

ECD Emotional Leadership Development Course Facilitator Guide

Time	Part	Key Learning Outcomes	Facilitator Guide
30 min	Intro: Welcome + Warm Up	By the end of this introduction, participants will understand the key areas covered in the course and begin reflecting on their own experiences with leadership through the Best Boss vs. Worst Boss activity.	<p>Welcome, I'm feeling a little anxious or maybe nervous, but also thrilled and humble to be here with you.</p> <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"> My first-ever leadership workshop with The ECD was titled "I don't care how I want my people to feel; I just want them to do their f&%king job." <p>Quote: Emotional culture is shaped by how all employees—from the highest echelons to the front lines—comport themselves day in and day out. But it's up to senior leaders to establish which emotions will help the organization thrive, model those emotions, and reward others for doing the same. Companies in which they do this have a lot to gain."</p> <p>I'm going to teach you to apply a selection of our most impactful leadership development activities for <i>Leading Self</i>, <i>Leading People</i>, & <i>Leading Teams</i>.</p> <p>It's all about play—and learning by doing! This is not about the theory of leadership or emotions, although we will explore some of this through the activities we do together.</p> <p>Before I show and tell you any more, let's have a play.</p> <hr/> <p>Warm-Up Activity: Best v Worst Boss (15m)</p> <p>Beautiful Question: Think about the best boss you've ever worked for AND the worst boss you've ever worked for...</p> <ul style="list-style-type: none"> Select the 3 black or white feelings cards that best describe your best boss and pick the 3 black or white cards that best describe your worst boss. (3 mins) Once you choose the cards, share them at your table (10 mins) <p>ECD Tool Explained:</p> <ul style="list-style-type: none"> Share best Boss v Worst Boss Guide Questions on-screen...(the tool can be accessed in the Online Toolkit) <p>How to apply this activity/tool:</p> <ul style="list-style-type: none"> This activity is a simple (but hopefully profound) way to quickly introduce the topics of emotions and leadership and their connection. Use as a workshop warm-up activity Or use it as a standalone leadership development activity

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			<p>Overview of today (15m)</p> <p>Today is all about leadership. But more specifically and maybe more importantly, it's about the emotional side of leadership, which is either overlooked, underestimated, or entirely denied and suppressed by many senior leaders.</p> <p>These three quotes below are from the original HBR article <i>Manage your Emotional Culture</i> by Sigal Barsafe and Olivia O'Neill. that inspired our Emotional Leadership philosophy and tools...</p> <ul style="list-style-type: none"> • <i>"Emotional culture is shaped by how all employees—from the highest echelons to the front lines—comport themselves day in and day out. But it's up to senior leaders to establish which emotions will help the organization thrive, model those emotions, and reward others for doing the same. Companies in which they do this have a lot to gain."</i> • <i>"Leaders expect to influence how people think and behave on the job, but they may feel ill-equipped to understand and actively manage how employees feel and express their emotions at work. Or they may regard doing so as irrelevant, not part of their job, or unprofessional"</i> • <i>"By not only allowing emotions into the workplace but also understanding and consciously shaping them, leaders can better motivate their employees."</i> <p>But you have to manage your own emotions before you can effectively manage your team...</p> <p>So our first part of the Course is all about Leading Self.</p>

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90 min	Part 1: Leading Self:	By the end of this part, participants will be able to use the ECD Intention Setting Activity, Know Yourself Handbook, and Difficult Conversations Handbook to reflect on and intentionally shape and manage their emotions as leaders.	<p>1. ECD Intention Setting Activity (30m)</p> <p>Think about how you need to show up at work in the next week...</p> <p>Beautiful ECD Question: How do you need to feel and not feel this week to be successful?</p> <p>Challenge:</p> <ul style="list-style-type: none"> • Think about the next seven days: • Select the 1 back card and 1 white card that best describes how you need to feel to be successful this coming week. • The white card is something you don't want to feel (but you might from time to time over the next week) • Share your two cards at the tables. <p>How to apply this activity/tool:</p> <ul style="list-style-type: none"> • This activity is a simple (but hopefully profound) way to quickly introduce your teams to the idea of emotions at work and how they impact our work, how we show up, and how they can drive us and block us! <p>ECD Tool Explained:</p> <ul style="list-style-type: none"> • Take people through the prompts inside the Conversation Guide <hr/> <p>2: ECD Know Yourself Handbook (45m)</p> <ul style="list-style-type: none"> • Beautiful ECD Question: How do you need to feel and not feel to be successful as a leader? <p>Challenge Part A: Desired:</p> <ul style="list-style-type: none"> • Select the five black cards that best describe how you need to feel to be successful. • Rank from 1-5 • Share at tables • Talk people through the Know Yourself Handbook and share the prompts of each part within the Handbook. <p>Challenge Part B: Undesired:</p> <ul style="list-style-type: none"> • Select the five white cards that best describe how you don't want to feel, but you might from time to time... • Rank from 1-5 • Get people to write their list of top five into their Know Yourself Handbook. • Share at tables <p>ECD Tool Explained:</p> <ul style="list-style-type: none"> • Talk people through the Know Yourself Handbook and share the prompts of each part within the Handbook.

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			<p>How to apply this activity/tool:</p> <ul style="list-style-type: none"> • 1:1 with a leader to help them explore the emotions that drive and block their success. • 1:1 with an employee to better understand what drives and motivates them as a human <p>Group Reflections (if you have time):</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? <hr/> <p>3: ECD Difficult Conversations Handbook (15m)</p> <ul style="list-style-type: none"> • Beautiful ECD Question: How do you need to feel to successfully navigate this difficult conversation? <p>Facilitation Tip:</p> <ul style="list-style-type: none"> • If you have time: You can complete this challenge below... • If you don't have time: Just share the Handbook and explain the tool <p>Challenge:</p> <ul style="list-style-type: none"> • Think about a difficult conversation you need to have with someone... • Select the 3 black and 3 white cards you need to feel and not feel in this difficult conversation. <p>ECD Tool Explained:</p> <ul style="list-style-type: none"> • There are three parts to this activity: <ul style="list-style-type: none"> - Pre Conversation, - During the Conversation and - Post Conversation • 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> <ul style="list-style-type: none"> • 1:1 coaching tool • Before it escalates to a conflict situation.
15 min	Break		

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90 min	Part 2: Leading People: Leadership Handbook Activity - 40m Emotional Contagion Activity - 20m	By the end of this part, participants will be able to use The ECD Leadership Handbook to define desired and undesired emotions for their people, and understand the concept of emotional contagion to shape the emotions of their people	1. ECD Leadership Handbook (60m) Think about the emotions that you want to establish that will drive your people's success... <ul style="list-style-type: none"> • Beautiful Question: How do you want your people to feel and not feel? Challenge Part A – Desired Feelings: <ul style="list-style-type: none"> • Get out the two green category cards [For Leaders] • Sort your black cards into two piles • Select the top five black cards that you believe your team's people need to feel for success... • Then write the top five <i>"Our Success Relies on People Feeling"</i> in your ECD Leadership Handbook. • Table Sharing: Invite people to share their top five at their tables - 10mins • ECD Tool Explained: Talk people through the parts and the prompts of desired feelings prompts within the Handbook Challenge Part B – Undesired Feelings: <ul style="list-style-type: none"> • Get out the two red category cards [For Leaders] • Sort your white cards into two piles • Then, select the top five white cards for each category that you believe your team's people need to feel for success... • Table Sharing: Invite people to share their top five at their tables - 10mins • Then write the top five <i>'Important people don't feel but they might from time to time'</i> in your ECD Leadership Handbook. • ECD Tool Explained: Talk people through the parts and the prompts of undesired feelings prompts within the Handbook • Invite questions, reflections and ideas from the group... How to apply this activity/tool: <ul style="list-style-type: none"> • 1:1 Leadership development tool. • When a new leader begins a new leadership role • For a leadership team to learn more about each other leadership styles and create a feeling of understanding between leaders

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			<p>2. ECD Emotional Contagion Conversation Guide (30m)</p> <p>Beautiful ECD Question: How might you spread your desired emotions and reduce the spread of your undesired emotions?</p> <p>Emotional Contagion Explained:</p> <ul style="list-style-type: none"> - <i>We catch emotions from one another like a common cold</i> - <i>Subconsciously and inadvertently</i> - <i>We spread our emotions as a leader, and our people catch them</i> - <i>But as a leader, we're more contagious because we're on display more often</i> - <i>When we enter a team we're exposed to the group's emotions we catch the emotions and moods of our team</i> - <i>If you believe this to be true, you can begin to understand how important having an emotion strategy and understanding and consciously shaping our emotions matters to how we lead our people and teams</i> <p>ECD Tool Explained:</p> <ul style="list-style-type: none"> • Share the ECD Emotional Contagion Conversation Guide and the prompts within the Guide <p>How to apply this activity/tool:</p> <ul style="list-style-type: none"> • This is a 1:1 coaching and training tool to help you introduce the concept of emotional contagion to leaders • A team activity to create a shared understanding of the role of emotional contagion in a team • See your Online Toolkit for more research on Emotional Contagion <p>Reflections:</p> <ul style="list-style-type: none"> • Invite reflections from the room. E.g. What's the most surprising thing you've learned in this Leading People part of the Course?
30 min	Lunch Break		Change tables after the break

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90 min	Part 3: Leading Teams	By the end of this part, participants will be able to use The ECD Leadership Workshop and Canvas to define and cultivate desired emotions in their teams, create leadership behaviours that reinforce these emotions, and understand how to conduct effective team retrospectives using The ECD.	Warm-Up Activity: ECD Weekly Retro (20m) Beautiful Question: <i>Think about last week and select one black card and one white card that describes how you felt...</i> <ul style="list-style-type: none">Once you choose the cards, share them at your tableFor the white card, share what you learned from that experience (nudge growth and learning mindsetShare Weekly Retro Conversation Guide. How to apply this activity/ tool: <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.But most importantly it is a workshop warmup. ECD Tool Explained: <ul style="list-style-type: none">Share the ECD Weekly Retro Conversation Guide and the prompts within the Guide <hr/> 1. ECD Leadership Workshop & Canvas (70m) Context: This Workshop and canvas are designed to bring a group of leaders together to establish the emotions they believe will help their team or organisation thrive. Then, they will co-create the leadership behaviours that will foster the desired emotions, help their people reduce the undesired emotions, and manage when they arise. The Story: <i>Sanford Boat Captains - Love #1 Feeling they chose as a leadership team.</i> ECD Leadership Workshop Goal <ul style="list-style-type: none">Establish the most important emotions we need to cultivate and manage within our teams – the ones that will drive our success.Complete the ECD Leadership Canvas that helps define the leadership behaviours that will reinforce the emotional culture of our team.Share Workshop Agenda – Provided in Online Toolkit. What's the difference between this workshop and the <i>Map Your Emotional Culture Workshop</i>? <table><tr><th>Leadership Workshop</th><th>ECD Map Your Emotional Culture Workshop</th></tr><tr><td>Approach: Top-down, leaders-only</td><td>Approach: Collaborative, bottom-up, involving the entire team</td></tr><tr><td>Objective: Align the leadership team on their vision and development as leaders</td><td>Objective: Co-create the team's emotional culture with all team members</td></tr><tr><td>Focus: Leaders determine the key emotions for the team's success and design their leadership behaviours</td><td>Focus: Engage everyone in identifying and agreeing on the emotions that drive their collective success</td></tr><tr><td>Outcome: Creation of a "leadership charter" outlining agreed-upon behaviours for how leaders will present themselves and guide the team</td><td>Outcome: A shared understanding and commitment to the team's desired emotional culture</td></tr></table> ECD Leadership Workshop Journey (three steps):	Leadership Workshop	ECD Map Your Emotional Culture Workshop	Approach: Top-down, leaders-only	Approach: Collaborative, bottom-up, involving the entire team	Objective: Align the leadership team on their vision and development as leaders	Objective: Co-create the team's emotional culture with all team members	Focus: Leaders determine the key emotions for the team's success and design their leadership behaviours	Focus: Engage everyone in identifying and agreeing on the emotions that drive their collective success	Outcome: Creation of a "leadership charter" outlining agreed-upon behaviours for how leaders will present themselves and guide the team	Outcome: A shared understanding and commitment to the team's desired emotional culture
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			<ol style="list-style-type: none"> 1. <i>Explore</i> Self-awareness 2. <i>Define</i> Collective Emotions 3. <i>Create</i> Leadership Behaviours <p>Parts of the workshop:</p> <ul style="list-style-type: none"> • Warm Up: Always start with Warm Up Activity (as we just practiced) • Self-Awareness: Get leaders to select the five desired and undesired emotions they need to feel as leaders • Collective Emotions: <ol style="list-style-type: none"> a. Work together in smaller teams to come to a consensus on the five desired feelings. for the team/organisation b. Vote on the top five for desired and undesired c. Use Menti.com (share example) • Leadership Behaviours: Complete the canvas to create the 'leadership charter' <p>ECD Leadership Canvas:</p> <ul style="list-style-type: none"> • Talk through each section of the Canvas • Explain the order to complete • Share an example ECD Leadership Canvas (<i>share the one from R&E or choose your own example canvas</i>) <p>Reflections:</p> <ul style="list-style-type: none"> • Invite reflections from the room on the Canvas and the ECD Leadership Workshop
15 min	Break		

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60 min	Part 4: Reflect & Review	Participants will have reflected on their experiences, identified key takeaways, and understood the post-course challenges designed to continue their ECD learning and emotional leadership practice.	<p>ECD Reflect & Review Canvas (20m):</p> <ul style="list-style-type: none"> • Activity: Think about the past 90 days... • Challenge: Select 5-7 cards that best describe how you felt over the last 90 days... • Table Sharing: Share your cards in duos – 10 mins • ECD Tool Explained: Talk through each section of the Canvas <p>How to apply this tool:</p> <ul style="list-style-type: none"> • Make it a quarterly Ritual or monthly, annual or bi-annual - deliberately create the space for the conversation • Use the R&R Handbook as part of a 1:1 conversation with a team member • Turn it into a micro-conversation 1:1 or as part of a team meeting <hr/> <p>Course Reflection Questions (20m):</p> <ol style="list-style-type: none"> 1. What's the most interesting thing you learned today? 2. What ECD Activity did you like the most and why? 3. What's an obstacle you might face using these tools, and how might you overcome it? <p><i>[Depending on time – You might choose to only explore one question, or you could run this world cafe style – to get people moving around the room.]</i></p> <p>Post Course Challenges Overview (10m): 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 ECD Know Yourself Handbook & Leadership Handbook ECD 1:1 Practice: Facilitate two 1:1 coaching sessions and take them through selected ECD Leadership Tools</p> <p>Post Course Coaching Call [August 15, 2025]</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>Course Wrap-Up: (10m)</p> <ul style="list-style-type: none"> Five most important things to remember <i>(insert your tips - here are mine)</i>: <ul style="list-style-type: none"> <i>Start Small. Find someone you trust and experiment.</i> <i>You have to manage your own emotions before you can manage your team</i> <i>It's up to senior leaders to establish the emotions for the org to thrive and then model them.</i> <i>But that doesn't mean we don't understand what drives, motivates and blocks our people – it's our responsibility as leaders to help create an environment where our people can experience more of their desired feelings and help them manage and cope when the undesired emotions show-up</i> <i>Our Emotions are Contagious!</i> <p>Course Close</p> <ul style="list-style-type: none"> I hope you feel inspired and curious to continue experimenting and playing with The ECD to help create more leaders with more empathy, awareness and understanding of the role of emotions and work and how they can unleash them, manage and shape them for healthier and more productive workplace culture and performance. It's time to go out and practice, test, and learn! Present Certificates & Badges <p>Get a group photo!</p> <ul style="list-style-type: none"> Ask the group to get together for a photo with their certificates.
	END		

An invitation: Your 90-Day All Access Pass to our Elephant Rider Community

- 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.