

A full-page background image showing two hikers on a rocky cliff. One hiker is on the cliff edge, reaching out to help another hiker who is hanging off the edge. The scene is set against a dramatic sunset sky with orange and purple hues. Both hikers are wearing backpacks and outdoor gear.

# **A Guide to Your Success at DISH**

Our Vision

**To Change the  
Way the World  
Communicates**

Our Mission

**To Connect  
People and  
Things**

# PURPOSE

At DISH, we strive to change the way the world communicates by connecting people and things.

To successfully accomplish our Vision and Mission, it is crucial for every member of our team to be aligned on what is needed for our collective success.

This guide provides a set of actionable, observable behaviors that underpin each of our core values and the competencies associated with your level in the organization.

With this, we create a shared understanding of what is expected and a consistent standard for performance across the organization.



## **Individual Performance**

Observable behaviors that underpin key drivers of success.



## **Collective Success**

When we drive performance and live our values, we all win.



## **Vision & Mission**

Through continued success we fulfill our Vision and Mission.

# WELCOME

This guide is designed to help you understand and cultivate the behaviors that lead to success within DISH. Whether you are an individual contributor, a leader of people (supervisors through director), or a leader of strategy (VPs and above), this guide is a valuable resource to help you excel in your role.

Managers at DISH can also use this guide to gain insights into the expected behaviors of their direct reports and provide guidance for their development.

The guide is divided into three sections:

## Individual Contributor

Individual contributors are the heart of the organization, and their performance is essential to DISH's success. In this section, you will find behaviors and actions that are crucial for individual contributors to perform in their roles.

## Leaders of People (Supervisor - Director)

Supervisors, managers, and directors play a pivotal role in guiding and developing their teams. This section outlines the behaviors and strategies that leaders of people should adopt to lead their teams effectively.

## Leaders of Strategy (Vice President & Above)

Leaders of strategy, including vice presidents and executives, are responsible for shaping DISH's future direction. This section outlines the behaviors and approaches required for effective strategic leadership.



# HOW TO USE

To make the most of this guide, consider the following steps:

## **Review & Align**

- Take the time to thoroughly review the behaviors outlined in your relevant section (Individual Contributor, Leaders of People, or Leaders of Strategy).
- Connect with your manager to align on these behaviors as expectations for performance in your role.

## **Reflect**

- Reflect on your own performance and behavior.
- Consider which behaviors you consistently demonstrate and those that may require further development.
- Seek feedback from colleagues, peers, and supervisors to gain a well-rounded perspective on your performance.

## **Develop**

- Develop an action plan for how you can develop further.
- Set specific goals and objectives for improvement.
- Regularly schedule time to reflect on your progress and adjust your plan as needed.
- Consider finding an accountability partner or mentor who can provide support and guidance as you work towards your goals.

# INDIVIDUAL CONTRIBUTORS





# CURIOSITY

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

*We keep moving forward, opening new doors,  
and doing new things, because we're curious  
and curiosity keeps leading us down new paths.*  
-Walt Disney-

Curiosity is the catalyst that fuels innovation and growth.

It ignites a thirst for knowledge, moving us to ask  
thought provoking questions and seek new solutions.

Curiosity sparks creativity, enabling us to think  
outside the box and challenge the status quo.

Curiosity cultivates empathy, helping us understand  
diverse perspectives and collaborate effectively.

Most importantly, curiosity means maintaining a  
learning mindset that empowers us to stay ahead  
in a rapidly evolving world.

## What This Looks Like at DISH

- Readily experiments with new or unconventional ideas
- Proactively shares ideas with others and constructively challenges the status quo
- Asks questions and keeps an open mind when considering other viewpoints
- Demonstrates a commitment to learning and exploring

# PRIDE

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

*Always be prepared; always work hard  
and take pride in your work no matter what it is.  
-Allen Covert-*

Pride is the belief that every task,  
no matter how big or small, deserves our attention  
to detail and commitment to excellence.

It means going above and beyond,  
pushing the boundaries of what is expected,  
and consistently exceeding our expectations.

It means showing up prepared, taking ownership of our  
responsibilities, following through on our commitments,  
and being accountable for our mistakes.

When we take pride in our work, we create a ripple effect,  
inspiring those around us to do the same.

## What This Looks Like at DISH

- Works quickly and efficiently while taking care to avoid mistakes
- Follows through on commitments to others
- Monitors progress and quality; takes action to course correct if needed
- Accepts responsibility for actions and decisions
- Takes ownership of work and comes prepared to contribute

# ADVENTURE

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

*Adventure isn't hanging on a rope  
off the side of a mountain.*

*Adventure is an attitude that we must apply  
to the day to day obstacles in life.*

*-John Amatt-*

Adventure goes beyond novelty seeking and risk taking.

It lies in the day-to-day moments when we are faced with complex problems or uncertain situations—when clear-cut solutions are not readily apparent.

Adventure means stepping out of our comfort zones, building resilience, and cultivating a sense of adaptability.

It enables us to navigate ambiguity and make informed decisions despite incomplete information.

When we respond to uncertainty with a sense of adventure, we capitalize on opportunities for growth.

## What This Looks Like at DISH

- Maintains a positive attitude and avoids getting discouraged by frequent changes
- Works comfortably with loosely defined tasks and roles
- Works productively in an environment where information is limited and the path is unclear
- Views change or uncertainty as an opportunity for new experiences and growth



# WINNING

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

*Success is almost totally dependent upon drive and persistence. The extra energy required to make another effort or try another approach is the secret of winning.*  
-Denis Waitley-

There is more to winning than aspiring to be the best.

Winning is about being determined to overcome obstacles that stand in our way.

It requires us to invest significant time and effort, pushing ourselves beyond our limits, and maintaining disciplined focus on goals that are not easily or quickly achieved.

It's finding new depths of strength and persistence when our motivation has been exhausted—propelling us forward to accomplishing our goals.

## What This Looks Like at DISH

- Takes on demanding goals with interest and vigor
- Follows tasks through to completion
- Persists even in the face of challenge and adversity
- Sustains consistent effort and motivation to achieve challenging goals

# DEMONSTRATE EXPERTISE

The demonstration of technical, administrative, or other specialized knowledge required to perform the job.

*Life isn't about trying to be an expert in everything.  
It's about being an expert in one thing  
and offering it to the world.  
-Bo Sanchez-*

When we possess detailed job knowledge and expertise, we become go-to resources for colleagues, clients, and stakeholders.

Our ability to navigate technical issues and questions easily and accurately not only establishes us as trusted authorities in our respective fields, it improves our ability to identify issues, solve complex problems, and make informed decisions.

It empowers us to recognize emerging trends, foresee obstacles, and generate innovative solutions that drive progress.

## What This Looks Like at DISH

- Demonstrates detailed job knowledge and expertise
- Applies specialized skills to job tasks
- Answers technical/functional questions from clients or colleagues easily and accurately
- Demonstrates thorough knowledge of programs, processes, and services that pertain to their role or function
- Serves as an expert resource both to others in one's field and to those outside the field

# COLLABORATE WITH OTHERS

Achieve results by building strong working relationships within and across teams. Involve others early and often and work toward shared goals.

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

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 DISH forward.

## What This Looks Like at DISH

- Gets along well with others and maintains relationships effectively
- Demonstrates a willingness to prioritize team goals over individual goals to meet business needs
- Shares updates with others proactively and openly to avoid surprises, delays, or inefficiencies
- Recognizes when others could benefit from support and offers to help
- Shares information and offers guidance and assistance to others to help them succeed.
- Seeks to understand the role of different parts of the organization and how own work connects

# COMMIT TO CONTINUOUS DEVELOPMENT

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

*No matter how good you get  
you can always get better,  
and that's the exciting part.  
-Tiger Woods-*

In today's rapidly evolving world, the skills and knowledge that got us here, won't be enough to take us further.

We must be committed to continuous development to survive and thrive into the future.

This means actively seeking feedback, embracing failure as a learning opportunity, and pursuing new knowledge and experiences.

By consistently growing our expertise, we enhance our capabilities, become more proficient in our roles, and better equip DISH to deliver exceptional service and solutions to meet our customers needs.

## What This Looks Like at DISH

- Seeks feedback from others on performance and opportunities for development
- Sets and takes action on goal plans for development
- Pursues additional responsibilities or looks for new ways to contribute
- Learns from mistakes and failures

# DELIVER EXCEPTIONAL RESULTS

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

*Perfection is not attainable,  
but if we chase perfection we can catch excellence.  
-Vince Lombardi-*

Results are the tangible outcomes of our efforts.

They serve as a yardstick to measure progress  
and determine the impact of our actions.

Achieving exceptional results is dependent upon having  
a clear roadmap to success—an outline of necessary steps  
and milestones to reach the desired goal.

But plans alone are not enough.

Results-oriented individuals not only set ambitious goals  
and have a plan to achieve them, but they take action,  
monitor progress, and adjust as needed to transform  
intentions into reality.

## What This Looks Like at DISH

- Makes sure all work produced meets standards for excellence
- Breaks down work into manageable parts, considering dependencies between tasks
- Accurately assesses the time required to complete work and prioritizes accordingly
- Monitors progress against deadlines and milestones and proactively updates others
- Identifies issues that may help or hinder progress and takes appropriate action
- Delivers on multiple tasks without losing focus on some of them



The background of the slide features a vibrant sunset or sunrise sky with a gradient from deep orange and red on the left to a dark blue on the right. In the foreground, the silhouettes of three people are standing on a dark, rounded mountain peak. They are all facing away from the camera, looking towards the horizon. The person on the left has their right arm raised high. The person in the middle has both arms raised, with their right hand holding the left hand of the person on the right. The person on the right has their left arm raised high. The overall mood is one of triumph and achievement.

# **LEADERS OF PEOPLE**

(Supervisor - Director)

# CURIOSITY

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

*We keep moving forward, opening new doors,  
and doing new things, because we're curious  
and curiosity keeps leading us down new paths.  
-Walt Disney-*

Curiosity is the catalyst that fuels innovation and growth.

It ignites a thirst for knowledge, moving us to ask thought  
provoking questions and seek new solutions.

Curiosity sparks creativity, enabling us to  
think outside the box and challenge the status quo.

Curiosity cultivates empathy, helping us understand  
diverse perspectives and collaborate effectively.

Most importantly, curiosity means maintaining  
a learning mindset that empowers us to stay ahead  
in a rapidly evolving world.

## What This Looks Like at DISH

- Encourages others to think of new ways to tackle problems and champions their ideas
- Invites others to challenge own thinking and makes it safe to do so
- Suspends judgment and considers suggestions and alternative viewpoints from others
- Demonstrates a commitment to learning and exploring

# PRIDE

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

*Always be prepared; always work hard  
and take pride in your work no matter what it is.  
-Allen Covert-*

Pride is the belief that every task,  
no matter how big or small, deserves our attention to detail  
and commitment to excellence.

It means going above and beyond,  
pushing the boundaries of what is expected,  
and consistently exceeding our expectations.

It means showing up prepared, taking ownership of our  
responsibilities, following through on our commitments,  
and being accountable for our mistakes.

When we take pride in our work, we create a ripple effect,  
inspiring those around us to do the same.

## What This Looks Like at DISH

- Motivates others to put the effort in to  
“do it right the first time”
- Holds self and team accountable to meeting commitments
- Monitors progress and provides feedback on action needed  
to adjust course
- Takes ownership for own actions and decisions; is  
accountable for team outcomes

# ADVENTURE

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

*Adventure isn't hanging on a rope  
off the side of a mountain.*

*Adventure is an attitude that we must apply  
to the day to day obstacles in life.*

*-John Amatt-*

Adventure goes beyond novelty seeking and risk taking.

It lies in the day-to-day moments when we are faced with complex problems or uncertain situations—when clear-cut solutions are not readily apparent.

Adventure means stepping out of our comfort zones, building resilience, and cultivating a sense of adaptability.

It enables us to navigate ambiguity and make informed decisions despite incomplete information.

When we respond to uncertainty with a sense of adventure, we capitalize on opportunities for growth.

## What This Looks Like at DISH

- Adjusts to changing circumstances and pivots to new plans quickly
- Works comfortably with loosely defined tasks and roles and provides direction for team
- Finds ways to help others be productive when available information is limited and the path is unclear
- Explains the reasons behind change to others and provides support to help them adapt

# WINNING

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

*Success is almost totally dependent upon drive and persistence. The extra energy required to make another effort or try another approach is the secret of winning.*  
-Denis Waitley-

There is more to winning than aspiring to be the best.

Winning is about being determined to overcome obstacles that stand in our way.

It requires us to invest significant time and effort, pushing ourselves beyond our limits, and maintaining disciplined focus on goals that are not easily or quickly achieved.

It's finding new depths of strength and persistence when our motivation has been exhausted—propelling us forward to accomplishing our goals.

## What This Looks Like at DISH

- Identifies demanding goals for team and generates excitement for them
- Maintains consistent, high levels of effort that drives the team's work to completion
- Removes roadblocks and supports team to work through challenges and achieve success
- Models perseverance in the face of challenges



# 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 at DISH

- 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

# COLLABORATE EFFECTIVELY THROUGHOUT DISH

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-*

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 DISH forward.

## What This Looks Like at DISH

- Thoughtfully involves partners and stakeholders in projects early and often
- Shares updates with others proactively and openly to avoid surprises, delays, or inefficiencies
- Seeks to understand the roles played by different parts of the organization and how own works fits in
- Identifies opportunities to partner with others to ensure alignment and optimize business outcomes
- Establishes a wide network of relationships and leverages them to accomplish goals
- Recognizes when support is needed and offers appropriate resources

# 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-

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.

## What This Looks Like at DISH

- Delivers messages through appropriate channels and with appropriate sense of urgency and candor
- Communicates information and ideas through simple, clear language
- Tailors communication style and level of complexity to the audience
- Projects confidence and engages the audience when speaking or presenting
- Listens patiently to others, without interrupting, to hear their points of view

# 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.

*You get the best effort from others not by lighting a fire  
beneath them, but by building a fire within.*  
-Bob Nelson-

Talent development isn't just a luxury; organizations rely on their employees' ability to adapt and grow in order to stay competitive and agile.

Employees are typically eager to expand their skills and take on new challenges, but they can't do it alone. Supporting them in their growth journey is a shared responsibility between the organization and its leaders.

By taking an active role in talent development, leaders can boost engagement, reduce turnover, and create a pipeline of future talent.

## What This Looks Like at DISH

- Identifies the strengths and limitations of others and accurately judges future potential
- Provides timely and constructive feedback to others with candor and tact
- Encourages others to consider and pursue development opportunities
- Shares suggestions with others on how to improve and develop
- Identifies and recommends resources that support the development of others
- Actively participates in organizational processes that support talent development (e.g. leadership development programs, talent planning, etc.)

# 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.

*The secret of my success is that we have gone to exceptional lengths to hire the best people in the world.*  
-Steve Jobs-

Having a talent-rich workforce is crucial for organizational success. Without the right individuals and the right skills in the right places, we lack competitive edge.

The key to achieving success lies in leaders understanding the organization's objectives and accurately identifying talent that can drive them forward.

This involves recognizing talent gaps, assessing ideal team dynamics, and creating a culture that attracts and retains top talent.

## What This Looks Like at DISH

- Identifies the knowledge, skill, and ability needed for successful job performance
- Accurately judges work style needs for optimal team fit
- Recruits staff of high caliber
- Leverages organization's tools and process to evaluate candidates
- Creates a positive candidate experience and provides a realistic preview of the job



# COMMIT TO CONTINUOUS DEVELOPMENT

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

*No matter how good you get  
you can always get better,  
and that's the exciting part.  
-Tiger Woods-*

In today's rapidly evolving world, the skills and knowledge that got us here, won't be enough to take us further.

We must be committed to continuous development to survive and thrive into the future.

This means actively seeking feedback, embracing failure as a learning opportunity, and pursuing new knowledge and experiences.

By consistently growing our expertise, we enhance our capabilities, become more proficient in our roles, and better equip DISH to deliver exceptional service and solutions to meet our customers needs.

## What This Looks Like at DISH

- Seeks feedback on performance and leadership ability then aims to improve on it
- Demonstrates awareness of personal impact on others
- Takes advantage of training and development opportunities
- Proactively pursues stretch assignments that support career goals
- Learns from mistakes and failures

# 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.

*Many ideas grow better when transplanted into another  
mind than the one where they sprang up.  
-Oliver Wendell Holmes-*

People want more than just a job to do. They want to know  
why they're doing it and feel like their work has a purpose.  
That they're part of something bigger.

When leaders lay out a compelling vision of the future,  
what it will take to get there, and how it connects to the work,  
it helps employees understand how their contributions  
fit into the larger picture.

This builds enthusiasm for what lies ahead and empowers  
them to overcome obstacles and keep pushing forward,  
no matter how challenging the journey may be.

## What This Looks Like at DISH

- Articulates the vision in a way others understand and helps them see how they fit into it
- Builds enthusiasm and excitement for the future of the organization
- Understands the vision well and speaks to it in a way that builds confidence in others
- Addresses others' concerns and provides credible responses using data, stories and personal examples

# 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.

*If you don't know where you're going,  
you'll end up someplace else.*  
-Yogi Berra-

Strategic thinking involves understanding what is crucial  
for our business and what we need to deliver.

It's today's plan for tomorrow's challenges.  
It means crafting efficient approaches to our work  
to achieve meaningful outcomes.

It means using our knowledge and expertise to set clear  
objectives, identifying areas that require improvement,  
and creating well thought out plans to bridge those gaps.

When leaders operate strategically,  
it focuses effort on what matters most.

## What This Looks Like at DISH

- Thinks about the team's long term potential and develops strategic plans to achieve it
- Uses expertise, knowledge of emerging trends, and business needs to guide future strategy
- Translates high-level strategies into actionable goals and OKRs
- Devises strategies that aim to improve operational performance and systems
- Considers effective ways to implement the strategy and manage the resulting change

# DELIVER EXCEPTIONAL RESULTS

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

*Perfection is not attainable,  
but if we chase perfection we can catch excellence.  
-Vince Lombardi-*

Results are the tangible outcomes of our efforts.

They serve as a yardstick to measure progress  
and determine the impact of our actions.

Achieving exceptional results is dependent upon having  
a clear road-map to success—an outline of necessary steps  
and milestones to reach the desired goal.

But plans alone are not enough.

Results-oriented individuals not only set ambitious goals  
and have a plan to achieve them, but they take action,  
monitor progress, and adjust as needed to transform  
intentions into reality.

## What This Looks Like at DISH

- Sets demanding quality standards for own and others' work
- Explicitly encourages a clear commitment to excellent quality performance
- Uses external standards and benchmarks to set challenging goal targets
- Assesses the work quality of others and requests revisions and rework when standards are not met
- Checks status of deliverables through regular updates and drives progress
- Takes steps to ensure key project objectives are met
- Supports others in achieving results by removing obstacles, eliminating distractions or busy work, and re-prioritizing work when needed



A dramatic photograph of two mountaineers in red gear climbing a dark, craggy rock face. The scene is backlit by a bright, low sun, creating a strong orange and red glow that silhouettes the climbers and illuminates the clouds. The sky transitions from a deep orange near the horizon to a dark blue at the top. The overall mood is one of challenge and achievement.

# **LEADERS OF STRATEGY**

(Vice President & Above)

# CURIOSITY

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

*We keep moving forward, opening new doors,  
and doing new things, because we're curious  
and curiosity keeps leading us down new paths.  
-Walt Disney-*

Curiosity is the catalyst that fuels innovation and growth.

It ignites a thirst for knowledge, moving us to ask thought  
provoking questions and seek new solutions.

Curiosity sparks creativity, enabling us to think outside the  
box and challenge the status quo.

Curiosity cultivates empathy, helping us understand diverse  
perspectives and collaborate effectively.

Most importantly, curiosity means maintaining  
a learning mindset that empowers us to stay ahead  
in a rapidly evolving world.

## What This Looks Like at DISH

- Identifies and pursues new directions and opportunities for the organization to be successful
- Models and champions a commitment to learning and exploring
- Invites others to challenge own thinking and makes it safe to do so
- Fosters an environment that encourages people to ask questions and see possibilities

# PRIDE

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

*Always be prepared; always work hard  
and take pride in your work no matter what it is.  
-Allen Covert-*

Pride is the belief that every task,  
no matter how big or small, deserves our attention to detail  
and commitment to excellence.

It means going above and beyond,  
pushing the boundaries of what is expected,  
and consistently exceeding our expectations.

It means showing up prepared, taking ownership of our  
responsibilities, following through on our commitments,  
and being accountable for our mistakes.

When we take pride in our work, we create a ripple effect,  
inspiring those around us to do the same.

## What This Looks Like at DISH

- Creates a culture that supports “doing it right the first time”
- Holds business unit accountable for meeting commitments
- Monitors progress toward key business goals and takes action to stay on track
- Supports decisions and actions of business unit and accepts responsibility for outcomes



# ADVENTURE

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

*Adventure isn't hanging on a rope  
off the side of a mountain.*

*Adventure is an attitude that we must apply  
to the day to day obstacles in life.*

*-John Amatt-*

Adventure goes beyond novelty seeking and risk taking.

It lies in the day-to-day moments when we are faced with complex problems or uncertain situations—when clear-cut solutions are not readily apparent.

Adventure means stepping out of our comfort zones, building resilience, and cultivating a sense of adaptability.

It enables us to navigate ambiguity and make informed decisions despite incomplete information.

When we respond to uncertainty with a sense of adventure, we capitalize on opportunities for growth.

## What This Looks Like at DISH

- Embraces the unknown and finds new opportunities for the organization
- Rapidly adjusts to changing conditions to ensure performance effectiveness of business unit or the organization as a whole
- Provides assurance and direction for the organization during times of uncertainty
- Explains the reasons behind large-scale change and provides support to help the organization adapt

# WINNING

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

*Success is almost totally dependent upon drive and persistence. The extra energy required to make another effort or try another approach is the secret of winning.*  
-Denis Waitley-

There is more to winning than aspiring to be the best.

Winning is about being determined to overcome obstacles that stand in our way.

It requires us to invest significant time and effort, pushing ourselves beyond our limits, and maintaining disciplined focus on goals that are not easily or quickly achieved.

It's finding new depths of strength and persistence when our motivation has been exhausted—propelling us forward to accomplishing our goals.

## What This Looks Like at DISH

- Builds excitement throughout the organization to tackle audacious goals
- Sustains the organization's focus on and achievement of challenging, long-term goals
- Manages competing priorities to ensure the organization maintains focus on key objectives
- Models perseverance in the face of challenges and motivates others to keep going

# 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 at DISH

- Instills a sense of shared purpose and commitment across the organization
- Actively looks for contributions made by others and ensures they get recognized for their work even when it has low visibility
- Builds a culture that supports the open expression of opinions regarding organizational conditions and practices
- Recruits and builds a diverse organization that includes of a broad range of backgrounds and experiences
- Balances the pursuit of organizational objectives with employee well-being
- Interacts with others across the organization in a way that demonstrates that their viewpoints are valued
- Shows concern and compassion for others
- Demonstrates respect, courtesy, and patience when interacting with others

# COLLABORATE EFFECTIVELY THROUGHOUT DISH

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-*

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 DISH forward.

## What This Looks Like at DISH

- Fosters a culture of teamwork by developing processes that enable effective cross-functional collaboration
- Advocates for the best interest of the business even when it requires pivoting projects and plans
- Proactively updates and aligns with partners across the organization to avoid surprises, delays, or inefficiencies
- Ensures others partner with necessary stakeholders to optimize business outcomes
- Builds strategic partnerships with various stakeholders (e.g., peers, customers, vendors, etc.) and leverages them to accomplish goals
- Builds rapport with people at all levels and makes people feel at ease

# 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-*

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.

## What This Looks Like at DISH

- Delivers messages through appropriate channels and with appropriate sense of urgency and candor
- Projects confidence and engages the audience when speaking or presenting
- Listens patiently to others, without interrupting, to hear their points of view
- Communicates comfortably and effectively with all levels of the organization
- Creates opportunities to provide regular communication to the organization
- Ensures that communication flows freely and effectively across the organization

# 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.

*You get the best effort from others not by lighting a fire  
beneath them, but by building a fire within.*  
-Bob Nelson-

Talent development isn't just a luxury; organizations rely on their employees' ability to adapt and grow in order to stay competitive and agile.

Employees are typically eager to expand their skills and take on new challenges, but they can't do it alone. Supporting them in their growth journey is a shared responsibility between the organization and its leaders.

By taking an active role in talent development, leaders can boost engagement, reduce turnover, and create a pipeline of future talent.

## What This Looks Like at DISH

- Identifies the strengths and limitations of others and accurately judges future potential
- Provides timely and constructive feedback to others with candor and tact
- Encourages others to consider and pursue development opportunities
- Shares suggestions with others on how to improve and develop
- Identifies and recommends resources that support the development of others
- Builds a culture that values continuous development
- Ensures work group actively participates in organizational processes that support talent development (e.g. leadership development programs, talent planning, etc.)
- Proactively develops skills that will be needed for the future and ensures bench strength for critical roles

# 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.

*The secret of my success is that we have gone to  
exceptional lengths to hire the best people in the world.*  
-Steve Jobs-

Having a talent-rich workforce is crucial for organizational success. Without the right individuals and the right skills in the right places, we lack competitive edge.

The key to achieving success lies in leaders understanding the organization's objectives and accurately identifying talent that can drive them forward.

This involves recognizing talent gaps,  
assessing ideal team dynamics,  
and creating a culture that attracts and retains top talent.

## What This Looks Like at DISH

- Identifies the knowledge, skill, and ability needed for successful job performance
- Accurately judges work style needs for optimal team fit
- Balances development of internal candidates with recruitment of external talent to meet long-term staffing needs
- Creates a “best place to work” culture to attract and retain top talent
- Identifies key talent gaps in the organization and takes steps to address them



# COMMIT TO CONTINUOUS DEVELOPMENT

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

*No matter how good you get  
you can always get better,  
and that's the exciting part.  
-Tiger Woods-*

In today's rapidly evolving world, the skills and knowledge that got us here, won't be enough to take us further. We must be committed to continuous development to survive and thrive into the future.

This means actively seeking feedback, embracing failure as a learning opportunity, and pursuing new knowledge and experiences.

By consistently growing our expertise, we enhance our capabilities, become more proficient in our roles, and better equip DISH to deliver exceptional service and solutions to meet our customers needs.

## What This Looks Like at DISH

- Seeks feedback on leadership ability (from superiors, peers and direct reports) and takes action to improve
- Demonstrates awareness of the personal impact their style and behaviors tend to have on others
- Identifies future areas for development based on the needs of the organization
- Fosters a culture of development and models a personal commitment to self-improvement
- Learns from mistakes and failures

# 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.

*Many ideas grow better when transplanted into another  
mind than the one where they sprang up.  
-Oliver Wendell Holmes-*

People want more than just a job to do. They want to know  
why they're doing it and feel like their work has a purpose.  
That they're part of something bigger.

When leaders lay out a compelling vision of the future,  
what it will take to get there, and how it connects to the work,  
it helps employees understand how their contributions  
fit into the larger picture.

This builds enthusiasm for what lies ahead and empowers  
them to overcome obstacles and keep pushing forward,  
no matter how challenging the journey may be.

## What This Looks Like at DISH

- Conveys a clear vision of the future that helps others see the path forward
- Knows how others fit into the broader vision and articulates it in a way that helps tie them to the mission
- Captures the imaginations of others through powerful storytelling that wins their buy-in and commitment
- Builds confidence in others for the vision and turns skeptics into supporters
- Maintains own support and enthusiasm for the vision despite the reactions of others
- Addresses others' concerns and provides credible responses using data, stories and personal examples

# 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.

*If you don't know where you're going,  
you'll end up someplace else.*  
-Yogi Berra-

Strategic thinking involves understanding what is crucial for our business and what we need to deliver.

It's today's plan for tomorrow's challenges.  
It means crafting efficient approaches to our work to achieve meaningful outcomes.

It means using our knowledge and expertise to set clear objectives, identifying areas that require improvement, and creating well thought out plans to bridge those gaps.

When leaders operate strategically,  
it focuses effort on what matters most.

## What This Looks Like at DISH

- Thinks about the long term potential for the business and develops strategic plans to achieve it
- Uses expertise, knowledge of emerging trends, and market factors to guide future strategy
- Ensures that business unit activities are integrated with the organizational vision
- Develops strategies that meet the unique needs of the organization and capitalize on it's core capabilities
- Devises strategies that drive meaningful impact to our customers and allocates budget and resources accordingly
- Organizes and sequences multiple and competing strategies into coherent goals or action plans

# DELIVER EXCEPTIONAL RESULTS

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

*Perfection is not attainable,  
but if we chase perfection we can catch excellence.  
-Vince Lombardi-*

Results are the tangible outcomes of our efforts.

They serve as a yardstick to measure progress  
and determine the impact of our actions.

Achieving exceptional results is dependent upon having  
a clear road-map to success—an outline of necessary steps  
and milestones to reach the desired goal.

But plans alone are not enough.

Results-oriented individuals not only set ambitious goals  
and have a plan to achieve them, but they take action,  
monitor progress, and adjust as needed to transform  
intentions into reality.

## What This Looks Like at DISH

- Ensures that the organization exceeds quality standards and customer expectations
- Drives a culture that values, recognizes and focuses on exceeding expectations
- Benchmarks organizational performance against industry leaders
- Defines and sets parameters for achieving strategic goals
- Pushes self and others to achieve results
- Achieves organizational performance by removing obstacles and maintaining a disciplined focus on key priorities



TM