

DISCUSSION GUIDE FOR ONE-ON-ONES

Before the meeting, familiarize yourself with HHMI's Values and consider how these values apply to the individual employee's role and performance. This will help you to effectively introduce the values and facilitate a personalized conversation.

Remember, as a manager, you have an opportunity to lead by example. Your authenticity, openness, and embodiment of these values will set the tone for this conversation and beyond. This one-on-one meeting is an important step in building a values-driven work culture.

Additional HHMI Values resources are [available here](#) and will be helpful as you plan your one-on-one discussions.

WELCOME AND INTRODUCTION (5 MINUTES)

Initiate the conversation with an introduction, emphasizing the importance of the values and their role in shaping organizational culture.

- ☐ Welcome the individual to the meeting and explain the purpose: to delve into the HHMI Values and discuss how they apply to their work and personal growth.
- ☐ Share your own perspective about these values, to help establish a personal connection.



For example, *"Thank you for taking the time to meet with me today to discuss the HHMI Values. These values should be much more than words; we should use them as guiding principles to shape our approach to work, decision-making, and how we interact. Today, we're going to explore how these values resonate with your role and aspirations here at HHMI."*

DISCUSSION OF VALUES (30-40 MINUTES)

Start with a general conversation about the values. Go through each value one by one: Excellence, Collaboration, Innovation, Integrity, Inclusion, and Developing Others. Discuss each of the values, explaining their meaning, relevance, and providing specific examples from the individual's work. This will help make the values more tangible and relatable.



Tie the values to their work. Use this time to have a deeper discussion on how the values align with their role and responsibilities. Discuss how these values can be incorporated into their daily work, as well as how they can contribute to their professional development and career growth at HHMI.

Suggested discussion points:

- ☐ How each HHMI Value resonates with their own values.
- ☐ How they see these values applying to their daily tasks and responsibilities.
- ☐ Discuss examples where they have already embodied these values in their work and areas where they see opportunities to further align their actions with these values.

VALUES & GOAL SETTING (30 MINUTES)

This conversation will not only help the individual relate to the values but also provide them with a clear vision of how these values can be used as a tool for growth and to achieve their goals.

- ☐ Start by asking the individual to reflect on the six HHMI Values and consider how these values, along with the behaviors they promote, can support their development and contribute to their work.
- ☐ Then, engage in an open-ended discussion about these reflections. Together, explore the ways these values can contribute to their individual goals, priorities, daily tasks, and team objectives.

Throughout the conversation, be sure to consolidate the key insights, emphasizing the connection between values and goals. This will help the individual to understand how to align their daily actions and career aspirations with the HHMI Values, fostering a culture of excellence, collaboration, innovation, integrity, inclusion, and development. Encourage them to take notes and apply this part of the discussion to their yearly, recorded goals.



CLOSING THE MEETING (5 MINUTES)

Summarize the key points from the discussion and encourage integrating these values into their work.

- ☐ Thank the individual for their participation and openness during the conversation.
- ☐ Reiterate the importance of these values in shaping HHMI's culture.
- ☐ Encourage them to continue reflecting on these values as they incorporate them into their work.



Remember, these values-based conversations should not be a one-off event, but rather an ongoing dialogue integrated into performance discussions, feedback sessions, and regular check-ins. This continuous focus will help reinforce the importance of the values and their integration into the workplace culture.