

Steps of the Decision Maker[®] Process—Changed Environment

Step 1. **ASK:** What do you do? [Note to facilitator: You want the employee to identify the current behavior that you think is no longer appropriate.]

Step 2. **ASK:** What do you believe that explains what you are doing, that causes your behavior? [You want the employee to identify the belief that she thinks is responsible for her current behavior.]

Step 3. **ASK:** What happened, what are the earliest experiences you had, that led to the belief being formed? [You want the employee to describe the environment that led to her current belief.]

Step 4. **ASK:** Can you see that your belief made sense given the environment at the time it was formed and that if you had a different environment you probably would have reached a different conclusion? [Acknowledge to the employee that the current belief was a logical interpretation of the earlier environment, that it was totally appropriate at the time it was formed and wasn't a mistake.]

Step 5. **ASK:** Describe today's environment. Is it the same as the environment when the belief originally was formed? [Have the employee look to see if the competition, technology, customer expectations, employee skills and attitudes, etc. have changed.]

Step 6. **ASK:** If it is, your belief and the behavior it produces probably are still appropriate today. If it is not, what conclusion or belief is appropriate for today's environment? [Have the employee create a new belief, a new interpretation, of today's environment just as she originally did in the earlier environment.]

Step 7. **ASK:** Can you see that the new belief is appropriate for today's environment, not all environments, that it is "a truth," and not "the truth"?

Step 8. **ASK:** Given your new belief, what behavior would naturally occur? [Have the employee identify the behavior that the new belief would produce.]