



# Leading Change

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

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## Program Overview

This program introduces a model and key success factors for improving the chances to successfully manage a change implementation. Participants explore how to assess the levels of resistance and readiness for change in people and how to address those situations appropriately. Participants also learn how to apply specific supporting skills to successfully implement change initiatives. These supporting skills include avoiding common change implementation pitfalls, developing resilience in others, leveraging the inclusion of key stakeholders and improving organizational communication.

## Objectives

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

- Describe the increasing pace of change and the reasons for the high failure rates of organizational change
- Recognize a situational framework for leading change
- Leverage the burning platform
- Develop and complete a stakeholder analysis
- Effectively manage a change initiative
- Institutionalize new approaches

# 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

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Objective

**1**

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Objective

**2**

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Objective

**3**

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### 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.





