



## Moments of Truth

This is the ninth 'tool of the month' from the IHR Project's Workforce Development Team. We are sharing our favourite concepts, models, hints, and tips that resonate with us and really helped us out in different work environments. Please come back each month to see what we are sharing. As with any concepts, models, hints and tips – these do not represent a fixed way of doing things, they are not hard and fast rules – if they resonate with you please make use of them – if they don't that's fine too!



There is a saying that timing is the key to successful comedy. This applies to other fields as well. In negotiation and decision making this applies as well and it certainly is at play when we want to influence others. Moments of Truth is a concept that came from commercial applications and has value to other situations.

### What are Moments of Truth?

Decisions are rarely the result of a single round of thinking. There is usually a chain of discussions, considering different aspects and options.



In a chain where people make decisions there will be points where decisions move forward and agreements progressed. The points in time can be seen as "moments of truth". These are when an event happens that identifies a problem or potential solutions. If we understand this we can look for those moments or even create them to secure agreement to our ideas.

Usually three factors influence things:



**Problem.** Identifying the issue or environment that presents a problem which affects us or other people. Occasionally this might present as an opportunity.



**Options.** What alternatives can be considered? What are the choices and implications of them?



**Decision making.** What elements are important in order to make a decision. What options do we favour?

### How does it apply to a commercial environment?



**Take a simple product such as washing powder.**

When we look in the cupboard and see we are running low. We know that we need to buy some more

**At the store we have a choice over which brand we buy.**

This might be influenced by prices, packaging or claims over the product. This is another moment of truth.



When we use the product there is another moment of truth – does it do what is claimed, does it work? **These are all moments of truth.**



## So how does that apply to a health context?

During a recent discussion about Covid vaccination participants talked about:

1. Awareness – becoming aware of the disease and the potential for vaccination.
2. Realisation - when someone you know falls ill
3. Action - The offer of vaccination is made and taken up.

We also reflected that the cycle can restart, so the Delta variant and wave of Omicron created opportunities to redouble vaccination efforts.

## How does this help us influence at work?

We all need to influence other people. This might be through presenting new ideas, in discussions and negotiations or even influencing upwards. If we understand that there will be moments of truth where people commit to actions, make decisions or agree to proposals, we can take steps to use this insight and influence for good.

- We can identify or even create opportunities to bring a spotlight on an issue.
- When we recognise that there are points when decisions can be progressed we can choose when to identify a problem, when to generate alternative solutions and when to reduce options to secure agreement.

# AGREEMENT



Other scenarios where we might apply this concept could include:

- Training colleagues on a new technique
- When a new initiative or incident occurs
- When we start a new piece of work, even if we aren't sure how to do it
- When we buy things – either procuring for work or buying things personally

As an example. Imagine we need to prepare and present a proposal to our manager and higher.

1. First moment of truth. We have an idea and consider
2. We engage others and test our thinking
3. We might share our idea verbally with our manager, setting out what the problem is and then alternative options.
4. We develop a proposal in writing. This can help us put our thinking in order and give us a record
5. There may be formal processes or governance that we need to follow such as presenting to a board or management committee. This might be an opportunity to enlist support and record commitment.

## Exercise to practice your understanding

Think about an issue that you are working on.

1. What was the first moment of truth when you became aware of the issue?
2. When is the right time to consider options? Who needs to be involved?
3. What are the points at which decisions need to be made? What factors will influence the decision?
4. Are there other “moments of truth”?
5. What could you do to restart the cycle if you need to.



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## References and further reading

- [Moments of Truth. In 2005 P&G coined the term “first...” | by Faris | Medium](#)
- [The New Moment Of Truth In Business \(forbes.com\)](#)
- [What is McKinsey's 'Moment of Truth' in Customer Interactions and Why Does it Matter to CX? - CX Today](#)