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 5. 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 Accountability: Taking responsibility and ownership for decisions, actions, and results and being accountable for both how and what is accomplished.

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

1. Awareness: You are aware of all work-related policies and procedures.

2. Basic: You demonstrate an understanding of the link between your own job responsibilities and team goals and needs. You adhere to policies and procedures.

3. Intermediate: You look beyond the requirements of your own job to offer contributions to overall organizational operations.

4. Advanced: You focus and guide others in achieving organizational results. You hold team members accountable for work standards and expectations by taking action when standards are not met.

5. Expert: You provide oversight of complex procedures, including delegating responsibilities and checking in to see that standards are met.

READY TO BUILD YOUR SKILLS?

Opportunities include:

Awareness/Basic

▶ Developing accountability starts with you. You can't expect others to be accountable for their actions if you aren't also working on your own self-accountability.

Self-accountability means taking responsibility for your actions and behaviors without blaming others. It means you're fulfilling your obligations, tasks, and goals without excuses. And, if an unexpected challenge comes your way, being accountable means you can maintain focus on finding a solution, and not who is at fault. Revisit the on-demand webinar, **Accountability: The "Self" Perspective**, to learn strategies for developing self-accountability and effective time management skills.

▶ Practical exercise: Learning how to hold yourself accountable is hard. Studies have found that people often prefer shifting the blame from themselves to other people. It's a habit many of us have formed without even knowing it. Accountability in the workplace is about owning your work and being transparent about your mistakes. Pick one or two of the tips below to apply to your work. As you work through these practices, consider how they help you take more ownership of the work for which you're responsible:

• Start small. Take a large project and break it down into smaller, more manageable tasks. Create a checklist to help you track what you've completed.

• Create a schedule. A schedule creates a sense of control and gives you a better idea of just how much you can accomplish in a given day. The better you learn to allocate reasonable time frames to tasks, the less likely you'll get derailed by the unexpected.

• Set goals. Goal setting forces you to own what you set out to accomplish. Keep your individual goals small and achievable so you don't get overwhelmed.

• Find a partner. Consider asking a friend or co-worker to be your accountability partner. Regularly check in with each other on your progress toward your respective goals.

Ultimately, using any or all of these tips will help you take ownership of your tasks. The most important thing? If you make a mistake and a task doesn't get done as a result, admit it. Everyone makes mistakes. Documenting how you're using the practices above will help you get back on task.

Intermediate

▶ As a leader, it's vital that you set clear expectations with your team so that they know exactly what you're going to hold them accountable to. One way to set expectations is to develop an accountability framework. An accountability framework is a conceptual structure that outlines the ownership of responsibilities for a project, plans for achieving the initiative, and metrics for measuring success. Revisit the on-demand webinar, **Building an Accountability Framework**, to learn how to use this tool to keep your team on track.

▶ Practical exercise: Project or team leaders need to use their management skills to engage employees and set clear expectations. Ask yourself these three questions to help you assess how well you communicate with and guide your team:

• Do employees know what is expected of them? Too often we assume people know their jobs. Employees may know the specific requirements of their jobs but are unaware how their contributions help the team or organization. Employees need to be reminded of the importance of their work and how it fits into the larger mission.

• Do employees know what they can expect from you? It is important to let employees know that you are available to them. How you define "available" may depend on the type of employee – for example, for new hires you might play a slightly different role than for a seasoned veteran.

• Do employees know what is expected of each other?

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.

As the leader of a team, you play a role in ensuring your team members understand each other's roles and responsibilities so they know when they need to coordinate and collaborate on their work. It's important that your team members know where the interdependencies are and know who to turn to for the information they need to complete their own work.

Consider also soliciting feedback from your team about what you could do better. Use that feedback and your self-assessment to develop a process for regularly reviewing your team's roles and responsibilities together or build a tool that will make it easier for the team to keep up with each other's work.

Advanced/Expert

▶ NEW this month! Visit the **Accountability competency page** to access the resources below:

• Listen to the podcast, **Leading by Example with Accountability**, to learn how to successfully hold employees and team members accountable and challenge them to make greater achievements while ensuring they feel their work is respected and appreciated.

• The white paper, **Improve Leadership Effectiveness Through Accountability**, describes characteristics of effective teams as well as provides a framework for building team accountability. These tools will help you develop a productive process for fostering accountability in a way that inspires and motivates your team members.

• Join the live webinar later this month, **Evaluate and Improve Your Team's Accountability Culture**. See more details on page 3.

▶ We often have a deeply held association between accountability and punishment. But holding your employees accountable doesn't have to be a negative experience – either for the leader who doesn't want to cause conflict or the employee who may feel defensive. Empathy – the ability to step into others' shoes and understand their situation and challenges – is a powerful trait that builds trust. When meeting with an employee who has fallen behind on one or more tasks, apply these four principles to help you communicate with empathy:

• Listening – Encourage them to explain listen to what they have to say. They may have a legitimate problem with the workload that you can help solve. Perhaps they're struggling to get information they need from their teammates, and you can help them collaborate.

• Acknowledgement – Leaders express empathy by simply acknowledging the challenge and its impact on their staff. For example, if extra work has been assigned due to an emerging issue, acknowledge that things are going to be tough for a period of time. Encourage and thank your team for stepping up and helping each other get through a difficult situation.

• Care – Help your team reprioritize work if things are becoming too much to handle. Let them know that it's okay if they need to put some non-essential tasks aside to manage tasks associated with the most immediate emergency. Offer to help them determine what tasks can be considered less urgent.

• Action – Offer practical solutions to help them manage the remaining workload. Help them break down larger tasks into smaller steps and build a schedule to complete them. Review their daily schedules with them and help them find time in their days away from distraction to focus on what needs to get done.

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

LEADERSHIP PROGRAMS: FY23 CALL FOR NOMINATIONS

NAVFAC's annual Leadership Programs application period is now open! Complete application packages are due to your Command's BD17 by COB 26 May. More information on the specific leadership programs and the application instructions are available **here**.

CAREER COMPASS SPOTLIGHT

Live Webinar Coming This Month: Evaluate and Improve Your Team's Accountability Culture

In this webinar, learn how to harness self-awareness and empathy to create a culture of accountability. Discover principles and tools you can use to become a more empathetic leader and build more productive, motivated teams.

Two options are available:

▶ Tue, 18 Apr: 1000-1100 ET

▶ Thu, 20 Apr: 1500-1600 ET

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.

Find us on [facebook] [twitter] [instagram] [linkedin]

www.navfac.navy.mil/ccrc

April 2023

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.

Dear Navi,

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

Dear Navi,

It simply isn't realistic for leadership to expect my team to keep up with the rapidly changing priorities and successfully accomplish all the work we're being assigned. I don't feel like there's a lot of understanding coming from above as the demand for work continues to grow. I'm not sure what to do. Do you have any advice?

— Anxious for Answers

Dear Anxious for Answers,

This is a question facing many teams and organizations right now. Navigating these tricky waters with limited resources and high demand can be tough. However, I do have some advice to share, whether you're the team leader or a member of a team facing more work with fewer people.

As the leader of a team or project, it is your responsibility to provide tools that help your employees or teammates succeed. Should your team's workload increase due to employee loss, then team members will need to plan out their daily work differently than before. The podcast entitled **4 Time Management Tips for Managers** outlines some of the actions you can take to help your team make more effective use of their time. The Harvard Business Review article "**Help Your Team (Actually) Work Smarter, Not Harder**" also provides tools for both you, your employees, and your teammates maximize efficiency. I realize, however, that if you are continually assigned more work with fewer and fewer resources available, no amount of time management skills will solve your problem. At some point, something has to give.

If that is your situation, time management resources may not be enough. The first step might be to reprioritize the work. Reassure your team that it's OK to put aside some lower priority activities for now so that the most critical items get done. The **Strategic Priority Matrix** is a great resource for laying out your current and projected projects in a format that helps you strategically plan to do the highest-impact and lowest-effort tasks first. It helps you categorize your projects based on their impact on the NAVFAC mission and weigh that against the level of effort required to accomplish them. Review the video **Creating a Strategic Priority Matrix** to learn how to fill out a strategic priority matrix for your tasks and gain a clearer understanding of your team's priorities. It may be helpful to bring your team members in on the project and get their perspectives on the most vital aspects.

You will, however, need to do more than establish alignment within your team; you'll also need to communicate your prioritization plan with your leadership. Coming to your boss with an organized plan and suggestions for a solution is more likely to gain their buy-in than simply presenting the problem. Proactively introduce the topic to your manager by starting the conversation from a clear, decisive point of view and sharing your draft list of priorities. Be upfront about your goal in reorganizing your team's priorities at the start. Relate specific concerns along with actionable mitigation strategies to help limit misunderstandings and reduce the risk of a negative response. Present your plan identifying the highest-value activities that are best aligned with NAVFAC's goals. Emphasize the strategic importance of completing work that supports NAVFAC's mission. You can also explain why that means deprioritizing certain items so that your team can focus on the highest-impact activities. Once you have your manager's buy-in, be sure you communicate back to the team that deprioritization of certain tasks has the support of the leadership.

Even if you aren't the team leader, some of the tools and advice above can help you on a smaller scale. If you're feeling overwhelmed, adopting new time management practices may help ease the burden, such as prioritizing tasks, scheduling breaks, or using a to-do list —and it also shows that you're proactive about solving the problem. If your manager has yet to take any of the actions above, this may be an opportunity for you to take the initiative and recommend reprioritizing tasks. Communicate honestly with your manager about the reality of your workload—and don't be afraid to ask for help! It is helpful to have conversations with your manager about actions that you have already taken to try to resolve the challenge and to solicit their feedback on alternate approaches. The article "**How to Tell Your Boss You Have Too Much Work**" can help you determine how best to approach the topic with your leadership.

Finally, if you don't see immediate results, don't be discouraged or assume leadership isn't taking your problem seriously. It often takes time to reprioritize work and make real changes. Continue to communicate with your manager and ask for advice regarding a reasonable amount of time to check back in to determine if there has been any progress.

Kudos to you for accepting responsibility and trying to enact change before things get too overwhelming. What you are feeling makes sense. I hope these suggestions help you drive home to your leadership that the situation requires action.

–Navi

Find us on [f] [twitter] [instagram] [linkedin]

www.navfac.navy.mil/ccrc

April 2023

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.

WHAT THE EXPERTS SAY…
How to Foster Accountability While Demonstrating Compassion

When you're a compassionate leader – whether of teams, projects or entire organizations – the people you manage know that struggle is allowed, understood, and even embraced. But as with most leadership behaviors, you can have too much of a good thing. So, how do you find that elusive blend of accountability and compassion? Here are some techniques to help:

Set clear expectations. If you skip the upfront dialogue or fail to answer the why, what, and who questions, it's almost inevitable that your employees will miss the mark.

Maintain attention. Add processes and tools to keep team members focused on progress. Knowing the whole team has visibility into everyone's progress can enhance accountability.

Create psychological safety. Invite your team to share their struggles. When perfection is the only option, some employees might feel incapable of taking accountability.

Be a coach, not a micromanager. You don't want to dictate how your employees complete their tasks; just provide perspective. Provide minor course corrections rather than a deluge of disappointment or disdain.

Use appropriate consequences. You should be on the lookout for beneficial, constructive behaviors so that most consequences you hand out are positive and reinforcing. When necessary, use negative consequences tailored to the situation. Start small, then escalate.

Read more about holding your team accountable with compassion in the full article **here**.

NEW GROUP LEARNING PROGRAM!

In this interactive 6-week program, **Creating a Legacy of Accountability**, you'll explore individual accountability, team and group accountability, and accountability as a leader.

• Learn about your role in creating a worker-centric culture that permits greater autonomy and flexibility as employees follow through on their commitments.

• Understand team accountability and the role of each member in upholding the integrity of the team.

• Familiarize yourself with the role of a responsible leader/manager in encouraging and enforcing accountability among team members.

WHO IS IT FOR? This program is designed for upper Intermediate and Advanced/Expert proficiency levels in Accountability. Two groups are available with only 25 participants per group.

WHEN DOES IT START? Group 1 begins 2 May; Group 2 begins 3 May.

READY TO REGISTER? Registration is open from now through 25 Apr. **Register here**.

"A memorable learning experience that will bring lasting value to my career development."

"Interactive teaching at its best."

SYSCOM TRAINING SUMMARY

Below is a list of all SYSCOM trainings being held in April and trainings in May that are now open for registration. Find more details and registration links on the **CCRC Event Calendar**.

APRIL TRAININGS

START DATE	EVENT
Mon, 03 Apr	Current Supervisor Training I (West)
Mon, 17 Apr	Current Supervisor Training II (East)
Tue, 18 Apr	Live Webinar: Evaluate and Improve Your Team's Accountability Culture
Thu, 20 Apr	Live Webinar: Evaluate and Improve Your Team's Accountability Culture

MAY TRAININGS OPEN FOR REGISTRATION

START DATE	EVENT
Tue, 02 May	Group Learning Program: Creating a Legacy of Accountability (Group 1)
Wed, 03 May	Group Learning Program: Creating a Legacy of Accountability (Group 2)
Mon, 08 May	NFI 101: Fundamentals to Leadership (East Coast)
Mon, 15 May	New Supervisor Workshop (East Coast)
Mon, 15 May	NFI 101: Fundamentals to Leadership (West Coast)
Tue, 16 May	NFI 301: Leadership in Today's Navy (East Coast)
Mon, 22 May	NFI 101: Fundamentals to Leadership (West Coast)
Mon, 29 May	NFI 101: Fundamentals to Leadership (East Coast)

Stay tuned for details on additional SYSCOM offerings.

Find us on Facebook Twitter Instagram LinkedIn
www.navfac.navy.mil/ccrc
April 2023

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.

COMPLETE YOUR ANNUAL ECA BY 15 APR!

The annual Employee Competency Assessment (ECA) to Individual Development Plant (IDP) Cycle gives you the opportunity to take ownership of your career, identify your strengths and areas for growth, and expand your skills throughout the year. While the ECA and IDP are available year-round, the inputs collected during this open period are used to create the FY24 course offerings. Those opportunities will target the most pressing training needs and allow your Workforce Development team to provide the training you need and want most.

Have you already taken your ECA? Great! The next step is completing your IDP. Be on the lookout for more details on the IDP process, which will open on 15 Apr! You will receive information on completing your IDP from your Leadership and Civilian Training Advocate (BD17) in mid-April.

If you are unable to access the links on pages 1–4, copy and paste the full links below into the URL bar of a new browser window to view the content.

COMPETENCY CORNER

On-Demand Webinar – Accountability: The "Self" Perspective – https://www.youtube.com/watch?v=mXe1rasw5W4

On-Demand Webinar – Building an Accountability Framework – https://www.youtube.com/watch?v=ZjRFD2ZYLkY

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

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

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

LEADERSHIP PROGRAMS FY23

Registration – https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Leadership-Programs/

DEAR NAVI

Podcast – 4 Time Management Tips for Managers – https://www.navfac.navy.mil/Portals/68/4 Time Management Tips for Managers.mp3?ver=j0SRAW__DR5zR_VvJOzJNA%3d%3d

Article – "Help Your Team (Actually) Work Smarter, Not Harder" – https://hbr.org/2022/06/help-your-team-actually-work-smarter-not-harder

Infographic – Strategic Priority Matrix – https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC (WFD)/CCRC/CDC/Strategic Thinking/Infographics/Strategic_Priority_Matrix_Infographic.pdf

Video – Creating a Strategic Priority Matrix – https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC (WFD)/CCRC/CDC/Strategic Thinking/Videos/Creating_Strategic_Priority_Matrix_Video.mp4

Article – How to Tell Your Boss You Have Too Much Work – https://hbr.org/2017/01/how-to-tell-your-boss-you-have-too-much-work

WHAT THE EXPERTS SAY

Read the full article – https://hbr.org/2023/02/hold-your-team-accountable-with-compassion-not-fear

GROUP LEARNING PROGRAM

Register here – https://totalforcetraining.navfac.navy.mil/course_detail.asp?course=3224&type=tft_course

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

Find us on

www.navfac.navy.mil/ccrc

April 2023

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.