



Situational Coaching®

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 Coaching®

Program Overview

As the complementary offering to *Situational Leadership®: Building Leaders*, *Situational Coaching®* provides an interactive learning experience where participants learn how to identify the developmental needs that will impact performance, engage in ongoing coaching conversations that drive behavior change and receive feedback.

Situational Coaching® is a practice-driven workshop designed to increase managers' ability to consistently apply *Situational Leadership®* behaviors to enhance the impact of their coaching discussions. The program is uniquely structured to provide an iterative progression of targeted and intentional opportunities for case study application, coaching skill practice and feedback. Participants also learn how to use a variety of coaching tools and resources, including an intuitive and repeatable discussion framework designed to structure and guide their effective application of all four steps of the *Situational Leadership®* Model during coaching conversations.

To support an immediate and successful transfer of skills back in the work environment, participants leave the *Situational Coaching®* program with actionable strategies they can implement to continue to build their skills over time. The tools and resources they receive provide the bridge to continued application, ongoing skill development and successful execution.

Objectives

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

- Identify a specific task on which to focus based on direct observations and indirect behavioral indicators
- Assess coachee current Performance Readiness® for a specific task
- Demonstrate coaching behaviors that are aligned to the needs of the coachee based on their task-specific Performance Readiness®
- Use the OFTEN Discussion Framework to conduct effective in-the-moment and planned coaching conversations on a continual basis
- Implement a *Situational Leadership®* application plan to manage ongoing coachee performance needs

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.

