<table>
<thead>
<tr>
<th>Problem</th>
<th>Cause</th>
<th>Solutions</th>
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</thead>
</table>
| 1 - Loss of Executive Support | HPI Champion or someone above them gets replaced | • 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 runs the initiative | • 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 | • 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 | • 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 | • 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 | • 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 | • Never accept “Human Error” as a root cause  
• Look for organizational causes  
• Drive organizational solutions like Just Culture, CRM, & Resilience Eng. |