



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH

20 October 2021
EMA/595558/2021 Corr.*¹
A-SG Department

Ex ante publicity of a negotiated procedure

EMA/2021/24/SG – Collective leadership development

The European Medicines Agency (hereinafter referred to as “the Agency” or “EMA”) intends to procure a short-term (6 to 12 months) senior leadership programme, based on workshops and centred around the topic of inspirational collective leadership and strategic transformation.

EMA would like to offer to a limited number of EMA senior managers around 3 to 5 events/ workshops for the duration of the contract. The series of events/workshops should have the characteristics of a comprehensive and continuous learning journey and would incrementally build on the following topics:

- inspirational collective leadership – shared vision, mission and mindset, authentic engagement, shared accountability and decision making
- drivers for achieving team excellence – building relationships of trust, effective communication, shared learning and accountability
- collective leadership in the context of EMA – internal implications (values, culture, senior leaders as role models)
- collective leadership in the context of strategic organisational transformation

Each event/workshop should last between half a day to a full day. Specific topic, objectives and expected outcomes for each event/workshop are to be clearly described in very practical and implementable terms (how tools, discussions and decisions of workshops will be embedded in everyday practices to enable elevated collective leadership, both internal and external facing).

A negotiated tender with a maximum indicative budget of € 139,000.00 (for a 1-year contract) is planned to be launched in early November 2021.

Interested economic operators may express their interest by sending an e-mail indicating the reference number and subject of the procurement to Procurement@ema.europa.eu together with the name, address and business details before 4 November 2021 at 12:00 CET.

This publication does not constitute any obligation on the part of the Agency to invite any economic operator having expressed its interest to tender. Only the candidates invited to tender by the Agency

¹ The deadline for the expression of interest has been amended from 20 November 2021 to 4 November 2021 at 12:00 CET



will be admissible. Registering interest to receive an invitation to tender in a negotiated procedure of this type does not create any legal right or legitimate expectation on the part of any economic operator.