thinking and feeling. At times you feel like an anthropologist. Anthropologists make their living watching others in their natural state without letting their own thoughts and feelings disturb the observation." - Emotional Intelligence 2.0, by Greaves Jean and Travis Bradberry

Observe the Individuals on Your Team

- Motivation
- Values, "life rules"
- Triggers & Stressors
- Feeling Respected & Valued
- Feeling Included or Excluded
- Bonus: What is their DiSC Style?

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Activity: Impact of Colleague Interview

Now that you are more socially aware of your colleague,
how does this new information impact your working relationship?

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Notes

Listening

	Notes
LIsten to Your Team Are you a *Good* Listener? LEAD	
What is Active Listening? "Active listening, as opposed to passive listening, is an intentional act meant to demonstrate that we have heard what the other person has said." What are *some of the signs* of Active Listening? LEAD	
When, Why and the Impact of Active Listening "Active Listening Skills: 7 Steps for Managers - Risely." 2022. February 9, 2022. https://www.risely.me/active-listening-skills-7-steps-for-managers/#what-is-active-listening. LEAD	

Active Listening Dialogue

Active Listening Dialogue 1

Are you okay?

This project is stupid! I'm so frustrated!

Active Listening Dialogue 2

Oh, what's going on? Why do you feel that way?

I've got too much on my plate, this project is pointless and it feels like no one cares what I think.

Active Listening Dialogue 3

Oh, tell me more...when did you start feeling this way?

Last week, when this project was assigned, I told our manager the reason why it was not a good idea, but she ignored me and added it onto the mountain of work I already have.

Active Listening Dialogue 4

If I'm hearing you correctly, you believe this project isn't worth the time and you're frustrated because our manager seems to be ignoring your input?

Yeah! That's right!

Active Listening Dialogue 5

I can see why you are frustrated since your strength is efficiency. What can you do to move yourself forward?

Hmmmm....(thinking) I can put together some data showing why this project isn't worth our time and energy.

Reflective Listening Dialogue 6

That's a great idea! How can I support you?

Can you send me the data from the last project we worked on?

Sure! Great idea! I think she'd like to see the results of the other project, too.

What is the listener's responsibility?

Active Listening Activity

Active Listening Pair-Share Activity

Talk with a partner about:

A challenge you're having at work

OR

What you do at Echostar

Both people can utilize active listening skills while you have an authentic conversation. You only have to get as deep as you want!

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Active Listening Debrief

What did you learn about yourself during this activity?

- As the listener?
- As the speaker?
- What were your main takeaways?

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Notes

Empathy

Empathy is…
"Awareness and connection to others' feelings, needs and concerns."
Britt Andreatta, LIL: Leading with Emotional Intelligence

	Empathy is…	Empathy is not…
Brené Brown on Empathy ▶ Brené Brown on Empathy		

Notes

Empathy Reflection

"Expressing empathy is an incredibly vulnerable position."

1. Think-Write Activity: Reflect on a time someone demonstrated empathy in the work place (to you or someone you know). What behaviors did they display? What was the impact?

2. Pair-Share your story in a breakout room.

Activity: Treasure Hunt
Observing - Listening - Empathy

Go through *A Guide to Your Success*, **Leaders of People** section and look for behaviors that demonstrate ***observing, listening and empathy*** within these three Manager Commitments:

    1) Create an Inclusive Team Environment
    2) Collaborate Effectively
    3) Provide Excellent Communication

Commitment	Topic & Behavior	Impact?
Example: Provide Excellent Communication	*Listening, "Listens patiently to others, without interrupting, to hear their points of view."*	*The other person will feel heard and valued.*

LEAD

Notes

Empathy Leads to Psychological Safety

What is Psychological Safety?

Psychological safety is a shared belief that team members are safe to take risks, share ideas, and make mistakes without fear of negative consequences.

- Harvard Business Review

Gallo, Amy. 2023. "What Is Psychological Safety?" Harvard Business Review. February 15, 2023. https://hbr.org/2023/02/what-is-psychological-safety.

LEAD

Create an Inclusive Environment - Debrief

You are responsible for providing:

- Psychological safety
- Inclusion
- Unbiased decisions
- Empathy
- Ownership of issues

LEAD

Psychological Safety & Inclusion on Your Team

- Think about and write down a time when you experienced safety and inclusion on a team.
- What did the leader do to create this environment?
- How did it impact your performance?

Notes

Social Awareness on Teams

Observe Your Team Dynamics

Team Dynamics (Organizational Awareness): the behavioral relationships between members of a team. How a team interacts, communicates, and works together has a dramatic impact its success in meeting its goals.
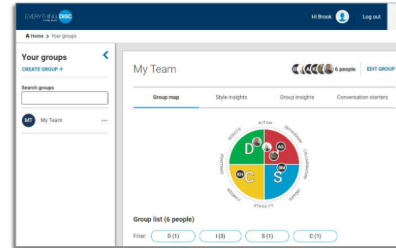
"7 Characteristics of Winning Team Dynamics." n.d. HSI. https://hsi.com/blog/7-characteristics-of-winning-team-dynamics#:~:text=Team%20dynamics%20are%20the%20behavioral.

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Your Groups
on Catalyst.everythingdisc.com

Your Groups on Catalyst.everythingdisc.com

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Your Groups on Catalyst.everythingdisc.com

Notes

Stages of Team Performance Video: "[Forming, Storming, Norming, Performing, and Adjourning (as Told by the Fellowship of the Ring)](#)." 2018. YouTube Video.
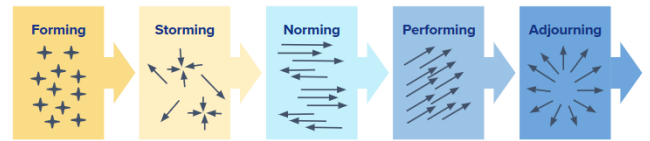
Stages of Team Performance
According to *The Lord of the Rings*

Phase 1: Forming

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Your Team's Performance

Forming → Storming → Norming → Performing → Adjourning

1. Based on what we've learned today, what additional strategies can you apply to help move your team forward to PERFORMING well?

2. Share about your team's stage of performance, where you think you're at, and how to apply these new skills.

3. Use *A Guide to Your Success* to identify behaviors in **Provide Excellent Communication, Collaborate Effectively** and **Create an Inclusive Environment**

Notes

Clear Communication

Clear communication in a relationship, viewed through the lens of emotional intelligence, means expressing thoughts and feelings openly and honestly, while actively listening to another's perspective, understanding their emotions, and responding in a way that fosters empathy and connection, avoiding misinterpretations and building a strong foundation of trust; essentially, it's communicating directly, with consideration for both your own emotions and another's feelings.

Flexing to other DiSC Styles

Improve clear communication by flexing to another's DiSC style

Go to Catalyst.everythingdisc.com > Workplace >

Build better relationships >

Even though we all want good working relationships, that often means different things to different people. That's why building better relationships starts with understanding where someone's coming from and learning how to meet them where they are.

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Catalyst.everythingdisc.com

Notes

Key Takeaways for Communication & Collaboration

Key Takeaways

Why are observing, listening, empathy and clear communication important for leaders to develop?

In your learning journal:

- Write down the top three things that impacted you from this class.
- Highlight one you want to develop.

EXPLORE LEAD

ACTION PLANNING

List 1 to 3 key takeaways from this class below. In your next 1-1 with your manager, discuss these questions:

1. How am I already applying these skills in my role and on our team?
2. How can I apply or grow them?
3. What resources can you provide me?

Action Item: Add them to your Development Plan.

Notes

Class 5: Feedback & Conflict Management
Prework

Estimated time to complete: 90 minutes

Psychological Safety Note for Participants

Resolving issues and conflicts quickly are necessary skills for ICs before moving into management. This class will take you through the process of resolving conflicts and require you to be honest with yourself for the best outcome. Participants will not be required to share any details about their conflicts during the webinar. If they are shared, we ask that you keep them confidential. Because of the nature of the content for Class 5, we recommend that you plan for webinar participation at a private location where you will feel comfortable sharing openly**.**

Your Response to Conflict at Work

Log into LinkedIn Learning and watch the video: [Team Conflict is Necessary for Success](#), by Henna Inam.

1. **Describe a recent conflict you experienced at work. Who was involved and what was it about?**
(record your answer here)
2. **How did the conflict make you feel? (Angry, worried, anxious, excited?)**
3. **What was your reaction? (Fight, flight, freeze?) Is this your typical default reaction to conflict?**

4. What are your beliefs about conflict that cause your reaction?

5. What's the impact of your default reaction on the team and goals?

6. How can you become more effective in responding to team conflict?

Anatomy of a Conflict

Log into LinkedIn Learning and watch the video: [Playing the name, blame, claim game](#), by Lisa Gates.

Name: In the conflict example from the previous question, what are you being deprived of?
Blame: Who's doing the depriving?
Claim: What value, social norm, or rule are they breaking?

DiSC Styles in Conflict

Just like DiSC can help you understand yourself and others, it can also show how each DiSC style handles conflict. The overview below shows the destructive and productive conflict tendencies typical for each DiSC style. Read the next two tables and answer the questions that follow.

DiSC Styles - Conflict Tendencies				
	D	I	S	C
Destructive Tendencies	Insensitivity, impatience, creates win-lose situations, refuses to bend, overpowers others	Becomes overly emotional, talks over others, impulsiveness, glosses over tension, makes personal attacks	Withdraws, gives in to please others, ignores problems, lets issues simmer beneath the surface, avoids tension	Defensiveness, uses passive - aggressive tactics, becomes overly critical, isolates self, overanalyzes the situation
Productive Tendencies	Straightforward with opinions, acknowledges tough issues, willingness to have objective debates	Communicates empathy, encourages open dialogue, provides reassurance, verbalizes emotions	Shows flexibility, looks out for people's feelings, communicates tactfully, listens to others, finds compromises	Finds the root cause of the problem, sorts out all the issues, gives people space, focuses on the facts

DiSC Styles in Action During Conflict Here are the goals, overuses and fears of each DiSC style during conflict.				
	D	I	S	C
Goals	Victory, results, personal accomplishment	Approval, understanding, openness	Agreement, acceptance, peace	Fairness, rational decisions, accuracy
Overuses	The need to win, impatience, bluntness	Passion, impulsivity, outspokenness	Passive resistance, compromise	Restraint, analysis, rigidness
Fears	Being taken advantage of, appearing weak	Rejection, not being heard, disapproval	Letting people down, facing aggression	Being wrong, strong displays of emotion

Your DiSC Style in Conflict

Refer to the previous tables on DiSC Styles During Conflict to answer the following questions

How does your DiSC style contribute to the issue or conflict you recorded?
(record your answer here)
If you know or can guess the DiSC style of the other person involved with this issue/conflict, how does their style contribute?
How can you leverage your DiSC style to resolve this conflict using effective communication and collaboration? What can you say and do?

Class 5: Conflict Management
Instructor Led Class

Use this section for note-taking during the instructor-led class time.

Giving & Receiving Feedback

Is Feedback Necessary?

Do you agree or disagree?

- Feedback is critical to improving individual and organizational performance.
- Most people would say they don't get enough feedback and want more.
- People want both positive and constructive feedback.
- Feedback often causes interference due to how it's delivered.

EXPLORE   L=AD

Feedback Stats

- 57% preferred corrective feedback.
- 43% preferred praise/recognition.
- 72% said they thought their performance would improve if their managers would provide corrective feedback.
- 92% of the respondents agreed with the assertion, "Negative (redirecting) feedback, if delivered appropriately, is effective at improving performance."

EXPLORE   L=AD

"People want corrective feedback, even more than praise, if it's provided in a constructive manner. By roughly a three to one margin, they believe it does even more to improve their performance than positive feedback." - Harvard Business Review

HBR Article: Your Employees Want the Negative Feedback You Hate to Give

Notes

Feedback Best Practices

Be Specific

Be Objective

Be Timely

Feedback Best Practices

Empty their glass first by asking:

- What worked?
- Where did you get stuck?
- What would you do differently?
- Then say, "I agree and…"

Fill their glass by saying
"I agree and…_____"

- Be Specific.
- Be Objective.
- Be Timely.

Notes

Feedback Best Practices

How to Receive Feedback

1. Be proactive by asking for feedback

2. Assume a non-defensive posture

3. Keep an open mind

4. Acknowledge that you've received the feedback

EXPLORE

LEAD

Notes

Conflict 101

"The quality of our lives depends not on whether or not we have conflicts, but on how we respond to them." - Thomas Crum

Causes of Workplace Conflict

Conflict arises because employees:

- ☐ Have different points of view:
  - ☐ Misunderstandings
  - ☐ Misalignment
- ☐ Communicate differently
- ☐ Spend a lot of time together
- ☐ Depend on others to complete work
- ☐ Have unclear expectations
- ☐ Experience circumstances beyond your control

Notes
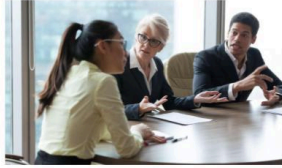
Healthy vs Unhealthy Conflict	
Conflict is HEALTHY when it...	**Conflict is UNHEALTHY when it...**

Diagnosing Team Conflict

	Notes
Is Your Team Conflict Healthy or Unhealthy? "To handle conflict effectively, we must first diagnose whether it's healthy or unhealthy." LIL Video: *Is Your Team Conflict Healthy or Unhealthy?* by Henna Inam LIL video: Is Your Team Conflict Healthy or Unhealthy?	
Diagnosing Team Conflict "Healthy team conflict moves teams towards achieving their shared goals." - Henna Inam • Does the conflict help the team explore different perspectives to make better decisions? • Does the conflict help the team move forward toward their goals? • Does the conflict help build productive work relationships that enhance trust? EXPLORE LEAD	

Conflict Behavior Self-Assessment	Rating				
	1 NEVER	2 RARELY	3 SOMETIMES	4 FREQUENTLY	5 ALWAYS
I allow team members to openly share their unique perspectives.	☐	☐	☐	☐	☐
I take action on ideas from others different from my own.	☐	☐	☐	☐	☐
I engage in and encourage debate about ideas and solutions.	☐	☐	☐	☐	☐
While team members may have different viewpoints, I focus on achieving common team goals.	☐	☐	☐	☐	☐
I communicate with a tone of respect that builds trust.	☐	☐	☐	☐	☐
Discussion: When you become a manager, how will you address your behavior to facilitate a healthy team dynamic?					

Conflict Resolution Strategy #1
Know your DiSC Style conflict tendencies and actions

DiSC Styles - Conflict Tendencies

	D	I	S	C
Destructive Tendencies	Insensitivity, impatience, creates win-lose situations, refuses to bend, overpowers others	Becomes overly emotional, talks over others, impulsiveness, glosses over tension, makes personal attacks	Withdraws, gives in to please others, ignores problems, lets issues simmer beneath the surface, avoids tension	Defensiveness, uses passive - aggressive tactics, becomes overly critical, isolates self, overanalyzes the situation
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Conflict Resolution Strategy #2

Conflict Resolution Strategy #2

LIL Video: *Distinguish Fact From Fiction,* by Lisa Gates

EXPLORE   LEAD

LIL Video: Distinguish Fact From Fiction,
Lisa Gates

Conflict Resolution Strategy #2
(continued)

Distinguish Fact from Fiction

"What gets us into trouble when something happens that upsets us is not the facts, but the story we tell ourselves about those facts."

1. How are you behaving about the issue?
2. What stories are you using to justify your behavior?
3. What feelings does your story generate?
4. What might also be true?
5. How can you take your part in the conflict?

EXPLORE   LEAD

Notes

Conflict Resolution Strategy #3

Conflict Resolution Strategy #3

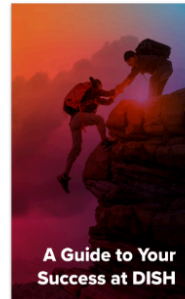**LIL Video: *Opening the Conversation,* by Lisa Gates**

EXPLORE   LEAD

LIL Video: [Opening the Conversation](), Lisa Gates

Activity: A Guide to Your Success

A Guide to Your Success at DISH

Which behaviors from the **Leaders of People** section support:
- Giving and receiving feedback
- Conflict Management

Look at these Manager Commitments:
- CPAW
- Create an Inclusive Team Environment
- Collaborate Effectively Throughout EchoStar
- Provide Excellent Communication
- Commit to Continuous Development *NEW!*
- Coach and Develop Your Team Members *NEW!*

LEAD

Notes

Key Takeaways for Conflict Management

Key Takeaways

Conflict resolution is the most requested topic from this audience of learners. Why do you think we waited until class 5 to teach it instead of class 1 or 2?

In your learning journal:

- Write down the top three things that impacted you from this class.

- Highlight one you want to develop.

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ACTION PLANNING

List 1 to 3 key takeaways from this class below. In your next 1-1 with your manager, discuss these questions:

1. How am I already applying these skills in my role and on our team?
2. How can I apply or grow them?
3. What resources can you provide me?

Action Item: Add them to your Development Plan.

Notes

Class 6: Action Planning

Prework

Estimated time to complete: 90 minutes

Envision Yourself as a Leader

Take a few minutes to envision yourself as a future people leader. What are the most important traits you would hope to possess for your new team? What strengths would you hope to contribute? Do you have a specific role in mind?

(record your answer here)

## Identify Leadership Skills You Want to Develop

Now that you've been exposed to the leadership skills required for a new manager, let's review your key takeaways and competencies.

Copy and paste your most important "Key Takeaways" from each class below. If needed, rewrite them as skills you want to develop. Then sort them from most important to least important to develop in the next 3-6 months.

(record your answer here)

Our Development Model

At EchoStar we have a three part approach to employee development that includes Experience, Exposure and Education. Find out how you can own your own development below.

**10%
Education**

LEAD

**20%
Exposure**

**70%
Experience**
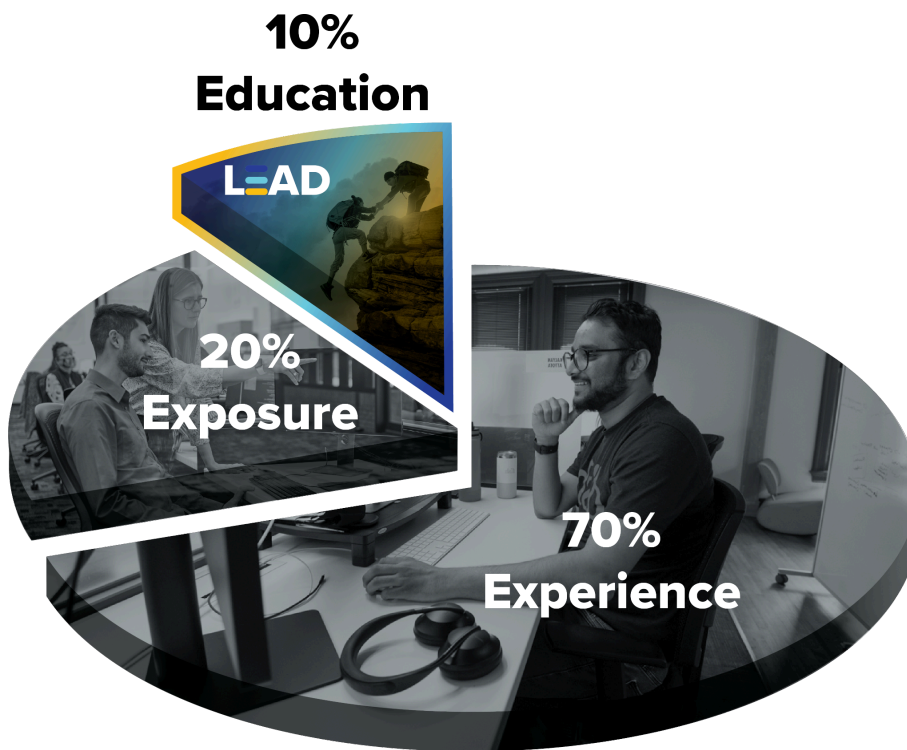
Experience is 70% of Your Development

Your primary source of development happens in your current role, including the assignments you receive and feedback from others. Some examples include:

- Continuing to learn new skills and grow in your current role
- Taking on new, challenging assignments
- Volunteering for projects
- Presenting own work
- Mentoring new employees
- Scheduling time to learn about the current department
- Training others
- Delivering feedback to reports, peers, leadership
- Leading staff meetings
- Seeking out and receiving meaningful feedback
- Being curious, asking questions, learning more every day
- Taking smart risks and learning from mistakes

Exposure is 20% of Your Development

This kind of development occurs when you are given special assignments, volunteer for committees, or reach out and learn about the work of others. Some examples include:

- Taking on special cross-functional projects
- Getting involved in setting team and/or organization strategy
- Learning from peers
- Getting insights from a career mentor
- Gaining greater autonomy and decision-making authority
- Managing additional areas
- Taking on an assignment in an area outside of expertise
- Visiting and learning about other locations in our company
- Gaining exposure to staff positions (for operation employees)
- Gaining exposure to operation positions (for staff employees)
- Leading/managing a project
- Presenting work to the next level
- Serving on a task force/committee
- Serving on a board
- Joining a professional organization

Education is 10% of Your Development

Development in this area includes LEAD programs, such as Explore 1, and other internal training classes, online courses, self-study, or attending a seminar. Some examples include:

- LEAD Pathway courses
- LinkedIn Learning
- Other internal training courses
- Reading job-related and/or leadership books, articles, etc.
- Consuming free online education (edX, podcasts, Ted Talks, etc.)

The Explore 1 course constitutes just 10% of your overall development. This 10% should be integrated into the remaining 90% of your development, which includes the 70% from experience within your current role and the 20% from exposure to other roles. Consider how the skills presented in this course can influence and enhance your performance in the 90% and create an action plan below. Achieving proficiency in these skills is key to upward movement in the company. Reflect on how you can apply what you've learned in this course to your current role.

Class 6: Action Planning
Instructor Led Class

Looking Back on the Journey

Looking Back on the Journey

- Your DiSC Style
- Emotional Intelligence
- Leadership Mindset
- Guide to Your Success
- Communication & Collaboration
- Giving & Receiving Feedback
- Conflict Management

EXPLORE   LEAD

Quiz Your Classmates!

1. In breakout rooms, discuss some of your top key takeaways from the course.
2. You and your group will design three multiple-choice quiz questions from the material you share.
3. Be prepared to share these questions with your facilitator.
4. Get creative and have FUN!

EXPLORE   LEAD

Instructions for creating Quiz Questions: Use what you discussed from your breakout room to create three quiz questions for your classmates to see how much they remember from this course. These questions can be as broad or specific as you want but must be relevant to the Explore 1 content. **Write questions in multiple-choice format, including correct answers**. Record your questions in a Google Doc and be prepared to share them with your facilitator. You will join another group to swap questions and quiz each other.
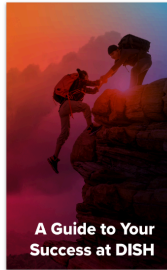
Notes

A Guide to Your Success

A Guide to Your Success

Competencies emphasized in Explore 1:

- CPAW
- Create an Inclusive Team Environment
- Collaborate Effectively Throughout EchoStar
- Provide Excellent Communication
- Commit to Continuous Development
- Coach and Develop Your Team Members

≡EXPLORE   LEAD

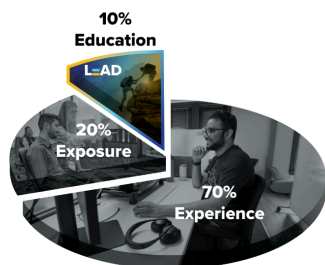**A Guide to Your Success at DISH**

Discussion Questions:

1. When followed correctly, what do these commitments produce in myself, my team and the company?
2. Why is this standard of behavior important?
3. How do you think you will use this guide going forward

Notes

Our Development Model

Our Development Model

10% Education

20% Exposure

70% Experience

70/20/10

Talent Management Development Model:

- **70% Experience**
- **20% Exposure**
- **10% Education**

EXPLORE

LEAD

Group Discussion:
- What are you doing right now in the 70/20?
- What ideas do you have to add to your experience and exposure categories?
- How can you bring this development model to your team?

Notes

Action Planning: Select the Top Skills for Improvement

Select 1-3 of the most important skills to focus on improving from your lists above. Think about and describe specific ways you could apply these skills and behaviors in your current role and record them below. Use the list of examples from Experience (70%) and Exposure (20%) of Our Development Model for ideas. **Once you've completed this activity, discuss your plan with your manager for more ideas and guidance**.

Example:

	Skill #1
Skill to develop.	*Empathy*
Which competency is it connected to in "A Guide to Your Success" (ie: Curiosity, Collaborate with Others, etc.)	*Create an Inclusive Team Environment, p.37-38*
What does success look like for this skill/behavior? How will you measure success and know that you have achieved it?	*Find and implement strategies to foster team cohesion* *Encourage others to express their views* *Respect and value different viewpoints* *Show concern and compassion for others* *Demonstrate respect, courtesy, and patience when interacting with others*
What topics or tools from Explore 1 support developing this skill?	*DiSC, emotional intelligence, conflict management, active listening, collaboration*
How will you apply these skills in your current role?	*During project meetings, I will pay attention to my emotions and the emotions of others when there is disagreement and use self-management strategies to keep the conversation productive. I will actively listen and show respect to others' points of view. I will apply conflict resolution strategies to gain alignment when we disagree.*
Are there any potential barriers and how might you overcome them? What support will you need?	*Pre-existing team dynamics might be a challenge to change. Due to differing DiSC styles (I'm an Si, and my boss is a D), it is my tendency to accommodate when I really need time to reflect and assess before jumping into a task given by my boss. With this knowledge, I will consciously flex into the D style while also making known my needs as an Si. For example, when he requests a task to be done right away, I will commit and also ask why.*

Fill out your top 1-3 skills to develop on the following pages.

	Skill #1
Skill to develop.	
Which competency is it connected to in "A Guide to Your Success" (ie: Curiosity, Collaborate with Others, etc.)	
What does success look like for this skill/behavior? How will you measure success and know that you have achieved it?	
What topics or tools from Explore 1 support developing this skill?	
How will you apply these skills in your current role?	
Are there any potential barriers and how might you overcome them? What support will you need?	

	Skill #2
Skill to develop.	
Which competency is it connected to in "A Guide to Your Success" (ie: Curiosity, etc.)	
What does success look like for this skill/behavior? How will you measure success and know that you have achieved it?	
What topics or tools from Explore 1 support developing this skill?	
How will you apply these skills in your current role?	
Are there any potential barriers and how might you overcome them? What support will you need?	

	Skill #3
Skill to develop.	
Which competency is it connected to in "A Guide to Your Success" (ie: Curiosity, Collaborate with Others, etc.)	
What does success look like for this skill/behavior? How will you measure success and know that you have achieved it?	
What topics or tools from Explore 1 support developing this skill?	
How will you apply these skills in your current role?	
Are there any potential barriers and how might you overcome them? What support will you need?	

Action Plan Share

Share with a partner one or more of the top skills you identified for improvement.

1. Read your action plan to your partner.

2. Ask for feedback.
   (Specific, Objective, Timely)

3. **How can you hold each other accountable?**

EXPLORE   LEAD

Congratulations!

You have completed this program! Now what?

Here is your Call to Action:

- Complete the Post Program Survey sent via email
- Meet with your manager and discuss your Development Plan
- Look out for follow-up survey at 3 months to find out if you are having regular conversations with your manager about your goals and development plans