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COMPETENCY CORNER

This month, we discuss **Decisiveness**, which involves obtaining information and identifying key issues and implications to make informed and objective decisions.

- 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 are able to make decisions when under pressure or in a crisis. You make time-sensitive decisions even when limited information is available; maintain composure during difficult times; and act decisively to resolve issues.
- Advanced:** You are able to 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 ADVANCE YOUR PROFICIENCY? Opportunities include:

Awareness/Basic:

- Develop, document, and practice your own process for making routine decisions.
- Intentionally work to gain a variety of experiences. The more diverse, the better you'll be able to see patterns and parallels across seemingly unrelated fields. These patterns and parallels enable you to draw analogies when making a difficult decision.

Intermediate:

- Listen to the 5-minute podcast, [Making Decisions in Ambiguous Situations](#), for quick tips to help you make constructive, productive, and precise decisions in unclear situations.
- Practice a process for making difficult or pressure-filled decisions. For example, read through the process at [Mind Tools](#) and practice this (or a modified version) on important decisions you're facing at work or elsewhere.

Advanced/Expert:

- Read the book *The Wisdom of Crowds: Why the Many Are Smarter Than the Few* by James Surowiecki. Consider how better decisions are often made quickly and in groups.
- Discuss your decisions with a mentor or coach. Talk through a meaningful or risky decision and be open to feedback.

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

CAREER COMPASS SPOTLIGHT

Find Learning and Development Opportunities on the Event Calendar

Wondering which learning and development opportunities to explore? Check out the Event Calendar on the Career Compass Resource Center (CCRC)! You'll find courses and webinars planned for the coming months, and all the details you need to participate or access on-demand recordings.



Go to: <https://www.navfac.navy.mil/CCRC-event-calendar>

GETTING TO THE ROOT OF A PROBLEM!

Sometimes, being decisive involves collecting more details about a situation, so you can make an informed decision.

Check out this 5-minute podcast on how to get to the root of any problem. (This podcast is also posted on the CCRC.)



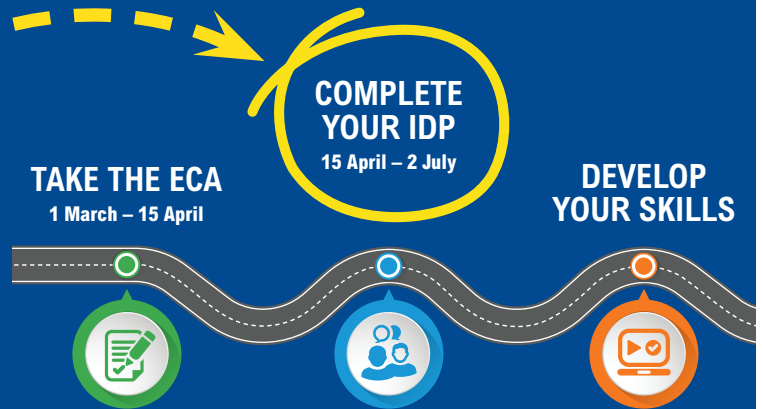
LAST WEEKS TO COMPLETE YOUR CAREER COMPASS IDP... DEADLINE 02 JULY!

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

Completing your IDP is the second step in the “ECA to IDP Cycle” and uses your Employee Competency Assessment (ECA) report, Community Management Plans, and supervisor feedback to help you guide your learning and development activities for the year. Take ownership of your career and complete your IDP by 02 July!

Find the Career Compass IDP form, resources to help you complete your IDP, and more details on the [Career Compass Resource Center](#).

Note: If you completed an IDP in FY21 – since 1 Oct 2020 – then you do NOT need to complete a new one. However, if your IDP was completed prior to 1 Oct 2020 (or if you have not completed one), then you will need to complete a new IDP for this fiscal year.



HAVE QUESTIONS? Your local Command BD17 (your Civilian Training Advocate) can provide answers and guidance! Find a contact list [here](#) on the CCRC.

DATA-DRIVEN DECISIONS

Recognizing Bias in the Available Data

SALIENT DATA – grabs attention, appears startling.

- May lead to Salient Bias. When salient data garners more attention, older data may be deemed irrelevant and discarded.

Example: Revenue for the travel & tourism industry in 2020 totaled \$396.4 billion, a fall of 42% compared to 2019. Does that mean the industry is on the verge of collapse? Or, is it simply the effect of the pandemic’s shutdown?



CONTEXTUAL DATA – provides a framework for the forming of perceptions.

- May lead to Contextual Bias. Data may be received or used without understanding actual context.

Example: Gluten free sounds healthy. Yet it only means there is no wheat; a food item may still contain other unhealthy ingredients or preservatives.



PATTERNED DATA – data that repeats over time.

- May lead to Patterned Bias. Arbitrary occurrences of data, that are presumed to be a pattern, may be used to inform decisions.

Example: A succession of heads or tails during a coin toss does not establish a guaranteed pattern for the next set of coin flips.



WHAT THE EXPERTS SAY...

The Qualities of a Decisive Leader

According to an online post on [Business News Daily](#), *decisive managers make better leaders. This excerpt outlines their list of key decisiveness qualities.*

Decisiveness isn’t a skill that people typically talk about, but it is extremely important to successful leadership. For example, have you ever worked with a leader who could not make up their mind; they were always asking others what they thought, but they never came up with any conclusions themselves? If you have experienced this, you understand how frustrating an indecisive leader may be. Some of the benefits of being a decisive leader include:

- **Decisive leaders are responsible and accountable.** Decisive leaders take responsibility for the effect their decisions have on the company and others, and they are committed to following through on the actions needed to carry out a decision.
- **They are confident.** Decisive leaders deliver their messages with clarity and confidence, which makes it unlikely for others to second-guess their decisions.
- **Once they reach a decision, they are slow to change their mind.** Being decisive doesn’t entail being arrogant, stubborn or hasty, it simply means having the ability to make decisions with clarity. Decisive leaders can be slow to change their mind. This is because they trust their instincts.

Being a decisive leader is a highly desirable skill. There are very few people who are willing to put their trust in someone that overthinks and goes back and forth over basic decisions.

Read the full article [here](#).

