CAREER COMPASS
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Keys to Unlocking Great Decision-Making

Participant Workbook
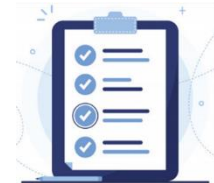
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Introduction

Objective

You will be able to understand common decision-making myths and strategies for successful data-driven decision-making.

Agenda

- Myths that contribute to difficulties in decision-making and keys to combat them
- 5 strategies for successful data-driven decision-making

Myths that Contribute to Difficulties in Decision-Making

- **Myth #1** - You must choose between quality and speed
- **Myth #2** - Good decisions are easier using technology or more data
- **Myth #3** - Applying best practices will improve decision-making

Myth #1 - You Must Choose Between Quality and Speed

- Good decisions can be made quickly if you have a good decision-making process in place
- A good decision-making process should:
    - Maximize engagement and collaboration with stakeholders
    - Focus on outcomes
    - Accelerate decision-making
    - Streamline approvals
- Keys to combat myth #1
    - Document and routinely exercise the process
    - Communicate early and often
    - Make process improvements

Document and Routinely Exercise the Process

- Write down the process
- Teach the process
- Reinforce the process

Communicate Early and Often

- Frequent communication is critical to streamlining decision-making
- Seek feedback from those that would implement the decision
- Integrate feedback, adjust details

Make Process Improvements

- Focus on ways to continuously improve the process
- Solidify your process to speed up your decisions
- Have a sense of urgency
- Use your best judgment by exercising a cost-benefit analysis and leverage the information you have

Workbook Exercise

What are some practical ways you can improve your decision-making process?

Myth #2 - Good Decisions are Easier Using Technology or More Data

- Leveraging technology or additional data may be helpful but could delay the decision-making process
- Collecting more data or constantly analyzing the data can lead to information overload and/or analysis paralysis
- Continuing to search for additional technology or data may create a belief that decision-making can be entirely rational
    - Emotion helps determine what is good and desirable
- Key to combat myth #2
    - Target data collection on problem-solving

Target Data Collection on Problem-solving

- Focus on data that helps solve the problem
- Balance the risks and potential impacts of the decision
- Consider how this decision would affect other factors

Workbook Exercise

How can you avoid information overload and analysis paralysis, so it does not delay your decision-making?

Myth #3 - Applying Best Practices Will Improve Decision-Making

- Most "best" practices are conditional
    - Good in some situations but not others
    - Different types of decisions require varying approaches
- Universal or routine best practices should be plugged into your decision-making process, standard operating procedures, or applicable workflows
- Keys to combat myth #3
    - Determine if the best practice applies to this situation
    - Be flexible in your approach
    - Communicate status and outcomes with stakeholders

Determine if the Best Practice Applies to this Situation

- Review the situation and if the best practice will address the issues
- Some best practice steps may be applicable, others may not be helpful
- Root cause analysis will assist with this determination

Be Flexible in Your Approach

- Recognize that one size does not fit all
- Adjust as needed
- Take ownership

Communicate Status and Outcomes with Stakeholders

- Provide routine status updates to the various stakeholders
- Be results oriented
- Illustrate progress toward achievement
- Openly communicate if you need support

Workbook Exercise

Which myth is the most challenging to your decision- making? Why?

- *Myth #1 - You must choose between quality and speed*

- *Myth #2 - Good decisions are easier using technology or more data*

- *Myth #3 - Applying best practices will improve decision-making*

5 Strategies for Successful Data-driven Decision-Making

1. Focus data collection and analysis to drive outcomes
2. Shift from comprehensive data sets to curated data sets
3. Move from reactive insights to proactive sensing
4. Adopt cycles of learning
5. Empower "front-line" decision-making

Strategy 1: Focus Data Collection and Analysis to Drive Outcomes

- Emphasize the business and operational outcomes
- Define specific objectives
- Determine what data is needed to measure success of the desired outcomes and objectives

Strategy 2: Shift from Comprehensive Data Sets to Curated Data Sets

- Focus efforts on data sets that answer specific questions
- Curated = Targeted data
- Seek smaller, more manageable data sets

Strategy 3: Move from Reactive Insights to Proactive Sensing

- Use data analysis to enable a predictive approach
- Visualize trends and what's to come
- Drive forward-looking insights

Strategy 4: Adopt Cycles of Learning

- Cultivate a mindset of continual learning/development
- Focus on process improvement
- Review lessons learned
- Adopt best practices

Strategy 5: Empower "Front-Line" Decision-Making

- Encourage front-line workers to provide input into decision-making
- Allow workers to analyze data, evaluate outcomes, and suggest improvements based on their experience

Workbook Exercise

Which strategy for successful data-driven decision-making would be most valuable to you in your current role? Why?

1. *Focus data to drive outcomes*
2. *Shift from comprehensive data sets to curated data sets*
3. *Move from reactive insights to proactive sensing*
4. *Adopt cycles of learning*
5. *Empower "front line" decision-making*

Summary

- Myths that contribute to difficulties in decision-making and keys to combat them
- 5 strategies for successful data-driven decision-making

Final Reflection

What actions can you take now to unlock great decision-making?

Key Takeaways

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

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_PRTH_NITC_NFI_ADMINS_US@navy.mil
Email Subject Line	Self-Certification – Keys to Unlocking Great Decision-Making
Course Name	Keys to Unlocking Great Decision-Making
Course Completion Code	aUJj~~

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/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/

To access more content specific to the **Evidence-Based Decision-Making competency**:

- https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Evidence-Based-Decision-Making/

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/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Career-Compass-Catalog/