

MOMENT OF TRUTH

A tool for guiding leaders and organizations into prioritizing the seeking and sharing of truth. The Moment of Truth is used to help establish and maintain reality, navigate conflict, and invite participants to take ownership of their part in the mission.



- Meaningful organizations seek and share truth as a regular practice. 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 shared vision.

3 WAYS TO SHARE TRUTH

- **Me-to-Me:** discover, learn, and contemplate within oneself and through one's own experience. The ability/practice of recognizing when you are in the Victim Circle and owning the 3 things you control is an exercise in Me-to-Me Moment of Truth.
 - **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.
 - Example: Is the expectation you begin your work day at 9:00 am?
 - Example: Did you come in by 9:00 today?

2. Get The Story:

- We can't assume we know 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" too often 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?

SLY: Most of the time (about 85%), the reason for a miss is not about personality or capability. SLY is a mental model that helps set the stage for discovering where the true cause of a mistake lies. "S" stands for Structure (what we do and how we do it). "L" stands for Leadership (clarity and communication of expectations). "Y" stands for You. Ask questions to help discover where the miss originates. Assume it is in either S or L. Only when our structures and leadership is perfectly effective can we fully fault an individual for misses. This approach helps develop a shared ownership and informs the plan moving forward.

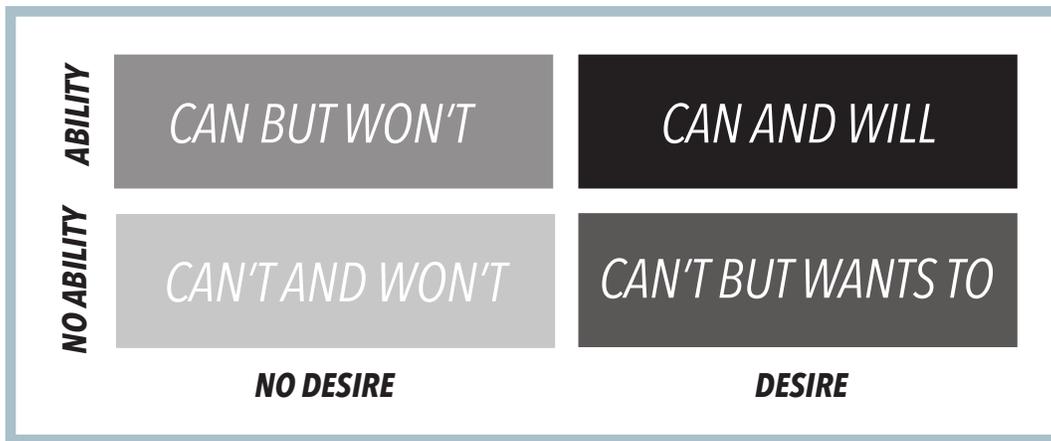
3. Create A Plan:

- Don't assume a conversation is enough.
- 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. They fall into 2 categories.

Ability: Does the person have the knowledge/resources to achieve the expectation?

Motivation: Does the person have the desire to accomplish the task?

- 1. 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.
- 2. Can't/Wants to:** Lack of ability. Plan should include training, equipping.
- 3. 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.*
- 4. Can't/Won't:** lack of both motivation and ability. Plan should include the above two adjustments side-by-side.



QUESTIONS TO CONSIDER:

How might pursuing truth lead to conflict among your team?

What are the repercussions of choosing your personal values rather than pursuing truth together in your organizations?

How can you seek and share truth more effectively in your organization?

Have you ever had a Moment of Truth with someone? How did it go, why?

If it went poorly, what could you do differently in the future?