



# Situational Leadership® Essentials

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
 <b>MOT1</b> Same-Page Status	<ul style="list-style-type: none"> <li>Attend a pre-training preparation meeting with your NLM</li> <li>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)</li> <li>Set aside 15 minutes for MOT1</li> </ul>	One to two weeks prior to training
 <b>MOT2</b> Maximum Engagement	<ul style="list-style-type: none"> <li>Tactically engage in the training to maximize the experience and learning outcomes</li> <li>Practice intentional participation and engagement</li> <li>Refer to MOT1 learning and engagement goals</li> <li>Complete the MOT2 learning summary to identify your key learnings and define how you plan to implement what you learned</li> <li>Set aside 10 minutes for MOT2</li> </ul>	Training date and immediately post-training
 <b>MOT3</b> Perfect Practice	<ul style="list-style-type: none"> <li>Develop your Action Plans</li> <li>Attend post-training one-on-one coaching discussion with your NLM</li> <li>Gain alignment on the goals and next steps you will implement to apply what you learned</li> <li>Discuss your Action Plans</li> <li>Set aside 20 minutes for MOT3</li> </ul>	One to two weeks after training
 <b>MOT4</b> Performance Support	<ul style="list-style-type: none"> <li>Attend touchpoint meeting with your NLM to discuss initial results</li> <li>Share your progress to date and/or any emergent challenges</li> <li>Negotiate any necessary adjustments to your Action Plans</li> <li>Document your progress and define the next steps</li> <li>Set aside 20 minutes for MOT4</li> </ul>	Three months after training

# Situational Leadership® Essentials

## Program Overview

*Situational Leadership® Essentials* equips leaders with the critical skills and tools necessary to skillfully navigate the demands of an increasingly diverse workforce and evolving global marketplace. Through highly engaging, relevant and application-focused learning, participants gain a strong foundational understanding of how to apply Situational Leadership® practices in the context of their role.

A combination of compelling content, reflection, video-based scenarios and skill-building activities enable participants to learn how to use an objective, practical framework as a road map to lead situationally, with intention, and achieve alignment, build trust and effectively influence the success and engagement of others.

In addition, online 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 apply Situational Leadership® behaviors to:

- Objectively assess the performance needs of others
- Identify the leadership style that is a match for the situation
- Communicate with adaptable influence behaviors
- Stay in tune with people's changing needs and respond appropriately

# 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

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Objective

**1**

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Objective

**2**

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Objective

**3**

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# MOT2: Maximum Engagement During Training



## DIRECTIONS

- Be sure to have this MOT2 worksheet with you during the training so you can complete the learning summary below at the end of the course.
- 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 materials from the training 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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## Next Steps

How will you keep your NLM informed of your progress?



# MOT3: Perfect Practice

## Post-Training Coaching

(one to two weeks after training)



### DIRECTIONS

- Meet with your NLM and review:
  - The objectives developed in MOT1 as well as the goals and learning summary you completed in MOT2
  - The action steps you outlined in your Action Plans
- Discuss how you plan to assess your progress and measure the impact of your actions.
- Ask for feedback and make any necessary adjustments to refine your goals and/or action steps.
- Align with your NLM regarding expectations for ongoing touchpoints.

### Notes

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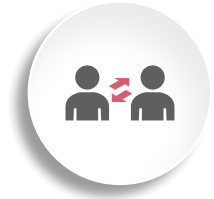
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# MOT4: Performance Support

## Ongoing Coaching (three months after training)



### DIRECTIONS

- Meet with your NLM to review your Action Plans and assess your progress against each of your goals.
- Update the Action Plans, as necessary, and establish next steps to continue your development.

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