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COMPETENCY CORNER

This month, we discuss **Conflict Management**, which involves the ability to manage and resolve disagreements in a constructive manner; encourage creative tension and differences of opinion; and take steps to prevent confrontations. Review these descriptions to determine your proficiency level:

1. **Awareness:** You do not avoid or ignore conflict. You openly invite others to express their points of view.
2. **Basic:** You express disagreements in a calm way that does not attack or disparage others.
3. **Intermediate:** You help uncover underlying issues and information causing conflict. You stay focused on desired outcomes when managing conflict.
4. **Advanced:** You negotiate win-win outcomes in efficient and effective ways that are consistent with organizational values and objectives.
5. **Expert:** You resolve conflicts arising at senior levels due to competing objectives, limited resources, or differing perspectives. You model techniques for others.

READY TO ADVANCE YOUR PROFICIENCY?

Opportunities include:

Awareness/Basic:

- In the "Blame Cycle," an on-demand course accessible through the Career Compass Resource Center (CCRC), learn how blame can undermine interpersonal, team, and organizational effectiveness, and acquire a

technique you can use to avoid blame and improve your relationships. (13 minutes)

Intermediate:

Two different 5-10 minute podcasts on conflict management are available on the CCRC. Listen to each to learn tips and techniques you can quickly apply on-the-job:

- [Nature and Causes of Conflict](#)
- [Stress and Well-Being](#)

Join the upcoming live webinar, "Finding Underlying and Unstated Issues", to learn how to identify and mitigate underlying issues using different conflict management styles.

Two Options Available:

- 10:00-11:00 ET on 25 May
- 15:00-16:00 ET on 27 May

Ideal for Journey Level employees. Look for an email from your local Civilian Training Advocate with more details.

Advanced/Expert:

Read the Harvard Business Review's highly rated *Guide to Dealing with Conflict*. Even in a work environment with competing interests, clashing personalities, limited time and resources, and fragile egos, you can learn to deal with conflict in ways that are professional and productive, and which will improve your work and relationships.

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

DIGGING DEEPER

Concrete, Rebar and the IDP

NAVFAC is an engineering command, specializing in rebar and concrete, wires and plumbing. In April 2021, NAVFAC's Chief, RADM Korka, released the new NAVFAC Concept of Operations, or CONOPS, defining speed, agility, and cost effectiveness as the benchmarks for command success.

So what serves as the foundation for NAVFAC's success? Technical and non-technical competencies. Like concrete, technical competencies are easy to see and measure, such as our ability to write contracts, and design, build, and maintain infrastructure to meet the mission. Non-technical competencies, however, are more like rebar. They are deeply embedded within our daily moments and interactions, like how we communicate or demonstrate resilience.

Just as no engineer today would consider building a structure or runway without both concrete and rebar, NAVFAC



cannot experience sustained success unless we all develop both our technical and non-technical competencies. And that takes embracing a culture of continual learning! That's where the Career Compass Individual Development Plan (IDP) comes in – think of it as your unique blueprint for where to lay the rebar and pour the concrete. Together, these items form a foundation for growth and success and further our collective ability to meet the speed, agility, and cost benchmarks outlined by RADM Korka.



CAREER COMPASS SPOTLIGHT

Introducing the Supervisor Toolkit – Now Available on the CCRC!

The foundation of NAVFAC’s workforce development system is the [70/20/10 Learning and Development Model](#).

The model indicates that approximately 70% of adult learning happens experientially through on the job learning, 20% through social activities, and 10% through formal training.

Available on the CCRC, the [Supervisor Toolkit](#) is designed to help NAVFAC supervisors guide employees in applying the 70/20/10 model during their career development efforts.

Supervisor specific materials are grouped as:

- **Digital Resources:** Audio (podcasts) or video (on-demand recordings) resources that explore topics such as the 70/20/10 model and non-technical competencies.
- **Printable Resources:** Career development resources that can be easily printed or shared, such as infographics.
- **NAVFAC Supervisor Academy:** The NAVFAC Supervisor Academy provides an array of competency-based formal training courses and on-demand webinars.
- **Leadership Development Programs:** NAVFAC provides opportunities each year to participate in formal leadership development programs.

DID YOU KNOW?

There are 5 Cs to Conflict Management

If you know your goal, you can choose a strategy.

KNOW YOUR GOAL!

Approach

Use When

Circumvent		<ul style="list-style-type: none"> ➤ You have to pick your battles ➤ The issue is not important
Concede		<ul style="list-style-type: none"> ➤ The issue is much more important to the other person ➤ There is a need to maintain harmony
Compete		<ul style="list-style-type: none"> ➤ Quick, decisive action is necessary ➤ An unpopular decision needs to be made on an important issue
Compromise		<ul style="list-style-type: none"> ➤ You need a solution that is at least minimally acceptable to all ➤ You need a quick temporary solution to an important issue
Collaborate		<ul style="list-style-type: none"> ➤ A win-win scenario is needed (all parties must be satisfied) ➤ Looking for long-term solutions

COMPLETE YOUR CAREER COMPASS IDP BEFORE 02 JULY!

TAKE THE ECA
1 March – 15 April

COMPLETE YOUR IDP
15 April – 2 July

DEVELOP YOUR SKILLS



Use the Career Compass IDP form that can be downloaded from the [IDP page](#) of the CCRC.

HAVE QUESTIONS? Your local Command BD17 (your Civilian Training Advocate) can provide answers and guidance!

WHAT THE EXPERTS SAY...

Allergic to Conflict? 10 Reasons Not to Shy Away

According to an article in *Entrepreneur* magazine by Sherrie Campbell, we often avoid conflict because it creates an intense amount of uncertainty, discomfort, and anxiety. It activates our fight-or-flight mechanism, causing many of us

to feel clammy and shaky; and can cause hurt feelings and destroy relationships. Is it no wonder we want to avoid it? However, innovative and collaborative solutions often arise from conflict. The more we expose ourselves to conflict the better we become at handling it. Here are 10 reasons Ms. Campbell suggests that we do not shy away from conflict¹.

Conflict can:

- Open our eyes to new ideas.
- Provide an opportunity to verbalize our needs.
- Teach flexibility.
- Improve listening skills.
- Uncover patterns of behavior.
- Lead to collaborative thinking.
- Offer practice for communication skills.
- Push us to set limits.
- Build our self-control.
- Allow us to differentiate ourselves.

Read the full article [here](#).

¹ <https://www.entrepreneur.com/article/279778>

