

ECD Emotional Stakeholder Engagement Course Facilitator Guide

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| 30 min | Intro & Welcome + Warm Up | Welcome and introduce the three main areas we'll cover in the workshop. | <p>Welcome. I'm feeling a little anxious or nervous, but I'm also thrilled and humbled to be here with you.</p> <ul style="list-style-type: none"> • Today, I'm going to teach you and train you to use some of our sanely simple stakeholder engagement tools. • They're inspired by The ECD, how I have been using the game, and how our community have been using The ECD over the past seven years. • We did not originally design The ECD to be used in this way. But amazing people in our community have inspired me to design these tools and conversations. • They have also hacked The ECD themselves to create new ways to use THE ECD to design and embed powerful experiences for their stakeholders and their people. • Today – you'll hear me use the words stakeholder and customer interchangeably. You can also do this. Every tool and activity we're exploring today can be hacked to use with a customer – our customers are our stakeholders. <p>Before we begin, I wanted to share a story that profoundly shaped how I think about this game and how people and leaders interact with it...</p> <ul style="list-style-type: none"> • Porirua City Example • <i>"So you care what I think?"</i> • People support what they create. We need to invite our people and teams to participate in this work. • Especially the people closest to the people you serve <p>It's all about play—and learning by doing! This is not about the theory of emotions, although we will explore some of this through the activities we do together. So, let's start with a little activity to get warmed up...</p> <p>Warm-Up Activity: ECD Weekly Retro</p> <p>Beautiful Question: <i>Think about last week and select one black card and one white card that describes how you felt...</i></p> <ul style="list-style-type: none"> • Once you choose the cards, share them at your table • For the white card, share what you learned from that experience (nudge growth and learning mindset) • Share Weekly Retro Conversation Guide. <p>How to apply this activity/ tool:</p> <ul style="list-style-type: none"> • This activity is the simplest way to use the game. • Short Team Check-in. Simple in small teams or 1:1s. • Think about how you change the time frame – think about the last month, quarter, or season. • Most importantly, it is a workshop warm-up. |

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| | | | <p>Overview of today Today, we're going to explore three main areas:</p> <p>1. Design: Emotion-Led Stakeholder Relationships Discover how emotions influence stakeholder interactions and learn strategies to build stronger, more meaningful experiences and relationships.</p> <p>2. Connect: Employee Experience & Customer Experience Explore the critical intersection between stakeholder and employee experiences and how aligning them can enhance overall engagement.</p> <p>3. Build: Human-Centered Partnerships. Learn to create partnerships that prioritise empathy and human connection, leading to more effective and collaborative outcomes.</p> <p><i>Today is all about putting humans (who are full of and driven by emotion) at the heart of our stakeholder strategy and experiences.</i></p> <p>The ECD, and especially our stakeholder and customer-focused work is inspired by this beautiful and profound quote:</p> <p><i>"At the end of the day, people won't remember what you said or did, they will remember how you made them feel."</i> - Maya Angelou</p> <p><i>"Emotions govern how we behave, yet many leaders and organisations consistently overlook or underestimate the role emotions play in shaping the relationships and experiences we create for the people we serve, whether that's our employees, stakeholders, or customers.</i></p> <p><i>We often underestimate the importance of emotional connections in stakeholder relationships. While we focus on metrics, strategies, and outcomes, we sometimes forget that at the heart of every successful relationship lies an emotional bond.</i></p> <p><i>This bond is what makes stakeholder interactions meaningful and impactful. Unfortunately, many organisations and leaders lack the tools to design, build, shape and harness the emotional side of these relationships."</i></p> |

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| 90 min | Part 1: Design <i>Emotion-Led Stakeholder Relationship.</i> | | <p>Part 1.1. Warm-Up Activity: Best vs Worst Customer Experience [15m]</p> <p>Beautiful Question: How did you feel in your best and worst customer experience interaction?</p> <ul style="list-style-type: none"> • Best: Select the 3 black or white feelings cards that best describe how you felt in that interaction. • Worst: Then, pick the 3 black or white cards that best describe your worst customer experience interaction. • Share: Once you choose the cards, share them at your table • Lessons: Share what you learned from your best interaction and what you learned from your worst interaction <p>How to apply this activity/ tool: This activity is a simple (but hopefully profound) way to quickly introduce the connection between our emotions and stakeholder engagement...</p> <hr/> <p>Part 1.2: ECD Stakeholder Relationships Canvas [45m]</p> <ul style="list-style-type: none"> • Beautiful Question: How do you want your stakeholders to feel and not feel? <p>ECD Activity:</p> <ol style="list-style-type: none"> 1. Think about your stakeholders: <i>You can think about one specific stakeholder or them as a whole...</i> 2. Desired Feelings: Select the five black cards that best describe how you want your stakeholders to feel. 3. Rank: From 1-5 4. Share: At tables, share your top five desired feelings 5. Undesired Feelings: Select the five white cards that best describe how you don't want your stakeholders to feel, but they might from time to time... 6. Rank: From 1-5 7. Write into Canvas: Get people to write their list of top five into their ECD Stakeholder Relationships Canvas. 8. Share: At tables, share your top five undesired feelings <p>ECD Tool Explained: Stakeholder Relationships Canvas</p> <ul style="list-style-type: none"> • Talk people through the ECD Stakeholder Relationships Canvas Sections and how to complete <p>Group Reflections:</p> <ul style="list-style-type: none"> • Invite questions, reflections and ideas from the group, what did you like about that activity? What surprised you? What did you find challenging? |

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| | | | <p>Part 1.3: ECD Stakeholder Journey Canvas [30m]</p> <p>ECD Tool Explained – Stakeholder Relationships Canvas:</p> <ul style="list-style-type: none"> • Share the Canvas • Talk through the sections of the canvas and how it works • Demonstrate your example key moments <p>Beautiful Question: How do you want your stakeholders to feel at the most important moments in your relationship?</p> <p>ECD Activity:</p> <ol style="list-style-type: none"> 1. Choose one of your key stakeholders. 2. Identify three key moments (or the first three touch points) with you on their journey with your service or organisation. 3. Select the three black and three white cards you want people to feel and not feel at each of these touchpoints. 4. Add to your journey canvas. 5. Share at your Table <p>Group Reflections:</p> <ul style="list-style-type: none"> • Invite questions, reflections and ideas from the group; what did you like about that activity? What surprised you? What did you find challenging? |

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| 15 min | Break | | Morning Tea |
| 90 min | Part 2: <i>Connect Employee & Stakeholder Experience</i> | | Part 2.1: Emotional Values Design [30m] Story: Inspired by Mel Howell & BurgerFuel Why this inspires me: When we think about our Stakeholder Experience, it's easy to look at them in isolation from the culture of our teams. And vice versa. When we look at the culture of our teams, we can often overlook the people we serve. ECD Emotional Values Design Method So, we designed a method called emotional values design to systemise this approach, inspired by Mel Howell. The original ECD process... <ol style="list-style-type: none"> 1. Emotions, then 2. Behaviours, then 3. Values. <ul style="list-style-type: none"> - But the step of creating values is a creative activity that some teams struggle to deliver. - Often, they can end up with 'hygiene', and non-emotional values. - Plus, we either ignore the people we serve or the people who serve the people we serve (usually one or the other) So this is the R&E method: <ol style="list-style-type: none"> 1. Emotional Culture – <i>How our people feel</i> 2. Stakeholder/Customer Relationships – <i>How our customers feel</i> 3. Emotion Values – <i>Connecting Emotional Culture & CX</i> 4. Observable Actions 5. Rituals (Daily, Weekly, Monthly, Annual) ECD Tool Explained: ECD Emotions Value Design Canvas <ul style="list-style-type: none"> - Share the Canvas - Explain the sections on the canvas Part 2.3: EX&CX Design ECD Activity: EX&CX Design Map Activity [45m] <ol style="list-style-type: none"> 1. Stakeholder Feelings: Take your top three desired and undesired stakeholder feelings and add them to your map (15m) 2. Desired Team Feelings: Now select three desired feelings and three undesired feelings you want your people to feel and not feel...(15m) 3. UnDesired Team Feelings: Now select three desired feelings and three undesired feelings you want your people to feel and not feel...(15m) 4. Share: At your Tables, share the cars you chose and why |

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| | | | <p>(15m)...</p> <p>Part 2.3: Emotional Contagion Spotlight (15m)</p> <p>Beautiful question: How might you model those emotions to help your stakeholders catch them</p> <ul style="list-style-type: none"> • People “catch” feelings from others. • <i>“A long line of research on emotional contagion shows that people in groups “catch” feelings from others through behavioural mimicry and subsequent changes in brain function.</i> • <i>The emotions of frontline employees significantly affect customer satisfaction. A smile can literally be contagious, leading to better service ratings. When employees display positive emotions, customers are more likely to mirror those emotions, leading to higher satisfaction and a better evaluation of the service provided.</i> • <i>Emotional contagion in customer service flows both ways. Positive customer moods can uplift employees. Negative customer emotions can bring down employee morale, potentially harming service quality.</i> • <i>Positive emotions spread by employees can enhance customer loyalty and improve service outcomes, while negative emotions can detract from the customer experience and lead to employee burnout. Understanding and managing emotional contagion is therefore crucial for maintaining both customer satisfaction and employee wellbeing and health.”</i> • Context: Think about the emotions you want your stakeholders to feel (from your Stakeholder Design Canvas) |

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| 30 min | Lunch Break | | Change tables after the break |
| 90 min | Part 3: Build Human-Centred Partnerships | | <p>Part 3.1: Warm-Up Activity: Best Partnership vs Worst Partnership [15m]</p> <p><i>Think about the best and worst partnership you've been part of...</i></p> <p>Beautiful Question: How did you feel in your best and worst partnership?</p> <ul style="list-style-type: none"> • Best: Select the three black or white feelings cards that best describe how you felt as part of your best partnership. • Worst: Then pick the 3 black or white cards that best describe your worst partnership. • Share: Once you choose the cards, share them at your table. • Lessons: What did you learn from your best partnership, and what did you learn from your worst partnership? <p>How to apply this activity/ tool: This activity is a simple (but hopefully profound) way to quickly introduce the idea that emotions play a big role in the success (or lack of) in our partnerships.</p> <p>Part 3.2: ECD Partnerships Handbook [30m]</p> <ul style="list-style-type: none"> • Beautiful Question: How do you need to feel and not feel in this partnership? <p>Challenge:</p> <ul style="list-style-type: none"> • Context: Think about a partnership you're currently involved in... • Desired Feelings: Select the three cards you need to feel in this partnership... • Undesired Feelings: Then select three cards you don't want to feel (but you might from time to time) • Handbook: List your cards in your handbook • Share: At your table, share why you chose those cards. <p>ECD Handbook Explained:</p> <ul style="list-style-type: none"> • Talk people through the parts and the prompts of each part within the Handbook. • Invite questions, reflections and ideas from the group... <p>How to apply this activity/tool:</p> <ol style="list-style-type: none"> 1. Any moment in a partnership between two people 2. At the beginning of a new partnership 3. At a transition point of a partnership, e.g. contact renewal 4. Or if you want to reassess, realign, refresh an existing partnership |

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| | | | <p>Part 3.2: ECD Partnerships Canvas & Workshop [45m]</p> <p>The Story Behind The Canvas:</p> <ul style="list-style-type: none"> - A government agency and a local iwi group came together to mend a fractured relationship as part of a restoration project - This was part of forming a 'Relationship Charter' between the two parties. - <i>"It was the most significant progress their partnership had achieved after many years of collaboration. Even the leader who didn't think the groups were ready to have the conversation shared that they were wrong and that it was the absolute right step."</i> <p>ECD Partnership Workshop Goal:</p> <ul style="list-style-type: none"> - To establish guidelines for their partnership. - Including defining the most important emotions each partner needs to feel and not feel – the ones that will drive or hinder the partnership - Complete the ECD Canvas helps define the leadership behaviours that will reinforce the emotional culture of our partnership. - Two-hour workshop focused on emotions only. - We also have a full four-hour workshop experience - Workshop Agenda & Runsheet – Provided in Online Toolkit. <p>ECD Partnership Workshop (four steps):</p> <ol style="list-style-type: none"> 1. Warm Up (Mixed Teams) 2. Self Awareness (Mixed Teams) 3. Collective Emotions (Within Teams) 4. Behaviours & Actions (Mixed Teams) <p>Parts of the workshop (2-hour version):</p> <ul style="list-style-type: none"> • Warm Up: Weekly Retro + Best vs Worst Partnership <i>(Always start with Warm Up Activity (as we just practiced))</i> • Self-Awareness: People select the five desired emotions they need to feel in this partnership • Collective Emotions: <ol style="list-style-type: none"> a. Work together within partner teams to come to a consensus on the three desired feelings for each partner. b. Then, present back to the group. • Actions & Behaviours: Complete the canvas to create the Partnership Charter' <p>ECD Human-Centered Partnership Canvas:</p> <ul style="list-style-type: none"> • Talk through each section of the Canvas • Explain the order to complete • Q&A |

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| 15 min | Break | | |
| 60 min | Part 4: Reflect & Review | | <p>Part 4.1: ECD Quarterly Retro Activity [15m]</p> <ul style="list-style-type: none"> • Activity: Think about the past 90 days... • Challenge: Select 3-5 cards that best describe how you felt over the last 90 days... <ul style="list-style-type: none"> - Share your cards at tables <p>How to apply this tool:</p> <ul style="list-style-type: none"> • This is a beautiful stakeholder or partnership reflect and review activity • Think about creating moments in your partnerships or stakeholder relationships to have this conversation • Using it as a learning and listening opportunity <hr/> <p>Part 4.2: Course Reflection Questions (15m):</p> <ol style="list-style-type: none"> 1. What's the most interesting thing you learned today? 2. What's an obstacle you might face using these tools, and how might you overcome it? <p>Part 4.3: Post Course Challenges Overview (15m): The best way to embed what you learn is to practice, test, and learn on yourself and then do 1:1 with other leaders.</p> <p>1. ECD Self-Mastery: Complete two of the tools from today for yourself. ECD 1:1 Practice: Facilitate two 1:1 coaching sessions and take them through selected ECD Stakeholder Tools</p> <p>Post Course Coaching Call [Insert Date]</p> <ul style="list-style-type: none"> • In eight weeks, we'll meet again via Zoom to share our experiences, lessons, and questions from your Challenges. |

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| | | | <p>Part 4.4: Course Wrap-Up: (15 min)</p> <p>The most important things to remember <i>(insert your tips - here are mine)</i>:</p> <ol style="list-style-type: none"> 1. How our people feel influences our customer's experience – and vice versa. So, what conversations are you creating to help your people shape those emotions? 2. Be deliberate. Our emotional connections create meaningful and impactful bonds with our stakeholders. But we need to be deliberate and intentional about designing emotions into our stakeholder experiences. 3. People support what they create: Bring your leaders and front-line people into these conversations. Learn from them. Help them shape the emotions of the people they serve. 4. There's never a right time to start. There will always be a reason to wait—but just get the cards out and play. You'll discover more than you expect. Start. Play. Test. Learn. Experiment. <p>It's time to go out and practice, test, and learn! – Present Certificates & Badges</p> <p>Get a group photo!</p> <ul style="list-style-type: none"> • Ask the group to get together for a photo with their certificates. <p><u>An invitation: Your 90 Day All Access Pass to our Elephant Rider Community</u></p> <ul style="list-style-type: none"> • You can stop here – take everything you learned, all the tools and make your own way. • Or you can continue on your ECD learning journey and Certification Pathway • You now have a 90-day all-access pass to test it out for yourself and decide if it's a place you feel like you belong and can support your personal and professional growth and development • If you want to build on everything you learned today, this is the fastest way with the most support, connection, and access to our entire ECD knowledge base. |
| | END | | |