

## HU Academy Learning Objectives

Through your thoughtful attention and participation in this training, you will:

1. Understand the scope and intent of the Leadership Sessions.
2. Understand the difference between context and content.
3. Understand the difference between vertical and horizontal growth.
4. Directly correlate the insights contained within The HU Factor™: A Fresh Approach to the Challenge of Human Error with ongoing organization initiatives..
5. Identify the three key elements required for sustainable long term performance improvement and understand the power that exists where these elements intersect (The HU Factor™).
6. Understand what Practicing Perfection® is, what it is not, and how it lays a foundation for cultural enhancement.
7. Become aware of how the process of Practicing Perfection® evolved, and the ongoing success of various organizations achieved through employing the associated strategies and tools.
8. Fully understand the Precepts of Practicing Perfection®, how they directly relate to your role as a leader, and how they form fundamental elements of cultural enhancement.
9. Understand what an organization is and its role in task performance.
10. Gain awareness of the elements of individual performance and how, as a leader, to effectively influence individual behaviors.
11. Comprehend how individual behaviors combine to create the culture of the organization.
12. Understand the impact and importance of organizational culture upon organizational results.
13. Become aware of the different motivations between "production" and "prevention".

14. Understand the key factors and their dynamic balance that combine to create the “safety culture” of your organization.
15. Be able to recite the formula for human performance and describe the importance of its elements.
16. Gain an awareness of the basic terminology associated with human performance and human error reduction.
17. Understand the five fundamental principles of human performance.
18. Understand the elements of the “BHC Dynamic” associated with human behavior.
19. Become aware of and understand the modes of performance (the “cognitive control hierarchy”) and their relationship to our ability to minimize human error.
20. Understand the stages of task performance and the types of errors that occur within each stage.
21. Become aware of the common traps of human nature that make mistakes more likely.
22. Be able to identify unsafe attitudes.
23. Understand the classic team error dynamics.
24. Develop a more objective process for determining individual culpability using the Culpability Decision Tree.
25. Be able to describe the basic elements involved in the anatomy of an event.
26. Gain an awareness of Latent Organizational Weaknesses (LOWs) and the basic human error traps / error precursors that set people up to make mistakes (including how to identify and eliminate them).
27. Understand the organizational attitudes needed to drive human error to the lowest possible levels of frequency and severity, including associated key leadership practices.
28. Be aware of the manager and supervisor roles in promoting use of the Primary Error Elimination Tools.

29. Internalize the need for Proactive Accountability at all levels within the organization. This will include:
  - a. Identification of “victim” behaviors
  - b. How to rise out of the cycle of victimization
  - c. What it means to think and act “Above the Line”
  - d. The importance of eliminating the word, “they”
  - e. The leader’s role in developing and sustaining an “Above the Line” culture
  
30. Become aware of the key elements of effective Self-Assessment processes, including:
  - a. Surveys and Questionnaires
  - b. Post-job Reviews
  - c. Observation and Coaching
  - d. Performance Trending
  - e. Formal “Self-assessments”
  - f. Document Reviews
  - g. Benchmarking
  
31. Understand the importance of congruency when establishing metrics and associated goals/targets
  
32. Comprehend the impact of lowering the threshold of reporting / error identification while simultaneously raising the bar of expected behaviors.
  
33. Understand the elements required in order to have an effective Corrective Action Program that truly affords the opportunity to learn from near misses and smaller occurrences.
  
34. Understand the Practicing Perfection® rollout process, including each of its key phases / elements.
  
35. Recognize how the Practicing Perfection® rollout process reinforces each of the three key elements of the HU Factor™.
  
36. Understand the Front Line Supervisor (FLS) Challenge Process.
  
37. Understand the Practicing Perfection® Continuous Improvement (PPCI) Process.
  
38. Understand the Champion Process.
  
39. Recognize how to achieve the most value out of ongoing reward and recognition efforts.

40. Recognize how typical biases of “management” and “leadership” relate to those of "production" and "prevention".
41. Understand the Flywheel of Positive Organizational Momentum, including:
  - a. Four Core Values that Inspire Worker Performance
  - b. Four Elements that Drive/Sustain Positive Momentum
  - c. Your Role as a Leader in Promoting Behaviors that Last
42. Understand the Manager and Supervisor Tools for promoting positive culture change.
43. Understand the differences between “counseling” and “coaching”.
44. Become aware of "perturbation" and how it typically becomes evident when a culture is truly growing.
45. Understand the elements of an effective Vision Statement.
46. Create a Vision Statement for Practicing Perfection® within your organization / department / team.
47. Understand the concept of "precession" and how your impact as a Leader is multiplied.