



Human Performance Certified (HPC) Learning Objectives

Candidates for the professional designation of HPC (Human Performance Certified) will be examined against the following set of learning objectives as part of the requirement to achieve Certification.

OBJ #	Learning Objective
1.	Recognize how one person can provide great influence in the world
2.	Understand the importance of the words used when attempting to influence
3.	Demonstrate how the culture in which we live influences the way we think (and therefore the way we conduct ourselves at work)
4.	Demonstrate how relatively easy it is to condition the human mind
5.	Recognize how the "little things" can add up to set the stage for disaster to occur
6.	Understand the difference between an "error" and an "Event"
7.	Understand the evolution of the Next-Level approach to Human Performance enhancement
8.	Understand the difference between vertical and horizontal growth (both personally and organizationally)
9.	Recognize the role that culture plays in determining organizational results
10.	Identify the characteristics of A-B-C Players and their potential impact upon performance improvement efforts
11.	Understand <i>vital behaviors</i> and how they provide a primary mechanism for achieving rapid and sustainable behavioral change
12.	Define each of the elements included in the formula for Viral Accountability®, including how each is critical to the achievement of next-level human performance
13.	Relate the concepts of "content" and "context" to your personal and professional life
14.	Understand the concept of human fallibility
15.	Understand how "paradigms" impact organizations, including: <ol style="list-style-type: none">How those that are outdated can never achieve/sustain next-level human performanceThe paradigm necessary for achieving and sustaining next-level human performance
16.	Fully understand the following elements of next-level human performance:



HUMAN PERFORMANCE ASSOCIATION

Changing the Global Conversation on Human Performance™

HPC

OBJ #	Learning Objective
	a. Recognize how the choices we make dictate the lives that we lead (both personally and professionally)
	b. Understand "The Gap" in processing of information, and how this influences our reaction/response in any situation
	c. Understand the typical differences between the short-term and long-term consequences of the choices we make
	d. Understand how changes in attitude and perception (and ultimately in behaviors) proliferate through an organization
	e. Recognize how the majority of times human error occurs, elements of the organization, job, task, surroundings, etc. ("landmines" and "roadblocks") have helped set the person up to make the mistake
	f. Understand whose responsibility it is to identify and remove "landmines"
17.	Recognize the fundamental differences between managing people like 'things' and the "Whole Person" approach
18.	Understand the importance of starting with "why", and the need for coherency and consistency between the "why", the "how", and the "what"
19.	Relate the epidemic of victimization in society to resulting behaviors / attitudes on the job
20.	Recognize classic victim ("below the line") behaviors
21.	Understand the role that personal choice has in the level to which we take on the victim role in most situations
22.	Understand how the Blame Cycle gets started, and its consequences within an organization
23.	Define and understand Proactive Accountability®
24.	Understand the steps required to rise from "below the line" ("playing the victim") to "above the line" (Proactive Accountability®)
25.	Know the personal "mantra" of Proactive Accountability®
26.	Relate Joint Accountability to the "One Team" approach to performance
27.	Define "organization" and identify its key elements
28.	Differentiate between the structure (technology) of an organization and its culture (psychology), and understand how to best integrate these to create and sustain optimum results
29.	Understand the most fundamental human motivation
	a. Recognize the two primary internal drivers when making a choice
30.	Understand the difference in behaviors between "compliance" and "DESIRE"
31.	When asking an individual to do something new or different, understand how to effectively negotiate the two internal questions they immediately process



HUMAN PERFORMANCE ASSOCIATION

Changing the Global Conversation on Human Performance™

HPC

OBJ #	Learning Objective
32.	Understand how "mindset" and "perception" provide the conduit through which to influence behaviors
a.	Understand the importance of role modeling, verbal conditioning, and specific events relative to an individual's mindset and perception
b.	Understand the critical differences between "inspiration" and "force/manipulation" when it comes to influencing the behaviors of others
33.	Recognize how experiences are key to influencing others, and how to provide experiences that are on-purpose and situational
34.	Recognize how the collective behaviors of individuals combine to generate the culture of the organization
35.	Understand the impact and importance of organizational culture upon organizational results
36.	Identify the major aspects of the Organizational Performance Model, and how the elements relate to one another
a.	Recognize how "leadership" impacts every aspect of Organizational Performance
37.	Understand and internalize the next-level definition of "leader"
a.	Recognize how this definition relates to the formula for Viral Accountability®
38.	Know the elements of the next-level human performance formula and how they combine to create the word definition of "next-level human performance"
39.	Understand the Five Basic Truths of Human Performance
40.	Understand the organizational attitudes and practices needed to drive human error to the lowest possible levels of frequency and severity, including associated key leadership practices
41.	Become aware of and understand the basic Performance Modes (the "cognitive control hierarchy") and their relationships to the propensity for human error
42.	Understand the concept of "leverage" as it relates to behavior change within an organization, and who (positionally) has the greatest impact on day-to-day behaviors in the workplace
43.	Be able to describe the basic elements involved in the anatomy of an event
44.	Understand the four human error barrier/defense categories and how these work together to prevent/allow an event to occur
45.	Understand how to identify "critical steps" within work plans/documents
46.	Understand the dynamic nature of the true "safety culture" of an organization
47.	Define each of the elements of the Zero Events Formula
a.	Describe how these elements work together to determine the relative potential for an Event to occur
48.	Know the elements of a "just" organizational culture



HUMAN PERFORMANCE ASSOCIATION

Changing the Global Conversation on Human Performance™

HPC

OBJ #	Learning Objective
49.	Define "culpability" as it relates to human error in the workplace
	a. Use the Culpability Decision Tree to objectively categorize the level of culpability of an individual involved in an error
	b. Recognize how to proactively use the Culpability Decision Tree
	c. Understand the importance of organizational implications when using the Culpability Decision Tree
50.	Understand the fundamental characteristics of a high performance team
51.	Recognize the relationship between tight tolerances and high performance
52.	Understand the importance of ownership relative to engagement and accountability in the workplace
53.	Understand how to elevate ownership of behaviors and outcomes by organization members
54.	Understand the nature of the "human performance tools", and their role as Behavioral Defenses in minimizing the potential for human error
	a. Recognize the most predominant human error traps and how each of these serves to increase the potential for human error
	b. Identify the most powerful aspects/elements of each of the "human performance tools" for reducing human error at its point of use
55.	Understand the definition of Behavioral Change as it relates to sustainable human performance enhancement
56.	Differentiate between the old paradigm of managing people like "things", and the new paradigm of aligned autonomy
57.	Understand the differences between "values" and "principles", including the concept of "Organizational Core Principles"
58.	Understand / role model the intent and context of worker engagement based upon Organizational Core Principles
59.	Relate the divergence of the underlying fundamentals generating an organization's true "safety culture" to those between "management" and "leadership"
60.	Recognize the relationship between management/supervisor time in the field and performance levels
61.	Understand the three primary areas of focus when conducting an observation
62.	Understand the concepts of "drift" and "accumulation", and how these are directly addressed through appropriate observation and engagement
63.	Recognize how the identification and elimination of drift and accumulation relates to the Error Pyramid and achievement of Zero Events
64.	Know and apply the four components of the "principle-based mindset" when preparing for and conducting observations



HUMAN PERFORMANCE ASSOCIATION

Changing the Global Conversation on Human Performance™

HPC

OBJ #	Learning Objective
65.	Identify and utilize the three “hats of behavioral influence” (“boss”, “coach”, and “mentor”), including their relative effectiveness toward achieving sustainable performance improvement
66.	Recognize, understand, and role model the Vital Behaviors associated with next-level human performance
67.	Understand and apply the next-level approach for engaging/mentoring behaviors and performance of workers, peers, and senior personnel, including: <ol style="list-style-type: none"> a. Recognition and reinforcement of positive behaviors b. Asking questions to strategically elicit: <ul style="list-style-type: none"> • performance insights • the identification of personal and/or organizational drift • the presence/accumulation of landmines and/or roadblocks c. Sharing insights relative to key opportunities to: <ul style="list-style-type: none"> • promote awareness of personal / organizational drift • identify missed landmines/roadblocks d. The importance of follow-through in assistance of landmine/roadblock removal
68.	Recognize how technology has served to accelerate management at the expense of leadership (aka the “Shiny Box” Syndrome) Recognize the fallacy of over-reliance upon data in efforts to improve human performance (aka “analoculitis”)
69.	Recognize the two factors that generate resistance when implementing change within an organization
70.	Recognize the fallacy of approach when using the traditional change model to initiate behavioral change within an organization
71.	Understand how true sustainable change can be effectively initiated within an organization, including: <ol style="list-style-type: none"> a. How changes in attitude and perception (and ultimately in behaviors) proliferate through an organization b. How to leverage the Viral Change Model
72.	Understand the law of “precession” and how it relates to human performance and culture change
73.	Understand the opportunity to lead and influence by functioning as a “trim tab”
74.	Identify and role model who you [actually] work for as a defined leader within your organization