



SITUATIONAL LEADERSHIP®

Building Leaders

THE FOUR MOMENTS *of* TRUTH™

Next-Level Manager Guide







The Four Moments of Truth™ (4MOT™) Overview

Introduction

Your Trainee's ability to translate learning to performance is directly related to how effectively they prepare for the training event, engage in the experience and implement what they learned. A fundamental element of the Trainee's success is the support you provide, as the Next-Level Manager (NLM), to position and reinforce the training before, during and after the training event. The 4MOT™ is a simple, practical process that ensures engagement and alignment between you and your Trainee at four critical moments in the learning cycle. Each moment in the 4MOT™ represents a vital stage in the training transfer process where both you and your Trainee play a role in how effectively training will impact Trainee performance. The 4MOT™ Quick Reference Guide (QRG) provides a snapshot of the process and the expectations for your role for each moment of truth.

Quick Reference Guide

Milestone	Expectations	Schedule
 <p>MOT1 Same-Page Status</p>	<ul style="list-style-type: none"> Conduct a pre-training preparation meeting with your Trainee Discuss the program overview, establish objectives for training and gain alignment on expectations for the Trainee's participation during the training (MOT2) and post-training deliverables (MOT3) Set aside 15 minutes for MOT1 	One to two weeks prior to training
 <p>MOT2 Maximum Engagement</p>	<ul style="list-style-type: none"> Ensure Trainee is given the opportunity to fully engage in training Proactively communicate with Trainee's peers and direct reports regarding backup for Trainee's job-related responsibilities Set aside 10 minutes for MOT2 	Training date and immediately post-training
 <p>MOT3 Perfect Practice</p>	<ul style="list-style-type: none"> Trainee develops Action Plans prior to the MOT3 meeting Conduct post-training one-on-one coaching discussion with Trainee Discuss the Trainee's Action Plans Gain alignment on the goals and next steps the Trainee will implement to apply what was learned Set aside 20 minutes for MOT3 	One to two weeks after training
 <p>MOT4 Performance Support</p>	<ul style="list-style-type: none"> Conduct a touchpoint meeting with the Trainee to discuss initial results Trainee shares progress to date and/or any emergent challenges Negotiate any necessary adjustments to the Trainee's Action Plans Document the Trainee's progress and define the next steps Set aside 20 minutes for MOT4 	Three months after training

Situational Leadership®: Building Leaders

Program Overview

Situational Leadership®: Building Leaders equips leaders in organizations with the tools necessary to skillfully navigate the demands of an increasingly diverse workforce and evolving global marketplace. Widely adaptable to any circumstance, *Situational Leadership®* provides participants with an action-oriented leadership framework that increases both the quantity and quality of performance discussions.

Through a combination of training, role-playing and skill-building activities, the *Situational Leadership®: Building Leaders* program provides ample opportunity to practice applying the core tenets of the model. Participants learn to effectively influence by matching an individual's Performance Readiness® Level for a specific task with the appropriate leadership style. Participants learn how to assess and adapt to effectively manage the opportunities and challenges associated with leading others.

In addition, online or paper-based assessments (LEAD Self and LEAD Other) provide participants with insights into their primary and secondary leadership styles to understand how their own behavioral preferences could impact their ability to diagnose Performance Readiness® and respond with a matching leadership style. Participants leverage this awareness of their behavioral tendencies to explore their current leadership strengths and identify areas where there is room for improvement.

Objectives

Upon completion of this program, participants should be able to:

- Define leadership
- Apply Situational Leadership® by:
 - Identifying the specific task
 - Accurately assessing an individual's Performance Readiness® to perform a specific task
 - Responding with the right leadership style and behaviors to meet the performance needs of the individual
 - Communicating the leader response more effectively
 - Managing the movement of the individual through various levels of Performance Readiness®
- Identify opportunities to improve through self-assessment and development planning

MOT1: Same-Page Status

Outline Training Expectations

(one to two weeks prior to training)



DIRECTIONS

- Prior to this meeting, the Trainee should review the program overview and learning objectives and be prepared to discuss how the content is relevant to their role.
- Discuss how the program content relates to the Trainee's performance and explore what they hope to gain from the training.
- Engage with the Trainee to identify developmental opportunities.
- Agree upon two to three training-related objectives.

Notes

Objective

1

Objective

2

Objective

3

DISCUSSION QUESTIONS

- As you review the course overview and objectives, what intrigued you about this training opportunity?
- What work-related challenges or opportunities do you see this training helping you resolve or take advantage of?
- How will you ensure that you will actively engage in the training to achieve your goals?
- How will you take personal responsibility to make this training a positive investment?

NOTE: Be sure to prepare the Trainee for the MOT3 coaching discussion by explaining expectations for the post-training Action Plans.

MOT2: Maximum Engagement During Training



DIRECTIONS

- Reinforce to the Trainee your full commitment to their training experience and expectations for their active participation.
- Direct your team to minimize or eliminate interruptions for the Trainee to ensure their ability to fully engage in the training event.
- Remind the Trainee they will need to bring MOT1 to the training event to keep their goals for the training at the forefront of their mind.
- Refer to the MOT2 worksheet and direct the Trainee to bring it to the program as they will need to complete it immediately after training.
- Explain that they will use this information to develop their Action Plans and prepare for their MOT3 coaching discussion.

Notes

MOT3: Perfect Practice

Post-Training Coaching

(one to two weeks after training)



DIRECTIONS

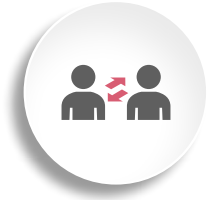
- Review the goals and action steps the Trainee developed on their Action Plans.
- Provide feedback and coaching to make any necessary adjustments.
- Gain alignment with your Trainee regarding expectations for next steps (e.g., ongoing touchpoints or status updates; the role you should play in goal achievement; etc.).
- Schedule the MOT4 discussion.

Notes

DISCUSSION QUESTIONS

- What were the three most important things you learned?
- In specific terms, how do you plan to implement what you learned to the benefit of our team?
- How will we measure the impact of that implementation?
- Tell me how I can help (e.g., provide support, guidance or give autonomy)

MOT4: Performance Support



Ongoing Coaching (three months after training)

DIRECTIONS

- By this three-month discussion, the Trainee should have had an opportunity to implement the Action Plans developed in MOT3.
- Discuss progress toward goals.
- Update the Action Plans, as necessary, and establish next steps to continue the Trainee’s progress toward goal achievement.
- Provide ongoing coaching to reinforce the application of new skills and knowledge.

Notes

DISCUSSION QUESTIONS

- What has been working?
- What specific progress have you made against your goals?
- What has gotten in your way?
- How, if at all, do we need to adjust our plan moving forward?