



Leading Teams:

A SITUATIONAL APPROACH

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

Leading Teams: A Situational Approach

Program Overview

This program introduces participants to several success factors for leading effective teams. Participants explore the differences between groups and teams and how those differences determine successful leadership tactics. Participants also learn how to apply a situational approach to leadership in a team environment. In addition, participants focus on how to diagnose and address individual exceptions to a team's performance level.

Objectives

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

- Describe the dynamics experienced in group and team environments
- Create and orchestrate team synergy through the application of a situational approach to leadership
- Identify performance levels for both individuals and teams
- Diagnose and address exceptions to the team's performance level

MOT1: Same-Page Status

Outline Training Expectations

(one to two weeks prior to training)



DIRECTIONS

- Review the program overview and learning objectives prior to meeting with your NLM.
- Discuss what you hope to gain from the training with your NLM and identify developmental opportunities.
- Agree upon two to three training-related objectives.

Notes

Objective

1

Objective

2

Objective

3

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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