# DISH's Lead Immersion and Foundation Training Gives New Leaders Skills, Abilities to be Effective

DISH

Best Sales Leadership Development Program

October 2019

## Company Background



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|---|---|
| **Headquarters** | Englewood, CO |
| **Year Founded** | 1980 |
| **Revenue** | $13.62 billion |
| **Employees** | 15,000-plus |
| **Global Scale** | U.S., Latin America, Europe and Asia |
| **Customers/Output, etc. (Key customers and services offered)** | Direct-broadcast satellite, live TV streaming and smart-home services |
| **Industry** | Pay TV |
| **Stock Symbol** | DISH |
| **Website** | www.dish.com |

## Budget and Timeframe

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|---|---|
| **Number of (HR, Learning, Talent) employees involved with the implementation?** | 10 |
| **Number of Operations or Subject Matter Expert employees involved with the implementation?** | 14 |
| **Number of contractors involved with implementation** | None |
| **Timeframe to implement** | Eight months |
| **Start date of the program** | Sept. 1, 2018 |

## Business Conditions and Business Needs

**Business Conditions**

DISH is in a competitive and mature Pay-TV market. Obtaining and retaining customers is a key focal point to enable the growth of new business areas and initiatives. In 2016, the company launched four new strategic goals to drive employees toward the company's future. They are:

- Profitable growth in all business lines
- No. 1 in customer experience
- Best team
- Free cash flow above $1 billion

DISH identified a key area of opportunity within its Customer Retention department to align with the company's new strategic goals. The department was consistently delivering a high spend rate with a low save rate. Essentially, they were spending a lot of money to keep existing customers via equipment upgrades, offers and monthly discounts, but overall only saving a small number of customers. After several successful pilots, the decision was made to bring the Retention call type under the Direct Sales group. Harnessing sales tactics and reselling the value of DISH to the customers calling to disconnect decreased the spend rate and increased the save rate. At the time of that transition, the perfect storm began. Simultaneously, DISH made the decision to handle all Retention calls in the United States, instead of from overseas, a task that involved hiring 1,000 employees within a five-month period.

**Business Needs**

With this five-month goal in place, there was a significant need to promote Team Managers to support the 1,000 new employees. A new center in Tulsa, OK was opened in April 2017 to support the headcount. Team Manager-to-employee ratios were decreased across the enterprise from 1:15 to 1:10 as a result of the large number of promotions. Moreover, the Direct Sales group hired an additional 914 employees in 2018 for its other sales locations. Although general performance met expectations, sales records were not being exceeded.

It became apparent that expanding the department in such a short amount of time depleted the bench strength of Inside Sales Associates to become Team Managers, leaving holes in their leadership abilities and job expertise. During the Direct Sales talent planning cycle in 2018, only 3% of Direct Sales leadership rated in the high-potential category. This directly correlated to the large number of promotions and lack of focus in onboarding and developing Team Managers. Direct Sales recognized that a lot of development and training was needed to get Team Managers up to speed, and there was not a formal program to facilitate that growth at the time. As a result of not having a formalized program, there was an inconsistent experience for Team Managers as they were promoted into leadership roles. These observations were supported by a correlation in DISH's April 2018 Direct Sales Engagement survey. The overall employee satisfaction score was a 67; this score fell short of the goal of 75. Some of the common employee feedback on the Engagement survey included:

- New managers didn't know what they were doing
- Information and answers Inside Sales Associates were provided when asking questions to Team Mangers varied depending on who they asked
- Team Managers only cared about performance and didn't take the time to provide coaching and one-on-ones

After reviewing this information, the key areas of focus in creating a program included:

- **Job Expertise:** Understanding core job responsibilities and systems; consistency needed to be created
- **Leadership and Development Skills:** With such a high influx of new employees, there needed to be a focus on driving accountability in managing and developing employees and driving down attrition
- **Self-Guided:** Understanding there was not a budget for additional training headcount, and being mindful of managers' workloads, the program needed to have structure while providing flexibility for Site Managers to complete their current job responsibilities

## Overview

LIFT stands for Leadership, Immersion, and Foundation Training. The purpose of LIFT is to provide a comprehensive program that immerses new leaders into their role and provides them with the necessary skills, knowledge and abilities to become effective contributors in their position. LIFT is a self-guided, new manager onboarding experience implemented with an all-angles approach and was developed by key stakeholders, which included Operations, Training and Human Resources in the Direct Sales line of business. The program encompasses a multi-faceted three pillar approach to learners that includes shadowing, self-study, classroom and multimedia. To ensure the adoption of the program, its completion is tracked through reporting in DISH's learning management system, SuccessFactors.

**Figure 1: Phases**
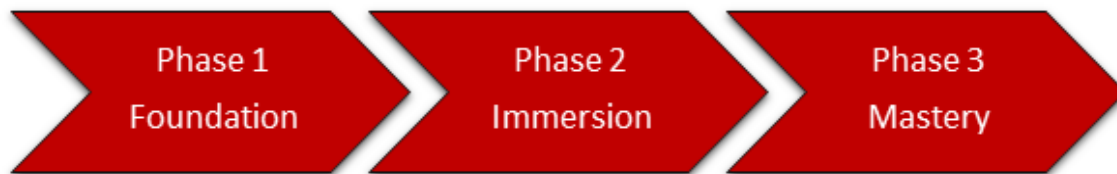


All illustrations provided by DISH

### Phase 1 — Foundation

Foundation covers the first two weeks of a new Team Manager's role. During this period, it is critical that new Team Managers are not be responsible for a team. The purpose of this is to ensure they can focus solely on learning the tools of the job, soft skills and leadership development.

### Phase 2 — Immersion

Immersion covers weeks three to 12 of a new Team Manager's role. The focus of Immersion is for their direct supervisor, Site Managers and Peer Mentor to provide hands-on support and feedback in the early weeks of managing their new team. This involves a tapered approach where the hands-on interactions reduce over the 10-week period and transform into check-ins. During this period, a Team Manager can expect their Site Manager and Peer Mentor to have regular triad-sessions to observe and provide real-time feedback to the following:

- Team Meetings
- One-on-ones with employees
- Real-time observations performing job functions

New Team Managers will also complete skill book assignments and debriefs throughout the Immersion phase to encourage thoughtful reflection and evaluation on what is working and new approaches they will take in their leadership role. The Immersion phase is concluded by the HR business partner facilitating a Start, Stop, Continue in Week 12 with the Team Manager's direct reports. The feedback gathered is then reviewed with the Team Manager and used to create a development plan.

**Phase 3 — Mastery**

The final phase, Mastery, covers Weeks 13-26 and focuses on larger-scale, company-wide programs. These programs include coaching and interviewing skills, as well as leadership development. Upon completion of this phase, Team Managers are awarded a LIFT-branded jacket and certificate to signify successful completion of the program and proficiency in their role.

**Goals**

After investing eight months in creating LIFT, there were three goals that DISH focused on to measure success:

- Increase performance and retain talent

    o In August 2018, prior to rolling out LIFT, the average close rate for Inside Sales was 39%, and the average Save Rate for Retention was 61%. Attrition for Direct Sales in Q4 2017 was 78.1%.

- Create consistency and accountability
    o Across the Direct Sales enterprise, there were no clear expectations for Team Manager job responsibilities, employee development practices or accountability for actions.
- Increase talent development and engagement
    o From September 2017 through November 2018, there were 37 promotions across the Direct Sales enterprise. The April 2018 engagement survey resulted in an overall score of 67, falling short of the goal set at 75.

## Design and Delivery of the Program

**Design of the Program**

To meet budget and time constraints, LIFT uses a blended-learning approach that incorporates online microlearning resources with accompanying knowledge checks, on-the-job training experiences facilitated by a Site Manager or Peer Mentor, and a printed self-guided workbook which includes a detailed participant schedule.

**Learning Tracks**

To establish consistency and accountability, a consolidated version of the program was adapted to ensure that all Team Managers, existing and future, received the same training and development. These two learning tracks are referred to as New Team Managers and Existing Team Managers.

Ten-day Foundation Phase:

- New Team Managers spend their time exploring the online microlearning resources, completing the accompanying knowledge checks and participating in on-the-job training experiences with their Peer Mentor and Site Manager.
- Existing Team Managers spend two hours completing a condensed set of tasks and the rest of their day managing their team.

Ten-week Immersion Phase:

- New and existing Team Managers are responsible for leading their teams.
- They regularly meet with their Site Manager, General Manager and HR partner.
- During this period, new Team Managers receive a higher level of support and supervision than existing Team Managers.

Mastery Phase:

- New Team Managers
  - Team Managers are enrolled in instructor-led professional development courses alongside managers from other departments. These include:
    - BEST (Building Excellent Skills for Team Managers)
      - This course gives them a forum to develop their training and presentation skills.
    - LEAD (Leadership Education and Development)
      - This course is a two-stage experience designed for all DISH managers with direct reports. This competency-based program focuses on leading intentionally, positively impacting the business, and delivering outstanding results.

- o Team Managers also observe a day of Inside Sales Associate new-hire training.
  - o This allows both Team Managers and Trainers the opportunity to become more familiar with the day-to-day responsibilities of each other's positions and creates better alignment with consistent messaging to benefit the Inside Sales Associate's experience.

- Existing Team Managers
  - o Existing Team Managers may have already attended these programs in the past.
  - o During the Mastery phase, the LIFT Program Manager verifies that each existing Team Manager has previously attended both BEST and LEAD, then enrolls them if necessary.
  - o This ensures that all Team Managers have a consistent knowledge and expectations going forward.
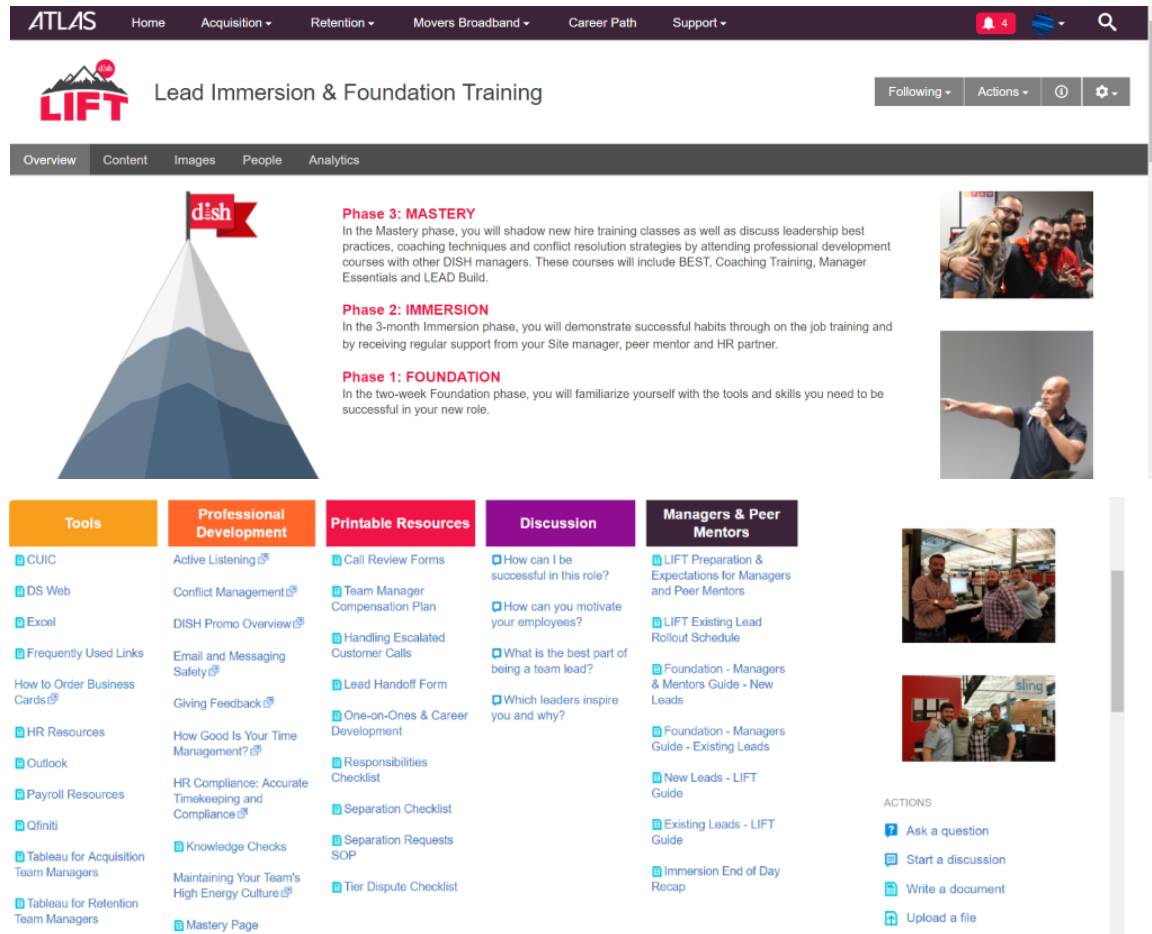
**Learning Program Objectives**

LIFT sets three learning objectives to introduce learners to the training. Each objective also connects back to the individual objective for each activity throughout the learning program. These objectives are:

- Explain the core responsibilities and expectations for Team Managers
- Evolve and discuss the leadership and development skills Team Managers use to motivate and retain their employees
- Demonstrate how and when to use various tools employed by Team Managers

**Microlearning Resources**

An internal website for LIFT participants and graduates organizes microlearning resources into five categories: Tools, Professional Development, Printable Resources, Discussion, and Managers and Peer Mentors.

## Figure 2: Lead Immersion and Foundation Training



**Tools**

The Tools sections is comprised of articles and videos that demonstrate how and when to use a variety of tools employed by Team Managers.

The Tools section covers topics such as:

- Teleopti, used to view and manage employee schedules
- Cisco Unified Intelligence Center, used to monitor inbound call rates
- DS Web and Tableau, used to display call center metrics

Where possible, each article contains a link to the associated tool, making the page an important ongoing resource.

**Professional Development**

The Professional Development section contains links to several eLearning courses that cover topics such as:

- Active listening
- Non-verbal communication
- Conflict management
- Providing feedback
- The Pygmalion Effect

Additional benefits to the professional development section include:

- Links to Knowledge Checks that test Team Managers understanding with their tools
- Access to the LIFT Executive Welcome video in which the Senior Vice President of Sales introduces the program to Team Managers. This video helps emphasize the importance of LIFT and gains buy-in from Team Managers.

**Printable Resources**

The Printable Resources section directs Team Managers to a variety of resources, including the Team Manager Compensation Plan and Employee Separation Standard Operating Procedures. This space provides valuable organization for numerous documents and resources that are stored in several different locations.

The Discussion section gives Team Managers across multiple sites and regions a place to connect and discuss the strategies they use to be successful. Discussion topics include:

- How can I be successful in this role?
- How can you motivate your employees?
- What is the best part of being a Team Manager?
- Which leaders inspire you and why?

**Managers and Peer Mentors**

The Managers and Peer Mentors section houses expectations and preparation instructions for Site Managers and Peer Mentors who will be supporting a Team Manager as they complete LIFT. This includes a Managers and Mentors Guide that outlines the Foundation schedule for new and existing Managers, as well as Participant Guides, which are printed on-site.

**On-the-Job Training Experiences**

Team Managers are guided through several on-the-job training experiences that are a regular part of their roles and responsibilities. These experiences include:

- Team meetings
- Job shadowing
- One-on-one coaching sessions
- Payroll policies and procedures
- Reviewing customer calls
- Critical conversations preparation and practice
- Handling escalated customer calls

New Team Managers begin by observing their Peer Mentor or Site Manager as they explain and complete tasks. As the Foundation and Immersion phases progress, new Team Managers begin completing these tasks, initially under the supervision of their Peer Mentor or Site Manager and eventually on their own. Existing Team Managers are observed by their Manager while they complete these tasks during the Immersion phase. This allows existing Team Managers an opportunity to ask questions while Site Managers can provide coaching as necessary. New and existing Team Managers meet with a Payroll representative to ensure they understand and follow all Payroll policies and procedures. They also meet with their Site Manager to practice handling critical conversations related to dress code issues, time and attendance issues, quality assurance infractions and interpersonal conflict.

**Participant Guide**

The self-guided nature of LIFT encourages Team Managers to become self-sufficient and responsible for managing their time while building strong relationships with their Site Manager and peers. The LIFT guide was developed to walk Team Managers through their scheduled activities during the Foundation, Immersion and Mastery phases.

Foundation phase modules are organized by day. Each module starts by listing the events to be completed that day along with corresponding learning objectives. The page opposite the learning objectives in the guide contains a detailed schedule with information about how long each event is and who they will be completing their events with. At the bottom of the page, Team Managers see how much time they will be spending on their own, with their Manager, Peer Mentor or meeting with both their manager and General Manager.

## Figure 3: Participant Guide



## Figure 4: Up-training and Outlook



Each module also contains activity instructions and space to write notes while completing activities.

The Immersion Outline guides Team Managers through the Immersion phase by providing a weekly checklist of action items. Action items consist of regular job responsibilities, as well as regular observations and check-ins with their Site Manager, General Manager, Peer Mentor and HR Partner. During the Immersion phase, Team Managers complete weekly assignments related to the professional development and leadership skills that

were discussed during the Foundation phase. Topics include Embracing Your Roles, Exercising Authority, and Establishing a Motivating Environment. Team Managers regularly meet with their Manager to discuss these assignments and their ongoing performance. They also rely on the Responsibilities Checklist to ensure they are meeting the expectations of their role on a daily, weekly and monthly basis.

**Figure 5: Immersion Week Two and Daily Responsibilities**

### IMMERSION WEEK TWO

**SCENARIO 2**

Cindy has been an Associate for four years and has always felt like she deserved a promotion. You are brand new to DISH, and were promoted to Lead a few weeks ago. You hear from a fellow team member that Cindy has been saying things like "What do they know about sales?" and "The only reason they got promoted was because they are friends with somebody in management!" Cindy's productivity has started to lag, and she's been telling team members that she doesn't care because our new Lead doesn't know what they are doing and won't be able to do anything to me."

How would you respond? How can you help Cindy respect your new authority?

**SCENARIO 3**

DISH has just come out with new call flow and talking points. Management says that the call flow and talking points have been tested and are proven to increase sales or commitments. Not everyone on your team agrees with the new approach, though. Personally, you feel the same way. In your experience, you don't think the new call flow and talking points will work well. One afternoon at lunch, several members of your team approach you and grumble that the new call flow and talking points "are stupid" and "will never get anyone to sign up for anything."

What is the best way to respond? How do you own the message and communicate management's point of view? How do you show that you value their input?

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### DAILY RESPONSIBILITIES

**EXPECTATIONS FOR YOUR TEAM MEETINGS**

- ☐ Prepare before shift starts. Either come in at least 45 min before your shift starts, or prepare the night before. You need to have a plan for the week – What do you want to teach your team or reinforce with them this week?
- ☐ Ensure associates aren't in Aux more than 2-3 mins Before Meeting — Keep TM Aux to 10 mins unless you are approved for an extension from SCC.
- ☐ Mental Team Check
  - Is everyone in and on time?
  - Is everyone within Dress Code?
  - Is everyone in good spirits?
  - Is their anyone you need to follow up with after meeting?

**TEAM MEETING TOPICS**

- ☐ Month to Date Performance – Site, Lead and Agent
- ☐ Week to Date Performance printout — You can hand it out later in the morning, once stats have updated.
- ☐ Previous day shout outs – Involve top agents, what worked for them – share best practices
- ☐ Team & Individual Goals — Set daily goals for team and individual agents – track throughout the day on whiteboards  (100 Sales by end of shift, etc)
- ☐ Motivational Contest  — First Call / First Save or First Sale gets an energy drink, pick the playlist, etc
- ☐ Trends -  QA, Prequal, Tracking accuracy
- ☐ Updates – Atlas, Email, Recognition / Incentives and Contests
- ☐ Teach your team something they can take back with them to the phones
- ☐ What is an opportunity for the team – getting from Qual to Close?
- ☐ End on energetic / upbeat tone – team chant, cheer, theme song, etc.

**EXPECTATIONS DURING YOUR SHIFT**

**FIRST 2 HOURS OF YOUR SHIFT**

- ☐ No Admin work – stay in the aisles with your team– headset on, listening to calls, real time coaching
- ☐ No Break Aux from agents 1st hour of shift
- ☐ You just gave them an energetic meeting – get on the phones and get that first sale / save

**THROUGHOUT THE DAY**

- ☐ Watch CUIC and your team's computer screens to ensure your aux and performance management is on point
- ☐ Address HR issues as they arise
- ☐ Address Attrition concerns and update the Attrition Risk Tool
- ☐ Email your End of Day report

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**Figure 6: Mastery Outline**
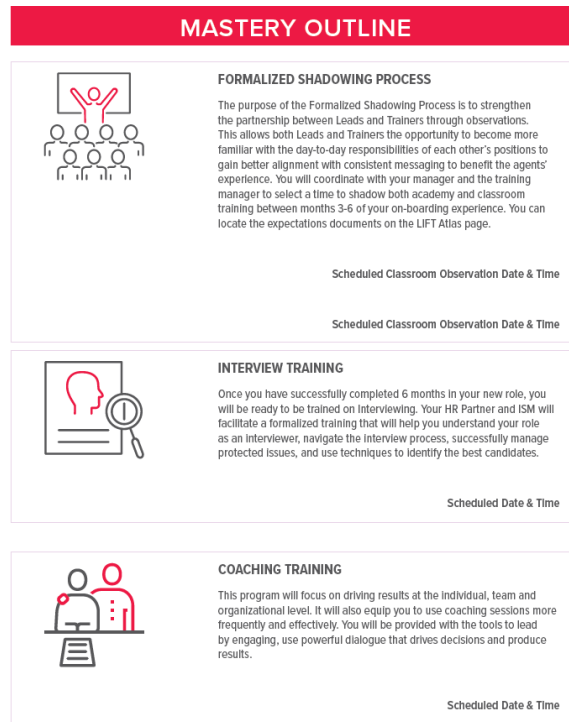


The Mastery section of the LIFT guide briefly describes the instructor-led professional development courses that Team Managers will attend and allows space to write the meeting date and time.

**Delivery of the Program**

The deployment of this leadership development onboarding program consisted of several phases over a six-month timeframe. The initial stage of the program started as a pilot in three locations with minimal participants. The program reached its full capacity by Q1 2019.

**Pilot**

In summer 2018, the first pilot launched in Tulsa, Littleton and Phoenix. These locations were selected because there was representation from the learning development group to help guide the program and solicit feedback throughout the process. In each location, two Team Managers, a Site Manager, HR Partner and a project group member worked together to test the Foundation Phase.

The Team Managers assigned to this pilot were chosen by their General Managers. The goal was to have existing Team Managers participate in the pilot so they could be prepared to serve as mentors for New Team Managers moving forward. Those chosen

demonstrated a passion for developing their agents, and the intent was to extend that passion to developing their peers. Managers were expected to show active engagement with the program and deliver valuable feedback. Several of the pilot participants have been promoted since going through LIFT.

A webinar was delivered to the pilot participants and follow-up conversations were held with their local project group representative. On the initial call, the program was outlined for the participants and expectations were set with the Team Managers as well as the Site Managers and HR Partner. Participants were briefed on the time commitment for the pilot and the need for detailed feedback. The chosen participants in Tulsa, Littleton and Phoenix all began the pilot simultaneously. During the pilot, there were daily check-ins with the local project representative on what was working, where they were getting stuck and what could be done differently. At the end of the two-week pilot, a WebEx feedback call was held with all three locations to gather feedback from the Foundation Phase.

Some of the primary feedback received included:

- Updating the HR Resources section of the book to expand more on the topics instead of just having bullets.
- Suggestions on breaking up the critical conversation's material; participants felt that the time would be better served in smaller sections over several days.
- A better understanding of how much time each learning objective would take to complete. The times were adjusted for accuracy following the pilot.
- Adding a time-management section. This was an area that was not initially included but was recommended by the pilot group.

One of the positive findings during the pilot was the value of the program for existing Team Managers. The feedback received not only helped identify areas of opportunity, but also the value in the retraining of the basic onboarding tools for existing Team Managers. As a result of the positive feedback of including existing Team Managers, LIFT was expanded into a modified program for all existing Team Managers and Trainers throughout the department.

**Launch**

To create excitement and buy-in to the new program, it was first presented at All Team Meetings (ATM) at each of the six locations. A high-level overview was provided by the Senior Vice President of Sales and a sample of the LIFT jacket that would be awarded upon completion was shown. The ATMs were followed up by team meetings where the site General Managers shared information to get the existing Team Managers excited to go through the program.

Since the LIFT program is designed to be an Operations-owned leadership and development program, there were three separate virtual training sessions for Training Managers, Site Managers and General Managers to attend prior to the launch date. The trainings covered the key concepts and objectives of the program, as well as preparation and expectations for Site Managers. Understanding that there would be a need to train future Site Managers, one training session was recorded and uploaded to the LIFT webpage for reference.

On Sept 1., 2018, the program launched for both new and existing Team Managers. A Program Manager was assigned to track the enrollment and progress throughout the 26-week program and is now responsible for tracking reporting and sending out status updates to Direct Sales Leadership.

## Adoption of the Program

The adoption process started with ensuring the vision was in line with what the Senior Leadership team was expecting from the initiative. The Project Team met frequently with Directors and above to provide updates on progress, share thoughts for next steps and incorporate any feedback that was provided as the program got closer to deployment.

The Project Team took great care to be inclusive during the formation of the program, which led to early buy-in from Site Managers and General Managers in each location. As the program was developed with both tenured and newly promoted leaders in mind, it was well-received since Team Managers could easily identify how the key takeaways from the program would benefit their individual career development.

The initial Project Team was comprised of Direct Sales Operations, HR and Training Leadership across three of the six Direct Sales sites. This ensured many different points of view were considered as the program was developed and content was written.

To increase adoption, in addition to training existing Team Managers, all new and existing Trainers have utilized a modified version of the program. The success of utilizing this program for Trainers has shown the value cross-functionally and has paved the way for a similar program to be considered for use with other front-line groups across the organization.

## Measurable Benefits

**Promote Talent Development and Engagement**

Promoting Talent Development

Promoting talent development and engagement, as stated in the Business Needs section, was a key initiative in the integration of the LIFT program. The learning program helped Direct Sales significantly improve in both focus areas.

The graph below suggests a significant increase and focus on employee development since the inception of the program, whether it be to a higher skill level, manager role or transfer to another department in the business. While there was not a specific metric in mind outside of increasing internal talent promotion, the number of promotions has tripled in the last four months, which is viewed as a big success.

**Figure 7: Employee Development Comparison**
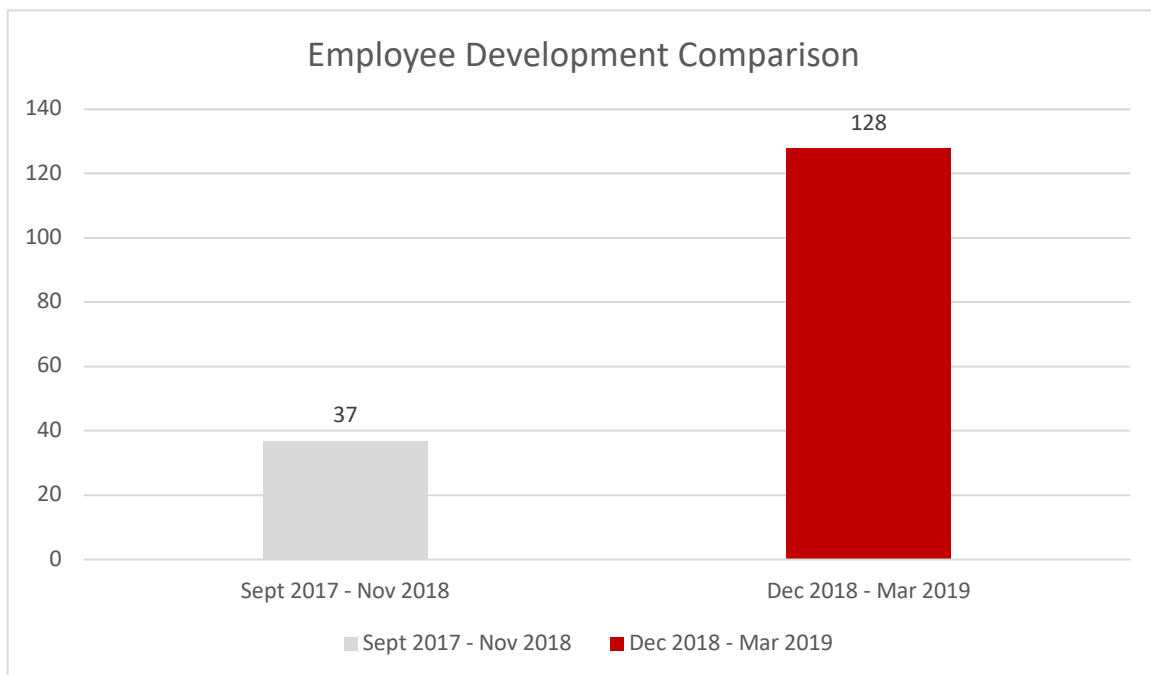


Employee Engagement

When looking at measured success for engagement, a goal was set to achieve a score of 75 for the December 2018 survey. This was exceeded by 7 points. As the following demonstrates, there were also substantial increases in key development and engagement focused categories such as:

- Manager: "I highly recommend my direct manager to others."

- Feedback: "I receive regular feedback to help me do my job better."
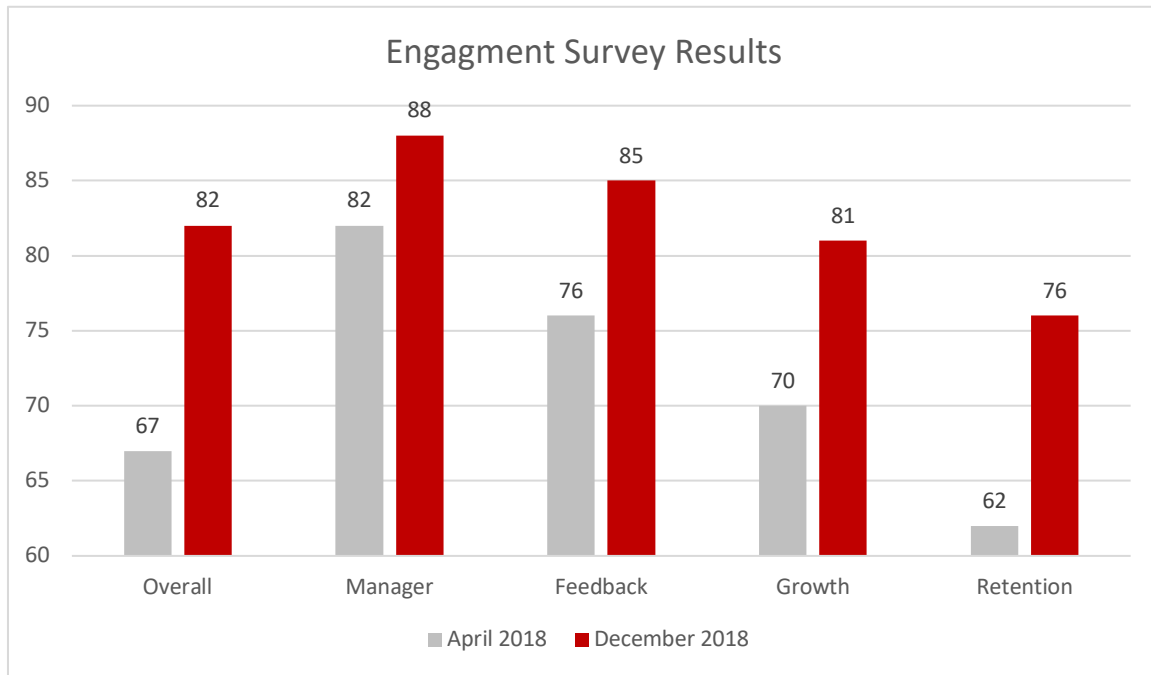- Growth: "I have good opportunities to grow my professional knowledge and skills at DISH."
- Retention: "I rarely think about looking for a job with another company."

**Figure 8: Engagement Survey Results**



**Improve Performance and Reduce Attrition**

Improve Performance

Increased performance and a reduction in attrition are two areas in which the Direct Sales group also set goals to improve. With the rapid expansion of the group, along with the need for quick promotions, Direct Sales performance was stagnant and had failed to beat any previously set records over the past three years.

The following graph reflects record-breaking performance since the launch of the program in both Dish's Retention and Sales skills. Put into perspective, every .1% increase in close rate equates to roughly $1 million annually and every .1% increase in save rate equals approximately $2.5 million annually. On top of these averages, daily performance continues to shatter prior single-day records, recently reaching a new all-time high of 50% single-day close rate.

**Figure 9: Performance Comparison**



**Performance Comparison**

Save Rate: August 2018 — 61%, March 2019 — 67.20%
Close Rate: August 2018 — 39%, March 2019 — 46.70%

Legend: ■ August 2018  ■ March 2019
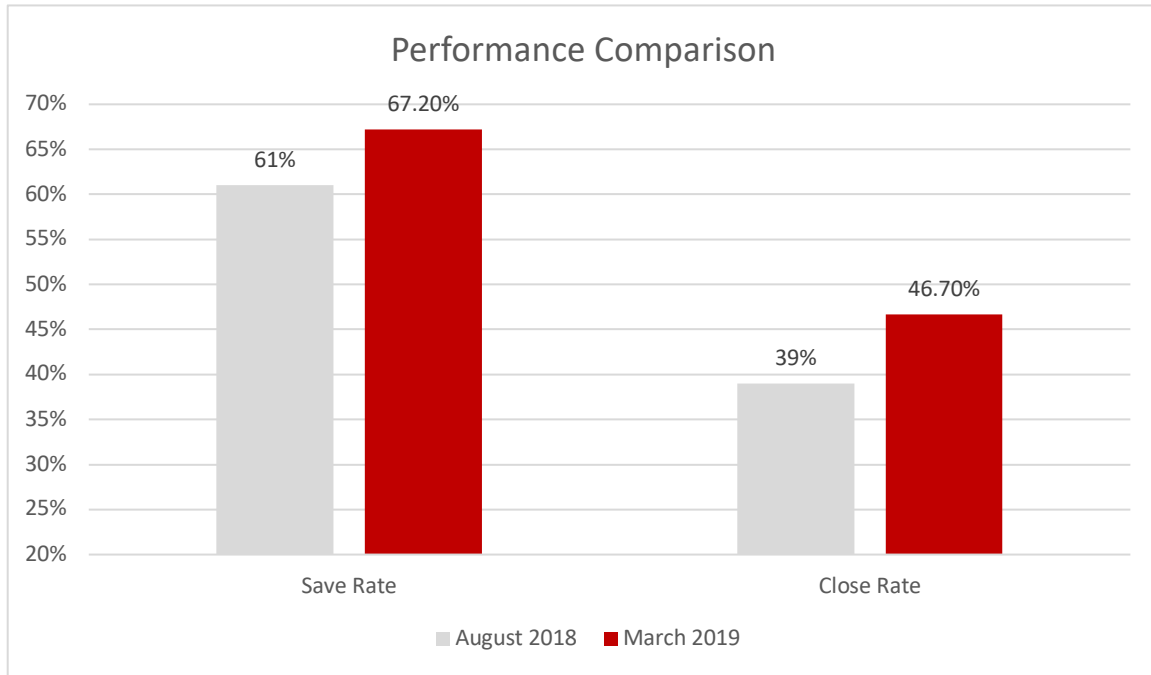
Reduce Attrition

The annual cost of turnover in 2018 was estimated to be $11 million across the Direct Sales enterprise. With a goal to reduce turnover by 25% in 2019, this will result in approximately $2.5 million in savings to the company. While it is still too early in 2019 to accurately measure results (at the time of this Case Study), the fourth quarter of 2018 showed a significant decrease year-over-year. This is a substantial change, as the end of the year typically has a higher turnover rate due to the holidays. As shown in the graph below, results are trending in the right direction and DISH leadership is confident in their teams' ability to meet the 2019 goal.

**Figure 10: Quarterly Attrition Year-Over-Year Comparison**
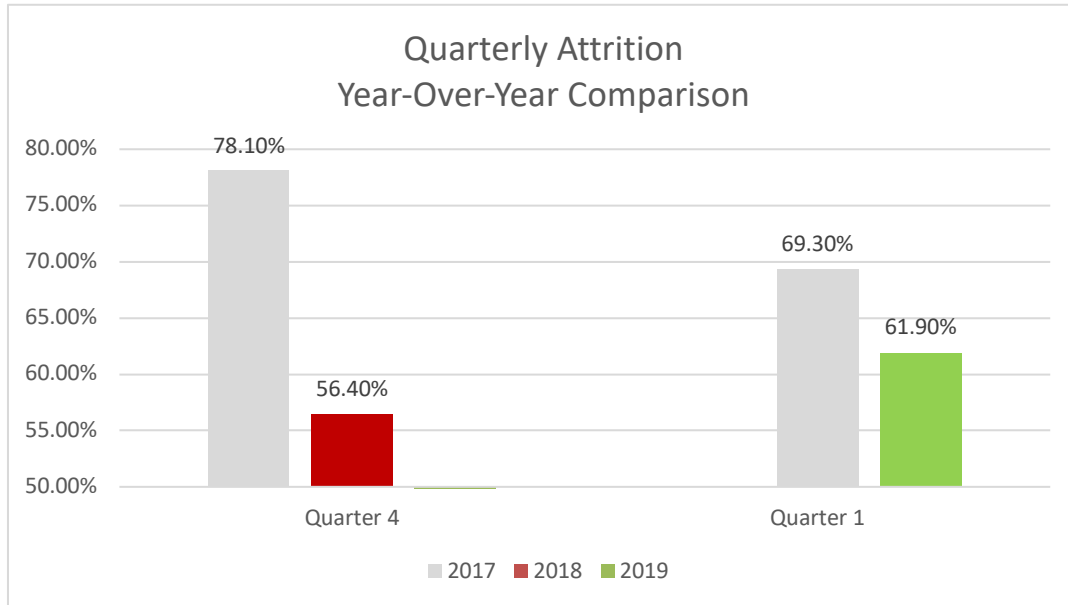


## Create Accountability

A concern when creating the program was ensuring that it would be utilized. Accountability was incorporated through reporting that tracks the major milestones of the program. Weekly status update emails are sent to Direct Sales leadership, and as a result the existing and new Team Managers have achieved 100% completion.

# Overall

## Key Findings

The success seen in the measurement areas allowed the Direct Sales group to take on an additional call-type, Movers, in Q4 2018. This provides DISH with roughly $40 million in added revenue each year. This is accomplished by allowing employees to use their sales skills to resell the value of DISH to customers and upgrade them to the latest technology and packages when they are moving their services.

Although there are many wins for the LIFT program, meeting business objectives was the primary focus. DISH saw a reduction in attrition and increases in performance, engagement, accountability and employee development. By creating a blended-learning program that aligns with business goals, it not only fostered a better Sales culture but also helped set the company up for success from the financial gains seen in increased performance, reduction in attrition and taking on the Movers call-type.

**Lessons Learned**

The first lesson learned was identifying a Program Manager early. During the program launch it was determined there was a need for a designated Program Manager for the enrollment and reporting portion of LIFT. Managing these two areas was crucial to the accountability aspect of the program. After meeting with operations partners, a business analyst was identified who would have the bandwidth to take on the scope of that role. Since this individual was not involved during the development of the program, there was a steep learning curve getting her up to speed.

The second lesson learned was the initial rollout schedule to have existing Team Managers engage in the program was too aggressive. Initially, the plan was to have existing Team Managers starting the program every two weeks, but the feedback from Direct Sales Leadership was that this timeframe was too condensed and quality was being sacrificed for quantity.

Due to the amount of hands on support Site Managers provide throughout the first 12 weeks of LIFT, the number of people going through at one time did not allow enough flexibility to take into account their own day-to-day job responsibilities. This was adjusted within the first month, putting quality before quantity. The deadline to get all existing Team Managers through the program was extended to the end of Q1 2019.

**Next Steps**

With the tremendous success Direct Sales has seen with the LIFT program, it has received a lot of attention company-wide. After presenting the LIFT program to the Learning leaders and department heads, it has been determined that all front-line departments at DISH will be creating their own leadership programs to mirror LIFT. The goal is to implement this with all front-line teams by Q4 2019.

During the initial design, professional development eLearning's were selected from the OpenSesame platform for inclusion in the program. Using these courses involves a pay-per-use model with an average cost of $270 per participant. Anticipating a company-wide rollout, it was determined a more cost-effective eLearning platform was needed. DISH is now in the process of transitioning to LinkedIn Learning and identifying a suite of eLearnings that will replace the OpenSesame courses. With the implementation of this new learning platform, the average cost per person will be reduced to $32 per person per year. It will also provide ongoing leadership training opportunities, granting the ability to assign a variety of courses as a continuation to the Management, Leadership and Development trainings incorporated into LIFT.

## About Brandon Hall Group

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• Research Briefings
• Benchmarking

## CLIENT SUCCESS PLAN
• Your Priorities
• Executive Sponsor
• Client Associate
• Monthly Meetings

## Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

## BENCHMARKING
• Competitive/Comparative
• Maturity Model
• Custom Research

## STRATEGY
• Business Case
• Planning
• Organization & Governance

## TECHNOLOGY SELECTION
• Vendor Selection
• Architecture Design
• Systems Evaluation

## DEVELOPMENT & INTEGRATION
• Program Design
• Assessment
• Survey
• Process Integration

For more information, contact us at success@brandonhall.com.