










## Why Some Flourish & Others Fail: Human Performance Improvement (HPI) Initiatives After 1-5 Years

Problem	Cause	Solutions
<b>1 - Loss of Executive Support</b> 	HPI Champion <i>or someone above them</i> gets replaced	<ul style="list-style-type: none"> <li>• Write your business case</li> <li>• Speak to their experience in their language</li> <li>• Help them build a network to withstand N-1</li> </ul>
<b>2 – In-House Expertise Never Reaches Critical Mass</b> 	No single Go-To person <i>runs</i> the initiative	<ul style="list-style-type: none"> <li>• Fight to get a full-time HPI Lead (70%+)</li> <li>• Invest in HQ training, mentoring &amp; benchmarking</li> <li>• READ! (visit our website for titles)</li> </ul>
<b>3 – Unclear Results</b> 	Measuring wrong things or expecting results too early	<ul style="list-style-type: none"> <li>• Collect stories first, data later</li> <li>• Expect new metrics to get WORSE before they get better</li> <li>• Write into annual goals</li> </ul>
<b>4 – Mistrust Prevails</b> 	Unexplained discrepancies b/t promises and delivery	<ul style="list-style-type: none"> <li>• EARN trust (don't build it)</li> <li>• MODEL new expectations (don't demo them)</li> <li>• Communicate WITH, (not to) people</li> </ul>
<b>5 – Culture Doesn't Change</b> 	Thinking of HPI as a program	<ul style="list-style-type: none"> <li>• Learn principles of culture change</li> <li>• Write and update a strategic plan</li> <li>• Bake HPI into training &amp; work methods</li> </ul>
<b>6 - Inadequate Support for Front-Line Leaders (FLLs)</b> 	Too much focus on end-users and execs	<ul style="list-style-type: none"> <li>• Train FLLs to MODEL critical skills</li> <li>• ENABLE them to coach their teams in these skills</li> <li>• Observe and measure</li> </ul>
<b>7 - Individual Errors Seem to Outweigh Organizational Ones</b> 	Finding fault instead of finding solutions	<ul style="list-style-type: none"> <li>• Do excellent Root Cause Analyses</li> <li>• Move PAST individual defenses</li> <li>• Evolve your ORGANIZATION with Just Culture, Crew Resource Management, principles of High-Reliability Orgs., etc.</li> </ul>