MOMENT OF TRUTH

ABILITY	*CAN BUT WON'T*		*CAN AND WILL*
NO ABILITY	*CAN'T AND WON'T*		*CAN'T BUT WANTS TO*
	NO DESIRE		**DESIRE**

- Meaningful organizations seek and share truth as a regular practice. The Moment of Truth (MOT) is used to help establish and maintain truth, guide people through conflict, and invite participants to take ownership of the three things they can control.
- MOT takes place when:
  - Performance is not aligning with expectations (Freedom V)
  - An individual does not have a clear understanding of their HERE
  - An individual does not have clarity of the THERE
- The MOT can happen in all phases of the Mood Curve, but most frequently takes place in the Storming phase
- Sharing truth is challenging and can create conflict. But avoiding it is worse - it leads to accepting false realities and pulls us away from our vision.

3 WAYS TO SHARE TRUTH
- **Me-to-Me:** discover, learn, and contemplate within oneself and through one's own experience.
- **Others-to-Me:** people help us with "blind spots" and expand our capacity for truth by sharing their experience and perspective.
- **Me-to-Others:** I lead/influence the people around me by communicating truth with grace.

- In order to create a culture of sharing truth we must measure small and measure often

THE MOMENT OF TRUTH IS A 4 STEP PROCESS:
1. Acknowledge Reality:
- Start with yes or no, true or false questions.
- The why is important, but not without first establishing the facts. Individuals will try to get into the story right away, we must value them enough that we push for establishing the facts first and foremost.
  - Is the expectation you begin your work day at 9:00 am?
  - Did you come in by 9:00 today?

2. Get The Story:
- There can be many reasons why an individual's performance does not meet expectations.
  - Sometimes we find that unfulfilled expectations is a symptom of something deeper going on.
    - We need to figure out the deeper reasons so that we can address the root cause of the issue.
  - Sometimes it can be a lack of clarity regarding expectations, and is due to our own lack of communication.
    - As a leader this is an opportunity to clarify and reestablish expectations, and brings an end to the MOT.
- Ask questions like *"tell me more about…" "how?"* or *"what?"*. Asking *why* tends to put individuals on the defensive and can lead to more conflict than necessary. It is better to avoid if possible.
  - Why didn't you make it in by 9:00 today?
  - What is your morning routine? What other responsibilities do you have before work?
  - How long does it take for you to get here?

3. Create A Plan:
- Come up with an action plan to help the individual achieve expected results.
  - Create SMART Goals that will help them learn how to create healthy boundaries for themselves, remember structure demands behavior. Good SMART Goals will create clear expectations and consequences.
  - Invite them into the process, people respond better to a plan or goal they have collaborated on than one that is dictated to them.
- Usher toward self-governance by deciding on proper boundaries/consequences (Freedom V).
- Make sure to be clear, putting the plan in writing will help to create clarity in the future.

4. Give Feedback:
- A feedback loop creates accountability.
  - We want to be intentional about following up with individuals.
  - We want to make sure the action plan is effective and is driving the desired behavior.
  - If the action plan is not driving desired behavior another MOT is necessary.

When conducting a MOT we can use the Four Squares to help us and others understand their choices.
- There are only 4 reasons why people do, or do not do something:
  - **Ability:** Does the person have the knowledge/resources to achieve the expectation?
  - **Motivation:** Does the person have the desire to accomplish the task?
    - ***Can/Will:*** This is where we want to be. "I have the knowledge and the desire" - this is only true if the result is accomplished.
    - ***Can't/ Want to:*** Lack of ability. Plan should include training, equipping.
    - ***Can/Won't:*** Lack of motivation. Plan should include clarifying connection between the task and the THERE, including values of participants. If they do not believe in the vision enough to commit to the tasks required to get there, they might be in the wrong organization.
    - ***Can't/Won't:*** lack of both motivation and ability. Plan should include the above two adjustments side-by-side.

CONFLICT RESOLUTION STYLES

COMPETITION	**COLLABORATION**
- there is a winner and a loser	- both parties get what they want
- my way or the highway	- can be difficult to achieve
	- often yields the best results

COMPROMISE
- each person wins a little and loses a little

AVOIDANCE	**ACCOMODATION**
- we take a time-out	- there is a winner and a loser
- useful when emotions run high	- opposite of competition
- you have not exited the conflict, simply delayed it until you can mentally and emotionally deal with it	- when one person competes and wins, the other is accomodating

ASSERTIVENESS (vertical axis)

COOPERATIVENESS (horizontal axis)

- The fear of conflict is the biggest reason people tend to avoid sharing truth.
- Conflict is a neutral entity, neither inherently good or bad. How we handle (or resolve) conflict determines its value. It can be healthy and beneficial if we resolve well and destructive if we resolve poorly.
  - Conflict is the result of two (at least) variant perspectives on what is true.
  - Conflict can happen when:
    - There is a lack of clarity of the THERE
    - There is an uncertainty around the HERE
    - Prevalent in the Storming phase of the Mood Curve

THERE ARE 5 CONFLICT RESOLUTION STYLES:

1. Avoidance (The Bolter): Refuses to engage. Doesn't say anything, shuts down and leaves. "I'm not having this conversation right now". Can be valuable when emotions need to cool; danger lies in avoiding truth for the sake of a false-harmony.

2. Accomodation (The Bower): Allows the other party to win, does not think it is "worth it" to continue to engage in the conflict. "Alright, fine, let's do it the way you suggest." Valuable when the conflict is small and relatively insignificant; danger lies in silencing underlying values and building passive aggression.

3. Compromise (The Broker): Tries to find a solution where both win a little and both lose a little. "Why don't we try it your way this time and my way the next time?" Valuable when both perspectives of truth are valid. Dangerous when one is not or it is a clever way to avoid true resolution. It is dangerous when one perspective is not valid.

4. Competition (The Boxer): Takes the posture there can be only one winner; competitor fights to ensure their perspective wins out. "We always do what you want! Why don't we ever try it my way?" Can be valuable when a clear, definitive truth is at stake (more rare than we like to admit); dangerous when centered on ME and lacks openness to discovering more truth for the sake of being right.

5. Collaboration (The Blender): Tries to find a win-win result that is synergized from both perspectives. "Why don't we take the best of both our ideas and try this together". Not always possible. Dangerous when time is wasted here in an impossible situation, but can be most effective when acknowledging diverse angles of truth and tries to bring them together.

- All of the Conflict Resolution Styles have a time and a place. All can be dangerous if overused.
- We each have a preferred style, a sort of factory setting. But we limit our effectiveness when we are not willing/able to engage in whichever style best serves the mission.

What is your preferred Conflict Resolution Style and how have you seen it at play in your life?
What is the style the members of your organization (family, co-workers) most lean on?
What is the value their prefered style brings to conflict, especially when partnered with yours?