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This resource was prepared by the Janelia Values Committee.



L&OD (Learning & Organizational Development) Resources

Team Development

Eligible: All HHMI Employees Descriptions and Resources:

Team Assessments – Assessment tools (CliftonStrengths, DiSC, and Myer-Briggs Type Indicator) that provide insight into personality types, communication styles, and strengths to help individuals and teams understand other perspectives, self-reflect, and work more effectively.

Team Development Workshops – Tailored workshops aimed at enhancing team performance and effectiveness. Facilitated by an L&OD trainer, these workshops involve a variety of activities and exercises to help team members understand each other's strengths and weaknesses, improve communication, and align goals and priorities. Some of the workshops include topics such as conflict management, DEI, team agreements, and team building sessions and retreats.

Leadership Management

Eligible: HHMI people managers

Description and Resources:

360 Evaluations – Fully customizable, this 360 multi-rater feedback process provides leaders invaluable perspective and insight to help them grow.

Coaching Guides – Quick reference coaching guides for managers to empower them to elevate their coaching skills as they engage their employees.

Management Essentials – Collections of ready-to-use tools and resources within the LMS for managers at all experience levels. These essentials focus on building skills and practices in managing self, others, and teams, ensuring easy access to training, development, and tools for managers.

Manager Essentials Cohort – A six- to eight-month program, designed for new managers or those seeking in-depth training, focuses on managing self, others, work, and teams.

Performance Management

Eligible: All HHMI Employees Description and Resources:



Feedback & Goal Setting – Coaching and guidance to help employees take charge of their development and excel in their roles.

Performance Reviews – Resources, training, templates, and coaching around goal setting and IDP development.

Performance Check-ins – Resources to help managers embrace these responsibilities in a way that fosters a culture of continuous improvement and growth.

Organizational Development

Eligible: All HHMI Employees Descriptions and Resources:

Change Management Support – Change management training and support using the Prosci methodology. For **teams** facing significant change, L&OD can partner in the planning process, providing guidance and connecting to appropriate resources to ensure a smoother transition.

Organizational Design and Workforce Planning – When **team leaders** think changes in structure, systems, or workforce are in order, L&OD offers guidance, resources and support based on best practices to help prepare, adapt, and optimize their plans for success.

Instructor-Led Trainings

Eligible: All HHMI Employees Descriptions and Resources:

Fierce – A six-class series offers participants the tools and resources to enhance relationships through productive conversations.

WorkingSm@rt for Microsoft (for PC and Mac users): Working Sm@rt is an essential skills program designed to provide training on how to effectively use Microsoft applications like Outlook, OneNote, and Teams to support productivity and efficiency.

American Management Association (AMA): Enables L&OD to offer both employee credits to attend in-person or virtual trainings or a cohort-based learning experience. Credits are first-come, first-served and are limited to one class per employee per fiscal year.

Coaching & Consulting

Eligible: All HHMI Employees **Descriptions and Resources:**

Career Coaching: A six-month program empowering employees in their career development and goals, including one-on-one coaching sessions, professional assessments, asynchronous learning recommendations, and a customized growth plan.



Coaching: One-on-one support and guidance to help individuals achieve greater professional success, with flexible options based on individual needs.

Executive Coaching: Tailored support for **senior leaders** to enhance leadership and management skills, improve performance, and achieve professional goals. L&OD matches senior leaders with experienced external executive coaches based on their unique challenges. **Team Coaching:** A series of coaching meetings designed to improve team performance, collaboration, and communication. An L&OD coach works with the team to identify areas for improvement, set goals, and develop strategies to enhance teamwork and effectiveness.

Mentorship

Association for Women in Science (AWIS) - Janelia Affiliate Group

Eligible: Janelia women and non-binary scientists

Description: A multi-disciplinary organization for women in science, technology, engineering, and mathematics (STEM) and is dedicated to driving excellence in STEM by achieving equity and full participation of women in all disciplines and across all employment sectors.

Janelia Group Leader Mentoring Circle Group

Eligible: Janelia Group Leaders

Description: The Janelia Group Leader Mentoring Circle offers an opportunity for senior and junior group leaders to discuss topics related to leading a lab at Janelia.

JARS (Janelia Association of Research Scientists) Mentorship Program

Eligible: Mentees: Research technicians, annotators, or other members of support teams interested in exploring academic, medical, or industry-related jobs. **Mentors:** Senior postdocs and personnel interested in gaining mentoring experience.

Description: The mentorship program consists of group discussions and one-on-one sessions on career development led by senior postdocs and personnel. It is intended to provide research technicians, annotators, and other support staff the opportunity to explore and discuss future career opportunities in academic, medical, or industry-related fields in an informal setting.

ScienceXplorers- Machine Learning Mentorship

Eligible: Janelia Computational professionals



Description: A collaboration with Loudoun County Public School (LCPS) teachers to develop a course on artificial intelligence and machine learning fundamentals.

ScienceXplorers-Science Away From the Bench

Eligible: HHMI science professionals

Description: Science Away From the Bench influences the next generation of scientists while sharing your profession, individually or as a group, through mentorship or presentation.

Women and Non-Binary Scientists Mentoring Group

Eligible: Janelia women and non-binary scientists

Description: Program that brings women and non-binary scientists together to exchange experiences, discuss challenges, and share perspectives, insights, and advice. Small groups of scientists meet regularly to discuss various subjects related to career development and personal growth.

Ombuds Services

Janelia Ombuds Program

Eligible: Janelia employees (individuals and/or groups)

Description: Janelia's Ombuds Director is available on a confidential and informal basis to all Janelia employees (individuals and/or groups) to navigate work-related changes, conflicts, concerns, and opportunities. Partnering with Janelians, the ombuds works to promote their professional development and to improve communication, collaboration, productivity, and wellbeing at Janelia.

The ombuds may offer any of the following services or approaches catered to the specific needs and personalities involved:

- Consulting
- Coaching
- Facilitation/facilitated discussions
- Customized presentations/training
- Shuttle diplomacy
- Brainstorming
- Referrals
- Systemic feedback



Opportunities for Growth

Chalk talk your Independent Research Program

Eligible: Janelia postdocs

Description: A training program at Janelia, in which postdocs will learn how to develop and pitch an independent research program in anticipation of going on the job market. The centerpiece of the program will be presentations using a chalk talk format.

Janelia Teaching Fellowship

Eligible: Janelia scientists

Description: The Janelia Teaching Fellowship supports Janelia early career scientists who want to gain teaching experience in order to pursue careers in academia. Janelia scientists who have been invited to teach a U.S. or international course can apply for the fellowship.

Junior Scientist Seminar Series

Eligible: Janelia postdocs, research scientists, graduate scholars, and research specialists **Description:** The Junior Scientist Seminar Series (JSSS) is an opportunity for postdocs, research scientists, graduate scholars, and research specialists to give talks to a diverse audience and then receive two forms of constructive feedback: 1) written evaluations and 2) verbal feedback.

Poster Palooza

Eligible: All HHMI Employees

Description: A 3-stage workshop to help you design an inviting and effective scientific

poster.