



SOCIAL IMPACT RESEARCH LAB

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Brief overview of the Social Impact Research Lab and its mission.

MISSION

Our mission is to provide solutions to communities, organizations, and policymakers working to promote equity and empower society. Through our research and programming, we aim to build evidence-based solutions that can help to create more just and resilient communities.

SERVICES

- **Research and Data Analysis:** We conduct rigorous research on a range of community and social issues, including housing, education, healthcare, employment, and more. Our research is grounded in community-based participatory approaches, which emphasize collaboration and partnership with community members and stakeholders.
- **Technical Assistance:** We provide technical assistance to organizations and policymakers seeking to implement solutions and improve their impact on underserved populations. Our technical assistance services include program evaluation, capacity building, and strategic planning.
- **Training and Education:** We offer training and educational opportunities to community members, organizations, and policymakers, aimed at building capacity and fostering a deeper understanding of community-based issues and activities.
- **Advocacy:** We engage in advocacy efforts at the local, state, and national levels to promote policies and practices that advance equity and empower underserved communities.

VALUE PROPOSITION

Our approach to research and programming is grounded in a deep commitment to inclusive community-driven approaches to social change that ultimately help people flourish. By partnering with us, organizations and policymakers can leverage our expertise and resources to create evidence-based solutions that have a real impact on communities.

KEY DIFFERENTIATORS

- **Community-Based Approach:** Our research and programming are grounded in community-based participatory approaches, which emphasize collaboration and partnership with community members and stakeholders.
- **Evidence-Based Solutions:** Our research and programming are grounded in rigorous evidence, which helps to ensure that our solutions are effective and sustainable.
- **Commitment to Equity:** We are deeply committed to promoting equity and empowering underserved communities, and this commitment informs everything we do.

Work Samples

This section contains examples of proprietary materials that have served as the basis for corporate training and other professional services.

BIASBUSTER

BiasBuster is an education program that helps individuals develop an awareness of bias and provides tools for its management. The program addresses DEI topics while tapping into conflict-resolution skills that can be practically applied to any real-life situation. The *BiasBuster* one-pager is below.

Bias is a natural byproduct of life experiences, but it doesn't have to be a negative factor. By acknowledging and understanding our biases, we can use them as a tool for improved performance and growth.

The program's three-step BiasBuster method includes self-reflection, identifying with others, and making deliberate choices to pursue higher ideals. The program teaches individuals to recognize their programming and why it's natural to have biases. It emphasizes the importance of diversity, conflict resolution, and concurrent good for comprehensive success.

This program develops awareness of bias, & provides tools for its management.

Bias is instinctive, but it doesn't have to stink. We're all biased—it's a byproduct of having lived. Awareness of that fact allows us to decide how to use our bias as a tool for improved performance & growth.



BiasBuster™
3-Step Process:
1 In
2 Out
3 Above

The 3-step *BiasBuster* method employs self-reflection, identifying with others, and the deliberate choice to pursue higher ideals.

Highlights & Takeaways:

- ***Recognize Your Programming*** – how & why it's natural for people to have bias.
- ***Distance of Diversity & A Part, Not Apart***
- ***Conflict: Opportunity, or Drama***
- ***Concurrent Good*** – a model for comprehensive success.

FORMATS:

An online training program is available at HeatherMarcus.com/BiasBuster

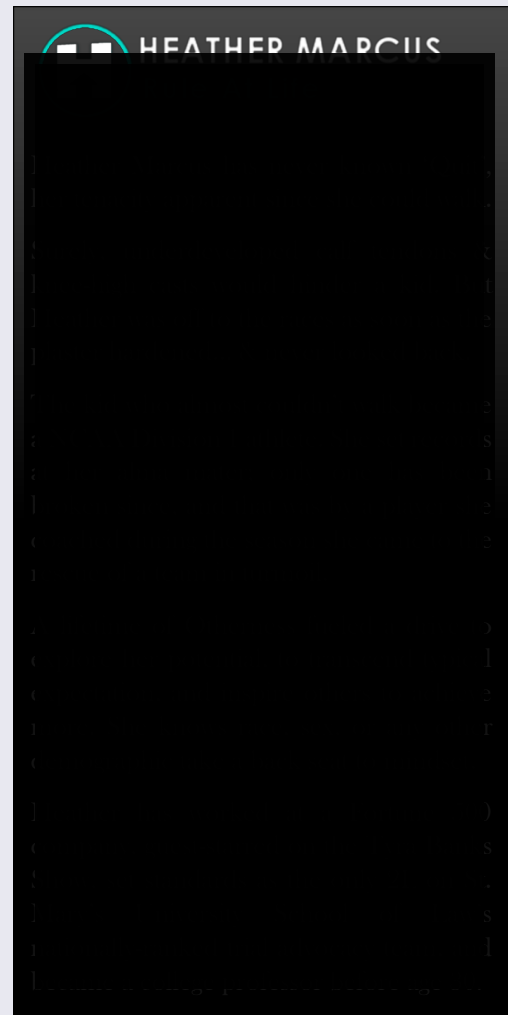
Live seminars can be customized to fit your time constraints (2 hours to months-long curriculum).

A Training Program by Heather Marcus



***Bias
Buster™***

Photo: Getty



Steer Your Mind. Steer Your Future.

Stay In Touch:

CONFLICT-RESOLUTION TRAINING

Conflict Resolution Training programs teach a comprehensive approach to resolving disputes in sustainable and lasting ways. The image to the right is the title of one such program.



Participants learn the concepts, skills, and practical applications of mediation as a tool for more mindful and effective communication. This training encourages self-awareness, situational awareness, and personal development factors like socialization and norms.

Through this training, participants can learn to reframe conflict, and see productive solutions.

The training has been imparted in three different training formats: a 2-hour Lunch&Learn for quick overviews, a 4-hour presentation for more reflection time, and an all-day in-depth training with simulations to enhance the learning experience.

INNOVATIVE APPROACH TO DEI: OUR UNIQUE CONCEPTS AND TERMS

Our approach to DEI consulting services is rooted in the development of innovative concepts and approaches that underlie the bulk of our work. We've developed a framework that includes the concepts of Concurrent Good, Encompassingness, and the "All In" Model. These concepts were born out of our experience in the field and our deep commitment to creating solutions that are accessible, inclusive, and effective.

Concurrent Good represents the belief that true diversity is achieved when everyone's individual skills are recognized and valued, and when those skills are put together for the benefit of the whole. Encompassingness is the quality of being accessible to as many people as possible, regardless of demographics. This is achieved by tapping into some more compelling higher ideals that resonate with everyone. Finally, the "All In" Model is a way of finding creative ways to incorporate multiple inputs toward one target.

By utilizing these innovative concepts, we are able to offer a unique approach to DEI consulting that is both inclusive and effective.

Impact

We have worked with a number of groups and organizations to develop and implement effective DEI practices. We've even worked with sports teams to help improve teamwork and generate more wins.

We helped a Fortune 500 company develop a comprehensive DEI strategy that included training, policy development, and metrics for success. The first step of that was to conduct research via employee surveys (third-party allowed them to more honest) to assess their needs and judge effectiveness of prior DEI efforts. As a result of our work, the company saw a significant increase in employee engagement and performance.

The concepts are both introspective and expressive – introspective, in that we provide a lens for organizations to look at their own operations, and expressive in ways that help guide daily business conduct. For example, the “All In” Model is useful for managers because it allows them to set core values that guide their teams, providing positive leadership and minimizing the risk associated with deviance.

Tailored Ideas

To address Marriott's goals for all of the groups listed on the Diversity web page (Guests, Associates, Owners, and Suppliers), our team at the Social Impact Research Lab can be of services in these ways:

Education and Training: Our DEI training is designed to equip employees with the knowledge and skills needed to foster a more inclusive and equitable workplace. We offer a range of training sessions, from introductory to advanced, that cover topics such as unconscious bias, microaggressions, allyship, and more. Our training is highly interactive and includes case studies, group discussions, and experiential learning activities.

Research, Assessment, and Data Analysis: Our approach to DEI training and program development is grounded in rigorous data analysis. We begin each engagement with a comprehensive assessment of the organization's current DEI practices and culture, using both quantitative and qualitative data sources. This assessment helps us identify gaps and opportunities for improvement, and informs the design of our training and program development services.

Program Development: Our DEI program development services help organizations develop and implement effective DEI initiatives that are tailored to their specific needs and goals. We begin with an assessment of the organization's current DEI practices and culture, and then work with key stakeholders to design and implement a comprehensive DEI strategy that includes policies, practices, and metrics for success.

We will work collaboratively to develop a comprehensive strategy for promoting diversity, equity, and inclusion (DEI) across all areas of the organization. This would involve the following steps:

1. **Assessing Current DEI Practices:** We would conduct an in-depth analysis of Marriott's current DEI practices and partners to identify areas of strength and areas in need of improvement. This analysis would include a review of existing policies, training programs, and recruitment practices.
2. **Developing a Customized DEI Strategy:** Based on the results of the assessment, we would work with Marriott to develop a customized DEI strategy that is tailored to the unique needs and goals of the organization. This strategy would outline specific actions to be taken to promote DEI across all areas of the organization, including guests, associates, owners, and suppliers.

3. Providing DEI Training and Education: We would develop and deliver training and education programs for all levels of the organization to promote understanding of DEI issues and provide tools and strategies for promoting inclusion and equity in the workplace.
4. Developing DEI Metrics and Evaluation: We would work with Marriott to develop metrics for measuring the effectiveness of the DEI strategy and evaluating progress over time. This would involve developing key performance indicators (KPIs) and benchmarks to track progress and ensure accountability.
5. Providing Ongoing Support and Collaboration: We would provide ongoing support and collaboration to ensure that the DEI strategy is implemented effectively and that progress is being made towards achieving DEI goals. This would involve regular check-ins, progress reports, and adjustments to the strategy as needed to ensure that it remains relevant and effective.

Addressing the DEI Goals for All Groups at Marriott

At the Social Impact Research Lab, we understand that creating a diverse, equitable, and inclusive environment requires attention to all groups involved in an organization. Marriott's DEI umbrella includes guests, associates, owners, and suppliers, and we have recommendations for action items for each group:

Guests

Action Items:

- Ensure that all guests feel welcomed and included by offering diverse menus and options for dietary restrictions, accessible accommodations for people with disabilities, and materials in multiple languages.
- Create opportunities for guests to learn about local cultures and histories through programming and activities that highlight diverse perspectives.
- Promote diverse representation in marketing and advertising to attract a wide range of guests.

Benefits:

- By providing welcoming and inclusive accommodations and experiences, guests are more likely to return and recommend Marriott to others, leading to increased revenue.
- Promoting diversity and cultural understanding creates a more enriching experience for guests, leading to positive reviews and word-of-mouth promotion.

Associates

Action Items:

- Develop and implement training programs that emphasize cultural competency and awareness, including workshops on implicit bias and microaggressions.
- Create mentorship and sponsorship programs to promote career advancement for underrepresented groups.
- Ensure that all associates have access to equal opportunities for growth and development, regardless of their background.

Benefits:

- Associates who feel valued and supported are more likely to stay with the company, reducing turnover and costs associated with hiring and training new employees.
- A diverse and inclusive workplace leads to increased creativity, innovation, and productivity, benefiting the company's bottom line.

Owners

Action Items:

- Encourage owners to prioritize DEI initiatives in their properties, including investing in diverse suppliers and vendors.
- Ensure that owners have access to training and resources to support their efforts to create a diverse and inclusive workplace.
- Promote transparency and accountability by regularly reporting on DEI progress and outcomes.

Benefits:

- Investing in DEI initiatives can lead to increased guest satisfaction and loyalty, improving the property's reputation and revenue.
- A diverse and inclusive workplace creates a positive work environment for associates, leading to increased productivity and retention.

Suppliers

Action Items:

- Encourage suppliers to prioritize DEI initiatives in their own businesses, including supplier diversity and equitable hiring practices.

- Develop partnerships with suppliers that share Marriott's commitment to DEI, prioritizing those who have demonstrated a commitment to sustainability and social responsibility.
- Provide training and resources to suppliers to support their efforts to create a diverse and inclusive workplace.

Benefits:

- Partnering with diverse and socially responsible suppliers can lead to increased customer loyalty and positive brand reputation.
- Supporting supplier diversity and equitable hiring practices contributes to a more equitable and just economy overall.

Ideas related to Marriott's diversity partners

It is important for a company to assess and audit partnerships from time to time for several reasons: ensure that partnerships are still aligned with current goals and objectives; identify partnerships that may need to be re-evaluated or potentially replaced; and identify potential risks or liabilities.

This is where the Research and Analysis services shine:

- Conduct a survey or focus groups with employees and customers from diverse backgrounds to better understand their experiences with Marriott's diversity partners.
- Analyze Marriott's current partnership agreements with each diversity partner and identify areas for improvement or potential opportunities for expansion.
- Conduct market research to identify potential new diversity partners for Marriott and make recommendations on which organizations they should consider partnering with.

There are also fantastic engagement opportunities. Engaging diversity partners through workshops and seminars can unlock a vast potential for a company – these types of events can provide a platform for the company to learn about diverse perspectives, challenges, and experiences, while also sharing their own vision, goals, and values.

Workshops and seminars can be tailored to address specific issues or themes that align with objectives, such as leadership, innovation, teamwork, or community engagement. By collaborating with diversity partners, companies can create a more inclusive culture, foster meaningful relationships, and expand their network of resources and opportunities.

Additionally, these events can boost employee morale, motivation, and retention by demonstrating the company's commitment to diversity, equity, and inclusion. Overall, engaging diversity partners through workshops and seminars can lead to greater innovation, creativity,

and competitiveness for companies, while also promoting social responsibility and positive social impact.

Here are some ideas for specific partners:

- Alpha Kappa Alpha Sorority: Work with the organization to identify potential opportunities for Marriott to support their community service initiatives; Create opportunities for Marriott employees to volunteer with AKA events.
- American Foundation for the Blind: Work with the organization to identify ways to make Marriott hotels more accessible to people with visual impairments.
- CALIBR: Work with CALIBR to identify potential opportunities for Marriott to support LGBT+ business owners
- National Hispanic Corporate Council (NHCC): Conduct research on the Hispanic market and their preferences when it comes to travel and accommodations; Provide training to Marriott staff on Hispanic culture and customs to ensure that they can provide culturally competent service to Hispanic guests.
- National Minority Supplier Development Council: Work with the NMSDC to identify potential suppliers that can provide goods and services to Marriott. This will help Marriott to achieve its supplier diversity goals; Conduct research on the impact of supplier diversity on business outcomes, and share this research with Marriott and other organizations.
- WEConnect International: Work with WEConnect International to identify potential suppliers that are women-owned and can provide goods and services to Marriott; Provide training to Marriott staff on the importance of supplier diversity, and how to work effectively with women-owned businesses.