



Situational Change Leadership™

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 Change Leadership™

Program Overview

In this course, participants learn how to lead change using Situational Leadership® principles. In doing this, they are able to approach each change situationally, create alignment between their team and next-level leadership and drive success and engagement. Participants will explore the Situational Change Leadership™ Process, which will equip them with the skills they need to address the unique challenges of any change situation.

Objectives

Upon completion of this program, participants should be able to apply Situational Leadership® behaviors to:

- Develop a change ownership culture for their team
- Create a dialogue between decision-makers and team members
- Assess their team members' openness to change
- Apply the Situational Leadership® practices to change tasks
- Apply the Situational Change Leadership™ Process to their own scenario

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 intrigues 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.

