

Unit #1 Decision Making / Lesson #2:

Decision Making Limits

PURPOSE: The purpose of this lesson is to identify the three (3) decision making limits and how these impact the participant's decisions and how they can control some of these limits.

OBJECTIVE: Upon completion of this lesson, the participant will:

1. Identify 100% of the time the three (3) limits on any decision are;
 - a) Willingness
 - b) Capability (*Authority Limitations, included*)
 - c) Environment.
2. 100% of the time identify which decision making limit is the fundamental limit and how, if possible, this limit can be removed.
3. 100% of the time identify which decision making limit may also be a factor/limit and how, if possible, this limit can be removed.
4. 100% of the time identify which limit is the fundamental and other potential limits to the decisions the participant needs to make they identified in Lesson #1.

PROCEDURE:

1. Read and carefully consider the following narrative about decisions

There are three (3) primary or fundamental limits to any decision. These are willingness, capability and environment. One of these may be the biggest obstacle and yes it is possible that either other limit, or both, also limit the decision.

A. Willingness is usually the biggest obstacle and barrier and this is one we impose upon ourselves. It is also the number one (#1) limit we see in others when it comes to their making a decision.

As an example, we may not be willing to make a decision to try something, because we believe/fear we will fail and/or it is of no use to even try, because something won't work.

Sometimes we are not willing to try, because we aren't really interested enough to put forth the efforts. There is a thing known as the low interest/low skills correlation. We are not interested in things, because we are not good at them and failure (fear of failure) is a powerful motivator. Conversely, we have low skills in an area, therefore, we have low interest in it. Gaining skills and knowledge is a decision we can make, where then as we gain more skills and knowledge, our interest levels increase.

Sometimes we are not willing to even try, because we don't have any skills and if you're not going to be good at something, why even try. Of course willingness is not only the most common decision making limit, it is one we impose upon ourselves.

As an example, a person doesn't try to get a job, better job, or career, because they are not willing to go look for a job, go back to school and/or get some kind of training, or they aren't willing to apply for an internship or apprenticeship, because these don't pay the "big bucks".

Another example is a person isn't willing to learn to play a musical instrument, because they don't wish to devote/invest all of the time it takes in learning music and practicing. The challenge is just too overwhelming and there just isn't the reward (financial) to do so. Here another decision needs to be made regarding the motivation to learn the instrument and the criteria needs to be altered from financial gain to personal satisfaction and enrichment.

So if you are limited in your decision making process, you have to first look if the limit is your willingness, thus you put the biggest limit on your decision and yourself and you have chosen to limit your decision due to your lack of willingness, or to achieve your objective, you have control of this as well.

With employees and subordinates, they may not be willing to do a particular task. Therefore, you have a decision-making limit to fulfilling an objective, because you do not have the authority to compel them to do it and the task is not in their job description.

With a customer, willingness most usually is a limit based upon price. Your only means of removing this barrier is either to reduce the price, or build the value of the product or service.

B. Capability is a decision making limit where second only to willingness, you have the greatest control and means to overcome.

Capability as a factor in determining how our decision(s) are limited comes as we have to be ready to consider there may need to be further refinement of the decision, such as the first step to getting a better job or career is to complete or obtain more education.

Capability is thus something where you have control and you have the power to change by changing your mind, and increasing your knowledge and skills so that you can ultimately gain the desired outcome of the decisions you make.

Capability is most often limited by willingness, which you can control, thus often, although it may take a more basic decision, your capability is limited only by your willingness. That low-interest/low-skill correlation factor once again is a barrier.

Let's use that example of learning to play a musical instrument again. You cannot get a gig to go and play Carnegie Hall, if you do not have the playing "chops". Thus, your lack of capability prohibits you from getting the gig.

In a managerial context, if you need to have a task completed and you cannot persuade an employee or subordinate to do it, if you do not have the authority to compel them to do so, this is a capability limitation on your decision of how you are going to have the task fulfilled.

If you are a salesperson, if the customer simply cannot afford the product or service, your decision to make the sale is limited due to your customer's lack of capability. Notice that "price" of a product or service can be both a willingness and capability decision-making limitation for your customer.

C. Environment is the last of the three (3) decision making limits, which can often prove to be ultimately under our control to change. Of course "Willingness" and "Capability" are also factors (and some times the more primary factors/limits) in making a decision.

Environment may also play a role in the form of the job you had is no longer available in your area, because the manufacturing facility which uses/employs your skills has closed down, or moved away. Therefore, you would have to change environment to either follow that job, or to find a similar job elsewhere.

Another example of a decision making limit is that in your current environment, you can not get the education you need to get a better job, because in order to get the training, you need to go off to school somewhere in another town or sometimes in another state.

In management, environment as a decision-making limit most usually relates directly to corporate culture and the relationships between management and employees and the relationships and cliques among the employees. Here, environment can be changed, but once again “Willingness” and “Capability” are the primary decision-making limits to change the environment.

You can see that Willingness and Capability are the most effecting decision-making limits and they can also effect the limits of environment. Capability is often limited itself by willingness to make decisions to do what is ever necessary to become capable and thus removing this as a decision making limit.

Now per selling a product to a customer, let's look at an example where environment limits the decision for you to sell a product and the customer to make a decision to buy it. You cannot sell an elephant gun to a customer, if there are no elephants in your environment!

Therefore, you need to decide to sell a product to the customer the can use or they need in their environment. You will never sell a product to a customer they do not need and they cannot use.

2. In the following examples below, identify the primary decision making limit, how these may be removed (if possible) and any other decision making limit that is a factor and how it may be removed.

A. You want to get a job in management or a promotion, but he have no management limited experience or training or you lack the skills to take on the additional authority/responsibilities. But you doesn't want to have to spend the time or money going back to school or you have so many things going on at home, you don't have time to go online or read books to gain the additional skills.

Your primary decision-making limit to get into management is: _____

How can you remove (if possible) the primary limit on you decision?

Are there other decision making limits involved? If so, which one(s) _____ and how can these be removed?

B. You are trying to get an employee or co-worker to help you to finish a task by your deadline and you are behind schedule. They say that they are also a little behind on finishing their tasks and they say they don't know how they can help.

Your employee's or co-worker's primary decision-making limit is: _____

How can you remove (if possible) the primary limit on their decision?

Are there other decision making limits involved?

If so, which one(s) _____ and how can these be removed?

C. You are trying to make a sale, but the customer keeps coming up with questions, delays and objections, which prevents you from closing the sale.

Your customer's primary decision-making limit is: _____

How can you remove (if possible) the primary limit on their decision?

Are there other decision making limits involved?

If so, which one(s) _____ and how can these be removed?

D. Look over the five major decisions you need to make as you listed them in Lesson #1. In the order of your priorities, urgency and importance to make the decision and to solve the problem, which decision is the most important to you and then list the next one in importance decision to you and then answer the following:

Decision #1: _____

The primary decision making limit on your decision is: _____

How can you remove (if possible) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____ and how can you remove these?

Decision #2: _____

The primary decision making limit on your decision is: _____

How can you remove (if possible) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____ and how can you remove these?

Decision #3: _____

The primary decision making limit on your decision is: _____

How can you remove (if possible) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____
and how can you remove these?

Decision #4: _____

The primary decision making limit on your decision is: _____

How can you remove (if possible) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____
and how can you remove these?

Decision #5: _____

The primary decision making limit on your decision is: _____

How can you remove (if possible) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____
and how can you remove these?

E. Is there a decision making limit that seems to be the most common of the limits on your decisions you've identified above Decisions 1-5?

If so, which decision making limit is most common? _____

How can you remove (if possible) this primary limit on your decisions?

Are there other decision limits seemingly somewhat common? (1-5)?

If so, which one(s) _____ and how can you remove these?

F. Look over the five decisions you watched others make in Lesson #1.

Decision #1: _____

The primary decision making limit on this decision was: _____

How can you remove (*if possible*) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____
and how can you remove these?

Decision #2: _____

The primary decision making limit on this decision was: _____

How can you remove (*if possible*) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____
and how can you remove these?

Decision #3: _____

The primary decision making limit on this decision was: _____

How can you remove (*if possible*) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____
and how can you remove these?

Decision #4: _____

The primary decision making limit on this decision was: _____

How can you remove (*if possible*) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____
and how can you remove these?

Decision #5: _____

The primary decision making limit on this decision was: _____

How can you remove (*if possible*) the primary limit on this decision?

Are there other decision making limits involved? If so, which one(s) _____
and how can you remove these?