

Links and videos within the Navigator are best viewed and experienced using a non-NMCI device. If you are using an NMCI machine, full links are provided on page 3. Copy and paste the full links into the URL bar of a new browser window to view the content.

COMPETENCY CORNER

This month, we discuss **Strategic Thinking**, which involves innovating through analysis of issues or trends, and linking these innovations to responsibilities, capabilities, and potential of the organization.



- 1. Awareness:** You can think both logically and creatively to assess organizational opportunities and needs.
- 2. Basic:** You use industry best practices and trends to recommend ways to achieve high-impact results.
- 3. Intermediate:** You understand emerging challenges and opportunities; understand available options; formulate objectives; and determine the direction to achieve strategic objectives. You avoid rushing to conclusions and judgement.
- 4. Advanced:** You anticipate emerging challenges and opportunities; develop a clearly focused strategic vision; and use experiences and knowledge to tackle strategic issues more efficiently and effectively.
- 5. Expert:** You exemplify open-mindedness to all ideas without prioritizing one's own ideas. You recognize internal and external subtleties, political and otherwise, to guide future direction and leverage opportunities for the organization.

READY TO ADVANCE YOUR PROFICIENCY?

Opportunities include:

Awareness/Basic:

- Find experiential games and simulations requiring strategic thinking. Video games and apps like Civilization, the SIM series, or Age of Empires force you to consider complexity and the big picture.

- Prepare and schedule a meeting with peers in which the group imagines being a competitor of NAVFAC. How would you exploit its weaknesses and surpass it?
- Talk to your peers and colleagues about their work, your organization, the industry, and the economy in general. For example, discuss how NAVFAC fits into the strategic direction of the broader DON/DoD.

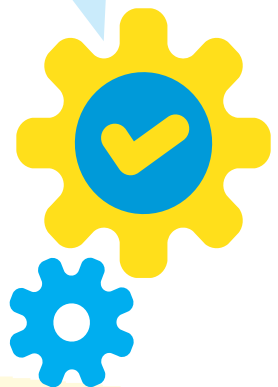
Intermediate:

- Listen to the podcasts, [How to be Proactive at Work](#) (6 min), and [Steps for Contingency Planning](#) (6 min), for tips on how you can think strategically about the future and plan for possible outcomes.
- Find and take advanced-level online courses in critical, systems, analytical, and strategic thinking.
- Continue to discuss strategy, scenario-planning, etc., with your mentor and/or coach.

Advanced/Expert:

- Attend industry events (e.g., construction, design-build) where trends, technologies, learning, and the industry future are discussed. Take notes, reflect, and think about what you learned in the context of NAVFAC's role in the future of the industry.
- Attend a high-level conference where other executives assemble to discuss trends and risks.
- Participate in your division's strategic planning process.

Check out more learning and development opportunities in the [Career Compass Catalog](#).



CAREER COMPASS SPOTLIGHT

Are you looking to build your skills, but don't know where to start?

The Career Compass Resource Center (CCRC) has a huge selection of on-demand webinar recordings, podcasts, infographics, and more! Start [here](#), with the Competency Development Content! Pick a competency that you'd like to improve, and see what resources are available to help you advance your proficiency.

Need a bit more guidance? Learn how to navigate the CCRC in this [instructional video](#).

Still not sure where to start? Use your Individual Development Plan (IDP) to determine which competencies you'd like to improve first! If you haven't yet completed your IDP, [click here](#) for more details and helpful resources to guide you through the "ECA to IDP Cycle".



DID YOU KNOW?

In FY21, learning and development resources were created for all the competencies shown below! And, they are all available on-demand – which means you can access them at the time and place that works best for you. You can find all this, and more, on the [CCRC!](#)



Accountability



Building Diverse Teams



Communicating for Results



Conflict Management



Continual Learning



Decisiveness



Developing Others



Influencing and Negotiating



Initiative



Problem Solving



Technology and Data Management

WHAT THE EXPERTS SAY...

Four Ways to Improve Your Strategic Thinking Skills



Strategic thinking is needed at every level of an organization and incorporates a wide range of other competencies. According to the *Harvard Business Review*, you can improve your strategic thinking skills by focusing on these four key abilities. Interested? Learn more [here](#).

- 1 **KNOW:** Observe & Seek Trends
- 2 **THINK:** Ask the Tough Questions
- 3 **SPEAK:** Sound Strategic
- 4 **ACT:** Make Time for Thinking & Embrace Conflict



If you are unable to access the links in the previous pages, copy and paste the full links below into the URL bar of a new browser window to view the content.

Competency Corner

[How to be Proactive at Work \(Podcast\)](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/initiative.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/initiative.html

[Steps for Contingency Planning \(Podcast\)](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/initiative.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/initiative.html

[Career Compass Catalog](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/ccc.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/ccc.html

Career Compass Spotlight

[Competency Development Content on the CCRC](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content.html

[Instructional Video: Navigating the CCRC](https://www.youtube.com/watch?v=Ox-pUPR32es) – <https://www.youtube.com/watch?v=Ox-pUPR32es>

[Resources to Help You Complete Your IDP](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/idp.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/idp.html

Did You Know?

[All Competency Resources on the CCRC](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content.html

[Accountability](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/accountability.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/accountability.html

[Building Diverse Teams](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/build-diverse-teams.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/build-diverse-teams.html

[Communicating for Results](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/comm_results.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/comm_results.html

[Conflict Management](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/conflict_mgmt.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/conflict_mgmt.html

[Continual Learning](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/continual-learning.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/continual-learning.html

[Decisiveness](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/decisiveness.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/decisiveness.html

[Developing Others](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/developing_others.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/developing_others.html

[Influencing and Negotiating](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/influencing-negotiating.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/influencing-negotiating.html

[Initiative](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/initiative.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/initiative.html

[Problem Solving](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/problem-solving.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/problem-solving.html

[Technology and Data Management](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/technology-data-management.html) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/technology-data-management.html

What the Experts Say: Four Ways to Improve Your Strategic Thinking Skills

[Read the full article](https://hbr.org/2016/12/4-ways-to-improve-your-strategic-thinking-skills) – <https://hbr.org/2016/12/4-ways-to-improve-your-strategic-thinking-skills>

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<https://www.navfac.navy.mil/jobs/workforce-development/ccrc.html>

