



CAREER COMPASS

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Intern Forum #4:
Communicating for Results
Participant Workbook

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Introduction

Objectives

- Understand how written communication is used and demonstrate best practices through a practical exercise.
- Know when to initiate an oral communication for best results
- Apply active listening to assist with communicating for results and engage in a practical exercise to demonstrate newly acquired skills.

Agenda

- Written Communication
- Oral Communication
- Active Listening
- Communication Practical Exercise



Chat Question

What are the benefits of effective communication?

Chat Question

What is context? Why does context matter when communicating with others?

Chat Question

In your opinion, what is the most important part of communication?

(i.e., Words (what you say), Tone (how you say it), Body Language (non-verbal communication), etc.)

The Case of Clarity

Communication is the pursuit of clarity and what comes next Attention. In order to get the results we seek, we must provide clarity in our communication.

Clarity leads to attention and attention leads to results.

Source: Henry Cloud



Written Communication

With any form of Written Communication (document, email, etc.), we should use the following guidelines.

- Use complete sentences starting with a capital letter and ended with punctuation.
- Be formal and address the person by name.
- Opening / Theme / Closing – whatever the length, you should have all three sections in your message.
- Get to the point – fewer words might be better.
- Conclude with a proper goodbye.
- Reread / edit your response – every communication is laced with typos and grammar mistakes at first. Step away for a minute and read one more time and don't be surprised if you find errors.
- Have someone else proofread – you may have looked at something too long and need a fresh pair of eyes.



Now, keep these things in mind:

- Remember your response is quotable, be prepared to standby what you are communicating.
- Back up what you write, be accountable to what you are proposing.
- Be factual and ensure the facts support your narrative.
- Ask others for help, additional perspectives are always encouraged and desired.
- Know when making a phone call is better, talking on the phone removes doubts or speculations about emotion and tone, so be extra cautious about tone in written communication because that cannot be deciphered.

Use the space provided here to capture your thoughts.

Email Etiquette

- Spellcheck
 - Grammar
 - Omissions
- Double check recipients
 - Avoid abbreviations
 - Let it simmer
- Add a signature with a phone number
- Be careful using humor

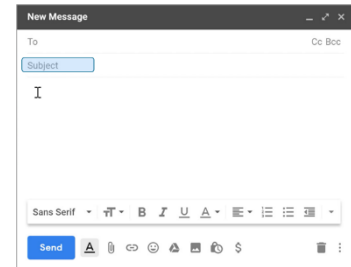


Chat Question

What does email etiquette say about you?

Email Subject with Key Words

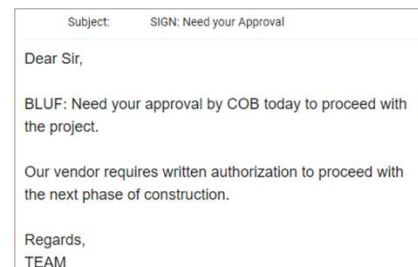
The first thing that your email recipient sees is your name and subject line, so it's critical that the subject clearly states the purpose of the email, and specifically, what you want them to do with your message. Some of these keywords include:



- ACTION – Asking for the recipient to take some action
- SIGN – Requires the signature of the recipient
- INFO – For informational purposes only, and there is no response or action required
- DECISION – Requires a decision by the recipient
- REQUEST – Seeks permission or approval by the recipient
- COORD – Coordination by or with the recipient is needed
- FYSA – For your situational awareness

Email Structure - BLUF

BLUF (bottom line up front) is the practice of beginning a message with its key information (the "bottom line"). This provides the reader with the most important information first.



- Lead with the main point
- Shorten the overall length as this will increase the likelihood of someone else reading it
- Address the 5 W's Who, What, Where, When, and Why
- Keep it Brief
- Help the reader to quickly digest the information

Writing a Good Summary

- Find the main idea
- Keep it brief
 - Not a rewrite
 - Short summation
- Focus on progress
- Make sure it flows



Chat Question

What is the biggest challenge when writing a summary?

Oral Communication

Potential Blockers

- Stuck in a world you never made:
 - Ever been pulled into a conversation just because you walked by?
 - Struggled to get your point across?
- Behind a wall:
 - What is the obstacle in the way?
 - Is your message blocked?



Checking In

Checking in is a good way to get our point across and is really about following up. Giving status reports that adjust for deviations in a program or project.

Sometimes a verbal conversation is best and knowing when you should do this is a good sign for your development as a professional.



Here are a few suggestions on when conversation is needed:

- The deadline is closing and there are key points to hammer out.
- A delicate matter is better talked about in person than through email.
- An adjustment is needed and there is still time but expediency is of the essences.
- Recalibration is needed and be too complicated to pass emails back and forth.
- Need to report a problem and also elaborate on the context of the situation.

Workbook Activity

Can you recognize occasions when a conversation is the best?

- *If so, what would be the circumstance?*
- *How would you bring it up?*
- *What have you learned today that might help?*

Active Listening

Closing the Gap:

- Be attentive
- Ask open-ended questions
- Ask probing questions
- Request clarification
- Paraphrase
- Summarize



Be Attentive

Focus:

- Avoid distractions (be present)
- Be curious and interested
- Be unemotional
- Look for nonverbal cues
- Make eye contact
- Use body language



Ask Open Ended Questions

Think about these five rules or guidelines to asking a great question:

- Do you need to know? - If you ask a question you need to wait for the answer
- Are you including the answer in the question? - You are limiting the response
- Are you using the word “why?” - It may promote a defensive response that invites emotion.
- Is your opinion included? - Similar to number 2, you may limit the response
- Keep your question simple - Less words may be best.



Ask Probing Questions

Ask probing questions that will help you understand and get to the bottom of something:

- Only ask if you truly want to know
- Be intentional
- “Tell me more about that ...”
- “What do you mean?”
- One-word questions
- Be mindful of non-verbals



Request Clarification

Requesting clarification can be a good follow up to probing the question and can also lead to further understanding:

- Seek to understand
- Be open-minded
- Keep opinion out
- Let them talk
- Help speaker see other views



Paraphrase and Summarize

Paraphrasing or summarizing can be a very useful technique to demonstrate active listening. Show You Understand by focusing on the meaning of what they are saying:

- It’s all about the meaning
- Restate in your own words
- Keep their meaning but rearrange
- Focus on important details



Chat Question

In your opinion, how would active listening help you communicate for results?

Communication Practical Exercise (PE)

During this PE we will focus on a Communication scenario.

Team deliverables during this PE will be:

- Address items related to Written Communication
- Address items related to Managing Expectations
- Generate responses and findings (guiding questions provided)

The PE Instructions are:

- The scenario will be introduced to everyone in the Main room
- Then, the Teams will move to their respective Breakout rooms
- Each team will be given 20 minutes to work through and produce the deliverables
- Back in the Main room, Teams will have 3-5 minutes to present their findings (answers to the scenario questions)
- The group will be given a few minutes to provide general comments and responses on that Team's deliverables.

Scenario

It is Tuesday afternoon, your Supervisor (Selma) is at a strategic offsite meeting and will be back in the office next Monday.

She emails you and asks you to prepare a status update briefing on a port refurbishing project your team is overseeing (note: you know that this project has high-visibility and is currently behind schedule due to delays in the delivery of steel to the job site).

She states that she wants the current status of the project and what is being done to get the project back on track. You need to present the briefing at the team's weekly meeting next Wednesday.

Deliverables & Guiding Questions

How would you address items related to Written Communication?

- Would you email any questions back to Selma?
- If so, what would those questions be (taking into consideration the Written Communication items we discussed)?

Though this is a written correspondence, how would you address items related to Active Listening?

- What kind of open-ended or probing questions can be asked to show that you are actively listening to what Selma is asking for?
- How would you handle the request for clarification?
- How would you show being attentive?

What items would you want in the brief (presentation) to ensure you are communicating for results?

Use the space provided here to capture your thoughts.

Team Findings

- Team spokesperson:
 - How would you address items related to Written Communication?
 - Would you email any questions back to Selma?
 - If so, what would those questions be (taking into consideration the Written Communication items we discussed)?
- How would you address items related to Active Listening?
 - Are there questions you would ask Selma regarding active listening? If so, what would those questions be?
 - How would you handle the request for clarification?
 - How would you show being attentive?
- What items would you want in the brief (presentation) to ensure you are communicating for results??

Use the space provided here to capture your thoughts.

Final Reflection

- What can you do today to improve how you communicate for results?
- What actions can you take to help your team communicate for results?

Use the space provided to capture your response.

Key Takeaways

What are some of the key takeaways from today's course?

Contact Information

BD17 Contact Information: Write to us! We are always seeking to improve our learning and development products and encourage your feedback. Please email us with your suggestions and we will incorporate them into future work. Additionally, we are available to answer any questions about the content you may have and provide additional resources to support your learning endeavors.

- Naval Acquisition Development Program (NADP) Interns:
NAVFAC_NADP.fct@navy.mil
- Professional Development Center (PDC) Interns:
NAVFAC_PDC.fct@navy.mil
- For learning and development questions, contact your local BD17 representative or contact HQ's BD17 at
NAVFACHQTotalForceDevelopment@us.navy.mil

Command BD17 Contact List:

COMMAND	NAME	EMAIL
EURAFCENT	Peter Arnold	peter.l.arnold2.civ@us.navy.mil
Engineering and Expeditionary Warfare Center (EXWC)	Jill Stein/Jill Haralson	jill.a.stein2.civ@us.navy.mil / jill.v.haralson.civ@us.navy.mil
Far East	Allan Bourbina	allan.m.bourbina.civ@us.navy.mil
Hawaii	Edward Kaimihana	edward.d.kaimihana.civ@us.navy.mil
Headquarters	Kelly Shriner	kelly.r.schriner2.civ@us.navy.mil
Atlantic	Lori Bowen	lori.a.bowen8.civ@us.navy.mil
Marianas	Therese Hocog	salomae.t.hocog.civ@us.navy.mil
Mid-Atlantic	Sharon Reyes / Kent Conley	sharon.l.reyes.civ@us.navy.mil / kent.d.conley.civ@us.navy.mil
Navy Crane Center	Karen Hunt	karen.r.hunt.civ@us.navy.mil
Northwest	Sandy Jones	sandra.a.jones6.civ@us.navy.mil
Pacific	Shirley Goo	shirley.s.goo.civ@us.navy.mil
Southeast	Karey Maschio	karey.l.maschio.civ@us.navy.mil
Southwest	Diane Johnson	diane.i.johnson.civ@us.navy.mil
Washington	Raymond Law	raymond.e.law2.civ@us.navy.mil

Development Resources

Career Compass Resource Center: An online source of information that provides NAVFAC civilian employees access to professional growth and development opportunities.

- <https://www.navfac.navy.mil/ccrc>

To access more content specific to the **Communicating** competency:

- <https://www.navfac.navy.mil/Communicating>

Career Compass Catalog: an online tool which provides you with information to help you take ownership of your professional development. It identifies options to assist in planning and creating a successful career path within NAVFAC.

- <https://www.navfac.navy.mil/cc>