

CHRIS DYER ●

# Moments That Matter

## WORKBOOK

See, Shape, and Scale What Counts

A companion resource for readers and listeners  
of the book by Chris Dyer

# How to Use This Workbook

This workbook is designed to be used alongside *Moments That Matter: See, Shape, and Scale What Counts*. Whether you read the book, listened to the audiobook, or experienced the keynote, these tools will help you put the frameworks into practice.

Each section corresponds to a key framework from the book. You can work through them in order or jump to whatever is most relevant to your situation right now. The goal is not perfection. The goal is awareness. Once you start seeing moments, you cannot unsee them.

## What is inside:

Section	Page	Purpose
The Seven Moment Types	3	Quick reference for all seven types
Before Key Moments	4	Prompts to prepare before high-stakes interactions
The Moments Audit	5-7	Map and score your organization's moments
Inception Moment Design	8	Design first days, first meetings, new beginnings
When Something Falls Flat	9	Diagnostic tool for moments that did not land
Core Frameworks Reference	10	See/Shape/Scale, Third Space, Take It Hard, 5:1, Build for the Exit
Warning Signs Checklist	11	Spot the signals that you are missing moments
Personal Action Plan	12	Commit to your first three changes

*"Not every moment matters equally. But the ones that do rarely announce themselves."*

# The Seven Moment Types at a Glance

Your quick reference card

<b>1. INCEPTION MOMENTS</b>	First days, first meetings, first impressions. You have 100 milliseconds before judgments lock in. Design the beginning deliberately.
<b>2. TRANSITION MOMENTS</b>	The space between what was and what is next. Use the Third Space to arrive as your best self. The transition is where transformation happens.
<b>3. DECISION MOMENTS</b>	When the path forks and someone is watching. Your choices under pressure become the stories people tell about you.
<b>4. RECOGNITION MOMENTS</b>	Acknowledgment that changes how someone sees themselves. Requires specificity, timeliness, and the right ratio. Peer-to-peer often works better than top-down.
<b>5. CONNECTION MOMENTS</b>	When two people share something true, feel heard, and leave with next steps. Most people just text. You can call.
<b>6. TRUTH MOMENTS</b>	Delivering difficult information with care. The truth delivered today will not be received today. Create safety first, deliver truth second, provide support third.
<b>7. CULMINATION MOMENTS</b>	Endings that become origins. Honor what is ending before reaching for what is beginning. Let your hands tremble.

*Tip: Tear out or print this page and keep it visible. The first step is seeing moments before they pass.*

# Before Key Moments: Quick Prompts

Read these before your next high-stakes interaction

## Before a new hire's first day, ask yourself:

*"What will they see, hear, and feel in the first hour? Who will greet them? What story will they tell tonight?"*

Your notes:

---

---

---

## Before a difficult conversation, ask yourself:

*"Have I created safety? Am I delivering truth or judgment? What support will I offer afterward?"*

Your notes:

---

---

---

## Before a major transition, ask yourself:

*"Have I used the Third Space? Am I arriving from what just happened, or am I present for what is next?"*

Your notes:

---

---

---

## Before recognizing someone, ask yourself:

*"Is this specific enough that only they could receive it? Am I acknowledging who they are, not just what they did?"*

Your notes:

---

---

---

## Before an ending, ask yourself:

*"Am I rushing past this to get to the next thing? What deserves to be honored here?"*

Your notes:

---

---

---

# The Moments Audit

## Chapter 11 - See what you have been missing

This audit helps you map every high-stakes moment in your organization and identify which ones you are currently missing or mishandling. For each moment type, rate your current performance on a scale of 1 to 5, where 1 means "we are completely missing this" and 5 means "we do this exceptionally well."

### INCEPTION MOMENTS (first impressions, onboarding, new beginnings)

New employees feel welcomed and valued on their first day

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

We have a designed onboarding experience (not just paperwork)

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

New clients or customers have a memorable first interaction

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

First meetings with our team leave a positive, lasting impression

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

We prepare deliberately for the beginnings of new projects

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

*What is our biggest inception gap?*

### TRANSITION MOMENTS (the space between contexts)

Leaders use the Third Space between meetings (arrive present, not residual)

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

Role transitions are supported with clear communication and empathy

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

Organizational changes include attention to emotional processing time

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

We acknowledge the vulnerability window during major changes

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

Team members are given tools to manage personal transitions at work

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

1 2 3 4 5

*Where are transitions causing the most friction?*

### DECISION MOMENTS (choices under pressure)

Leaders model thoughtful decision-making under pressure

<input type="checkbox"/>				
1	2	3	4	5

We have frameworks for making hard calls (not just gut instinct)

<input type="checkbox"/>				
1	2	3	4	5

Decisions are communicated transparently with reasoning

<input type="checkbox"/>				
1	2	3	4	5

We learn from decision failures instead of hiding them

<input type="checkbox"/>				
1	2	3	4	5

Team members feel empowered to make decisions at their level

<input type="checkbox"/>				
1	2	3	4	5

*What decision moments are we avoiding?*

### RECOGNITION MOMENTS (acknowledgment that makes people feel seen)

Recognition is specific (not generic 'good job')

<input type="checkbox"/>				
1	2	3	4	5

Recognition is timely (close to the moment it acknowledges)

<input type="checkbox"/>				
1	2	3	4	5

We have peer-to-peer recognition, not just top-down

<input type="checkbox"/>				
1	2	3	4	5

We maintain a healthy positive-to-negative interaction ratio (5:1)

<input type="checkbox"/>				
1	2	3	4	5

People feel genuinely seen, not just rewarded

<input type="checkbox"/>				
1	2	3	4	5

*Who on your team has not been recognized recently?*

### CONNECTION MOMENTS (building real relationships)

Leaders know their people beyond their job descriptions

<input type="checkbox"/>				
1	2	3	4	5

Meetings include space for genuine human connection

<input type="checkbox"/>				
1	2	3	4	5

We create opportunities for cross-team relationships

<input type="checkbox"/>				
1	2	3	4	5

Vulnerability is modeled, not just tolerated

<input type="checkbox"/>				
1	2	3	4	5

Remote and hybrid team members feel equally connected

<input type="checkbox"/>				
1	2	3	4	5

*Where is connection weakest in your organization?*

---

---

### TRUTH MOMENTS (delivering difficult feedback and hard conversations)

Leaders create psychological safety before delivering hard truths

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Feedback is delivered with care and directness (radical candor)

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

We distinguish between truth and judgment

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Difficult conversations happen on time, not months late

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

We give people time to process before expecting a response

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

*What truth are you avoiding telling right now?*

1	2	3	4	5
---	---	---	---	---

### CULMINATION MOMENTS (endings that become origins)

We honor endings (projects, roles, eras) rather than rushing past them

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Departing employees leave with dignity and a positive last impression

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Project completions are celebrated and reflected upon

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Leaders help people process endings before pushing toward new beginnings

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Our endings create positive stories, not bitter ones

<input type="checkbox"/>				
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

*What ending have you rushed past recently?*

1	2	3	4	5
---	---	---	---	---

# Inception Moment Design Template

## Chapter 4 - Design the beginning deliberately

Use this template to design an inception moment for a new employee, new client, new team member, or the beginning of any important relationship or initiative.

**Who is this inception moment for?**

---

**What context are they entering? (new job, new team, new project, new client relationship)**

---

**What do you want them to FEEL in the first hour?**

---

**What do you want them to SEE that signals "you belong here"?**

---

**Who will greet them and what will that person say?**

---

**What story will they tell tonight about their first day?**

---

**What is the one thing most organizations get wrong about this inception that you will get right?**

---

---

---

## When Something Falls Flat: Diagnostic

Use this when a moment did not land the way you intended

### The moment did not land.

- Did I identify it as a moment at all, or did it pass unnoticed?
- Was I fully present, or was I already thinking about what would come next?
- Did I let it fade, or did I help it become a story?

*What would I do differently?*

---

---

### The recognition felt hollow.

- Was it specific, or could anyone have received it?
- Was it timely, or had the moment passed?
- Did it come from the right person?

*What would I do differently?*

---

---

### The truth conversation backfired.

- Did I establish safety first?
- Did I deliver truth, or judgment?
- Did I give them time to process before expecting a response?

*What would I do differently?*

---

---

### The connection attempt felt forced.

- Did both people share something true?

Did both people feel heard?

Were there clear next steps?

*What would I do differently?*

---

---

**The transition left me rattled.**

Did I use the Third Space, or did I carry the last moment into this one?

Did I prepare for what this moment needed?

*What would I do differently?*

---

---

## Core Frameworks Reference

The essential models from the book

### SEE, SHAPE, SCALE

Identify moments before they happen. Show up fully when they arrive. Help them become stories that spread. This is the three-part cycle that turns random interactions into intentional leadership.

### THIRD SPACE

The transition between where you were and where you are going. Use it to shed the residue of the last moment and arrive prepared for the next. The Third Space is not a place. It is a practice.

### TAKE IT HARD

When a moment matters, choose the harder path. Picture stairs over elevators. Handwritten notes over typed ones. Calls over texts. The inefficient choice often carries the most weight.

### THE 5:1 RATIO

It takes five positive interactions to counteract every negative one. In relationships, in teams, in cultures. The math applies everywhere. Track it. Protect it.

### BUILD FOR THE EXIT

Prioritize Systems, Stories, Symbols, and Succession. Moments that depend on you being there will not survive your absence. The test of great leadership is what happens when you leave the room.

*"The gap between good and best is not time or resources. It is moments."*

## Warning Signs You Are Missing Moments

If any of these are true, start there

- You are optimizing for efficiency in situations that call for significance.
- You are treating beginnings as formalities instead of foundations.
- You are rushing past endings to reach new beginnings.
- You are delivering recognition that could apply to anyone.
- You are choosing a text when a call is what the moment requires.
- You are carrying the residue of the last meeting into the next one.
- You are letting stories fade instead of helping them spread.

---

**Which of these hit closest to home?**

---

---

---

**What is one specific moment this week where you can choose differently?**

---

---

---

---

# Your Personal Action Plan

Commit to your first three changes

You do not need to transform everything at once. Start with three moments. Make them specific. Make them soon. Make them matter.

## MOMENT 1

Which moment type? (Inception / Transition / Decision / Recognition / Connection / Truth / Culmination)

What specific situation will you apply this to?

What will you do differently?

By when?

## MOMENT 2

Which moment type? (Inception / Transition / Decision / Recognition / Connection / Truth / Culmination)

What specific situation will you apply this to?

What will you do differently?

By when?

**MOMENT 3**

**Which moment type? (Inception / Transition / Decision / Recognition / Connection / Truth / Culmination)**

---

**What specific situation will you apply this to?**

---

---

**What will you do differently?**

---

---

**By when?**

---

---

## About Chris Dyer

Chris Dyer is a former 5x Inc. 5000 CEO and the author of three bestselling books: *Moments That Matter*, *The Power of Company Culture*, and *Remote Work*. Inc. Magazine named him the #1 Leadership Speaker on Culture. He is ranked #15 on the Global Gurus Top 30 Organizational Culture Professionals for 2026 and has been named a Top 101 Global Employee Engagement Influencer by Inspiring Workplaces for five consecutive years (2022 through 2026). He has delivered more than 300 keynotes across twenty-plus countries for organizations including NASA, Johnson & Johnson, Intuit, Southwest Airlines, and General Motors.

---

## Bring Moments That Matter to Your Organization

The Moments That Matter keynote is Chris's most requested presentation in 2026. He customizes every session to your organization's specific challenges through pre-event executive interviews and discovery calls.

<b>Keynotes</b> \$15,000 to \$25,000	<b>Workshops</b> \$25,000+	<b>Book Chris</b> shannyn@6degreespeakers.com
---	-------------------------------	--

**[chrisdyer.com/moments](https://chrisdyer.com/moments)**

For additional resources, discussion guides, and updates

---

*"Most people just text. You can call."*