

# MARC FOUNDATIONS COORDINATOR DISCUSSION GUIDE



# ABOUT MARC FOUNDATIONS

Catalyst is delighted that your organization is rolling out the [MARC Foundations](#) course.

MARC Foundations is a short three-module introduction to the role of men in gender equity efforts, inclusion work, and gender partnership. The course builds awareness and creates a shared vocabulary for employees at any level. It is especially helpful for new hires, entry-level employees, and first-time managers—especially men managers and managers with men as direct reports. Each module is designed to take approximately 30 minutes to complete.

## Tips for Deepening Engagement With Post-Course Discussion

To build a mindset of continuous learning, we recommend that organizations create a space for participants to share insights and discuss ideas on how to apply the concepts and skills after they've completed each module and/or the entire course. As the coordinator of these post-session discussions, it's your responsibility to facilitate these conversations.

This MARC Foundations Coordinator Discussion Guide will help you do this. It includes recommended questions to build on the learning around MARC, gender partnership, and how to practice skills that will build a more inclusive environment. The content related to each module is also available to participants through the [MARC Foundations Participant Discussion Guide](#).

Here are tips on how you can set up follow-up conversations to engage participants in further dialogue:

### 1. Provide a framework but not a strict agenda.

- Establish ground rules. Try to keep the conversation informal and remember that there is no right or wrong in the discussion.
- Use the questions listed below to prompt sharing and dialogue.
- Encourage people to be respectful of one another and everyone's diverse opinions.
- Encourage people to share insights, stories, and additional resources.

### 2. Try out different formats.

- A conversation after each module? Or a conversation after all three modules have been completed?
- The same group each time to foster relationship-building and trust? Or rotating participants to foster cross-pollination of ideas and ensure more diverse perspectives are shared?

### 3. Use different modalities.

- Experiment with a chat channel in case some people feel more comfortable sharing their thoughts in this type of conversation.
- If the conversation gets quiet, ask thoughtful questions to encourage dialogue and stimulate deeper connections.

### 4. Check in with participants.

- What's working? What isn't?
- Are any challenges coming up? How can you address challenges to ensure that the discussions are productive and aligned with the course objectives?

## GENDER PARTNERSHIP



People of all genders 1) assuming **mutual accountability** for advancing gender equity and inclusion, and 2) working together **to invest in and advance cultural change** for the benefit of everyone.

# MODULE 1: STARTING THE CONVERSATION

**Module 1** discusses what Men Advocating Real Change (MARC) is and why it's important. It highlights the impact of men's engagement, the barriers to men's engagement, and the opportunities for men to benefit.

**DID YOU KNOW?** Catalyst [research](#) shows that men feel policed by social pressure to reject certain behaviors in favor of more aggressive ones, which can be harmful to both themselves and others.

## Module 1 Reflection Questions

- Did anything in what you just heard resonate with you and your experiences?
- Have you experienced situations where men could have played a more active role in creating gender equity?
  - Does one in particular come to mind?
- Are you comfortable talking about gender issues?
  - Who would be your go-to person for such conversations or if you had questions?

## Questions to Deepen Your Reflections and Conversations

- What were your reactions to the module?
- What resonated most?
- What surprised you?
- What stories or personal examples do you want to share?
- What questions came up for you? Which of these questions challenged you most?
- What do you want to know more about? What will you do differently next time?
- Have you done additional research on the topics raised in the modules, e.g., reading, listening to podcasts, watching video content? Do you have any recommendations to share with your peers?

## Resources

- [12 Diversity & Inclusion Terms You Need to Know \(Blog Post\)](#)
- [Why Diversity and Inclusion Matter \(Quick Take\)](#)
- [Flip the Script: Gender Stereotypes in the Workplace—Men](#)

# MODULE 2: CHANGING MINDS AND ACTIONS

**Module 2** examines how thinking can be shifted and what factors enable and support men's engagement. Participants reflect on the impact of gender norms and explore how easy it would be to challenge these norms. This module also focuses on the concept of fairness as a key enabler.

**DID YOU KNOW?** Catalyst [research](#) shows that when confronted by sexist behavior, 36% of men in more combative work cultures report doing nothing, whereas that number falls to 6% in less combative work cultures.

## Module 2 Reflection Questions

- Before you took this module, would you have said that fairness was a value for you?
  - Why or why not?
- Do you think others see fairness the same way you do?
- How do you act in ways that indicate the value you place on fairness?

## Questions to Deepen Your Reflections and Conversations

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## Resources

- [Interrupting Sexism at Work: What Drives Men to Respond Directly or Do Nothing? \(Report\)](#)
- [Women Still Do Majority of Household Chores, Study Finds \(Article\)](#)

# MODULE 3: TAKING ACTION AND MOVING TOWARD ADVOCACY

**Module 3** explores what individuals and organizations can do to foster advocacy and build effective gender partnership. It looks at how we create awareness for ourselves and it sets participants up for ongoing dialogue and collaboration.

**DID YOU KNOW?** Catalyst [research](#) explores the what, why, and how of gender partnership.

## Module 3 Reflection Questions

- What can you do to have more honest conversations and vulnerable communication?
- What steps will you take to be sure you can learn from your mistakes?
- What can you do to make a habit of putting into words the supportive actions you observe and thanking people for what they're doing to create gender partnership?
- What could get in the way of your being more active in gender equity issues? How could you remove those obstacles?
- What systems, groups, or other structures are already in place at your workplace that you could connect with?

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## Resources

- [Actions Individuals Can Take to Become Advocates for Gender Equity](#)
- [Actions Organizations Can Take to Become Advocates for Gender Equity](#)
- [MARC website](#)