



CAREER COMPASS

Steer Your Career. Accelerate Our Mission.

Making People Decisions

Participant Workbook

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Introduction

Agenda

- What are people decisions?
- Why are people decisions important?
- How do you make people decisions?



Objectives

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.

In your own words, what do you think of when you hear the term “people decisions”? Use the space provided to capture your thoughts.

What are People Decisions?

People decisions are the most impactful decisions that we make as managers and leaders. These are decisions that are made about the people that work with and for us. They are the decisions that impact everything we do and have an outsized impact on mission success.

“Great results only come when great people fill the right roles.”
– DANIEL GOLEMAN

Why are People Decisions Important?

- Personal Impact
 - Direct impact on someone’s career
 - Continuing growth of team members
- Business Impact
 - Most critical decisions a manager can make
 - Costliest endeavor for an organization



Do you have any examples of how a poor people decision impacted you or your team? Use the space provided to capture your thoughts.

Decision Making Strategies

Some of the most popular decision-making strategies are:

- 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

What role do emotions play in your decision-making process? Use the space provided to capture your thoughts.

Two Systems at Work

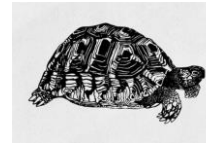
Fast brain

- Fast
- Efficient
- Hidden



Slow brain

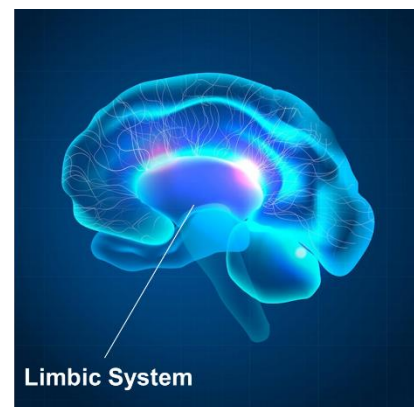
- Slow
- Powerful
- Requires a lot of energy



Decision Making – Fast Thinking

We can now see where and when decisions are made in the brain and the role of emotions has on them.

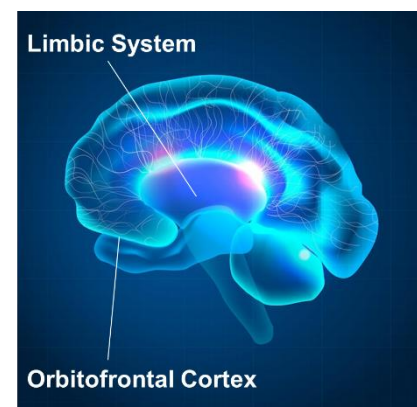
- Starts with an emotional reaction or intuition
- Begins deep in the brain in the Limbic System
- Emotions, motivation, and some memory functions
- Fight or flight response or instinct happens



Decision Making – Slow Thinking

Habit-based decisions are choices we make based on our preferences repeated over time.

- Engage the front of the brain and the logical mind
- Be aware of your emotions
- Identify your concerns and fears
- Gather the needed information
- Begin to analyze data



Working with Emotions

Identify emotions around the role or assignment you are trying to fill. What concerns do you have?

- Where are you feeling pressure and excitement?
- Focus on what you can do to mitigate your concerns
- Use your emotions to inform your thinking rather than to control it

- Slow down and recognize your emotions to figure out what is behind that reaction



Identify a time when your emotions drove a people decision. What was the emotion and what impact did it have on your decision? Use the space provided to capture your thoughts.

Emotions Inform Decisions

When making a decision, remember that emotions will inform your thinking.

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



on

Make Your Selection

People decisions are really about selecting someone for a new assignment. There are two key elements for making people decisions:

1. Understand the Assignment
2. Understand the Person

This may seem obvious, but if you do not complete your due diligence, you won't understand what you should be focused on when making your decisions and you will rely on your unconscious decision-making process when you need to be making an informed decision

Hiring, Developing, and Promoting

Three major decisions that managers make are:

1. **Hiring** – Bringing a new person onto their team and getting them integrated into the team. This decision should be the beginning of something new for the employee and the team they are joining.
2. **Developing** – A key aspect of being a people manager is growing and developing the talent of the people on your team. When you develop your employees, you are also developing the capabilities of the organization.
3. **Promoting** – Preparing people for what is next. Your job is to prepare them for the next step in their career.



Process for Making People Decisions

Here is a process specifically 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

Think Through the Assignment

When making a people decision, take time to think about the assignment itself, whether it is a special project to fill, a place in a development program, or another opportunity.

Start with looking at the assignment itself.



- What is the specific role that this person will fill?
- What will they be focused on?
- What opportunities and challenges will they have in this role? If they are successful, what will they have accomplished? What are some specific and likely challenges that they will face?

Have you ever been in a job where you were in over your head? What did you learn? Use the space provided to capture your thoughts.

Create a Competency Profile

Working from the rough draft that you have developed, start thinking through what a successful project leader will look like for this opportunity.

- Look for others in similar roles who are successful
- Identify what would make someone successful on this project
- Identify what technical skills an individual needs to be able to demonstrate
- Identify the minimum qualifications needed
- Identify what competencies are “nice to have”



What is a critical competency that is needed for someone to be successful in your special project? Did you have it when you began or was it one that you developed over time in this role? Use the space provided to capture your thoughts.

Reviewing Leaders

Study the assignment and understand what the project leader coming in needs to prioritize and focus their efforts on.

- When assessing leaders, start by looking at strengths
- Weaknesses are limitations which may rule a leader out
- The bottom line is- can they fulfill the assignment?



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

Having a team to help provide different perspectives throughout the process is very helpful when making people decisions.

1. Review documents
2. Conduct panel interviews
3. Ask behavior-based questions



Selection

When planning to select an individual for a special project or developmental opportunity, make sure that your team is all on the same page on the following:

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

Decide

Having followed the process, you are ready to:

1. Think through the assignment
2. Create a competency profile
3. Assess potential leaders
4. Use a team to inform the decision

Continue to Support After Selection

Once you have made a selection and the special project or developmental opportunity is underway:

- Check in to ensure they understand the project/opportunity
- Coach
- Provide feedback



What was one piece of feedback that you have received that has had a lasting positive impact on you? Use the space provided to record your thoughts.

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 Reflection

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

Use the space provided to capture your response.

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	Code will differ for the live versus recorded webinar and will be available at the end of each respective 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.

- NAVFACHQTotalForceDevelopment@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 **Developing Others** competency:

- <https://www.navfac.navy.mil/Developing-Others>

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>