Annex II

Examples of Learning and development activities

The below is a list of learning and development activities that the ECB currently offers or would like to offer to its staff[1], and/or the staff of the ESCB. It is a non-exhaustive list and serves as a reference point regarding the scope of activities that the ECB could request under the awarded Contract(s). Additional activities (not in this list) or additional skill areas within the overall umbrellas of "(Inter) personal" and "People Management" skills may also be added or requested during the duration of the contract..

Communication Skills	Generic Business skills	Personal Growth	People management skills
Assertiveness	Change management	Career management	Coaching skills
Drafting skills	Conflict resolution	Diversity awareness	Crisis Management
Giving feedback	Creative problem solving	Emotional Intelligence	Delegating
Nonviolent communication	Decision making techniques	Mindfulness	D&I awareness
Story telling skills	Design thinking	Talent activation	Healthy leading
Visualisation skills	Ethics	Thinking outside the box	Managing your manager
	Facilitation skills	Time management	Mentoring skills
	Interviewing skill	Stress management	Performance Management
	Managing conflict	Unconscious bias	Recruitment
	Kanban		Strategic Thinking
	Meeting skills		
	Negotiation skills		
	Networking		
	Presentation skills		
	Process management		
	Project management		
	Persuasion skills		

[1] Who will be at different levels and will occupy varying roles