Leading the EBSCO Way Curriculum Map

EBSCO Industries, Inc.

Leadership Development Curriculum Map

The **Leading the EBSCO Way Curriculum Map** is based on the EBSCO Way Leadership Model. The map provides leadership development resources, practices, training programs, and experiences that leaders at every level in the organization can use to improve performance and help build a leadership culture at EBSCO. Suggestions are organized around five leadership development categories:

1. Work-based Learning
2. Coaching and Mentoring
3. Other Professional Development Opportunities
4. Classroom-based Learning
5. Self-managed Learning

Why Five Categories?

Smart leaders and organizations achieve excellence by utilizing a three-prong approach to development: on-the-job experience, feedback and relationships, and education. The five categories identified above are directly linked to this approach.

Research demonstrates that work-based learning, or on-the-job experience, provides by far the most significant, and highest impact, development. Of course, lived experiences may teach us little or nothing if we fail to reflect intentionally on them and extract actionable learnings. Building time for learning and reflection into our work is essential, and can be achieved via processes and tools such as project debriefs, after-action reviews, best practice discussions, team training, and more. Supportive managers, peers, coaches, and mentors who are skilled in learning and development conversations are invaluable aids as well.

When considering how to approach your own development, follow the 70-20-10 principle:

· **On-the-Job Experience:** Learning derived from the work you do, where, how, and with whom.

· **Feedback and Relationships:** Feedback you solicit and receive from others, as well as from active involvement with supervisors, mentors, and peers.

· **Education:** Formal and informal education that can be used to address knowledge or skill gaps.

How Do I Use It?

The Curriculum Map was designed as a tool for you to use alone or in planning discussions with your manager, as you proactively manage your development at EBSCO. Keep in mind that it is by no means exhaustive; the map is a living document meant to be updated as new information becomes available.

Education

10%

Feedback and Relationships

20%

70%

On-the-Job Experience
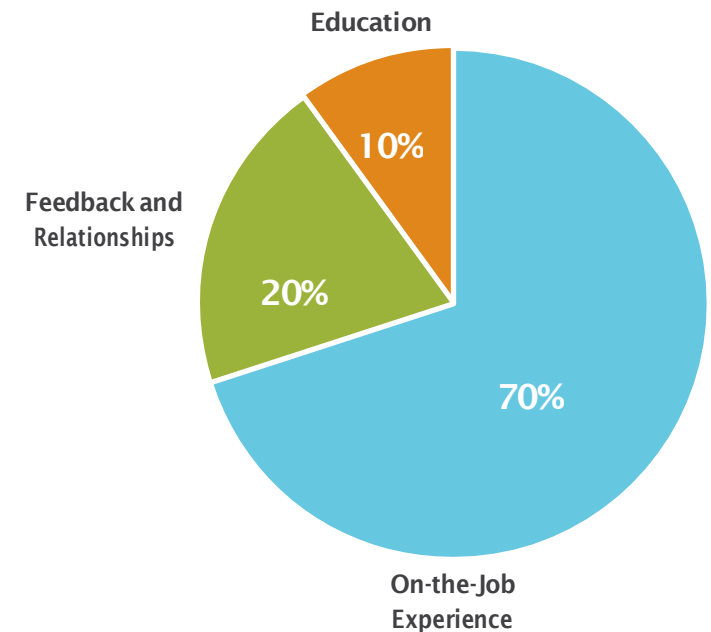
Bersin's Research Bulletin 2012, Next-Generation Leadership Development: The Changing Nature of Leadership Programs by David Mallon and Laci Loew.

Development Experience Guidelines

On-the-Job Experience

70% of development opportunities fall into this category.

Type of Development	What It Is	When to Use It
Special Project	An assignment outside of the scope of the team member's day-to-day job (e.g., working on a strategic initiative).	As an opportunity to increase exposure to other functional areas or domains, and to develop and expand skills that are applicable in the team member's current or future role.
Stretch Assignment	Projects/assignments that are larger in scope (e.g., budget, impact, team resources), include more challenging components, and/or will require the team member to stretch beyond current experiences.	The team member is consistently meeting targets, demonstrating necessary capabilities, and completing responsibilities. Look for opportunities to prepare the team member for a potential next role.
Training Others	Training new or less-experienced team members on their position, applicable processes, and/or available technology.	Team member would benefit from leadership experience and reinforcing knowledge through teaching others.
Mentoring/Reverse Mentoring and Coaching	A partnership between two team members in which the mentor serves as coach, role model, and/or advocate for the mentee to close a development gap.	Preparing an employee for future roles by increasing exposure to employees/executives who can offer coaching and support to enhance their performance and/or broaden perspectives.
Job Shadowing	Employees shadow more senior employees or employees in other areas who expose them to new situations, processes, skills, and people.	Preparing a team member for future roles by increasing exposure to peers/executives who can offer coaching and support to enhance their performance and/or broaden perspectives.

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Feedback and Relationships

20% of development opportunities fall into this category.

Type of Development	What It Is	When to Use It
Coaching	Managers/mentors providing development advice and coaching in real time as they see an opportunity or in a more structured format.	On an ongoing basis to redirect focus, acknowledge what the team member is doing well, and identify barriers that the team member may need assistance removing.
Feedback	Managers providing development advice and coaching on a regular basis through scheduled one-on-one meetings or following a work-related interaction with the team member.	On an ongoing basis to redirect focus, acknowledge what the team member is doing well, and identify barriers that the team member may need assistance removing.
Association Membership/ Networks / Conferences	Membership and/or participation in external events held by professional or industry associations.	Whenever possible to stay up-to-date on industry trends, build professional networks and skills, and gather ideas from peers in other organizations.

Education

10% of development opportunities fall into this category. NOTE: In the following pages, EBSCO's Accel5 and Learning Management System (LMS) are noted as sources. Accel5 includes micro learning videos, book summaries, and articles. Book summaries are identified via italics and quotes. Videos, books, and LMS courses are in regular font.

Type of Development	What It Is	When to Use It
External Classroom Training	A course attended outside of the office, organized by a third-party vendor, a professional association, or a college/ university.	When a specific skill is needed and the necessary supporting training is not available internally, or when external certification is required.
Internal Classroom Training	Training conducted by internal departments or subject-matter experts.	To develop a common understanding of a new concept or develop a specific skill across groups, and where group discussion or activities are beneficial.
E-learning	Online courses	To develop a team member's understanding of a new concept or develop a specific skill across groups when flexibility in timing or location is helpful or required.
Self-paced Learning or Reading	Subject-specific books, articles, or videos.	To develop the team member's knowledge of a particular area, or reinforce a specific skill.

Personal Leadership

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Positive Attitude Shapes an optimistic, "can do" culture where people are confident in their collective ability to take action, solve problems, achieve progress, and make a real difference.	**Work-based Learning**	• Stretch assignments • Shadow others/ cross-functional opportunities	• Special assignment/ project lead	• Special assignment/ project lead • Rotational assignment	• Transition team assignment • Special assignment/ project lead • Rotational assignment
	Coaching and Mentoring	• Peer coaching • Serve as a 'buddy' or mentor for a newer/junior team members; provide onboarding support	• Peer coaching • Interview a mentor whose attitude brings energy and life to the business	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring (receiving and delivering) • Develop a personal board of directors
	Other Professional Development Options	• Nonprofit and civic experiences • Dedicated volunteer efforts	• Nonprofit board experience • Dedicated volunteer efforts as team building		• Nonprofit board experience
	Classroom-based Learning				
	Self-managed Learning	Accel5 • How to Silence Your Inner Critic • The Importance of a Positive Outlook • "How to Keep a Positive Attitude in Challenging Times" • "Zest, How to squeeze the Max Out of Life" LMS • Developing Empathy 5m • Keep Your Cool 7m • Getting stuck in the negatives and how to get unstuck 10m	Accel5 • How to Lead Through Complexity and Ambiguity • "Act like a Leader, Think Like a Leader" • "Put Happiness to Work" • "Helpful Attitudes for Managers" • "To Truly be Happy, Invest in the Process, Not the Outcome" LMS • Managing Negativity 11m • Supervision: 06. Staying Positive 13m • Getting stuck in the negatives and how to get unstuck 10m	Accel5 • Building Both Positivity and Creativity with Others • How to Lead Through Complexity and Ambiguity • "Authentic Leadership" • "How to be a Positive Leader" LMS • Supervision: 06. Staying Positive 13m • Mistakes Leaders Make (Series of 4 videos) 6-10m • Getting stuck in the negatives and how to get unstuck 10m	Accel5 • The 6-Question Approach to Coaching • How to Lead Through Complexity and Ambiguity • "No Limits" • "Lead Positive" LMS • Mistakes Leaders Make (Series of 4 videos) 6-10m • Getting stuck in the negatives and how to get unstuck 10m

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Trust and Respect Demonstrates principled leadership. Consistently acts in a fair, honest, non-defensive, and professional way. Is reliable, credible, and authentic.	**Work-based Learning**	• Join or start cohort/group	• Team leadership responsibilities	• Team leadership responsibilities	• Lead a new business, function, or team
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• One-on-one coaching and mentoring (receiving and delivering)	• External coaching • One-on-one coaching and mentoring (receiving and delivering)
	Other Professional Development Options				
	Classroom-based Learning	• Emotional Intelligence • Leading with Humility & Confidence	• Crucial Conversations • Leading with Humility & Confidence		
	Self-managed Learning	Accel5 • How to Increase Your Trust in Others • 4 Ways to Build and Keep Trust • "The Truth About Truth in Business" LMS • Communicating Interpersonally 50m • Building Trust with Others 10m • Customer Relationships: Building Trust 15m	Accel5 • How to Increase Your Trust in Others • How to Create Psychological Safety on Your Team • 4 Ways to Build and Keep Trust • Building Trust on Your Team Through Action • "The Trusted Executive" LMS • Multigeneration Management: Cross-Generational Teams 60 min • Diversity for Leaders: Leadership of a Diverse Group 11m • Respect through Resources 10m • Building Trust with Employees 10m • Building Trust in the Virtual Environment, 10m Books • David Maister's The Trusted Advisor • Leading at the Speed of Trust (Franklin Covey)	Accel5 • How to Increase Your Trust in Others • 4 Ways to Build and Keep Trust • How to Build Trust on Your Team • "Creating Authentic Organizations" • "The Trusted Executive" • "The Decency Code" Books • Leading at the Speed of Trust (Franklin Covey)	

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Drive Demonstrates a strong personal drive and professional will to accomplish objectives. Takes initiative, persists in the face of obstacles, and is driven to succeed.	**Work-based Learning**	• Stretch assignments • Business improvement projects	• Special assignment/ project lead	• High stakes projects/ assignments	• Lead mergers and acquisitions • Increase scope/scale of responsibilities • Drive strategic changes
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options	• Targeted certification programs			
	Classroom-based Learning	• SMART Goals & the Execution Competency	• SMART Goals & the Execution Competency		
	Self-managed Learning	Accel5 • How to Develop Resilience • How to Unlock What Drives You • Delivering Great Work: What Drives You? LMS • Emotional Intelligence for Personal Leadership 50m • The Power of One: Taking Accountability to Get Results 30m • Developing Resilience 5 min	Accel5 • *"Making Yourself Indispensable"* LMS • Building Leadership Capability 30m • Be a Powerful and Inspirational Role Model 10m	Accel5 • How Great Managers Drive and Deliver Results LMS • Trust Others to Drive the Strategy 10m • Being Persuasive in Management Situations Part A 15m • Being Persuasive in Management Situations Part B 15m	Accel5 • *"5% More"* • *"Do it, Mean it, Be It"* • *"Win Every Day"* LMS • Trust Others to Drive the Strategy 10m

People Leadership

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Collaboration Maximizes business agility, velocity, and value by involving others appropriately and working effectively across teams and boundaries. Builds networks, promotes cooperation, and resolves conflicts as needed.	**Work-based Learning**	• Participate in a virtual team • Facilitate team meetings	• Special assignment/ project lead • Manage a remote team	• Special assignment/ project lead • Rotational assignment • Manage remote teams	• Lead mergers and acquisitions • Implement strategic initiatives • Work across cultures
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options	• Nonprofit and civic leadership positions • Thomas Kilmann's conflict assessment	• Nonprofit and civic leadership positions	• Industry/association leadership positions • External board memberships	• Industry/association leadership positions • External board memberships • Stanford University Course: Mergers and Acquisitions
	Classroom-based Learning	• [Communication Skills](#) • [DISC Behavior Styles](#)	• [Crucial Conversations](#) • [DISC Behavior Styles](#)	• Team-based simulations • [DISC Behavior Styles](#)	• Team-based simulations
	Self-managed Learning	Accel5 • *"From Me to We"* • [The Importance of Service Before Self](#) LMS • [Creating Collaboration](#) 5m • [How to Collaborate](#) 5m • [When Collaboration Leads to Conflict](#) 5m	Accel5 • *"Collaboration Begins With You"* • 3 Steps to Resolving Team Conflict • How to Enable Team Collaboration • Aligning Your Team Culture with Performance • [Address Issues on Your Team by Asking 6 Questions](#) LMS • [Creating Collaboration](#) 5m • [How to Collaborate](#) 5m • [When Collaboration Leads to Conflict](#) 5m • [Creating a Strong Team Culture](#) 10m		Accel5 • *"Your Collaboration Strategy"* • *"On the Edge"* • *"Extreme Toyota"* • *"Real Communication, How to be You and Lead True"* • [Leadership and Followership](#)

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Open Communication Creates an effective, ongoing flow of communication so that others are clear and aligned around vision, goals, and priorities, and empowered to act. Keeps others informed and updated so that they can operate at their best.	**Work-based Learning**	• Internal presentations • Managing external interfaces			• All company communications/ presentations • Manage external interfaces
	Coaching and Mentoring	• Peer coaching • Feedback from others after meetings	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring (receiving and delivering)
	Other Professional Development Options	• Toastmasters International			• Industry/association presentations
	Classroom-based Learning	• Communication Skills • Crucial Conversations	• Communication Skills • Crucial Conversations		• Executive Presence (Ariel Group)
	Self-managed Learning	Accel5 • Choosing the Right Business Communication Tool • How to Influence Others • *"Simply Said"* LMS • Managing Up 30m • Communication Basics 50m • Interpersonal Communication 45m	Accel5 • Five Key Mistakes to Avoid When Delivering Bad News • How to Influence Others • Delegate More Effectively • *"Influence in Action"* LMS • Giving Praise 5m • Be Open to Different Solutions 10m • Managing Up 30m • Feedback from New Hires 10m • Team Communication Expectations 10m	Accel5 • How to Effectively Influence Others • Delegate More Effectively • *"Communicate Like a Leader"* • How to Create Bias for Action LMS • Six Step Coaching Model 10m • Giving Praise 5m • Be Open to Different Solutions 10m • Becoming a Great Leader: Building an Effective Leadership Team 8m	Accel5 • How to Set a Clear Direction • How to Create Bias for Action • *"Conversational Intelligence"* • *"HBRs' 10 Must Reads on Communication"* • *"A Clear, Elevating Goal"*

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Talent Development Makes development of self and others a priority. Accurately identifies strengths and development needs; actively develops diverse talent.	**Work-based Learning**	• Career aspiration conversations with manager • Start/join cohort group	• New hire interviews, performance reviews, development conversations		• New hire interviews, performance reviews, development conversations • Talent Summit
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options	• Coach in youth education/recreational leagues			
	Classroom-based Learning	• Managing Your Own Career Development	• Holding Career Development Conversations		• Holding Career Development Conversations
	Self-managed Learning	Accel5 • How to Get Outside Your Comfort Zone • What Women Bring to the Workplace • *"Mindset"* • Lessons from the Silicon Valley Fast Lane (article) LMS • Everyone is a Leader 25m • Emotional Intelligence (7 video series) ~5m each • Personal Skill Development Plan 10m • Exploring Professional Development 10m	Accel5 • Appreciate Your Team for Better Performance • How to Effectively Assess Talent • Improve Weekly Check in Meetings • What Women Bring to the Workplace • The Six-Question Approach to Coaching • *"Teaching the Fundamentals of Self-Management"* • *"How to Be an Inclusive Leader, Your Role in Creating Cultures of Belonging Where Everyone Can Thrive"* • Unlocking the Talent Development Puzzle (article) LMS • You Get What You Expect from Employees 8m • What Employees Need Most 10m • Career Plans and Employee Expectations 10m		Accel5 • How to Effectively Assess Talent • What Women Bring to the Workplace • *"Why Make Eagles Swim?"* • *"The Business Case for Learning"* • *"The Future Workplace Experience"* • *"How to Be an Inclusive Leader, Your Role in Creating Cultures of Belonging Where Everyone Can Thrive"* • *"On Fire at Work"* • *"Superbosses"*

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Thought Leadership

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Critical Thinking Demonstrates the ability to analyze complex information, consider issues from multiple perspectives, and take a disciplined, fact-based approach to decision making.	**Work-based Learning**	• Process improvement initiatives • Customer experience enhancement tasks	• Special assignment/ project lead	• Special assignment/ project lead	• Transition team assignment • Special/rotational assignment
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options				
	Classroom-based Learning				• External executive education program
	Self-managed Learning	Accel5 • How to Think Critically in the Age of Distraction • *"Think Fast!"* • *"Put Your Intuition to Work"* LMS • Decision Making Basics: Gathering Information 6m • Critical Thinking and Problem Solving 35m	Accel5 • How to Approach Complicated and Complex Challenges • How to Co-Create Your Future Success • How to Develop Your Design Thinking Skills • 8 Habits of Effective Critical Thinkers (article) • A New Level of Thinking? (article) LMS • 3 Steps to Critical Thinking 30m • Decision Making Basics (6 video series) ~5m each		Accel5 • How to Approach Complicated and Complex Challenges • How to Co-Create Your Future Success • How to Develop Your Design Thinking Skills • *"Too Fast to Think"* • *"The Obstacle is the Way"* • *"The Organized Mind"*

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Strategic Thinking Anticipates and helps others understand the broad, long-term implications of different business models, value propositions, and other strategic choices. Works to differentiate products and services from competitor offerings.	**Work-based Learning**	• Rotational assignments • Shadowing opportunities • Process improvement initiatives	• Implementing strategic initiatives • Cross-functional assignments • Rotational assignments	• Special assignment/ project lead • Strategy planning and implementation • Shadow board participation • Cross-functional assignments	• Strategy planning • Lead mergers and acquisitions • Market and competitor analyses • Scenario planning
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options	• Certifications and association memberships		• Certifications and association leadership positions • External board memberships	
	Classroom-based Learning	• Strategic Thinking	• Strategic Thinking		• External executive education program
	Self-managed Learning	Accel5 • How to Think About Strategy (Strategy 101) LMS • Contributing to the Organization Strategy 10m	Accel5 • How to Think Strategically • *"HBR's 10 Must Reads on Strategy"* LMS • Connecting Work to Company Objectives 10m	Accel5 • Keys to Strategy Development • *"Leading with Strategic Thinking"* LMS • A Leader's Thoughts on Strategy 10m • Trust Others to Drive the Strategy 10m • Meeting Goals and Achieving the Strategy 10m	Accel5 • Stop Doubling Down on Your Strategy (article) • Who Owns Your Strategy (article) • *"Pacing for Growth"* Paper • *Fourteen More Points: Successful Applications of Deming's System Theory*

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Customer Focus Supports the development of a culture where everyone puts customers, external or internal, at the center of what we do. Is eager to understand and "does their homework" to grasp how things must work to deliver the greatest value.	**Work-based Learning**	• Customer empathy maps, surveys • Implement customer improvement initiatives	• Implement customer improvement initiatives • Customer research, site visits, interviews	• Rotation to customer-facing roles • Lead and implement customer improvement initiatives • Build empathy maps for customers	• Leading customer improvement initiatives • Customer focus groups, panels to obtain Voice of the Customer
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options	• Harvard Manage Mentor *Customer Focus* module			
	Classroom-based Learning	• [Emotional Intelligence](#)	• [Emotional Intelligence](#)		• External executive education program
	Self-managed Learning	Accel5 • [The Customer Focused Mindset: Going the Extra Mile](#) • [The Importance of Stepping into Your Customer's Shoes](#) • [Transforming the Customer Experience](#) LMS • [Internal Customer Service](#) 10m	Accel5 • [The Customer-Focused Leader: The Weekly Huddle](#) • [The Importance of Stepping into Your Customer's Shoes](#) • [Transforming the Customer Experience](#) • *[Get to Aha!](#)*	Accel5 • [Transforming the Customer Experience](#) • [Customer Centricity in the Digital Age](#) • [The Importance of Stepping into Your Customer's Shoes](#) • *[Woo, Wow, and Win](#)*	Accel5 • [The Importance of Stepping into Your Customer's Shoes](#) • [How to Capture Value in the Market](#) • *[On Purpose](#)* • *[How High-Performance Organizations Stay Focused on Customers](#)*

Results Leadership

Competency	Categories	Leading Self	Leading Others	Leading Leaders	Leading the Business
Change Leadership Mobilizes the organization to pursue key growth initiatives and make needed changes to ensure organizational health and long-term profitability.	**Work-based Learning**	• Special assignment/ project lead • Rotational assignment	• Special assignment/ project lead	• Special assignment/ project lead • Rotational assignment	• Transition team assignment • Rotational assignment • Special assignment/ project lead
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options		• Resources on Managing Organization Transitions at https://wmbridges.com		• William Bridges' Associates course: Managing Organizational Transition • External executive education program
	Classroom-based Learning				
	Self-managed Learning	Accel5 • The Wheel of Change: A Tool for Life Planning and Team Building LMS • Coping with Change: Change Phases 6m	Accel5 • What May Be Missing in Your Change Management Approach • The Wheel of Change: A tool for Life Planning and Team Building LMS • Using the Change Process 150m • Diagnose Resistance to Change 10m	Accel5 • Accelerating Change • The Wheel of Change: A tool for Life Planning and Team Building • "Big Change, Best Path" • 10 Tips for Leading Change (article) • How to Create a Strategy for Lasting Change LMS • Change Management 50m • Transformational Leadership: Creating Focus During Change 6m	Accel5 • Change Leadership Takes Courage • The Wheel of Change: A tool for Life Planning and Team Building • How to Lead During Accelerated Change • How to Adapt to Change and Challenges • "Resetting Management, Thrive with Agility in the Age of Uncertainty" • "The Little Black Book of Change" • "ReOrg" LMS • Accelerate the Acceptance of Organization Change, 10m

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Continuous Improvement Challenges self and others to improve the flow of value to customers by relentlessly seeking waste reduction, evolution, and innovation in all aspects of our work.	**Work-based Learning**	• Leadership in SAFe • Use of Lean tools and methods			
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options	• Certifications and association memberships			
	Classroom-based Learning	• Lean/Agile training modules	• Lean/Agile training modules		• External executive education program
	Self-managed Learning	Accel5 • [The 3 Keys to Digital Transformation](#) • [*"Servant Leadership"*](#) LMS • [Agile: Soft Skills and Leadership](#), 75m Vimeo • [Intro to Agile and Scrum](#) • [Being Agile](#) • [Agile Product Ownership in a Nutshell](#)	Accel5 • [A Simple Team Exercise for Continuous Improvement](#) • [How to Learn from Failure](#) • [How Leaders Build Self Aware Teams](#) • [The 3 Keys to Digital Transformation](#) • [*"The Live Enterprise, Creating a Continuously Evolving and Learning Organization"*](#) Books • Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness. (Robert Greenleaf) • Leading Self-Directed Work Teams. (Kimball Fisher) • The Goal (Eliyahu Goldratt) YouTube • [Greatness (David Marquet)](#) • [Turn the Ship Around (David Marquet)](#) (also a book) • [Leading SAFe Live Lessons. (Dean Leffingwell)](#) Vimeo • [Agile Product Ownership in a Nutshell](#)		

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Execution Knows how to get things done in a complex organization. Establishes goals, accountability, and measures of success. Follows up to ensure results.	**Work-based Learning**	• Special assignment/ project lead • Social/cultural planning committees	• Special assignment/ project lead	• Special assignment/ project lead • Rotational assignment	• Transition team assignment • Rotational assignment • Special assignment/ project lead
	Coaching and Mentoring	• Peer coaching	• Peer coaching	• Mentoring circle • Peer coaching	• External coaching • One-on-one coaching and mentoring
	Other Professional Development Options	• Nonprofit, political, and civic experiences (e.g. fundraising events)			• Board memberships • Nonprofit, political, and civic leadership positions
	Classroom-based Learning	• SMART Goals & the Execution Competency	• SMART Goals & the Execution Competency	• SMART Goals & the Execution Competency	• External executive education program
	Self-managed Learning	Accel5 • Be Proactive: Doing Is Better Than Spectating • "Do It, Mean It, Be It" LMS • The Art of Execution, 46m	Accel5 • "Strategic Analytics" • "The 4 Disciplines of Execution" • Execution Excellence (article) • Keys to Execution for Project Leaders Books • Extreme Ownership: How U.S. Navy SEALs Lead and Win (Jocko Willink) • Execution: The Discipline of Getting Things Done (Bossidy, Charan) LMS • Business Execution (3 video series, ~90m each) • Objectives and Key Results (OKRs), 7m		

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Where do I sign up for classes or get more information?

Please contact EBSCO's training team at employeetraining@ebsco.com. In many instances we may have a book to lend or a certified instructor to facilitate a course. Courses marked with an * are courses that could be facilitated by Corporate HR. Course costs would be charged back to the business unit.

What is Accel5?

Accel5 is a micro-learning solution that helps team members develop critical skills, such as communication, teamwork, leadership, and innovation. Content can be consumed in five minutes or less!

To access Accel5, click on the 'EBSCO Learning Portal' link in *my*EBSCO , the SuccessFactors LMS, or on LeadingEBSCO.com

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