








Seven Ways That HPI Programs Fail and 21 Ways to Help Them Thrive



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