

PROCEDURE EPSO/EUSA/PO/2018/028

Multiple cascading framework contracts for training services for the staff of the European institutions, offices, other bodies and EU agencies who hold or may be called on to hold managerial posts and for coaching services

Lot 1: Training in managerial skills**Annex I to the tender specifications - Types of courses and programmes****Type of courses and programmes currently delivered in an interinstitutional context by the European School of Administration.**

The European School of administration delivers an important number of courses or programmes in an interinstitutional context for all level of management.

Here are some examples of these courses:

1. Programme for senior management:

- **The leadership Club:** a series of discussions with high-level speakers, about various topics of interest, open to all senior managers. This activity also contributes to networking at senior management level.
- **Programme for newly appointed directors:** this blended programme (6 training sessions + coaching + leadership 360° feedback) aims to assist new Directors in mastering their new role by examining a number of themes highly relevant to someone taking up a senior management position. The programme will also create a foundation for improved networking at senior management level and help break down the isolation often felt by people in this position. The programme's central theme is: What is my added value and contribution as a Director?

2. Courses and programmes for heads of unit:

- **The new head of unit – licence to lead:** a blended programme aiming to deal effectively with the transition toward a post as a head of unit and gain confidence in a new role as a middle manager. After this programme, participants are expected to have a clear vision and action plan for their own further development and their leadership of the unit.
- **To be or not to be a director :** exploring the responsibilities and the reality of the life of a senior manager, exploring one's own interests and motivations in order to consider the possibility to make a career move towards a director job.

3. Courses and programmes for managers at all level aiming to improve their ability to work in the specific and complex environment they are in

- **Navigating change and complexity:** how to work in a complex and changing environment? How to adapt one's management style to this context?
- **Collective thinking:** how to use collective intelligence approaches in order to better include your team and your stakeholders at all stages of your work?
- Various programmes related to the specific EU context

4. Courses and programmes for managers at all levels aiming to improve their ability to work with their team:

- **Sustainable team management:** how to conciliate the need for performance and the development of engagement, wellbeing and development in the team?
- **Developing individual performance:** how to support people in the development of their skills and their motivation? How to deal when it is needed with difficulties related to this?
- **Team Dynamics:** how to keep and develop a positive and productive dynamic in a team?

5. Programme for managers at all levels aiming to improve their ability to manage themselves (tackle their own stress, their own unconscious bias, develop their leadership, etc.)

- **The Leadership Lab:** in this blended programme (3 days + coaching + action plan on the job) participants will have the opportunity to develop their full potential as a manager and leader by applying different leadership styles in different situations
- **Non-conscious bias:** how to deal with non-conscious bias in managing a team, recruiting people, working with others, etc.?

6. Programmes for general managerial development

- Various programmes aiming to manage potential development (**to be or not to be a manager? The essentials of management; Next Step: Head of Unit; etc.**)

Competencies requested from managers in the EU Institutions

Each EU institution has its own competency frameworks for senior and/or middle managers. You will find hereunder some of the common elements that you can find in these competency frameworks.

Theme 1: working with team and people (including building, steering and inspiring teams, task management)

Motivate and inspire others, select, welcome and integrate new team members ; direct and orchestrate teamwork ; organise and prioritise team work ; set clear, realistic and challenging objectives ; delegate effectively and ensure that staff members are accountable for their projects ; promote collective ownership; anticipate conflicts and solve them through open discussion, tactfully and constructively; Foster an environment of team spirit, flexibility, openness and care ; deal effectively with underperformance ; serve as a role model ; give credit for staff's contributions ; show empathy and consideration ; etc.

Theme 2: Vision and strategy

Have a clear understanding of one's service mission in the biggest political context; build and communicate a vision; promote a clear sense of purpose; strategic thinking; organisational awareness; change management; etc.

Theme 3: Decision making

Have the capacity to take appropriate decision, even when some information is missing (decisiveness) ; conceptualisation and information management ; know what results are important and correctly deploy results to achieve them ; take responsibility for his/her actions ; act in accordance with ethic and integrity standards ; etc.

Theme 4: Communication

Proactive communication; share information proactively and transparently with the team; ability to influence and convince others; represent the organisation with external stakeholders; listen effectively; present complex subjects simply and persuasively; etc.

Theme 5: self management and self development

Manage yourself; cope with stress; learning and development; respond to criticism in an effective way, drawing lessons from experience; etc.

Theme 6: Networking

Develop relationships and networks; build productive and cooperative relationships; etc.