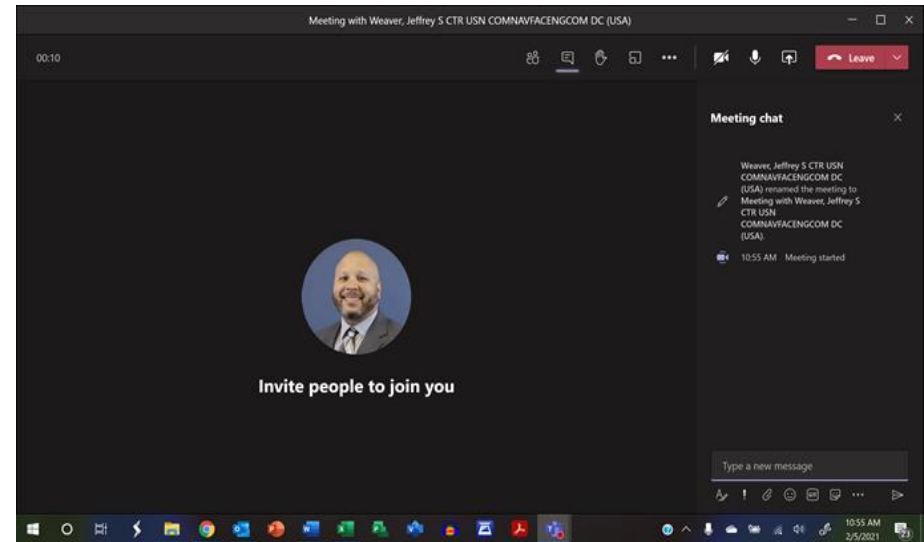
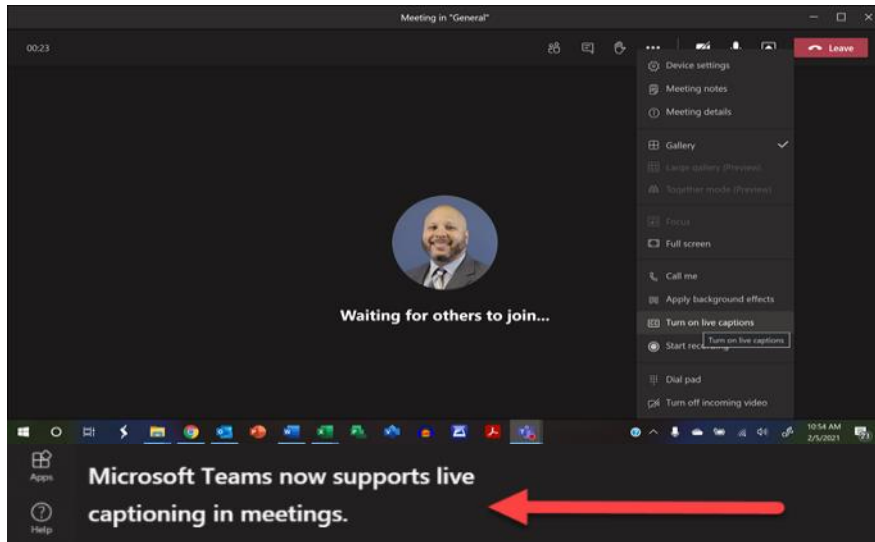
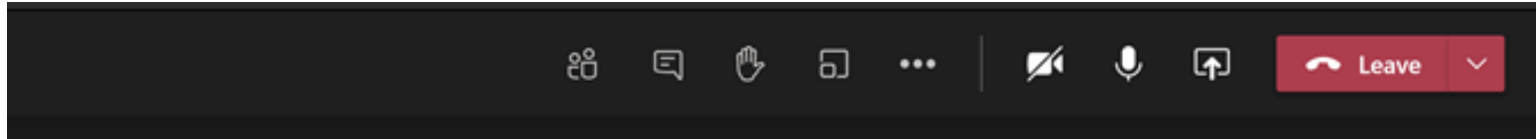


# Making People Decisions

## Webinar

# Using MS Teams



# Activity Icons



# Agenda



- What people decisions are
- Why people decisions are important
- How to make people decisions



# Objective



- To understand what people decisions are, why they are important, and how to apply research and understanding in order to make better, more informed people decisions.

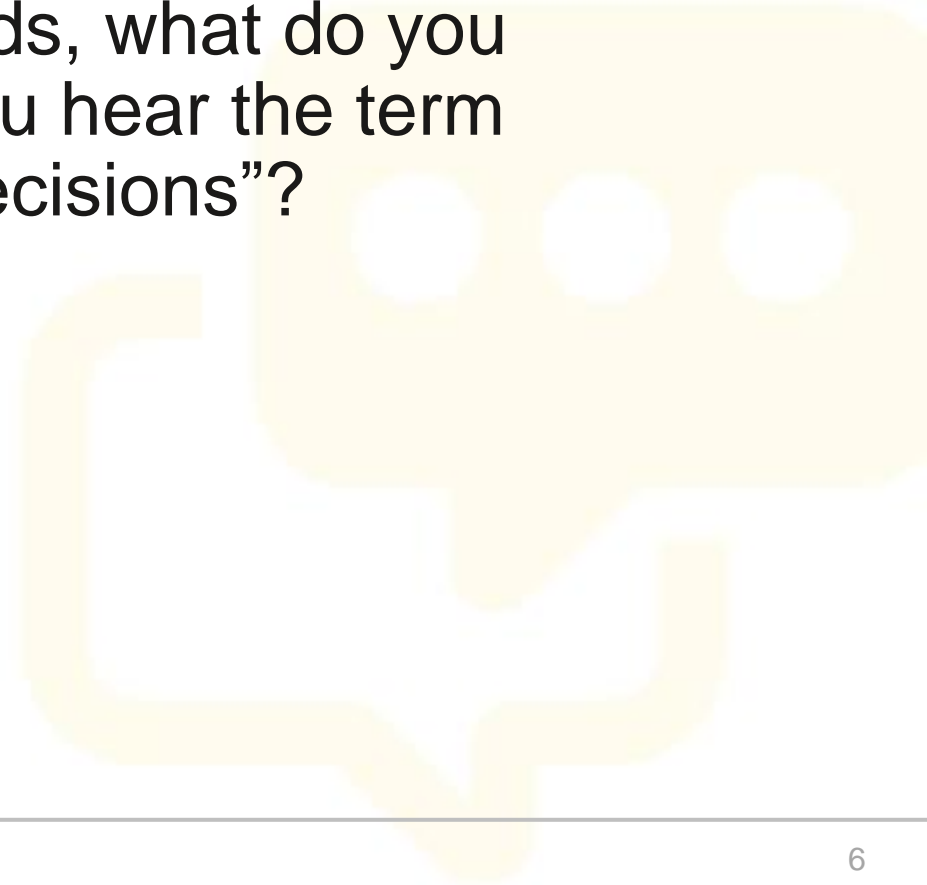




# Chat Discussion



In your own words, what do you think of when you hear the term “people decisions”?



# What are People Decisions?

---



*“Great results only come when great people fill the right roles.”*

– DANIEL GOLEMAN

# Why are People Decisions Important?



- Personal Impact
- Business Impact







# Poor Decisions



Do you have any examples of how a poor people decision impacted you or your team?

# Decision Making Strategies



- Gather facts and weigh pros vs. cons
- Alignment with values or goals
- Follow the path of least resistance
- Refer to past similar decisions
- Engage with trusted advisors
- Instinct



# Emotions and Decisions

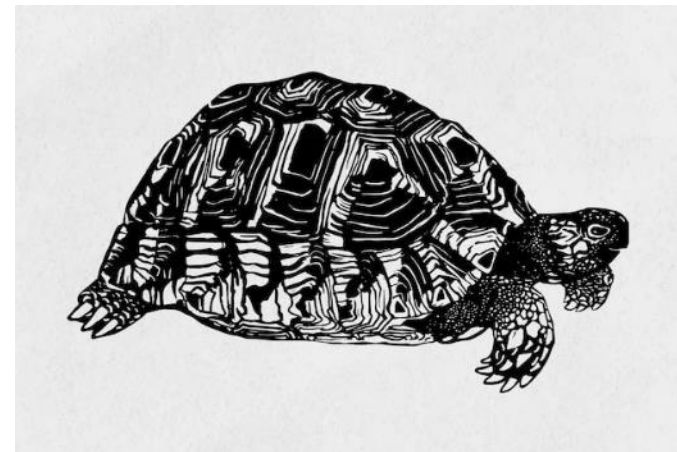
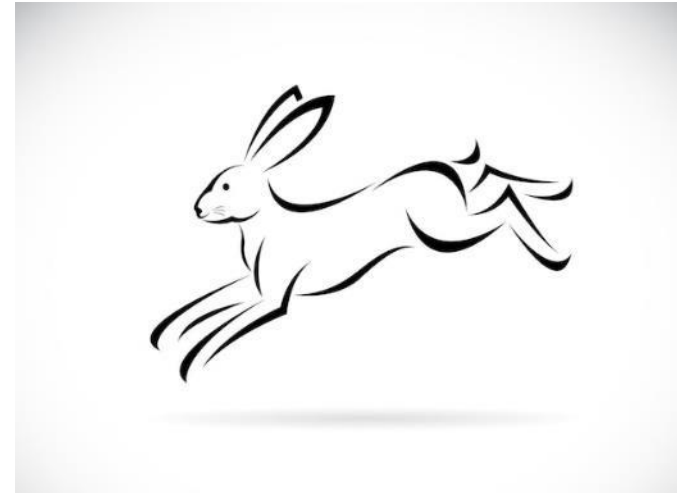


What role do emotions play in your decision-making process?

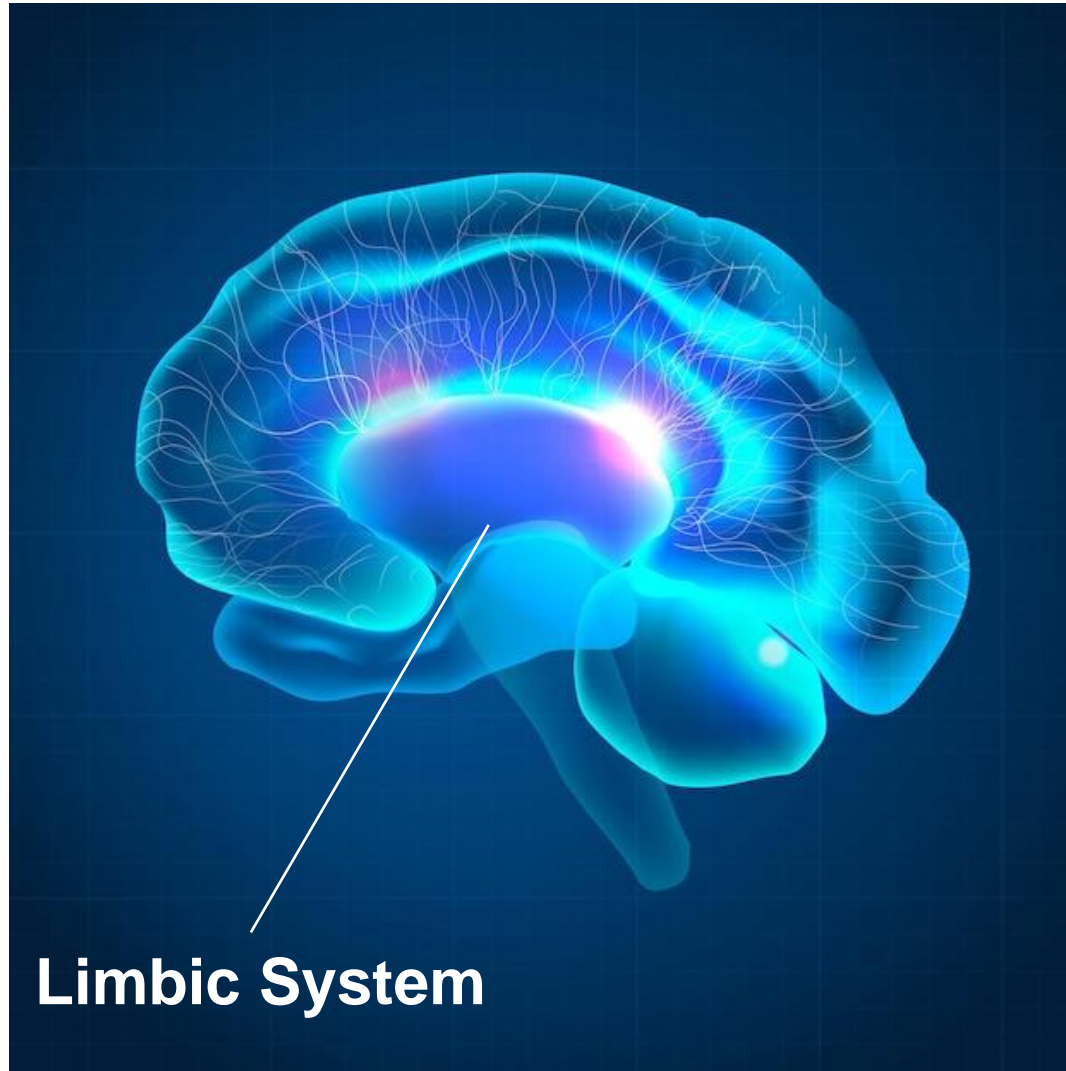
# Two Systems at Work



- Fast brain
  - Fast
  - Efficient
  - Hidden
- Slow brain
  - Slow
  - Powerful
  - Requires a lot of energy

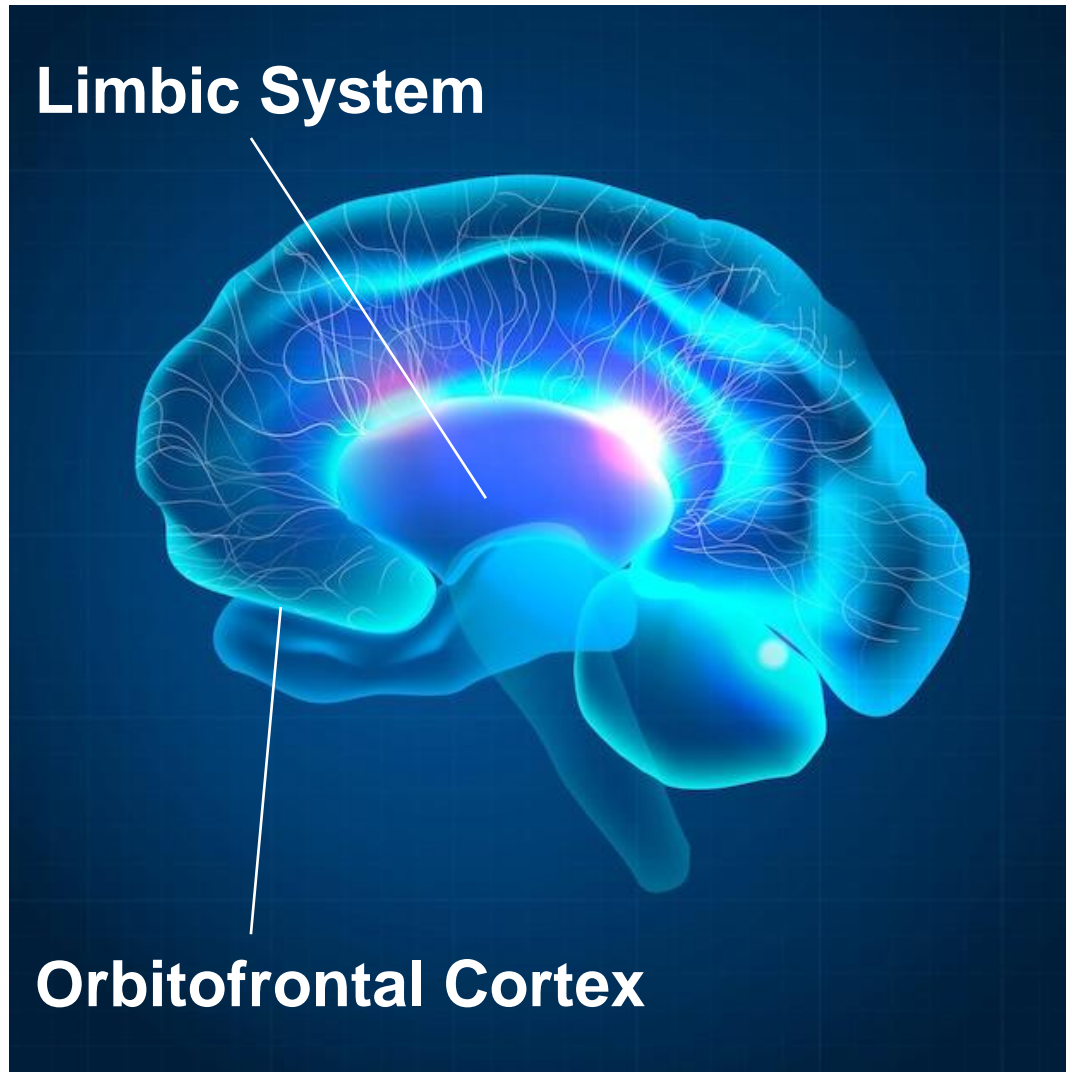


# Decision Making – Fast Thinking



**Limbic System**

# Decision Making – Slow Thinking



# Working with Emotions



**Identify** what you feel about the role

**Focus** on mitigating your concerns

**Question** your thinking





# Workbook Activity



Identify a time when your emotions drove a people decision. What was the emotion and what impact did it have on your decision?



# Emotions Inform Decisions



- Slow down
- Take a breath
- Identify pros and cons
- Ask yourself, “what does right look like?”
- Decide on which choice to make



# Make Your Selection



1. Understand the Assignment
2. Understand the Person



# Hiring, Developing, and Promoting



- Hiring
- Developing
- Promoting



# Process for Making People Decisions



1. Think through the assignment
2. Create a competency profile
3. Assess candidates
4. Use a team to inform the decision
5. Continue supporting after selection

# Thinking Through the Assignment



- What is at the heart of the:
  - Role
  - Project
  - Opportunity
- What are the must-have skills?
- What will they learn in this assignment?





# Role and Fit



Have you ever been in a job where you were  
in over your head?

What did you learn?

# Create a Competency Profile



## Minimum qualifications

- Experience
- Nice to have





# Chat Question



What is a critical competency that is needed for someone to be successful in your role?

Did you have it when you began or was it one that you developed over time in this role?



# Reviewing Leaders



- Strengths
- Areas of Growth





# POLL QUESTION



When making a people decision, I focus mostly on a leader's:

- A. Education
- B. Technical skills/competencies
- C. Current role/title
- D. Accomplishments

# Leverage Your Team



- Review documents
- Conduct panel interviews
- Ask behavior-based questions



# Selection



- Determine the competencies you will assess
- Develop questions to measure competencies
- Use open-ended follow up questions, if appropriate
- Ask behavior-based questions to identify the degree of specific, critical competencies
- Take notes
- Create a scale for evaluating answers

# Decide



Think through the assignment



Create a competency profile



Assess potential leaders



Use a team to inform the decision

# Continue to Support After Selection



- Check–In
  - Do they understand the project
- Coach
- Provide feedback

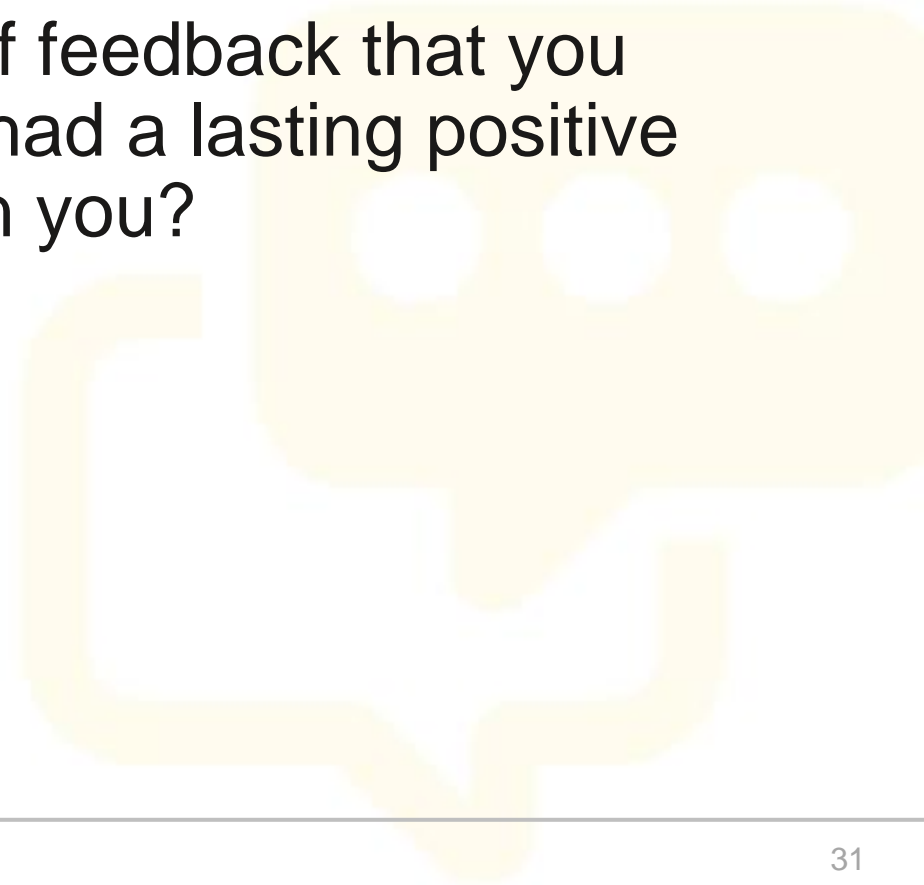




# Feedback



What was one piece of feedback that you have received that has had a lasting positive impact on you?



# Wrapping Up



- Remind yourself that people decisions are critical
- Recognize all decisions are rooted in emotion
- Think through the assignment
- Create a competency profile
- Assess leaders
- Use a team to inform the decision
- Continue supporting after selection





# Final Reflections



What is one thing that stood out to you today that you want to remember?





# 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 People Decisions
Course Name	Making People Decisions
Course Completion Code	8odh=5





# ECA POLL



Did you attend this webinar today because it addressed a gap that was identified in your Employee Competency Assessment (ECA)?



*Thank you!*

For questions, email:

[NAVFACHQTotalForceDevelopment@us.navy.mil](mailto:NAVFACHQTotalForceDevelopment@us.navy.mil)

We are committed to supporting your development needs.