

A full-page background image showing two hikers on a rocky mountain peak. One hiker, wearing a red backpack and tan pants, is climbing up. The other hiker, wearing a black beanie and a dark jacket, is reaching down to help them. The sky is filled with dramatic, grey clouds, and the sun is low on the horizon, creating a warm, golden glow on the rocks and the hikers' hands.

Program

Workbook

For the best user experience, download this workbook in Adobe Acrobat. This PDF is interactive, with fillable sections, drop-down menus, check boxes, and the ability to save your work to your computer or Google Drive. It provides step-by-step instructions, much like a user manual, and is designed to ensure your success from day 1.

ASCEND 2

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All blue text in this workbook is hyperlinked and is designed to improve the user-experience.

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The DISH Way

Believe It, Model It, Expect It

Champion our Culture. This includes the Vision, Mission, Values, and Principles.

Leads

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.

Collaborate Effectively Throughout DISH

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

Provide Excellent Communication

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

Builds

Coach and Develop Your Team Members

Opportunity is our most valuable benefit at DISH. Equip team members to grow in their careers and reach their full potential.

Hire the Best Team

Hire exceptional people who have Energy, Intelligence, a Need to Achieve, and demonstrate our values. They will make our teams better.

Commit to Continuous Development

Be dedicated to being introspective and actively seek to develop ourselves. Strive to get better every day.

Delivers

Own the Mission and the Message

Good storytellers know the why and can communicate an inspiring vision of the future and connect the team to the mission.

Set Clear Strategy and Goals

Know what we need to deliver and why it matters to our customers and our company. Have total commitment to reach our goals.

Deliver Exceptional Results

Have high standards of excellence and a bias for action. Meeting expected outcomes is key to business success.

A photograph of two hikers on a rocky mountain peak. One hiker is standing and reaching out, while the other is climbing. The background shows a blue sky and a sunset or sunrise. The image is partially obscured by a large white curved shape on the right side of the page.

manager commitments

The DISH logo, featuring the word "dish" in a lowercase, sans-serif font. The "i" has a unique design with three dots above it. The logo is white and positioned at the bottom right of the page, overlapping the large white curved shape.

dish™

Before You Begin

Program Overview

Program Overview

Welcome to Ascend 2, a program designed for mid-level leaders to strengthen their proficiency and demonstration of the Manager Commitments.

Every leader's journey is distinctive, and Ascend 2 offers the freedom to curate your own learning pathway, based on your areas of greatest need. This Workbook will serve as your guide as you customize your program. Begin by taking the Manager Commitments self-assessment to determine your strengths and areas for growth. Then, discuss the assessment results with your manager to determine the courses that would be best for you.

During this program, you will measure and track your progress using this Workbook and by reflecting on your learning in a post-class reflection following each course. Throughout the program, you will be building new skills, gaining new insights, and expanding your toolbox. By the end of the program, you will choose one reflection that you would like to convert into an Action Plan. This Action Plan will be the driving force behind your Capstone Presentation, as you will showcase the outcome during the presentation.

Capstone Overview

During the Capstone, you will present on the outcome of your Action Plan. This is an opportunity for you to share:

- What you executed on
- What you learned during the process
- What you would change if you could do it again
- What worked / What didn't

During your capstone presentation, peers will also provide valuable feedback, share their journey, and discuss strategies to enhance leadership skills, offering you valuable insights.

Process Overview

COMPLETE IN ORDER

Finished

Program Enrollment

Pre-Assessment Reflection

Self-Assessment Completion

Complete Self-Assessment Recording Page

Manager Discussion (Course Selection)

Finalize Program Plan

Self-Enroll in Program Courses

Attend Courses & Complete Post-Class Reflections

Create Action Plan

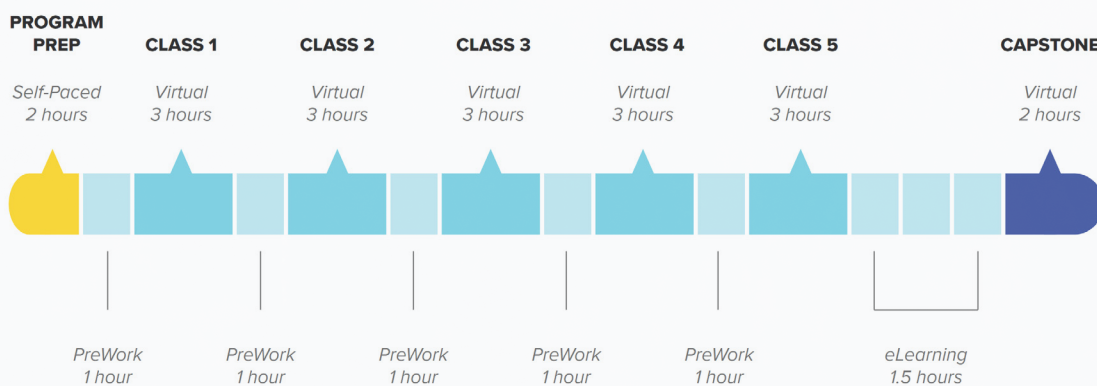
Manager Discussion (Action Plan)

Implement Action Plan

Register for the Capstone Presentation

Attend and Participate in the Capstone

ASCEND 2 TIMELINE



6-12 months

Total: 30-35

Instructor-Led: 17-20 hours

Self-Paced: 10-15 hours

Self-Assessment and Manager Conversation

Pre-Assessment Reflection

This reflection is a crucial step in preparing you for your self-assessment, it is designed to help you establish a clear mindset so you achieve the most accurate results. To prepare yourself for a thoughtful and accurate self-assessment, consider the following questions:

- How have you demonstrated each Manager Commitment in your role?
- Can you recall specific examples of when you demonstrated them well?
- Can you recall when you could have demonstrated them better?
- What challenges or successes have you encountered?
- How do the Manager Commitments align with your leadership strategy and goals?

When completing your self-assessment:

- Find a quiet, focused environment
- Block off time in your calendar so you can avoid interruptions
- Reflect on recent experiences and examples
- Consider both your strengths and areas for improvement
- Be open and honest with yourself
- Don't overthink your answers

Self-Assessment Link

click to take the self-assessment

NOTE:

*This warning will appear, and is safe to click "Make a copy"
"The attached Apps Script file and functionality will also be copied"*

Self-Assessment Results Recording

Use this page to record the results of your Manager Commitments self-assessment. Refer to these results when conducting a conversation with your manager to select the right classes for your personalized learning pathway.

Manager Commitment	Rating
The DISH Way	
Create an Inclusive Team Environment	
Collaborate Effectively Throughout DISH	
Provide Excellent Communication	
Coach and Develop Your Team Members	
Hire the Best Team	
Commit to Continuous Development	
Own the Mission and the Message	
Set Clear Strategy and Goals	
Deliver Exceptional Results	

Manager Alignment Conversation

After completing your self-assessment, schedule a meeting with your manager. During this meeting, you will have the chance to discuss your assessment results together.

The goal of this conversation is to:

- Review your assessment results
- Discuss key areas for growth
- Collaboratively select the sessions that most align with your development needs

Your manager's role is to provide feedback by connecting their observations of your performance with your results. To guide the conversation, ask your manager:

- Do you agree with these results?
- What resonates?
- What doesn't?

Notes



Position your cursor within the fillable section below and click once to begin typing. Don't forget to save your work! Ctrl+S (Windows) or Command+S (Mac)

Personalized Program Plan

Required Instructor-Led Classes

The following courses are mandatory, instructor-led classes requiring an eLearning prerequisite. Once enrolled in a course offering, the prerequisite will automatically be assigned as prework. To enroll, log into Oracle.

Class Date

The DISH Way

Create an Inclusive Team Environment

Collaborate Effectively Throughout DISH

Provide Excellent Communication

Set Clear Strategy and Goals

Choose Your Own Adventure: eLearning

You may attend as many eLearning courses as you'd like; however, a minimum of 3 are required. To enroll, log into Oracle.

Attending

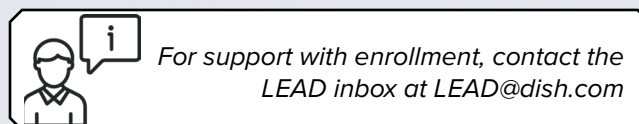
Coach and Develop Your Team Members

Hire the Best Team

Commit to Continuous Development

Own the Mission and the Message

Deliver Exceptional Results



Program Classes

Class Materials and Resources

Instructor-Led Classes

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Coach and Develop Your Team Members_____	69
Hire the Best Team_____	71
Commit to Continuous Development_____	73
Own the Mission and the Message_____	75
Deliver Exceptional Results_____	79



TIP: To quickly navigate this workbook, use the 'Back to Top' button at the bottom of this page to return to the Table of Contents.

Instructor-Led Classes

The DISH Way

Believe It, Model It, Expect It
Champion our Culture. This includes the Vision, Mission, Values, and Principles.

Notes

Developing a Routine Planning Exercise

Directions: Review '[A Guide to Your Success at DISH](#)'. This guide includes tiered competencies and behaviors for both individual contributors and leaders of people. During your review, consider which competencies you would like to create greater alignment around.

Use the following questions to guide your review:

- What does CPAW mean to your team? Where is there alignment? Where is there misalignment? Why might this gap exist?
- What does it look like for your direct reports to demonstrate the Manager Commitments (*assuming they are leaders*)?
- Where is there opportunity for improvement on your team?
- What protocols (routines) need to be in place to encourage these behaviors?

Identify 1 Manager Commitment you will target to ensure the associated behaviors appear more frequently. Why did you identify this Manager Commitment?

How will you target this behavior? In Small Groups, 1-on-1, with the whole team?

What task or activity will develop toward this target behavior?

How will you hold yourself accountable to maintain, modify, and re-evaluate this routine in support of your team?

Activity Overview

Review

Independently review the table of leveled behaviors.

Reflect

Independently reflect on how these leadership behaviors **do** or **do not** show up in each case study by answering the reflection questions.

Plan

In your group, review your assigned case study persona and discuss what key points you'd like to share with the larger group during a debrief. Use the reflection questions to guide your discussion and plan your presentation.



Leveled Behaviors

Review

Review the table of behavioral indicators for CPAW at the **Leader of People** level. Then, determine how well leaders in the following scenarios are displaying The DISH Way and cultural ambassadorship.

Curiosity	Pride	Adventure	Winning
Leader of People <i>Supervisor - Director</i>	Leader of People <i>Supervisor - Director</i>	Leader of People <i>Supervisor - Director</i>	Leader of People <i>Supervisor - Director</i>
Encourages others to think of new ways to tackle problems and champions their ideas	Motivates others to put the effort in to “do it right the first time”	Adjusts to changing circumstances and pivots to new plans quickly	Identifies demanding goals for team and generates excitement for them
Invites others to challenge own thinking and makes it safe to do so	Holds self and team accountable to meeting commitments	Works comfortably with loosely defined tasks and roles and provides direction for team	Maintains consistent, high levels of effort that drives the team’s work to completion
Suspends judgment and considers suggestions and alternative viewpoints from others	Monitors progress and provides feedback on action needed to adjust course	Finds ways to help others be productive when available information is limited and the path is unclear	Removes roadblocks and supports team to work through challenges and achieve success
Demonstrates a commitment to learning and exploring	Takes ownership for own actions and decisions; is accountable for team outcomes	Explains the reasons behind change to others and provides support to help them adapt	Models perseverance in the face of challenges

Case Study 1

Reflect

Read the following scenario and answer the questions below.
Reference the leveled behaviors to support your responses.

Alex is a tenured first-level leader with 15 years of experience with the company. However, there are instances where it seems like Alex resists change and is particularly reluctant to embrace new strategies. When collaborating with Alex, it becomes apparent that he consistently favors the status quo, saying “that’s not how we do things here.”



Alex is known for his long-time dedication to the company and people often say that he “lives and breathes all things DISH.” As a leader, Alex has a top-down approach to leadership and lacks an openness to new ideas. One direct report expressed frustration in their exit survey, reporting that Alex often “turns down other’s ideas and doesn’t stop to ask questions before jumping to conclusions”. In the past 3 years, Alex has lost several employees to his rigid leadership style and fixed way of operating. However, Alex has expressed little interest in changing his approach, as he believes it’s helped him gain his success and reach difficult goals.

-
- How is Alex representing DISH’s values?
 - What is the impact of Alex’s behavior?
 - How is Alex’s team experiencing DISH’s culture through their leader?
 - How would you suggest Alex change his approach, if at all?

Case Study 2

Reflect

Read the following scenario and answer the questions below.
Reference the leveled behaviors to support your responses.

You've just onboarded a brand new first-level leader, Jaida, who means well and is genuinely committed to her role. She has a lot of personal drive, a high desire to perform well, and is often recognized as a high achiever. However, her approach to leadership is characterized by a strong desire to "win" by closely managing every aspect of her team's work. She believes that being heavily involved as a manager will lead to advancement within the organization.



Jaida exhibits an "us vs. them" mentality because she really wants to do a good job. This has resulted in gatekeeping her team's work, reduced trust among team members, and a lack of collaboration. Her leadership style has limited team members' autonomy, as she rarely encourages exploration or the exchange of ideas other than her own. During her first week, Jaida damaged trust with a direct report by reacting in a punitive manner to a team member's mistake. This caused the team member to disengage, leading to a breakdown in communication and a decrease in their motivation.

-
- How is Jaida representing DISH's values?
 - What is the impact of Jaida's behavior?
 - How is Jaida's team experiencing DISH's culture through their leader?
 - How would you suggest Jaida change his approach, if at all?

Case Study 3

Reflect

Read the following scenario and answer the questions below.
Reference the leveled behaviors to support your responses.

Your direct report, Samir, tends to avoid conflict and prefers to navigate around issues rather than confront them head-on. Samir's friendly and amicable nature has made him well-liked by his colleagues. Still, his tendency to please others, specifically his manager, often results in him aligning himself with directives unquestioningly instead of providing critical insights or alternative perspectives. While this can create the illusion of a harmonious work environment, Samir's inability to address issues head on has started to erode trust on his team. It can leave his direct reports feeling confused when Samir makes frequent excuses or agrees to something with little to no follow through.



Samir also struggles to deliver feedback to his team members. He will often “pad” feedback by opting for half-truths. In a recent survey, one of Samir's direct reports wrote, “I'm very confused about the last performance appraisal cycle. Samir had mentioned that despite doing great work during our 1-on-1s, I wasn't eligible for the promotion I had been working so hard for. Unfortunately, the feedback provided was quite vague and unclear, leaving me with more questions than answers.”

-
- How is Samir representing DISH's values?
 - What is the impact of Samir's behavior?
 - How is Samir's team experiencing DISH's culture through their leader?
 - How would you suggest Samir change his approach, if at all?

CPAW

Independent Reflection

Directions: Independently reflect by answering the questions below.



Curiosity

We are inquisitive, not afraid to challenge assumptions, and hungry to learn every day.



Pride

We are driven to do our personal best in everything we do and expect the same from our teammates.



Adventure

We are comfortable and thrive in an environment where our path is often unclear, changes frequently, and requires us to challenge ourselves.



Winning

We have the drive, work ethic, and discipline to always put DISH in a position to win.

-
- Which value would you like to develop further to be a better coach and cultural ambassador? Why?
 - Has your understanding of these values shifted after today? How?

Post-Class Reflection

After completing each course, reflect on opportunities to integrate your newfound skills and knowledge in your role using this post-class reflection. At the end of the program, you'll identify one Manager Commitment to focus your action on and the outcomes of implementing those actions will become your capstone presentation.

What do you want to apply?	
What opportunities do you have to apply what you've learned?	
What potential challenges will you face when you apply what you've learned?	
What does it look like if you've successfully applied what you've learned?	
How will you put it into action?	

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.

Notes

Inclusion Insights

Leveraging Your Employee Experience Dashboard

The employee experience survey is designed to gather employee feedback to assess levels of satisfaction, engagement, and overall experience within the company. The employee experience dashboard is a useful tool to highlight areas of strength and opportunity to help guide future conversations with your team but might not provide you directly with actionable insights. For instance, the survey responses from your employees may reveal a lack of belonging, but the underlying reasons for this need to be discussed with your team before a plan can be made to address the issue. In other words, only your team can speak to what's causing the results.

Goal: The purpose of this exercise is to analyze your dashboard to gain insights related to employee well-being and inclusion. This will help you assess the current state of inclusion on your team and identify areas for improvement.

Where to Begin:

1. Login into 'Qualtrics XM Engage' through Okta.
2. Once you're logged in, explore the following page views: **Scorecard**, **Inclusion**, and **Well-Being**.
 - The **Scorecard** page gives you access to all results. It will show all items and theme scores. This is helpful as it allows you to examine individual items more closely. It presents a comprehensive view of all items, organized by dimension, and provides insights on the percentage of favorable responses. Additionally, it enables you to compare your team's performance with others.
 - **Review the following items on the Scorecard page by clicking the arrow next to each driver:**
 - Recognition:** I receive meaningful recognition when I do a good job.
 - Respect:** I am treated with respect at work.
 - The **Inclusion** and **Well-Being** page views will provide a deeper look at both KPIs and their drivers. This is helpful because it dives into the specific components of that KPI, shows trends over time, and shows the top three drivers.

Reflection Questions:

Once you've reviewed the items, answer the following reflection questions in preparation for the instructor-led training:

- What was your initial impression of your team's inclusion data?
- What surprised you about the results you saw?
- Did your team excel in any specific areas related to inclusion? If so, what do you think contributed to this success?
- How do you plan to have follow up conversations with your team on these topics in a way that encourages open and honest feedback?

List of Values

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	Accountability		Ethics		Kindness		Self-respect
	Achievement		Excellence		Knowledge		Serenity
	Adaptability		Fairness		Leadership		Service
	Adventure		Faith		Learning		Simplicity
	Altruism		Family		Legacy		Spirituality
	Ambition		Financial Stability		Leisure		Sportsmanship
	Balance		Freedom		Loyalty		Success
	Beauty		Friendship		Making a difference		Teamwork
	Being the best		Fun		Nature		Thrift
	Belonging		Future generations		Openness		Time
	Career		Generosity		Optimism		Tradition
	Caring		Giving back		Order		Travel
	Collaboration		Grace		Parenting		Trust
	Commitment		Gratitude		Patience		Truth
	Community		Growth		Patriotism		Understanding
	Compassion		Harmony		Peace		Uniqueness
	Competence		Health		Perseverance		Usefulness
	Confidence		Home		Personal fulfillment		Vision
	Connection		Honesty		Power		Vulnerability
	Contentment		Hope		Pride		Wealth
	Contribution		Humility		Recognition		Well-being
	Cooperation		Humor		Reliability		Wholeheartedness
	Creativity		Independence		Respect		
	Curiosity		Initiative		Responsibility		
	Dignity		Integrity		Risk-taking		
	Diversity		Intuition		Safety		
	Environment		Job security		Security		
	Efficiency		Joy		Self-discipline		
	Equality		Justice		Self-expression		

Radical Candor

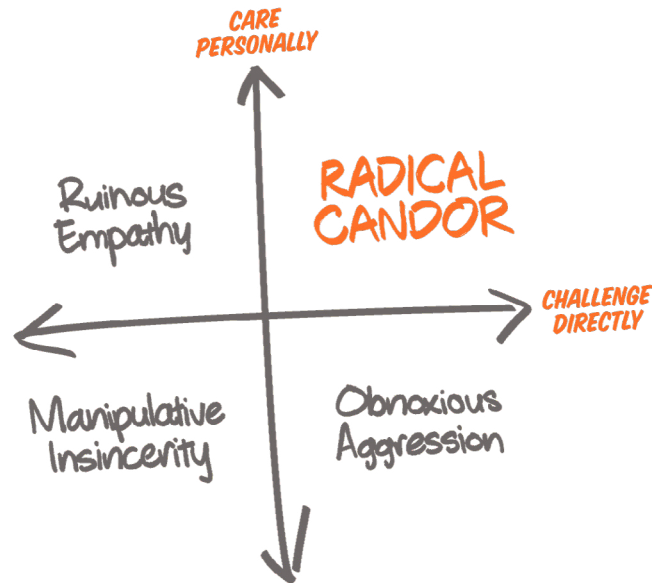
Reflection

Radical Candor is what happens when you show someone that you Care Personally while you Challenge Directly, without being aggressive or insincere. Radical Candor really just means saying what you think while also giving a damn about the person you're saying it to.

Imagine that your direct report is giving an important presentation, and you notice that they keep saying "um". It's distracting and taking away from the hard work that they put into preparing. Practice with your partner what it would sound like to:

- Give Radical Candor
- Be Obnoxiously Aggressive
- Be Manipulatively Insincere
- Be Ruinously Empathetic

Notes:



We are, in many ways, a collection of our experiences. Reflect back on your journey. What story comes to mind? Choose 1 of the following prompts to jog your memory and answer in the text field below.

1. **Radical Candor:** Can you remember a time when you made a mistake, someone told you, and it helped you in the long run? How did it feel in the moment when you received the feedback?
2. **Obnoxious Aggression:** Was there a time when you received praise that didn't feel sincere or criticism that wasn't delivered kindly? What impact did that have on your relationship?
3. **Ruinous Empathy:** Have you ever had a relationship with a leader where you could sense they were afraid to offer criticism or would confuse you with a compliment sandwich to avoid hurting your feelings? What was the impact of that relationship?
4. **Manipulative Insincerity:** Have you ever had someone tell you about a mistake you made, but instead of telling you directly, they were gossiping or trying to benefit from the situation?

Post-Class Reflection

After completing each course, reflect on opportunities to integrate your newfound skills and knowledge in your role using this post-class reflection. At the end of the program, you'll identify one Manager Commitment to focus your action on and the outcomes of implementing those actions will become your capstone presentation.

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How will you put it into action?	

Collaborate Effectively Throughout DISH

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

Notes

Stakeholder Analysis

Directions: Think of a current or upcoming project in which shared ideas, talent, or resource could be beneficial. This could be a project that is within your own team or cross-departmental. Complete a stakeholder analysis using the [attached template](#) and come to the instructor-led session prepared to discuss your reflections.

Key Benefits of a Stakeholder Analysis

Completing a stakeholder analysis provides several benefits. It helps to shape projects from the beginning by incorporating the viewpoints of influential stakeholders, leading to increased backing and improved project quality. It can also help you gain their support and increase the likelihood of obtaining additional resources, such as manpower, time, and funding, which can contribute to project success. Completing a stakeholder analysis can also help you establish regular communication with stakeholders, ensuring their understanding of the project's objectives and benefits, and enabling them to actively support it when needed. Finally, understanding stakeholders allows for anticipating and predicting their reactions throughout the project's development, facilitating strategic planning to garner their support.

How to Conduct a Stakeholder Analysis

1. Identify Your Stakeholders

Take some time to brainstorm and identify all the individuals or groups who are impacted by your work, have the ability to influence or control it, or have a vested interest in its success. These people are your stakeholders.

2. Prioritize Your Stakeholders

It's important to consider the people who will be affected by your work. Take some time to identify those who can either assist or impede your progress, as well as those who are interested or not interested in what you're doing. This information can help you prioritize your stakeholders.

- Assess the extent to which the change will affect each stakeholder
- Identify the degree of their involvement
- Consider any concerns they may have about the change
- Consider any benefits they may gain from the change
- List the details of the impact and actions that could be taken to increase support

3. Understand Your Key Stakeholders

You need to assess the feelings of your key stakeholders, find the best way to engage them, and communicate effectively with them.

Questions that can help you understand your stakeholders:

- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What information do they want from you, and what is the best way of communicating with them?
- Who influences their opinions generally, and who influences their opinion of you?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

Collaborative Project Planning Guide

Consider the following questions to help leaders plan collaborative projects, involve stakeholders, share updates, understand roles, seek alignment, and offer support for successful outcomes.

Who

Involving
Partners & Stakeholders

1. Who needs to be involved in the project from the start?
2. Is there an opportunity to partner cross-functionally with a person or group to optimize business outcomes?
3. Are there potential partners or stakeholders whose involvement could enhance (or hurt) the project's success?
4. How will you identify and select team members with the necessary skills and expertise to contribute meaningfully to the project?

What

Sharing Updates
& Understanding Roles

1. What are the key milestones and deliverables of the project?
2. What communication channels will be used to share updates?
3. How frequently should updates be shared to maintain transparency and alignment?
4. What mechanisms are in place to address any unexpected challenges or delays?
5. What methods will be used to clarify roles and responsibilities?

Where

Meeting Spaces
& Documentation

1. Where will project meetings take place?
2. Are there any virtual collaboration tools or platforms that will be utilized?
3. How will decisions be documented and communicated?
4. How will feedback and suggestions be collected?
5. Where will digital resources be stored, and what access protocols will be in place to ensure team members and stakeholders can retrieve them efficiently?

When

Timelines & Deadlines

1. When is the project expected to start and finish?
2. What are the key deadlines and milestones along the way?
3. How will potential delays/changes in timeline be managed?
4. When are the best times to schedule meetings and check-ins with stakeholders?
5. What strategies can be employed to ensure that project timelines are adhered to?

How

Seeking Alignment
& Offering Support

1. How will you align the project goals with the broader organizational objectives?
2. How will you identify opportunities for collaboration with other teams?
3. How can you encourage a culture of support and resource-sharing within your team & the organization?
4. How can you ensure that the necessary resources are allocated to support the project's success?

Collaboration Journey Map

Use this template to chart the journey of a project under your supervision. Document your existing network at each stage, then take an additional step to identify potential contacts who can offer valuable insights or a different perspective. Start with a step that precedes your direct involvement so you can identify strategic networking opportunities.

Stage in Journey	Current Network	Potential Network
(Stage 1)		
(Stage 2)		
(Stage 3)		
(Stage 4)		
(Stage 5)		

Post-Class Reflection

After completing each course, reflect on opportunities to integrate your newfound skills and knowledge in your role using this post-class reflection. At the end of the program, you'll identify one Manager Commitment to focus your action on and the outcomes of implementing those actions will become your capstone presentation.

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What does it look like if you've successfully applied what you've learned?	
How will you put it into action?	

Provide Excellent Communication

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

Notes

Communication Channels Planning Exercise

Directions: Identify a message you intend to convey in the near future. Utilize the guide below to determine the most suitable communication channel for your message. *Be ready to discuss with a partner during the instructor-led session.*

Step 1: Identify the message you're sending

- Is your message formal or informal?
- Does this information need to be referenceable?
- Is this information urgent or time sensitive?
- Are you relaying confidential or sensitive information?
- Is this information general or specific?
- Are you communicating with an individual or a group?
- Is the individual a peer, a higher-up, or someone you lead?
- Do you need to deliver a message to your team or the whole company?
- Is this one-way or two-way communication (*does it require a response*)?

Step 2: Consider organizational culture

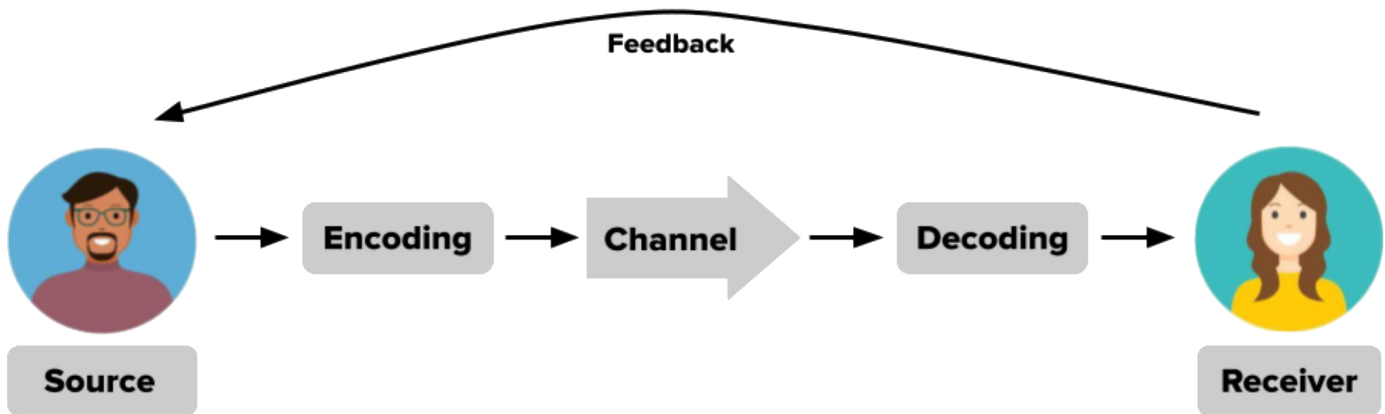
Employees want to know more about how decisions are made in their organization, so how you communicate important messages will also send a message. It's not just what you say, but how you say it, and in what way.

Step 3: Evaluate Your Options

Consider your responses and the dynamics on your team. What are the best delivery method(s) for this message? How and when will you deliver your message(s)? What potential risks do you need to consider? What tone should you use to convey your message?

The Communication Process

Job Aid



Encoding: When you are constructing your message, ask yourself:

- What's my objective?
- How am I managing my emotions?
- How can I be personable and engaging?
- How will I demonstrate empathy?
- How much information should be shared?
- How might my message be perceived?
- What are my potential barriers or challenges?
- How will the audience interpret my tone and nonverbal cues?

Channel: When deciding the communication channel, ask yourself:

- How much interaction and clarity is needed?
- How could the message be misunderstood?
- How complex is the message?
- What are audience preferences?
- How sensitive is the topic?
- What is the level of urgency?
- How accessible is this channel?

Decoding: As the audience processes your message, create space and ask yourself:

- What are the audience's underlying emotions?
- How am I staying open-minded?
- Am I more focused on receiving or contributing?
- How am I listening actively/empathetically?
- Do I need to adjust my communication style?
- What nonverbal cues/feedback do I observe?

Communication Scenarios

Directions: Create a **Communication Plan** by considering the following:

- How would you encode your message?
- What are potential challenges/risks/barriers?
- How would you adapt your communication style?
- How are you incorporating active and empathetic listening?

Once you've drafted your Communication Plan, each group member should practice executing the plan.

Scenario 1: Team Performance

Audience: Manager + ICs

Communication Channel: Follow-Up Meeting

You recently reviewed the quarterly metrics for your team and noticed a group of individual contributors under one of your direct reports have not met their goals. Following a meeting with the manager of this group, you wrote an email to this team to communicate company and department expectations. A few managers and individual contributors would like to schedule a meeting with you to further discuss the email.

Scenario 2: Goal Setting

Audience: Direct Report - New Manager

Communication Channel: 1-on-1 Meeting

You recently hired a new manager to oversee a team of 5 people. You have a strategic direction for the department and you believe your new team member can contribute to the success of the department. To align their individual and team goals with the department's new direction, you scheduled a one-on-one meeting with them to discuss the vision and how they can contribute to it. During the meeting, you plan to set goals with the new manager to provide them with a clear idea of how to implement the changes on their team and ensure alignment.

Scenario 3: Org Decision-Making

Audience: Department Director

Communication Channel: 1-on-1 Meeting

You are having an initial meeting with your department's Director after a comprehensive review of processes and performance to restructure parts of your department. Under the restructure, some of the smaller teams will be consolidated to focus on different areas to better leverage expertise and resources.

Scenario 4: Cross-Functional Project

Audience: Senior Manager + Direct Reports

Communication Channel: Group Meeting

You are meeting with a senior manager from another department to discuss a cross-functional project. You have noticed there has been conflict about logistics among managers and individual contributors working on the project, affecting the progress and jeopardizing the success of the project. You, the senior manager, and each of your direct reports need to work together to find a solution to move forward as smoothly as possible.

Post-Class Reflection

After completing each course, reflect on opportunities to integrate your newfound skills and knowledge in your role using this post-class reflection. At the end of the program, you'll identify one Manager Commitment to focus your action on and the outcomes of implementing those actions will become your capstone presentation.

What do you want to apply?	
What opportunities do you have to apply what you've learned?	
What potential challenges will you face when you apply what you've learned?	
What does it look like if you've successfully applied what you've learned?	
How will you put it into action?	

Set Clear Strategy and Goals

Know what we need to deliver and why it matters to our customers and our company. Have total commitment to reach our goals.

Notes

OKR

Reflection

During the instructor-led session, you will be examining the relationship between the OKRs of your team and those of your business unit. The purpose of this reflection is to prepare you for class by assessing how effectively your team's strategy aligns with the strategy set at higher levels.

Generally, we use OKRs as a larger organization. If your department cascades down goals or strategic plans, you will need to replace OKRs with the appropriate term on the following pages.

Directions: Consider the following questions as you reflect on the connection between your team's OKRs and your department's OKRs/Strategic Plans.

How clearly do your team's OKRs align with the OKRs of your department?

How are your team's OKRs directly contributing to the success of your department?

Have you identified any areas where realignment of your team's OKRs may be necessary to better support your department's objectives?

How effectively are the resources and capabilities of your team being utilized to contribute to the objectives of your department?

Have you established clear metrics and measurements to track the progress and impact of your team's OKRs on your department's performance?

SWOT Analysis

Pre-Work Overview

Purpose: The goal of this activity is to conduct an analysis of your team by examining your **environment**. A SWOT is a valuable tool to support leaders in uncovering what they do well and where they have weaknesses.

SWOT stands for: Strengths, Weaknesses, Opportunities, and Threats

Directions: Review the guidance below before completing the SWOT Analysis on the following page. Consider all of the factors below when conducting your analysis to ensure that it's comprehensive. *During the instructor-led session, you will meet with a partner to discuss your findings.*

Internal	Strengths	Weaknesses
	<p>Internal factors which strengthen strategic positioning.</p> <p>Ex. Relationships with stakeholders, effective resource management, strong employee engagement, high quality products or services</p>	<p>Internal factors which undermine strategic positioning.</p> <p>Ex. Inefficient processes, skill or knowledge gaps, lack of cross-functional collaboration, high employee turnover</p>
External	Opportunities	Threats
	<p>External factors which impact or could positively impact strategic positioning.</p> <p>Ex. Market growth, technological advancements, changing regulatory landscape</p>	<p>External factors which impact or could negatively impact strategic positioning.</p> <p>Ex. Lack of resources, economic downturn, negative publicity, technological advancements</p>

Directions: Complete the SWOT Analysis below by answering the questions within each quadrant. *Be ready to discuss your findings with a partner during the instructor-led session.*

Internal	Strengths	Weaknesses
	<p>What does your team do well?</p> <p>What unique resources can you draw on?</p> <p>What do others see as your team's strengths?</p>	<p>What could your team improve on?</p> <p>Where does your team have fewer resources than others?</p> <p>What are others likely to see as weaknesses?</p>
External	Opportunities	Threats
	<p>What external opportunities are open to your team?</p> <p>What industry or economic trends could your team take advantage of?</p> <p>What new technology could your team benefit from?</p>	<p>What external threats could harm your team?</p> <p>What is your competition doing?</p> <p>What external threats do your team's weaknesses expose you to?</p>

Strategic Thinking Behaviors

Partner Activity

Directions: With your partner, use the behaviors and discussion questions below to reflect on your performance and consider areas of opportunity. Use the reflection section below to record your responses.

A leader who demonstrates strategic thinking:

1. Develops strategic plans for long-term potential
 2. Guides future strategy based on expertise and emerging trends
 3. Translates high-level strategies into actionable goals and OKRs
 4. Creates strategies to enhance operational performance
 5. Considers ways to implement strategy and manage changes
-

Discussion Questions:

1. How do you set strategic goals for your team? Do you have a process?
2. How do you ensure that your strategic plans/OKRs align with strategy set at a higher level?
3. With the overall vision and mission?
4. How do you evaluate the progress and effectiveness of your strategic plans/OKRs?
5. Have you ever had to pivot or adjust the strategic direction? What factors influenced that decision?
6. Of these, what do you do well? Where do you want to improve?
7. Are there barriers to your success as it relates to strategy?

NOTES:

Post-Class Reflection

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How will you put it into action?	

Standalone eLearning Classes

Coach and Develop Your Team Members

Opportunity is our most valuable benefit at DISH.
Equip team members to grow in their careers and reach their full potential.

Notes

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Hire the Best Team

Hire exceptional people who have Energy, Intelligence, a Need to Achieve, and demonstrate our values. They will make our teams better.

Notes

Post-Class Reflection

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Commit to Continuous Development

Be dedicated to being introspective and actively seek to develop ourselves.
Strive to get better every day.

Notes

Post-Class Reflection

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Own the Mission and the Message

Good storytellers know the why and can communicate an inspiring vision of the future and connect the team to the mission.

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Post-Class Reflection

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Deliver Exceptional Results

Have high standards of excellence and a bias for action.
Meeting expected outcomes is key to business success.

Notes

Post-Class Reflection

After completing each course, reflect on opportunities to integrate your newfound skills and knowledge in your role using this post-class reflection. At the end of the program, you'll identify one Manager Commitment to focus your action on and the outcomes of implementing those actions will become your capstone presentation.

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Post Program Work

Action Plan

Action Plan

Congratulations! You've completed your Ascend 2 courses. The next step is to identify which Manager Commitment you want to work on for your capstone presentation. The capstone provides you with an opportunity to apply your newfound skills. Leveraging the post-class reflection you identified, you will create an action plan to address opportunities, challenges, and goals, and share your experience with your peers through a presentation.

Follow the steps below to get started:

- Reflect on the Manager Commitments
 - What was the course that resonated most with you?
 - What will make the biggest impact on your leadership? Team?
- Complete your action plan
 - Refer to your post-class reflection to get started
 - Review your action plan with your manager
- Put your action plan into practice
 - Gather feedback from your manager and direct reports
 - Keep a record of your reflections
 - What's working?
 - What challenges are coming up?
- Register for your capstone
 - Sign up for a time at least 3 months after your last class
 - Use HR Link to register

Action Planner

After completing all coursework, reflect on opportunities to integrate your newfound skills and knowledge in your role using this post-class reflection. Which Manager Commitment will you focus your action on? The outcomes of implementing those actions will become your capstone presentation.

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SMART Goal

Specific, Measurable, Achievable, Relevant, Time-Bound

Capstone

Capstone

Your capstone presentation allows you to share the outcomes of your action plan with peers. You may choose to present data, informal observations, or record-keeping methods. The choice of how to present your capstone is entirely up to you.

To prepare for your capstone, follow the steps below:

- Prepare your presentation
 - Decide your presentation format and style
 - Share your action plan, goals, challenges, achievements, and outcomes
 - What did you do?
 - How did it go?
 - How did you measure the success/failure of your action plan?
 - What will you do next?
- Present
 - 20 minutes to present, 10 minutes for peer feedback
 - You will present in groups of 3 and will have 90 minutes total
 - Encourage audience participation and questions
 - Actively listen and respond to audience feedback



 **ASCEND 2**

LEAD