

## HHMI Values

# COACHING GUIDE

This Coaching Guide is designed to support our leaders as they engage in conversations about the HHMI values. As we strive to embed the values into our daily interactions, it's important that our managers are prepared and feel confident to guide their teams through this journey.

**Coaching is a powerful method to facilitate learning, growth, and change.** It's an opportunity to build stronger relationships with team members, explore individual and team strengths, address areas of development, and foster a collaborative and supportive work environment. These conversations are pivotal in helping each team member understand not only what the values are but also how we can work together to foster a culture of Excellence, Collaboration, Innovation, Integrity, Inclusion, and Developing Others.

## GETTING STARTED

In her book *Built on Values*, Ann Rhoades observed, “A company cannot force culture; it can only create environment. Culture is a culmination of the leadership, values, language, people processes, rules, and other conditions within the organization. Leaders can only create the right conditions and working environment that will help the desired culture to emerge and flourish.”

**Identify where to focus your coaching conversation(s).** Which of the following topics do you want to focus on?

- ☐ Defining values
- ☐ Organizational values and culture
- ☐ HHMI's values
- ☐ Interpreting and embracing the values
- ☐ Exploring how your values align with the HHMI values



## PLAN YOUR COACHING CONVERSATION

Consider these high-level basics before exploring the recommended coaching discussion questions and experiences that follow.

- ☐ Will you be coaching an individual, group, or your entire team?
- ☐ Where will you have the conversation?
- ☐ How much time do you plan to invest?
- ☐ What do they already know about HHMI values?
- ☐ Which of the HHMI values (Excellence, Collaboration, Innovation, Integrity, Inclusion, Developing Others) do you want to explore with them?
- ☐ How will you use the values to inform decision making?
- ☐ How can you celebrate the values in action to promote positive behaviors?
- ☐ How aligned are your values with HHMI's values?



# LEARNING FROM OTHERS

**Coaching discussion questions:** Pick from the following list of discussion questions based on the needs of the individual, group, or team you are coaching.

## VALUES FUNDAMENTALS

- ☐ Why do you think values are important in a workplace setting?
- ☐ Will you share a few of your top values? How do you see these values playing out in your work?
- ☐ What connections do you see between your values and HHMI's values (Excellence, Collaboration, Innovation, Integrity, Inclusion, Developing Others)?
- ☐ Which of HHMI's values resonates the most with you? Why?
- ☐ How might organizational values guide your day-to-day decisions and actions at work?
- ☐ What steps can we take as a team to better align our work behaviors and decisions with both our own values and our organizational values?
- ☐ How might we constructively address a situation where someone's behavior isn't aligning with our values?
- ☐ What are some of the ways our behaviors and values shape HHMI's culture?

## HHMI VALUES

### **Excellence:**

- ☐ What aspect of your work are you most proud of, in terms of excellence?
- ☐ What steps can I take to continuously improve and achieve excellence in my day-to-day tasks?

### **Inclusion:**

- ☐ How have you contributed to creating an inclusive workspace recently?
- ☐ How can we improve inclusion within our team or organization?

### **Collaboration:**

- ☐ Can you describe a time when collaboration significantly improved a project outcome?
- ☐ How do you handle disagreements in a collaborative setting?

### **Integrity:**

- ☐ How do you hold yourself accountable in your work?
- ☐ How does integrity influence your decision-making process?

### **Innovation:**

- ☐ How do you approach challenges that require creative solutions?
- ☐ How do you encourage innovative thinking within your team?

### **Developing Others:**

- ☐ How do you incorporate feedback to improve yourself and help develop others?
- ☐ Can you share an instance where you supported a colleague's growth or learning?

## LEARNING FROM EXPERIENCES

**Coaching activities:** Pick from the following list of recommended learning experiences based on the needs of the individual, group, or team you are coaching. You may choose to engage an individual, group, or team in the experience with you or suggest they implement it after the coaching conversation(s).



Use the [Values Self-Reflection Worksheet](#) to understand your values and how they align with HHMI's to foster a meaningful connection between your beliefs and professional actions.



Encourage the use of a weekly journal to record and reflect on instances where they observed or applied HHMI values in their work -- or where they observed behavior that wasn't consistent. Ask them to bring up their observations in an upcoming 1:1 meeting.



Try incorporating a "values-check" into problem-solving and decision-making discussions. Each proposed solution should be assessed in light of how well it aligns with the HHMI values. Discuss the implications with the group.



Identify a couple of people or the entire team to work through the [Values Alignment Reflection Checklist](#) and reflect on their key takeaways. Focus on the three perspectives -- self, relationships, and team level actions.



Establish a values appreciation program where employees can be nominated for demonstrating the HHMI values in their work. This will not only motivate people to embody the values but also provides tangible examples for others.



Present your team with a hypothetical scenario or encourage them to troubleshoot a real-life challenge that requires them to make a decision. Ask them how HHMI's values support their thinking, and which values they would rely on in order to make a decision. Encourage them to reflect on how their values might also come into play.



Facilitate a conversation to identify how to address situations when we observe others not behaving consistent with the values. Reference the [Giving Constructive Feedback Tool](#) as a resource that can be used.

## ADDITIONAL RESOURCES

Here are some additional articles and references that you can use with your team to help them along their values journey.

- ❑ [HHMI's Values Hughes Hub Page](#)
- ❑ [Built on Values](#)
- ❑ [Dare to Lead](#)
- ❑ [How Company Culture Shapes Employee Motivation](#)
- ❑ [How to Find, Define, and Use Your Values](#)
- ❑ [Organizational Values: A Dynamic Perspective](#)
- ❑ [What Are the Main Differences Between Values, Attitudes, and Ethics?](#)
- ❑ [Labs that Work for Everyone: Personal logbook - Module One Cultures of Excellence](#)