

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 4. Copy and paste the full links into the URL bar of a new browser window to view the content.

COMPETENCY
CORNER

In this issue we are focusing on **Decisiveness**: Obtaining information and identifying key issues and implications to make informed and objective decisions.

Review these five descriptions to determine your proficiency level in Decisiveness:

- **Awareness:** You make decisions in routine context. You consult and seek necessary information on which to base decisions and are not paralyzed by the analysis.
- **Basic:** You make decisions in ambiguous situations. You use all available data to determine responses in a timely manner.



- **Intermediate:** You can make decisions when under pressure or in a crisis. You make time-sensitive decisions even when limited information is available. You keep your composure during difficult times and act decisively to resolve work issues.
- **Advanced:** You can make decisions in ambiguous or risky situations. You make decisions with potentially significant consequences for the organization. You implement systems to proactively monitor risks.
- **Expert:** You make sound strategic decisions in very ambiguous situations based on data-informed, analytic techniques. You take managed risks based on principles, values and sound business arguments. You champion initiatives with significant potential reward, accounting for possible adverse consequences.

READY TO BUILD YOUR SKILLS? Opportunities Include. . .

Awareness/Basic:

- NEW this month:
 - › Self-doubt is normal, but can be overcome! With the on-demand recording, [Stop Doubting Your Skills at Work](#), and the companion infographic, [Dealing with Doubt](#), you'll learn how to apply seven strategies to conquer self-doubt.

- › We've likely all been in situations where we felt paralyzed by doubt. In the podcast, [Eliminating Doubt at Work](#), learn five simple ways to silence negative thoughts and be more decisive at work.

- Practical exercise: Develop and document your own process for making routine decisions. Then, analyze the patterns you find. For example, you may find patterns such as acting too quickly without considering all options, imitating other solutions that don't necessarily lead to results, or assuming the same solutions can lead to your goal even though the problems' circumstances are different. Think about the patterns that could negatively impact the outcomes and how you can prevent repeating them in the future.

Intermediate:

- Using data is important to effective decision making, but not all data is created equal. The infographic, [Gathering Information to Make Decisions](#), will help you to recognize bias in available data so that you can make more informed decisions.
- Listen to the podcast, [Making Decisions in Ambiguous Situations](#), for a better understanding of how to make constructive, productive, and precise decisions in uncertain times.
- Practical exercise: Continue to discuss your decisions and decision-making processes with your coach and/or mentor. For example, choose a real or imagined scenario in which you have to make a decision on-the-spot during a crisis, and discuss how you would respond.

Advanced/Expert:

- NEW this month:
 - › Use the job aide, [Overcoming Decision-Making Obstacles](#), as a reference for practical skills that can help you identify obstacles in your pursuit of making better decisions.
 - › In the podcast, [Stop Avoiding the Hard Decisions at Work](#), explore how to consider difficult circumstances and make unpopular decisions at work.
 - › Join the live webinar later this month, [Making Tough Decisions!](#) See more details on page 3.
- Practical exercise: Continue to coach and/or mentor others in decisiveness.

You can find more learning and development opportunities on the [Decisiveness competency page](#) of the Career Compass Resource Center (CCRC), and in the [Career Compass Catalog](#).



Dear Navi,

Navi is your trustworthy confidant with sound advice for matters related to workforce development. As always, please consult with your local HR/LER/EEO/IG as appropriate on workplace issues.

Dear Navi,

I'm a general foreman of a construction crew and for the next two months a couple of my folks will be out on leave. I won't be able to replace them and the rest of us are working at full throttle already. My gang foreman and field engineers are very competent at their roles, and they are hard workers. No slackers on my team! But I have to keep meeting our productivity goals regardless of the fact that I am down resources. Any thoughts on how I can do that?

— Trying to Keep Up

Dear Trying to Keep Up,

There's no getting around it – it's tough to do more with less. While it's not always possible to keep your current pace when your team is at reduced capacity, two solutions may help with your dilemma – decisive decision-making and effective priority-setting. By staying focused on your goals, making decisions and prioritizing based on data and your past experience, getting creative where needed, and helping your team stay motivated, you can set yourself and your team up for success during this period. In a nutshell, be decisive on issues that benefit the job site.

To help you streamline your decision-making process, I'd first point you to the 5-minute podcast, [Lead Dynamic Discussions](#). This podcast will walk you through the seven steps to dynamic decision-making assuring that you and your team come up with best decision possible for any given situation. This way you not only avoid the chaos that is sometimes associated with group decision-making, but you also come up with a decision that everyone can get behind. Next, when you have the time available, dig into the on-demand webinar, [Dealing with Ambiguity](#). This webinar offers a deeper dive into how to manage ambiguous situations that impact your decision-making ability. Learn how to identify and categorize the types of decisions and the risks involved as well as learn strategies to make effective decisions in times of uncertainty. Both resources will help streamline your decision-making process when you're facing unique situations, saving you valuable time.

The other suggestion I have is to prioritize projects effectively by using available data and your team's extensive experience. If you accept that you can't do everything with the resources you have, then you need to prioritize. The

[Strategic Priority Matrix](#) is a great resource to help you lay out your current and projected projects in a format that helps you strategically plan for the highest impact and highest effort tasks first, then prioritize others accordingly. It helps you categorize your projects based on their impact to the NAVFAC mission and weigh that against the level of effort required to accomplish them. This allows you to hone in on where to focus your team's effort, and, where possible, re-think your approach to a task. Getting creative may also help you find a more efficient solution. Take a look at the video, [Solving Problems Through Reframing](#), to learn how to develop lasting solutions by reframing potential problems and approaching issues from a different perspective.

Throughout this time (and beyond), be mindful of your team's attitude. While I'm sure they will all pitch in to pick up the slack, you can help them stay motivated by showing appreciation and making sure everyone on the team knows how their contribution is making a tangible difference to the project and NAVFAC's mission. They should also know exactly what the project vision is and how their tasks are helping to achieve it. The handout [The Winning Team Formula](#) can serve as a regular reminder for how to keep you and your team motivated and moving forward together.

You can't skimp on the technical skills you need to get the work done, and likewise honing your soft skills is a worthy investment to help you succeed during these challenging times. I hope these suggestions help, and good luck to you and your team as you navigate this period!

-Navi

Do you have a question for Navi? Send your questions to NAVFACHQDearNavi@us.navy.mil, and you may be featured in an upcoming column of *Dear Navi*. All questions will remain anonymous.



IN CASE YOU MISSED IT...

The webinar, **Developing Team Initiative**, is now available on the CCRC! A culture of initiative can be intentionally cultivated, with wide-reaching effects on your team and your projects. In this webinar, learn seven practical ways in which you can build and nurture a culture of initiative and release the full potential of your team to achieve and exceed your goals. You can find it [here](#).

Acquisition Workforce (AWF) Corner

The FY23 Q1 and Q2 Defense Acquisition University (DAU) virtual instructor-led training (VILT) courses are live as of 14 Jul and available for registration.

- Some users may experience registration issues due to BtB updates in eDACM. For any urgent requirements, please contact your local DAWIA training representative.
- Asynchronous online training courses are available to take anytime throughout the year at: <https://id.dau.edu/>

Intern Spotlight

If you missed any of the live Intern Forums from Career Compass, the on-demand webinars are available on the CCRC! The skills highlighted in these forums will help you build a strong foundation for your career, no matter where it may lead you.



Develop Yourself



Accountability



Problem Solving

CAREER COMPASS SPOTLIGHT

Live Webinar Coming This Month: Making Tough Decisions

As a leader, tough decisions will be part of your day-to-day. In this webinar, you'll understand the key factors that influence and impact your decisions, and equip yourself with a tried and true decision-making process to move forward.

Two options are available:

- Tue, 16 Aug: 1000-1100 EST
- Thu, 18 Aug: 1500-1600 EST

Proficiency Level: Advanced/Expert

No need to register – mark your calendar and look for the emails from your local Civilian Training Advocate (BD17) for more details.



WHAT THE EXPERTS SAY...

How to Make Better Decisions at Work



Improving your ability to be decisive involves a range of other non-technical skills, and you likely use your decision-making skills far more often than you realize! Some decisions are straightforward based on policy or technical requirements. But more ambiguous issues test your decision-making skills and impact your success. This article from The Balance Careers reviews tips to help you make better decisions at work, alongside guidance on how to use them.

According to the authors, when managers put deliberate effort into improving their decision-making effectiveness, they not only “make the big decisions that set actions in motion, but they develop a batting average that impresses bosses and earns added responsibilities.” Read the full article [here](#).



SYSCOM TRAINING SUMMARY

Below is a list of all SYSCOM trainings being held in August. Find more details and registration links on the [CCRC Event Calendar](#).



AUGUST TRAININGS

START DATE	EVENT
Mon, 08 Aug	Supervisor Academy: Current Supervisor Training II (East)
Tue, 16 Aug	Live Webinar: Making Tough Decisions
Thu, 18 Aug	Live Webinar: Making Tough Decisions
Mon, 22 Aug	Supervisor Academy: Current Supervisor Training II (West) RESCHEDULED
Tue, 30 Aug	Communicating for Results – Virtual Training (East)

Stay tuned for details on additional SYSCOM offerings.



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

All New Decisiveness Resources Below – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Decisiveness/>

- Stop Doubting Your Skills at Work (On-Demand Webinar)
- Dealing with Doubt (Infographic)
- Eliminating Doubt at Work (Podcast)
- Overcoming Decision-Making Obstacles (Job Aide)
- Stop Avoiding the Hard Decisions at Work (Podcast)

Gathering Information to Make Decisions (Infographic) – <https://www.navfac.navy.mil/Portals/68/NAVFAC Learning Content/Gathering-Information-to-Make-Decisions-Infographic.pdf?ver=pvcovGVu1I9wz6i3yrH8hQ%3d%3d>

Making Decisions in Ambiguous Situations (Podcast) – https://www.navfac.navy.mil/Portals/68/NAVFAC Learning Content/Making-Decisions-Ambiguous-Situations-Podcast.mp3?ver=DgCI8HDbK7Ft_pZ0cFdQlg%3d%3d

Decisiveness Competency Page – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Decisiveness/>

Career Compass Catalog – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Career-Compass-Catalog/>

Dear Navi

Lead Dynamic Discussions (Podcast) – <https://www.navfac.navy.mil/Portals/68/Lead Dynamic Discussions - Decision Making.mp3>

Dealing with Ambiguity (On-Demand Webinar) – <https://www.youtube.com/watch?v=75FhVXiibQA&feature=youtu.be>

Strategic Priority Matrix (Infographic) – https://www.navfac.navy.mil/Portals/68/NAVFAC Learning Content/Competency Development Content/Strategic Thinking/Infographics/Strategic Priority Matrix Infographic.pdf?ver=RJqccR4_I_Xt4f0mj0-Raw%3d%3d

Solving Problems Through Reframing (Video) – <https://youtu.be/31Djikk8UtY>

The Winning Team Formula (Handout) – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Developing-Others/>

In Case You Missed It

Developing Team Initiative (On-Demand Webinar) – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Initiative/>

Intern Spotlight

Develop Yourself – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Developing-Others/>

Accountability – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Accountability/>

Problem Solving – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Problem-Solving/>

Acquisition Workforce (AWF) Corner

Asynchronous online training courses – <https://id.dau.edu/>

What the Experts Say: How to Make Better Decisions at Work

Read the full article – <https://www.thebalancecareers.com/how-to-make-better-decisions-at-work-3961619>

SYSCOM Training Summary

CCRC Event Calendar – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Event-Calendar/>

Find us on...

Facebook — <https://www.facebook.com/navfac/>

Twitter — <https://twitter.com/NAVFAC>

Instagram — <https://www.instagram.com/navfacworldwide/>

LinkedIn — <https://www.linkedin.com/company/navfac/>

<https://navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center>

