



CAREER COMPASS

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Making Tough Decisions

Participant Workbook

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Introduction

Objective

- You will be able to understand what tough decisions are, as well as the factors that influence/impact these decisions. You will also learn a process to use in working through tough decisions.

Agenda

- Introduction
- What constitutes a good decision
- Key factors – Prevent, Force, and Drive
- Decision-making process
- Closing / Q&A



Chat Question

What qualities does an umpire need to have in order to make to make hundreds of quick decisions in a single game?

What Constitutes a Good Decision?

- Every choice has **impact and implications**. Has consideration been given to what this decision will impact or lead to next?
- A good decision **involves others** when appropriate. Key stakeholder input can help avoid issues.
- A good decisions is **executable**, and everyone involved understands what is expected and can carry out the plan.
- A good decision is **pragmatic** meaning is it practical and serves the greater good and not the individual.



- A good decision is **not concerned with popularity**, and you will need to stand behind your rationale.

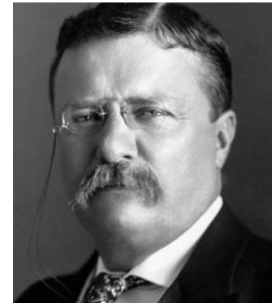
Workbook Exercise

Is a wrong decision better than no decision? If so, describe how. If not, where does indecision leave you?

The Right Decision to Make

“In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”

– Theodore Roosevelt, 26th President of the United States



Key Factors That Impact Decisions

- **Prevent** you from making a decision
 - Something is in the way
- **Force** you to make a decision
 - Strong influence from outside
- **Drive** you to make a decision
 - Motivation or obligation is from inside



Impact is greater on tough decisions based on urgency

Prevent Factor

What keeps you from making a decision?

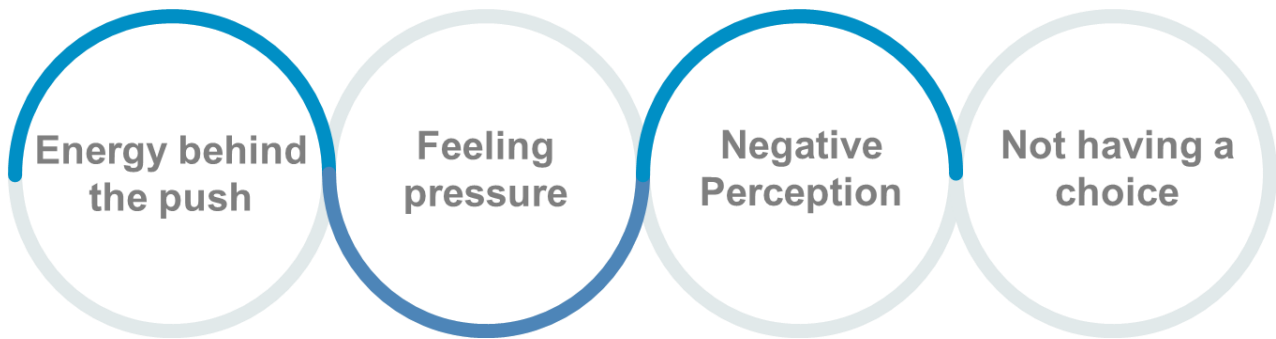
- What is stopping you?
 - Internal
 - External
 - Environmental



- What are you avoiding?
 - Does doubt play a role?
- What are you putting off?
 - Are you lacking a certain skill or expertise?

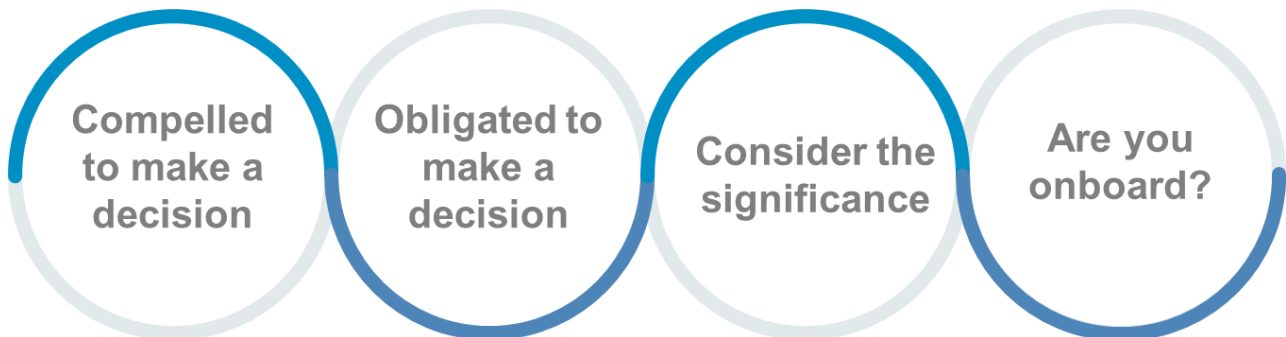
Force Factor

What pressures you to make a decision?



Drive Factor

What influences you to make a decision? Is it internal or external?



Chat Question

In your job, what factor is the most common, prevent, force or drive? How does the factor change your decision?

Scenario

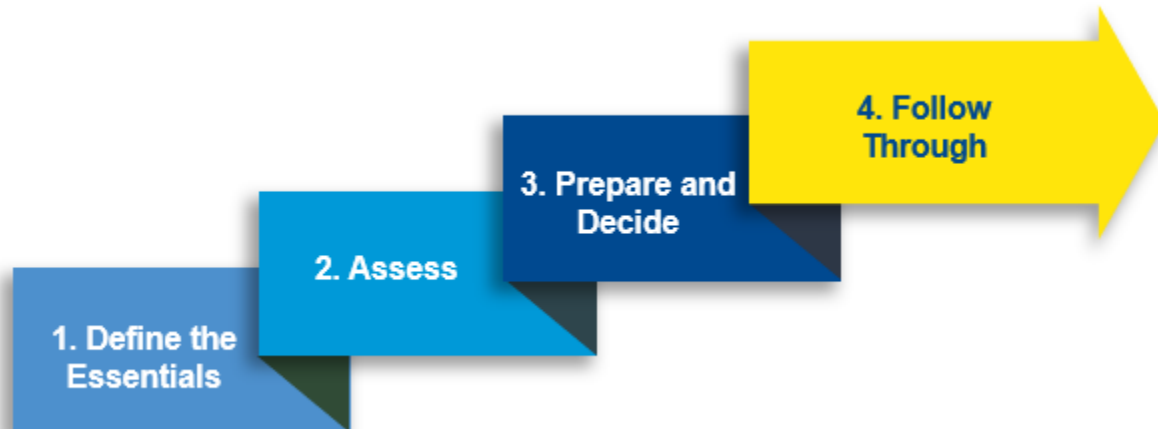
- Marco (Team Lead), is in charge of a team of that runs the front gate.
- Recently, there has been trouble at the gate. The system used to check ID's is slow and unreliable.
- Many senior leaders have complained about long delays when trying to enter the base.
- Marco is told by his supervisor that he must do something to address the problem.
- Consider the factors about making a tough decision facing Marco.



Workbook Exercise

What decision does Marco need to make? Is he being forced, prevented, or driven to make a decision?

Decision Making Process



1. Define the Essentials

What decision needs to be made and how will get started?

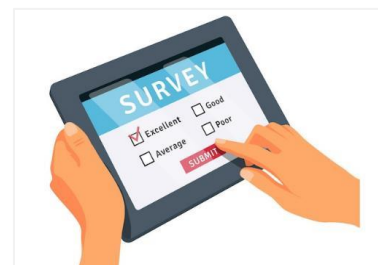
- Research / gather the facts
 - Organize data
 - Prioritize
- Clarify what decision needs to be made
 - Who decides or approves?
 - When is decision needed?
- Plan of Action and Milestones (POAM)
 - What is the execution plan?
 - Assign responsibilities and milestone due dates



2. Assess

How to get the feedback you need:

- Involve others on the team
 - Understand what you are looking for
 - Ask specific and open-ended questions
 - Request examples
 - Give a deadline
- Invite input and evaluate results
 - Ask everyone, boss, peers, direct reports
 - Use a platform or form-based app to collect data
- What do I need to assess to make an informed decision?



Chat Question

Next year’s travel spending has been cut by 20% and everyone will be affected. As you put next year’s travel plan together you want your team’s input. You have decided to use the forms function in MS Teams.

What open ended questions can you ask that will help you collect data to inform your decision?

3. Prepare and Decide

Now is the time to make the decision and get the team ready.

- What is the decision?
- How will this be announced?
- Anticipate the unexpected
- Communicate with those involved
- Is there consensus or push back?



4. Follow Through

Take a hard look at how things are going:

- Creating the desired effect
- How are we proceeding?
- Add to knowledge base
- Build team loyalty and cohesion



Scenario

Martina is the supervisor of an environmental group in the NW region. She receives a memo from her boss explaining the repurpose of several office buildings on the base which ultimately means her team’s space will shrink and the rationale is the outcome of pandemic restrictions and increased teleworking. How does she lead her team through the decision-making process?



- First Marina must **define the essentials** by doing the necessary research to gather facts. Where should she start? Martina creates a POAM.
- Next would come creating an **assessment**. Who is she to involve and what format will she use? What are the questions that need input? Martina uses MS Teams to solicit feedback from her team and get their preferences.
- Martina moves on to **prepare** people for the change. What is the decision and how will it be announced? What could Martina anticipate in the way of feedback from her team? Martina **decides** who comes in on what day and informs the team.
- Finally, how does Martina **follow through** with the decision and create the desired effect? How does she proceed and how might this build team cohesion? Martina is hearing that not everyone is pleased with her decision.

Workbook Exercise

Take a moment to record your thoughts from the case study with Martina. What advice would you have for her on Step 4 – Follow Through?

The Clear Path Forward

Let's review what we have covered and need to keep in mind:

- Characteristics of a good decision
- Factors at play
 - Prevent
 - Force
 - Drive
- Decision-making process
- Further learning



Final Reflection

- What actions can you take now to improve your ability to make tough decisions?

Use the space provided to capture your response.

Development Resources

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

- www.navfac.navy.mil/ccrc

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

- www.navfac.navy.mil/Decisiveness

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.

- www.navfac.navy.mil/cc

Course Credit

You will receive credit for participating in this course. Email the address below. Make sure to include all the following information:

| Component | Include in Email |
|-------------------------------|---|
| Address | W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil |
| Email Subject Line | Self-Certification – Making Tough Decisions |
| Course Name | Making Tough Decisions |
| Course Completion Code | 9w'ZKe |

Or, if you have a smart phone, you can simply scan the QR code below to generate the email with all the necessary information:



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.

- NAVFACHQTotalForceDevelopment@us.navy.mil