



SITUATIONAL LEADERSHIP®

Building Leaders

THE FOUR MOMENTS *of* TRUTH™

Trainee Guide



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

Introduction

Your ability to translate learning to performance is directly related to how you prepare for training, engage in the experience and implement what you learned. A fundamental element of your success is the support you receive from your Next-Level Manager (NLM) before, during and after training. The 4MOT™ is a simple, practical process that ensures engagement and alignment between you and your NLM at these 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 NLM play a role in how effectively your training will impact your 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
 MOT1 Same-Page Status	<ul style="list-style-type: none"> Attend a pre-training preparation meeting with your NLM Discuss with your NLM the program overview, establish personal objectives for the training and gain alignment on expectations for your participation during the training (MOT2) and post-training deliverables (MOT3) Set aside 15 minutes for MOT1 	One to two weeks prior to training
 MOT2 Maximum Engagement	<ul style="list-style-type: none"> Tactically engage in the training to maximize the experience and learning outcomes Practice intentional participation and engagement Refer to MOT1 learning and engagement goals Complete the MOT2 learning summary to identify your key learnings and define how you plan to implement what you learned Set aside 10 minutes for MOT2 	Training date and immediately post-training
 MOT3 Perfect Practice	<ul style="list-style-type: none"> Develop your Action Plans Attend post-training one-on-one coaching discussion with your NLM Gain alignment on the goals and next steps you will implement to apply what you learned Discuss your Action Plans Set aside 20 minutes for MOT3 	One to two weeks after training
 MOT4 Performance Support	<ul style="list-style-type: none"> Attend touchpoint meeting with your NLM to discuss initial results Share your progress to date and/or any emergent challenges Negotiate any necessary adjustments to your Action Plans Document your 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

MOT2: Maximum Engagement During Training



DIRECTIONS

- Be sure to bring this MOT2 worksheet with you to the training so you can complete the learning summary below at the end of the program.
- Actively participate in training. Engage to the best of your ability and take personal responsibility to make this training a positive investment.
- At the end of training, complete the learning summary to document what you learned and how you plan to apply what you learned on the job.
- Refer to this information to develop your Action Plans for the MOT3 discussion with your NLM.
- Be prepared to share how your NLM can support your efforts and your progress.

Learning Summary

The three most important things I learned during the training are:

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This is how I plan to apply what I learned:

START DOING	STOP DOING	CONTINUE DOING
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Action Plan

DIRECTIONS

- Refer to your MOT1 objectives, MOT2 learning summary and any relevant training materials from the training session to develop the goals and specific actions you will take to implement what you learned.
- Be prepared to share the Action Plan you developed for each goal during your MOT3 coaching discussion with your NLM.

Goal

Action Step 1

Date

Progress

Action Step 2

Date

Progress

Action Step 3

Date

Progress

Assess

How will you assess your progress and measure the impact of your actions?

Next Steps

How will you keep your NLM informed of your progress?

Action Plan

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