



# Marriott Unleashes Global Leadership Excellence: 15,000 Frontline Leaders Unite Through Revolutionary Learning Journey

Marriott and NovoEd

Best Unique or Innovative Learning and Development Program

November 2024



## Company Background



Company-at-a-Glance	
<b>Headquarters</b>	Bethesda, Maryland
<b>Year Founded</b>	1927
<b>Revenue</b>	\$23.71B
<b>Employees</b>	377,000, with more than 800,000 wearing a Marriott name badge globally
<b>Global Scale (Regions that you operate in or provide services to)</b>	Worldwide
<b>Customers/Output, etc. (Key customers and services offered)</b>	Global hospitality offering the most powerful portfolio in the industry, with more than 30 brands and nearly 8,700 properties across 139 countries and territories



<b>Industry</b>	Hospitality
<b>Stock Symbol</b>	MAR
<b>Website</b>	<a href="https://www.marriott.com">https://www.marriott.com</a>

## Company Background



Company-at-a-Glance	
<b>Headquarters</b>	San Francisco, CA
<b>Year Founded</b>	2012
<b>Revenue</b>	N/A
<b>Employees</b>	100
<b>Global Scale (Regions that you operate in or provide services to)</b>	North America, Europe, Asia
<b>Customers/Output, etc. (Key customers and services offered)</b>	Key customers include: 3M, Baker Hughes, CEMEX, GE, Marriott, Nestlé, and NetApp for leadership development; onboarding; digital transformation; innovation & design thinking; functional upskilling; sustainability initiatives; and DEI&B initiatives.
<b>Industry</b>	Education
<b>Stock Symbol</b>	N/A
<b>Website</b>	<a href="https://www.novoed.com/">https://www.novoed.com/</a>



## Budget and Timeframe

Budget and Timeframe	
Overall budget	N/A (confidential)
Number of (HR, Learning, Talent) employees involved with the implementation?	~130
Number of Operations or Subject Matter Expert employees involved with the implementation?	~30
Number of contractors involved with implementation	N/A
Timeframe to implement	1 year
Start date of the program	January 1, 2023 (but also rolling over time)

## Fit to the Needs

The hospitality industry is currently in a state of historic disruption stemming from the recovery from the pandemic, the age of automation and the rise of AI, as well as the global transition to the experience economy.

In this transformational era, few organizations have the opportunity to impact belonging, equity, and access to career opportunity in the same way Marriott International does.

Marriott never stops searching for inventive ways to serve its customers, provide opportunities for associates, and grow the business. The company that began as a nine-seat A&W root beer stand is recognized today as a top employer and for its superior business operations, which it conducts based on five core values: put people first, pursue excellence, embrace change, act with integrity, and serve our world.

Growing great leaders is critical to growing this global-leading hospitality company forward. The organization's pre-pandemic Core Management ecosystem required a refresh and here's why: The majority of current leadership programming is entirely elective-driven and deployed on demand basis across disparate audiences; the learning team teaches a wide array of program and vendor-specific leadership models with limited consistency; current programming



touches less than 10% of the total management associate population; and limited success metrics were in place to measure participant retention, progression, or business impact. The organization needed to scale experience management by enabling the people most able to impact guest experiences: frontline leaders.

Marriott's business environment is changing more rapidly than ever before. To empower and grow hospitality industry leaders in a post-Covid environment, the organization needed to broaden scale and accessibility to leadership development – leveraging hybrid learning. The company also recognizes that attraction and retention of associates is harder than it's ever been. Managers are the biggest reason why people stay or leave a job. Marriott needed to create a cohesive and global leadership culture that is consistent across properties and geographies. This leadership culture must attract, retain, and excite associates and innovators in order to be successful.

Organizations — most markedly in the hospitality industry — are emerging from the pandemic into an uncertain and ambiguous business environment. As all others in hospitality, Marriott was experiencing increased quick quits and management turnover as well as onboarding less experienced managers. The need for leadership support is critical, but its prior leadership development offerings were:

- Complex; 85+ foundational / core leadership programs
- Lacking standardization; no common framework or leadership expectations
- Outdated content and delivery approaches. This will require a totally new approach to scale, quality, and consistency in training delivery – Marriott has to build these new leader capabilities faster and better than ever before.

To do so, Marriott is focused on three signature elements: Growing Great Leaders, Investing in Associates, and Providing Access to Opportunity. The organization is evolving to provide greater consistency, scale, quality, and accessibility to foundational talent development with an entirely new, holistic approach to developing leaders – by providing a more accessible, consumable blended learning approach.

Marriott is creating a truly global, foundational leadership learning journey that optimizes tech efficiencies and builds a clear path for all management levels. The journey taps into new virtual capabilities and drives career growth. The goals are to:



- Create a consistent learning journey for new leaders
- Align to a common leadership framework and behaviors that drive our signature elements
- Modernize and simplify approach to building foundational leadership skills and capabilities
- Combine the best elements of current, continent-specific programs
- Expand the offerings to above property, CECs and HQ/continent offices

These investments have earned the organization numerous accolades, including consistent recognition from Fortune as one of the top 100 Best Companies to Work For. In 2023, People Magazine recognized Marriott as a top 100 company that cares. The hospitality company also received recognition for diversity, equity, and inclusion practices such as opening part-time managerial positions and providing employment opportunities to refugees.

## Overview

Marriott's hotels in US/Canada onboarded more than 20,000 new leaders in 2023 – a near record number. In 2019, this region reached its highest watermark year – delivering to more than 3,900 leaders. In 2023, it reached more than 8,800 leaders across its foundational program offerings.

This is the most challenging labor environment we've ever faced – requiring a range of new leadership mindsets, behaviors, and skills. To Grow Forward, Marriott is focused on three signature elements: Growing Great Leaders, Investing in Associates, and Providing Access to Opportunity.

Under the umbrella of Growing Great Leaders, Marriott aligned across the business on a core Leadership Framework. In the framework are three core leadership essentials that we believe define excellent leadership: Be Curious, Be Connected, and Be Courageous. These three behaviors are ones that can be demonstrated by anyone at any level of the organization, from the CEO to the night auditor.

To support associates at all levels building the skills and behaviors needed to exhibit those leadership essentials, the learning team employs distinct leadership development programs:

**Become:** The career development platform helps associates explore who they want to become. Become should serve as a compass throughout associates' careers.



**Become Development Library:** Associates can access a range of modern content from world renowned thought leaders. Available to all managed and franchised properties, the library offers high-quality, bite-sized learning content to inspire associates.

**Core Leadership Programs:** Marriott simplified and updated its leadership programs within the "En Route" brand. Available to all managed and franchised hotels, En Route offers leadership courses to managers of others and helps build a strong foundation for future leaders.

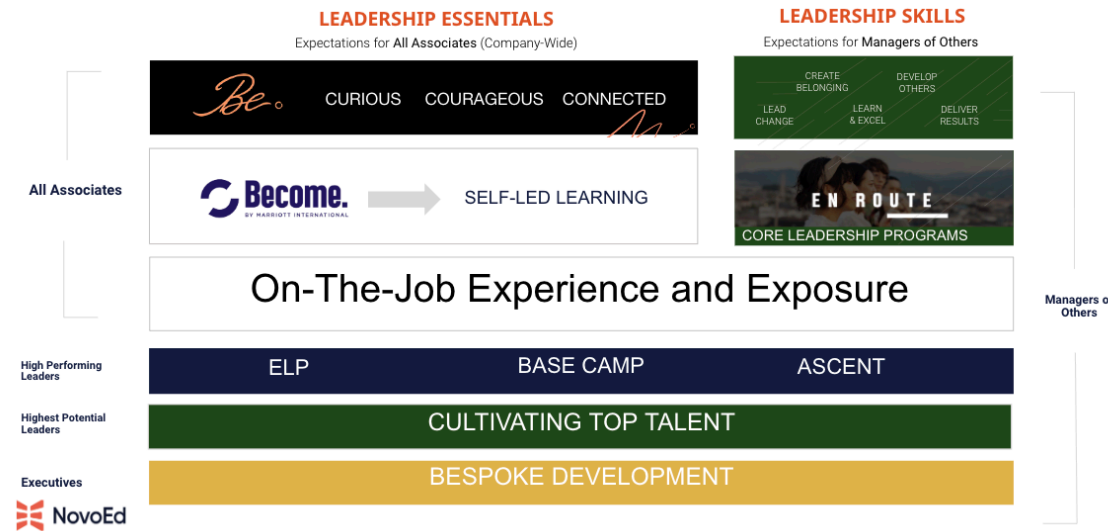
**Accelerator programs:** Marriott enhanced its accelerator programs, ELP, Base Camp, Ascent, and Summit to ensure they are more global and focus on the most critical leadership capabilities needed for the future. These are available to our highest performing leaders.

so we developed new leadership competencies... **EN ROUTE**

	past - relationship competencies	now - experience competencies
	BUILDING RELATIONSHIPS	CREATE BELONGING
	GENERATE TALENT & ORG. CAPABILITY	DEVELOP OTHERS
	LEADERSHIP	LEAD CHANGE
	LEARN & APPLY EXPERTISE	LEARN & EXCEL
	MANAGING EXECUTION	DELIVER RESULTS



...and an integrated leadership development framework... **EN ROUTE**



## Design of the Program

A blended learning approach breaks learning into smaller consumable chunks and enables application, practice, and feedback loops in between traditional VILT or ILT classroom sessions. In addition, research shows a 3x increase in knowledge retention through a blended learning approach.

## key components of program design:



**Blended learning enabled by NovoEd**



**Virtual instructor-led modules with key concepts**



**Learning Circles**



**Learning in the space of work**





## Blended Cohort Learning

- **Engage** in a consistent, and fun learning journey for new leaders
- **Learn** with discussions, assignments, video practice, share and receive peer and facilitator feedback
- **Interact** with a global community of peers



Through NovoEd, participants review critical information from the sessions, complete alternative assignments if they miss a session, hold discussions, submit assignments, record practice videos, share feedback on each others' assignments, collaborate as a learning circle, and engage with the facilitator. This digital collaboration through blended learning allows associates to interact dynamically with a range of peers across continents, brands, and disciplines.

Programs train essential skills for managing and leading a team, balancing stakeholder needs, connecting work to a broader purpose, and fostering belonging and inclusion.

Key components of the program include:

- How to use cohort-based learning to foster organizational alignment and connectedness
- Why employees seek community involvement during times of uncertainty
- The benefits of using cohort-based learning to convey complex concepts
- Approaches learning teams can take to strengthen weak ties between employees, customers, partners and communities
- Learning Circles: participants are placed in groups of 5-6 to practice and explore key concepts and reflect on how to apply the concepts in their day-to-day work. They are in the same learning circle throughout the experience, to build accountability for implementing new practices in their





hotels and build relationships across brands and regions that can serve as a personal “board of directors”

- Learning in the space of work: participants have assignments after each module to practice key learnings with their current team. For example, after learning about prioritization, they create a prioritization matrix, discuss it with their team, and share back about that discussion in NovoEd and with their Learning Circle.

EN ROUTE

## LEARNING CIRCLES: SCALING ROLE PLAY

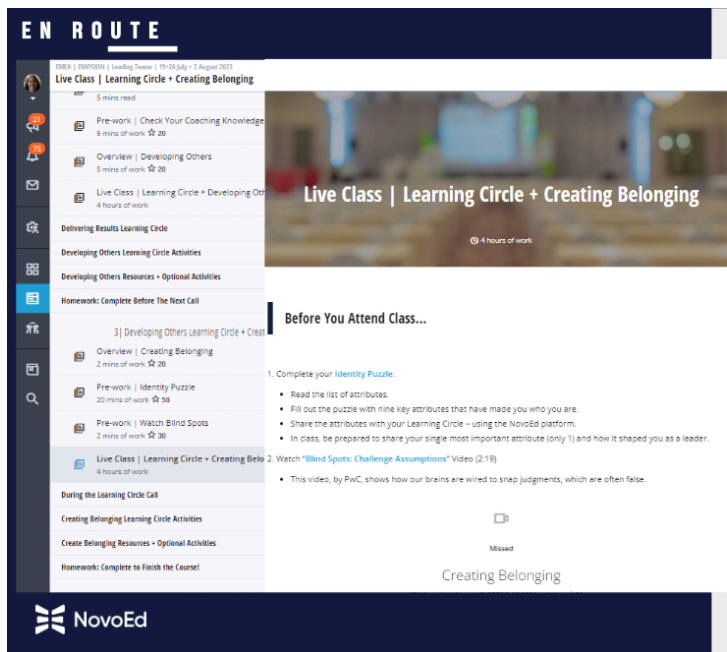
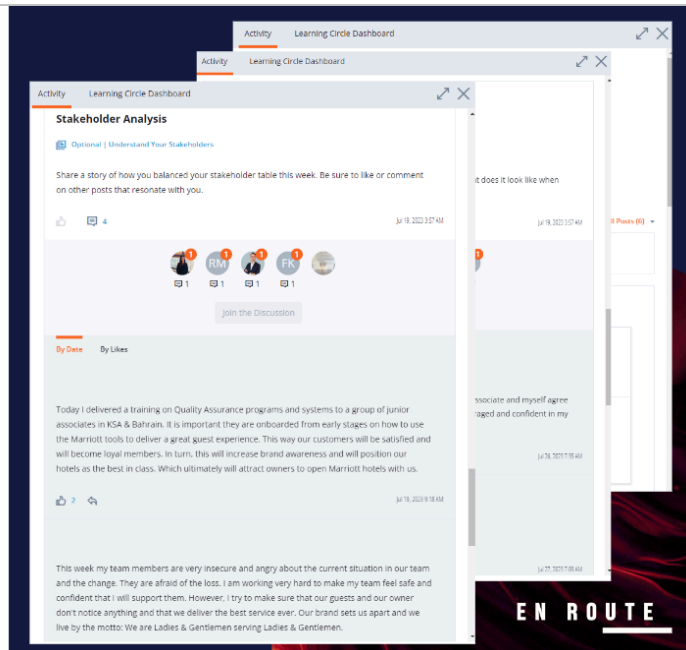
WHAT	WHY	HOW
<ul style="list-style-type: none"> <li>• Groups of 6</li> <li>• Same group for entire program</li> <li>• Breakout discussions</li> <li>• One hour “learning circle time” after each session</li> </ul>	<ul style="list-style-type: none"> <li>• Peer learning: they will learn from each other</li> <li>• Able to share openly</li> <li>• Practice new skills in a safe environment</li> <li>• Create a group of allies</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitator assigns learning Circle</li> <li>• During session, facilitator will put each group into breakouts</li> <li>• Within each Circle, participants will have roles they play</li> </ul>

NovoEd



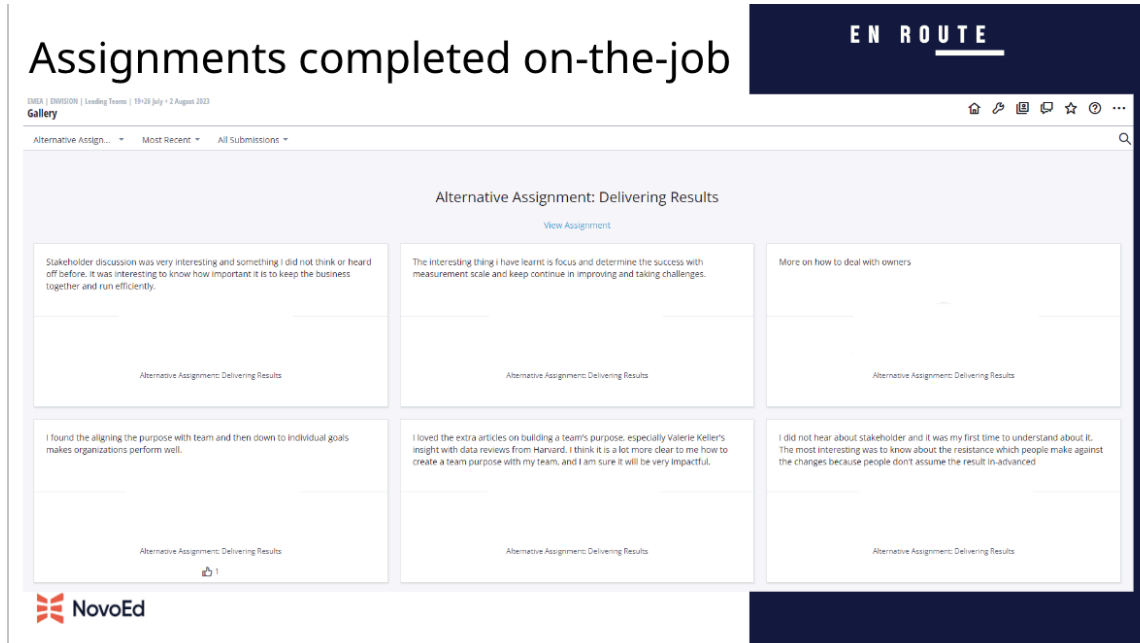
## Learning Circles

- **Practice** via role play with a small group of peers
- **Align** to a common leadership framework and behaviors that drive Marriott's signature elements
- **Connect** with your peers through private, small-group discussions that are not open to the broader cohort



## Virtual instructor-led modules

- **Learn** in a live session linked out from, and coordinated in, NovoEd
- **Build** a community through engagement around the synchronous experience
- **Do** pre-work and post-work in NovoEd, receive automated reminders, and join session from NovoEd



## Delivery of the Program



In 2023, we launched Embark and Envision on the NovoEd platform. These two programs are designed to support new leaders.

- Worldwide availability
- Many brands and property types served
- Program design enabled us to scale reach from 3,000 to 15,000



Embark   Introduction to Leadership 8 HRS	Envision   Introduction to Leadership 8 HRS
<p><b>Audience:</b> Newly Hired or Promoted Supervisors &amp; Managers within 6 mo. of hire, and Voyagers</p> <p><b>Topics:</b> Marriott Purpose &amp; Leadership Philosophy, Delegation, Prioritization, Associate Engagement, Feedback, Associate Development, Team Collaboration, Communicating</p> <p><b>Modality:</b> Virtual Instructor Led Training (vILT)</p> <p><b>Timing:</b> 3 two-hour Virtual Classroom Sessions, 2 one-hour Peer Cohort Meetings over 5 weeks, complemented by optional, asynchronous learning and activities</p> <p><b>Facilitated By:</b> US/CAN – Learning Team</p>	<p><b>Audience:</b> Supervisors and Managers within 1 year of hire, and *MSB Second Managers</p> <p><b>Topics:</b> Developing Others, Delivering Results, Creating Belonging</p> <p><b>Modality:</b> Virtual Instructor Led Training (vILT)</p> <p><b>Timing:</b> 3 two-hour Virtual Classroom Sessions, 2 one-hour Peer Cohort Meetings over 5 weeks, complemented by optional, asynchronous learning and activities</p> <p><b>Facilitated By:</b> US/CAN – Learning Team</p>

Program focus: essential skills for managing and leading a team, balancing stakeholder needs, connecting work to a broader purpose, and fostering belonging and inclusion.

In 2023, Marriott launched Embark and Envision enabled by the NovoEd platform. These two programs are designed to support new leaders in their team leadership journey, with programs are available to associates worldwide across



different brands and property types. In early 2024, they expanded the program with Evolve for new department heads, or leaders of leaders.

Programs train essential skills for managing and leading a team, balancing stakeholder needs, connecting work to a broader purpose, and fostering belonging and inclusion.

The innovative social and collaborative learning program design enabled Marriott to scale reach from 3,000 to 15,000 learners.

**EN ROUTE**

### Learning in the space of work

	DEMOCRATIZED LEADERSHIP DEVELOPMENT	EMBARK	ENVISION	EVOLVE	ELEVATE	EMPOWER
THE APPROACH	All Associates	First Year Leaders (First 6 Months)	First Year Leaders (6 Months+)	Second Time Leaders/ Department Head/ Sr. Manager	Property EC/ Dir/Sr. Dir	Property GM/ VP
Modality	Virtual	Blended	Blended	Blended / In-Person Option	Blended / In-Person Option	Blended / In-Person Option
Seat Time	None	2 hours for 5 weeks	2 hours for 5 weeks	2 hours for 6 weeks	Varies	Varies
Learning Time	TBD	3 hours for 5 weeks	3 hours for 5 weeks	3 hours for 6 weeks	Varies	Varies

NovoEd

### Measurable Benefits

Marriott drove significant changes in its leadership index scores, achieving five points higher than Global Best Employer. The company also moved into the top 10 spot on the Fortune Best Companies to Work for in 2023, a list it had been on for 26 consecutive years. Ninety-two percent of its associates called the company a “Great Place to Work” — “where employees trust the people they work for, have pride in what they do and enjoy the people they work with” — seven points higher than before the pandemic.

- Associates possess a comprehensive understanding of the behaviors essential for effective leadership and are supported with tools and resources that facilitate their development while being inspired by diverse learning journeys available at every level of the organization.

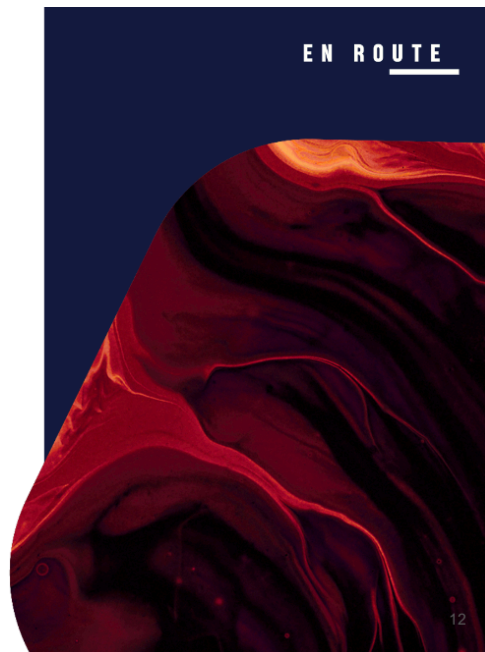


Marriott's global leadership development program, En Route, was five times more scalable than its previous leadership development programs due to its blended program design. Since its launch, more than 15,000 frontline leaders on property have completed an En Route program.

- En Route participants reported greater confidence in their leadership capabilities, increased active listening skills, ability to give and receive effective coaching & feedback, and greater ability to collaborate & communicate cross-functionally.

## Barriers TO SCALE

- **Less than 10%** of total management associate population get trained
- **Global workforce** spread across thousands of sites working in every world language
- **Human-centric workplace** requires training that is social and human centric
- **Elective-driven programs** deployed on demand across disparate audiences
- **Vendor-specific leadership models** with limited consistency



In 2023, Marriott launched new Core Leadership programs across all Continents and enrolled more than 3,000 leaders. In addition, Marriott and NovoEd's blended learning approach will enable Marriott to increase its reach by 2.5-3x.

Other milestones of the implementation:

- Refreshed Leadership Competencies – setting heightened expectations and amplifying inclusive, organizational leadership
- Revamped and relaunched Leadership Accelerators in alignment with leadership philosophy and competencies
- Introduced Leadership Essentials: Be Curious, Courageous, and Connected



- Launched Leadership Framework – reinforcing Marriott’s unique view on leadership. Ensure leaders role model, cascade, and reinforce within their teams.
- Deployed the Become Development Library – providing broad access to career growth and development resources for all associates
- Refined and elevated Accelerator programs with new nomination criteria and enhanced programming

## Overall

### 2023 Implementation



#### Q1/Q2 2023

Refreshed Leadership Competencies

Launched new Core Leadership programs across all Continents

Revamped and relaunched our Leadership Accelerators in alignment with our leadership philosophy and competencies



#### EN ROUTE



#### Q3/Q4 2023

**Introduce** our Leadership Essentials: Be Curious, Courageous, and Connected

**Launch** our Leadership Framework – reinforcing Marriott’s unique view on leadership. Ensure leaders role model, cascade, and reinforce within their teams.

**Deploy** the Become Development Library – providing broad access to career growth & development resources for all associates

**Refine** and elevate our Accelerator programs with new nomination criteria and enhanced programming



With the implementation of the new blended learning program developed in conjunction with NovoEd, Marriott’s leadership philosophy – that leadership is an action rather than a title – and what it means for culture development was fostered and furthered.

Marriott was also able to explore how social and collaborative learning helps the organization scale a consistent, effective experience that drives deeper connections and engagement among participants through cohort-based learning and opportunities to learn in the space of work. These concepts will continue to be explored in 2024 and beyond as programs are developed and deepened throughout the organization.



# About Brandon Hall Group™

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