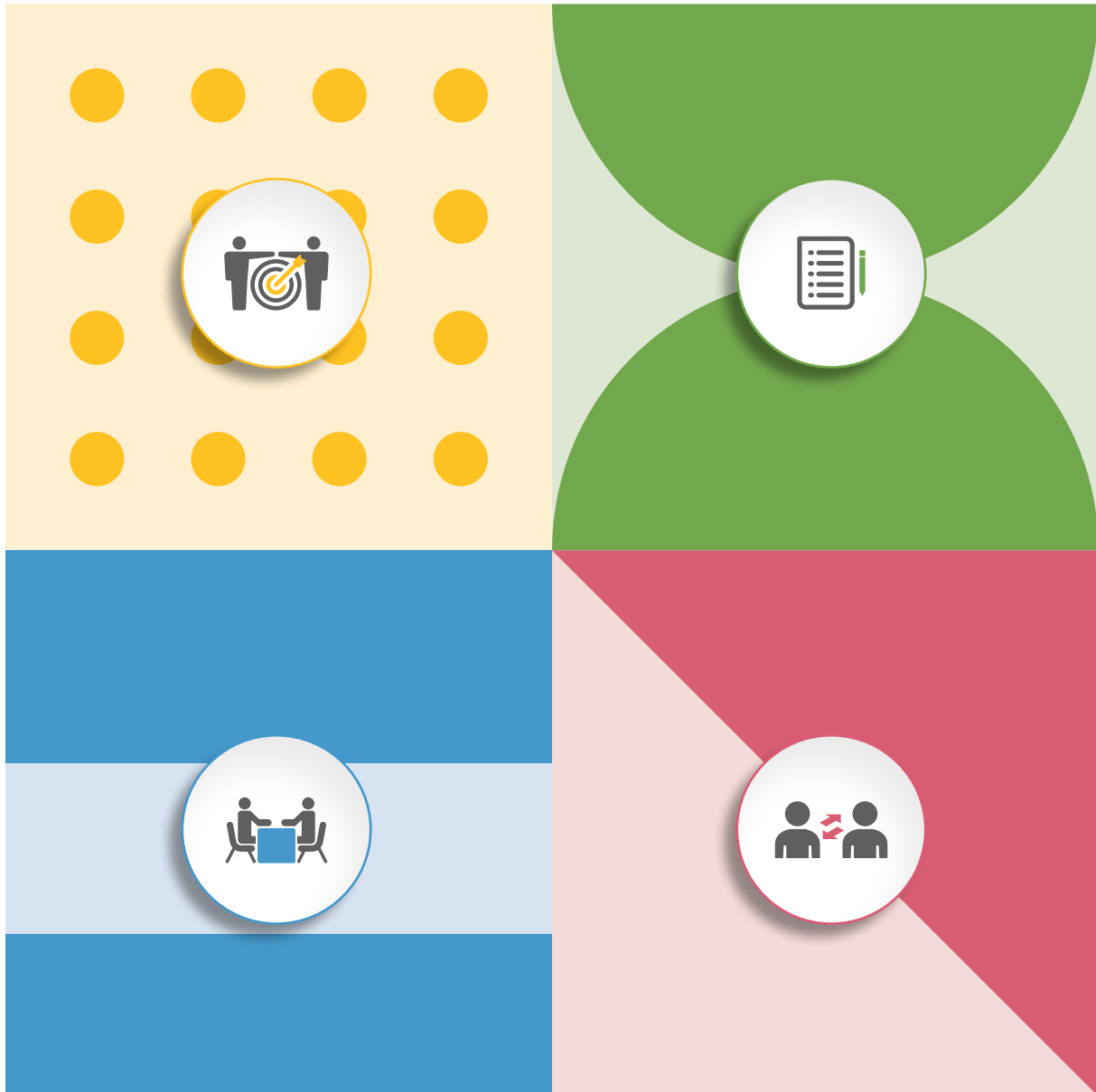


# THE FOUR MOMENTS *of* TRUTH™

A PROCESS FOR TRANSFORMING LEARNING  
INTO PERFORMANCE



## Introduction

Effective learning does not occur in an isolated, one-time training event. Training that impacts organizational performance must be sustained to ensure the successful transfer of learning. This requires intentional, proactive and well-orchestrated efforts to extend the learning into the context of a trainee's daily workflow to become engrained behaviors.

**The Four Moments of Truth™ (4MOT™) is a process for transforming learning into performance.**

This approach is a simple sustainment solution designed to support the trainee's success and engagement before, during and after a training event. The 4MOT can serve as a practical guide to learning transfer for anyone who has a vested interest in positively impacting performance through training.



“ Training that impacts organizational performance needs to be sustained to ensure the successful transfer of learning.

## Background

In the 1950s, organizations began to formalize learning and development by establishing functions and departments dedicated to the discipline. During this time, Dr. Donald Kirkpatrick introduced us all to The Levels Model, which became the established standard for measuring the impact of training experiences. The framework consists of four levels:

- **Level 1: Reaction** – The degree to which participants find the training favorable, engaging and relevant to their jobs.
- **Level 2: Learning** – The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training.
- **Level 3: Behavior** – The degree to which participants apply what they learned during the training when they are back on the job.
- **Level 4: Results** – The degree to which targeted outcomes occur as a result of the training and the support and accountability package.



While this model is simple in nature, many organizations only track Level 1 metrics, such as the number of courses offered, the number of participants in attendance and how those learners felt about the training facilities, the facilitator and the course itself. Data that connects an organization's investment in leadership training to true measures of productivity are rare.

In the mid-1980s, Mary Broad and John Newstrom questioned why more organizations aren't measuring Level 3 and Level 4 results.

Their research uncovered that involvement from the next-level manager (NLM) of the trainee is critical to learner engagement and increasing learning transfer on the job.

Further research by Kirkpatrick identified five typical management responses that influence the degree to which training transfers to the workplace:

- **Preventing:** Manager sees training as being in direct opposition to their style.
- **Discouraging:** Manager sends negative message about the skills learned in training by modeling contradictory behaviors in the workplace.
- **Neutral:** Manager ignores training and adopts business-as-usual attitude.
- **Encouraging:** Manager encourages employee to put training into action by showing interest in what was learned.
- **Requiring:** Manager knows what was learned and insists on implementation – in some cases creating contracts to ensure implementation.

Robert Brinkerhoff, Ed.D., confirmed the impact of a requiring manager on Level 3 and Level 4 outcomes through his research. Additionally, Dr. Brinkerhoff and Anne Apking found that the direct involvement of a requiring manager could increase levels of learner retention by as much as 65 percent.

While involving managers in the learning process may seem easy, it's not so simple in execution. Without a clear process, mutual alignment and accountability, manager commitment to sustain training remains random and difficult to measure.

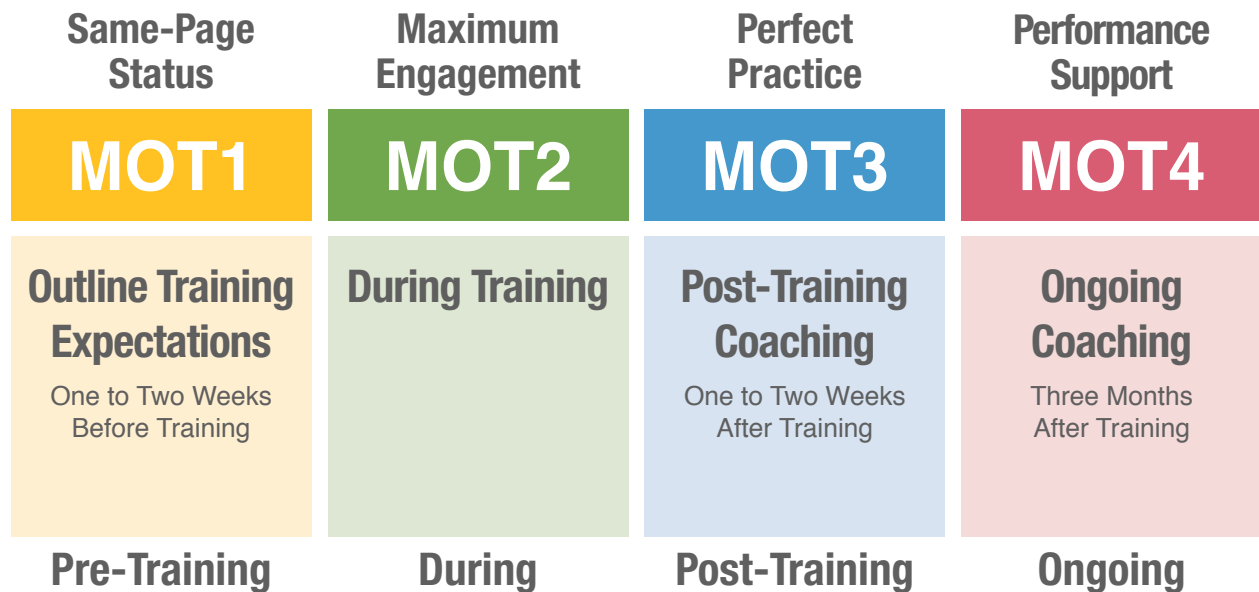
To help organizations overcome the challenges of sustaining the impact of training, The Center for Leadership Studies created a simple four-step process that outlines how NLMs can support trainees at critical moments in the learning cycle.

## The Four Moments of Truth

The Four Moments of Truth (4MOT) is a process for transforming learning into performance (see Figure 1). This sustainment solution is designed to support the trainee's success and engagement before, during and after a training event. Each moment represents a vital stage in the training transfer process where the trainee and the NLM have distinct yet interdependent, time-sensitive responsibilities. When effectively employed in conjunction with Situational Leadership® or any training program, this four-part process guarantees results.

“ Involvement from the next-level manager (NLM) of the trainee is critical to learner engagement and increasing learning transfer on the job.

Figure 1. The Four Moments of Truth™

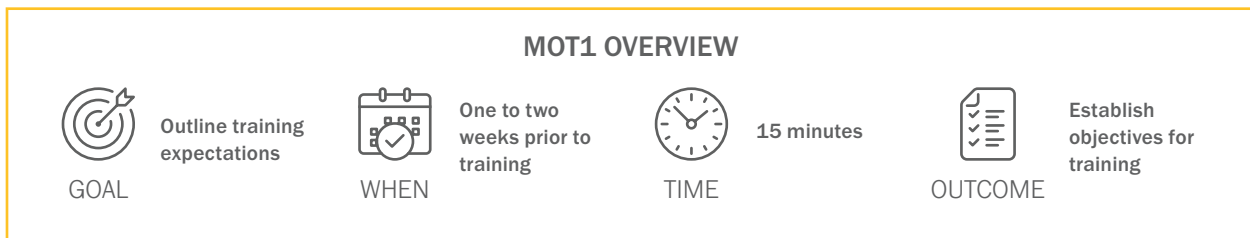


## Moment Of Truth 1: Same-Page Status



It is difficult to imagine anyone rationally expecting to be able to win a game without knowing the rules or how to score. Yet, far too often, learners consume training with a limited understanding of what is expected of them, how the training relates to their job or how the training can help them improve their performance.

Aligning goals and expectations is necessary to achieve an intended outcome. One to two weeks before a formal training program, the NLM and the trainee should schedule a 15-minute meeting to discuss the expectations and goals for learning. That exchange should address how the learning could be applied after the training event in a manner that can positively impact productivity. The probability for learning transfer increases if trainees are clearly informed of the on-the-job expectations associated with an upcoming training experience by their immediate supervisor.

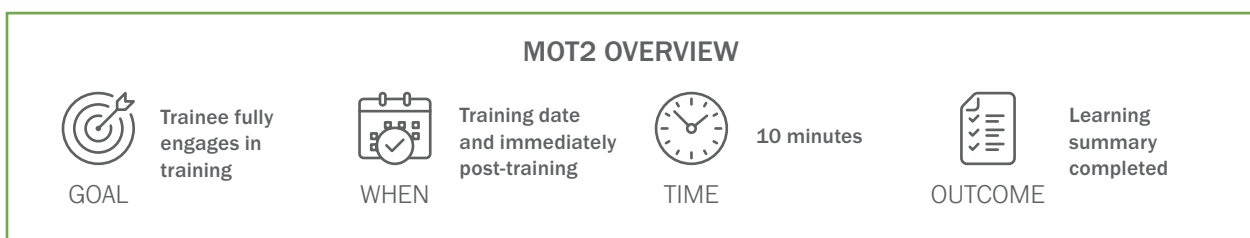


## Moment Of Truth 2: Maximum Engagement



Actively engaging and participating in a training program is crucial to learning transfer. When a learner clearly understands the goals and expectations prior to the event, then the likelihood of engagement at the event increases. The NLM should communicate with the trainee's peers and direct reports to ensure all job-related responsibilities are covered while the trainee is at the training event and minimize any potential distractions.

During the training event, the trainee should actively engage with the course materials and other participants to identify tasks or behaviors to implement on the job. At the close of the program, the trainee should complete a learning summary to define key takeaways to discuss with his or her NLM post-training.

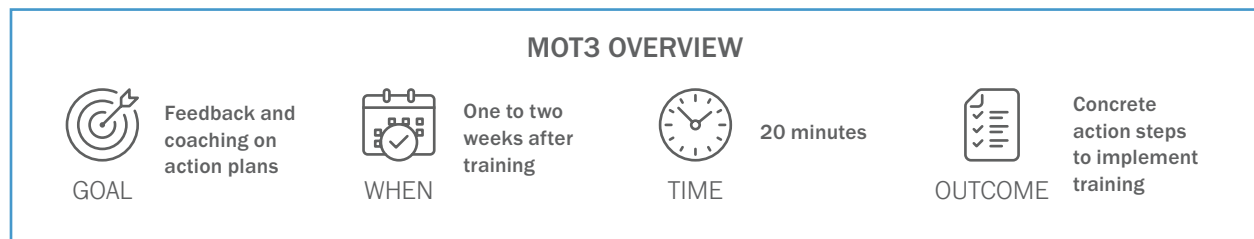


## Moment Of Truth 3: Perfect Practice



To extend the training into the workplace, the NLM and trainee should meet for a coaching session approximately one to two weeks after the training event. In preparation for this meeting, trainees should send their learning summary that highlights their implementation goals and action steps to their NLM.

During the meeting, the NLM will provide feedback on the action plan and work with the trainee to adjust or refine the goals and action steps as needed. From there, the NLM and trainee will determine how progress toward the goals will be measured and gain alignment on next steps. The meeting will end with the NLM scheduling a follow-up meeting to discuss progress.

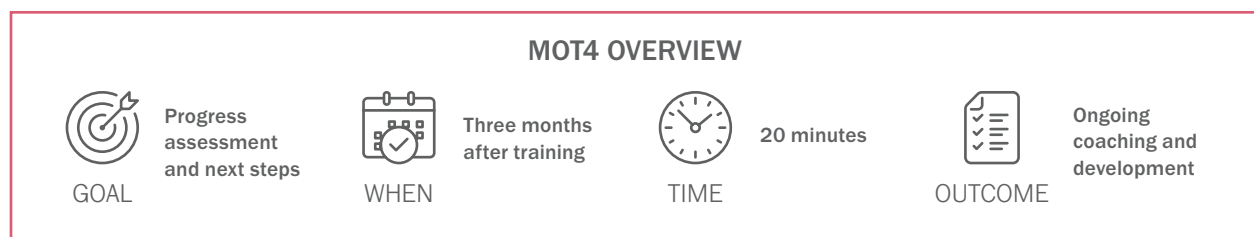


## Moment Of Truth 4: Performance Support



After the MOT3 meeting, NLMs should actively engage in ongoing coaching and follow-up with trainees as they implement the action plan. Approximately two to three months after the training event, the NLM and trainee should meet to discuss the progress toward the learning goals, update the action plan as needed and determine if additional support is needed.

The NLM should document the discussion and continue coaching to reinforce the skills and on-job-application. The NLM should also monitor and recognize the trainee's success to reinforce the benefits of the training.



“ The probability for learning transfer increases if trainees are clearly informed of the on-the-job expectations.

## Summary

Organizations cannot risk developing training that isn't tied to a change in behavior. Involving managers in the learning process can increase learner engagement and the application of skills on the job. The Four Moments of Truth is a simple sustainment process that can help managers realize their impact on employee performance and provide long-lasting business results.

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