

# Certified Professional Innovator (CPI) Program



Developing an  
Elite Group of  
Innovation Leaders

# Certified Professional Innovator (CPI) Program

## *Developing an Elite Group of Innovation Leaders*

A recent IBM-sponsored survey of 1,541 CEOs, general managers and senior public sector leaders worldwide reported “that events, threats and opportunities aren’t just coming at us faster or with less predictability; they are converging and influencing each other to create entirely unique situations. These firsts-of-their-kind developments **require unprecedented degrees of creativity**—which has become a more important leadership quality than attributes like management discipline, rigor or operational acumen.”



The study uncovered three primary findings:

- The world’s private and public sector leaders believe that a rapid escalation of “**complexity**” is the biggest challenge confronting them.
- They are equally clear that their enterprises today are not equipped to cope effectively with this complexity in the global environment.
- Finally, they identify “**creativity**” as the single most important leadership competency for enterprises seeking a path through this complexity.”

To answer these challenges, Georgia State University’s J. Mack Robinson College of Business, in partnership with the *Atlanta Innovatrium*, has designed a new **Certified Professional Innovator (CPI)** program that helps an organization develop an elite group of innovation leaders who are experts in generating new ideas, advancing collaboration on critical projects, and capturing the value of innovation.

What’s special about this program?

This program features the new *Atlanta Innovatrium* which has three purposes:

- **Innovation Lab**...headquartered in a very unique space in Atlanta/Buckhead where organizations gain expertise in the Competing Values Framework and accelerate the process of defining and launching innovation initiatives;
- **Innovation Institute**...where organizations develop an elite group of innovation experts within the company, individuals earn the Certified Professional Innovator (CPI) designation;
- **Innovation Community**...consisting of deep and diverse domain experts from private and public sectors who develop innovative solutions to complex problems.

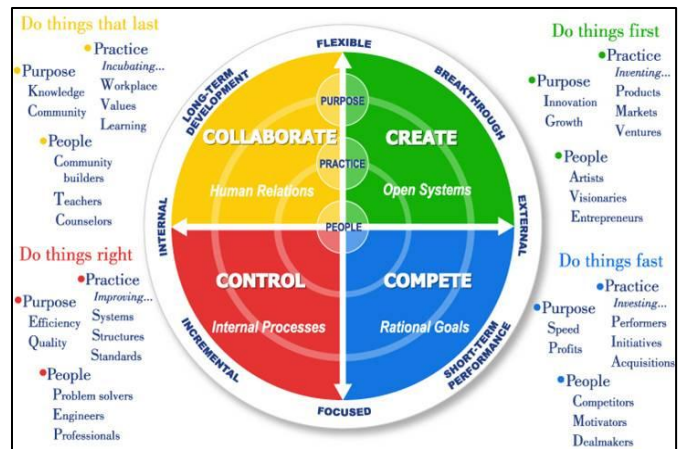


# The Value to Your Organization

The **Certified Professional Innovator (CPI)** program is designed to be customized for the specific needs of a company and/or industry. The program is also offered in a “consortium” format where 5-7 non-competing organizations send a team of five professionals through the CPI program in a cohort format. *Individuals can also participate in the CPI cohort program.* The objective is to build an organization’s internal capacity for generating new ideas, advancing collaboration on critical projects, and accelerating profitable growth. Upon program completion, a Certified Professional Innovator will be able to demonstrate the following core competencies:

## Innovation Competencies:

1. Explain, administer and interpret the Competing Values Framework (CVF)
2. Utilize the CVF assessment results to identify the types of innovation which will most likely create growth for your company
3. Diagnose and select innovation methodologies that are best for the situation
4. Articulate and implement best practices for leading innovation and growth
5. Harness the social systems needed to develop an innovation culture
6. Exhibit the expertise to make innovation happen across organizational boundaries
7. Identify, recruit and lead the “right” people and practices necessary to manage the risk of innovation and capture the value of innovation
8. Develop and continuously improve innovation practices and processes that support the company’s growth strategy
9. Jumpstart an innovation project that results in a proof of concept
10. Articulate the economic and technological aspects of innovation



The Competing Values Framework (CVF)

## Leadership Competencies:

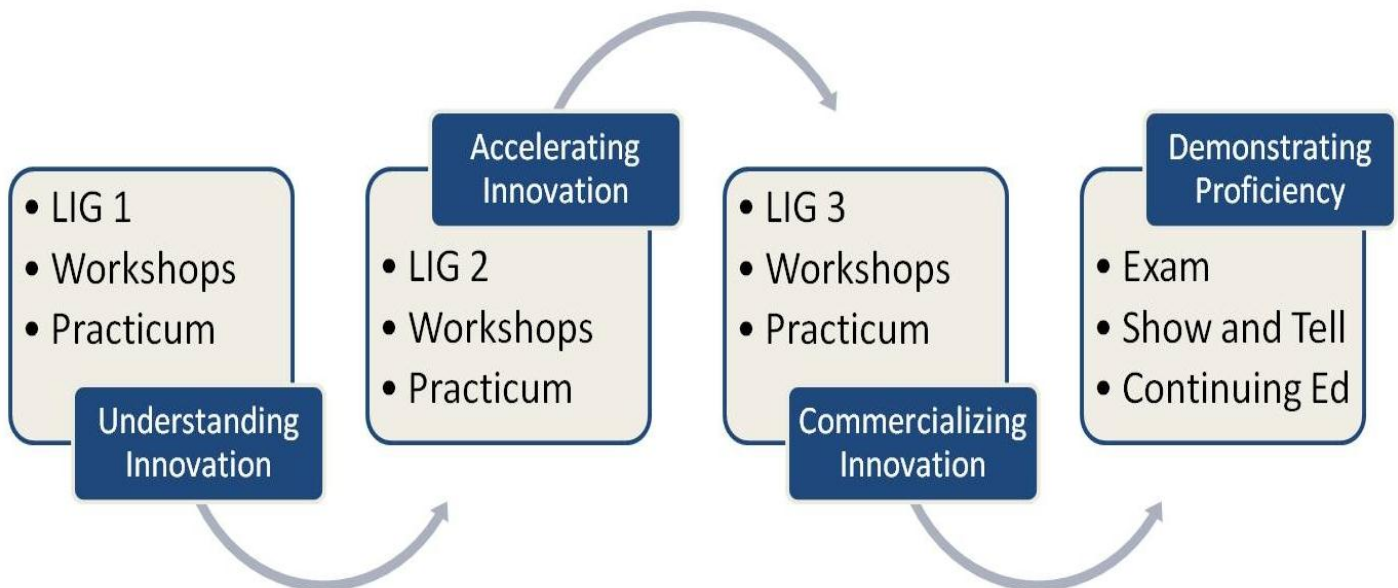
1. Utilize the principles of Adaptive Leadership to effectively diagnose and address the systematic aspects of an innovation dilemma
2. Apply change management best practices to identify the forces for and against change, and overcome resistance to the innovation initiative
3. Develop the peer consultation and peer coaching skills needed to strategically influence innovation leaders, teams and stakeholders
4. Utilize project management methodologies to properly develop a project charter, project plan and project schedule for an Innovation Jumpstart Project
5. Develop and implement an innovation strategy that is aligned with the organization’s most critical business objectives

## Program Content

The program content is built upon the **Competing Values Framework** (see graphic on prior page) which is the result of over 25 years of academic research and testing. The CVF is a broadly applicable model that fosters successful leadership, improves organizational effectiveness, and promotes value creation.

### Key Innovation Principles:

1. **Set High-Quality Targets:** Set a goal that stretches you but is achievable and clear—you don't want to boil the ocean. This is where most people fail.
2. **Enlist Deep and Diverse Domain Expertise:** The people who think the same way you do aren't really that valuable when you are trying to create something better or new. Constructive criticism is essential. Also, innovation requires real knowledge and competence—amateur hour doesn't cut it.
3. **Take Multiple Shots on Goal:** The classic mistake in innovation literature is the idea of going big or going home. Innovation is more like what venture capitalists do. They invest small at the beginning as they try to accelerate the failure cycle.
4. **Make Adjustments and Keep Moving Forward:** People hate to look at things that didn't work because it feels like failure. You have to do the after-action review. Learn from your mistakes. What works, and what doesn't. You'll get smarter quickly.



The CPI program begins by building a foundation of knowledge and skills focusing on (1) Understanding Innovation; (2) Accelerating Innovation; (3) Commercializing Innovation; and (4) Demonstrating Proficiency.

## Understanding Innovation: *The Competing Values Framework™*

Every journey has a beginning. Phase one of the program presents the fundamentals of leading innovation and an in-depth report on your personal, and organizational, approach to innovation as measured by the Competing Values Framework (CVF) online assessment tool. This phase of the program is designed to

create the excitement and energy needed to start making innovation happen everywhere, everyday, in your organization. You will also learn about the practices and processes used by the best-in-class innovative organizations. The anticipated agenda topics include:

### What is Innovation?

- Innovation as a technical system vs. a social system
- Types of innovation and their sources
- Understanding and defining your organization's innovative culture
- The difference between incremental and radical innovation
- Strategic and tactical innovation
- Innovation along the value chain

### Operationalizing Innovation: Understanding The Competing Values Framework

- How leadership develops organizational culture, competencies and practices
- How organizational practices produce specific value propositions
- Resilient forms of innovation and growth strategy

### Diagnosing Your Organization for Innovation—The Competing Values Assessment

- Analysis of the organization's current and desired states
  - Your innovation leadership style (behaviors, skills and development)
  - Your organization's innovation style (culture, competency and development)
- Opportunities for innovation: The themes, hot spots and obstacles
- Creating a personalized roadmap for closing your innovation gaps

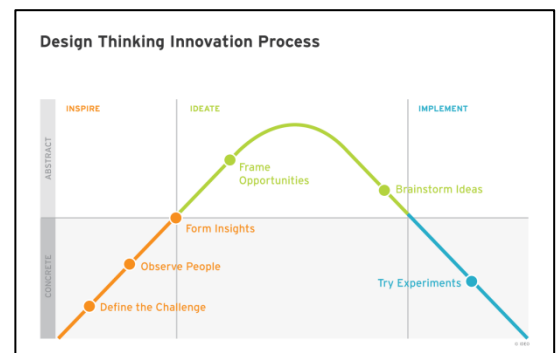
### Get Smart About the Challenge—Looking Through the Competing Values Quadrants

- What's working? What isn't working? Why? Definitions and examples reviewed
- Inventory of innovation opportunities and obstacles

## Understanding Innovation: *The DesignThinker® Simulation*

Phase one also includes the **DesignThinker®** simulation developed by ExperiencePoint® that builds innovation skills to solve business challenges. This simulation received the Gold Award for Best New Product at the 2011 Edison Awards Gala held in New York City on April 5, 2011. The simulation is a simple, engaging tool that brings design thinking to all aspects of business. It is especially designed to help organizations remove innovation barriers and reach breakthrough ideas faster and more consistently. ExperiencePoint® developed **DesignThinker®** in collaboration with the innovation and design firm IDEO.

During the simulation, participants are placed into small teams to use the terms, techniques and thought patterns of design thinking to solve a realistic and complex challenge. Facilitated exercises and a computer-mediated game give participants hands-on experience with a process they can apply to any business issue, whether they need to create innovative products and services or connect better with customers.



## The anticipated agenda topics include:

### **Pre-Program Assignment**

- Read the “Design Thinker: Experience Innovation” Simulation Overview which provides an Introduction to the Design Thinker Process and the Design Thinker Game

### **Design Thinking by Tim Brown**

- This module begins with a facilitated discussion on the *Harvard Business Review* article “Design Thinking” by Tim Brown which offers multiple examples of design thinking.

### **Reinventing the Shopping Cart**

- View the Nightline video featuring the IDEO team reinventing the shopping cart
- Discuss the innovation process used by IDEO



### **Introduction to the *DesignThinker*® Simulation**

- Participants form small teams of 5-6 people per team
- Overview of the Research Dossier, the Brainstorm Kit, and Simulation Journals and Worksheets

### **Experiencing Innovation through the *DesignThinker*® Simulation—you will learn how to:**

- See the opportunities for innovation
- Connect deeply with internal and external customers
- Transform insights and data into actionable ideas
- Create and implement new solutions with business impact, faster and more effectively
- The day ends with simulation debrief

## **Accelerating Innovation: *The Jumpstart Process***

This phase of the program will provide you with a proven process to rapidly identify innovative ideas while also identifying replicable innovation practices. Program participants will form teams—it is highly recommended that your company send a team of 4-6 employees to the program—to identify a key growth project. Day three will again be a fast-paced, highly-interactive session. As Tim Brown, CEO of IDEO and author of *Change by Design* states; “Ultimately innovation skills are best acquired through doing.” The anticipated agenda topics include:

### **Drivers of the Future—Where to Find Innovation?**

- Risk vs. Growth: Prioritizing your innovation initiatives based on business objectives
- Recognizing where value is most likely to be produced

### **Metrics Within the Competing Values Framework**

- Taking inventory of people, practices and processes
- Strengths and weaknesses
- Current situation plotted by the CVF Quadrants: Collaborate, Create, Compete, Control

### Group Think Tank

- Strategic focusing and structured brainstorming
- Selecting the best ideas and improving them
- Creating a visual map and metaphor for the project
- Relating the ideas to the new design thinking process

### Making the Pitch to the Other Program Participants

- Developing a pitch that stimulates a whole brain audience
- Selecting the right story-telling technique

### Bringing It All Together

- Methods for obtaining buy-in for innovative ideas
- Myths and best practices for leading innovation

## Accelerating Innovation: *Developing the Action Plan*

The purpose of this session is to help you develop an **Innovation Action Plan** that will best implement your winning idea. The goal is to identify the best ways to capture the value of the innovation while also integrating the learning into core business practices such as strategic planning, budgeting, and talent management. You will learn how to improve your “**creativizing**” skills.

Creativize [kree-ey-ti-vahyz]

verb, -ized, -iz•ing.

To add value through creativity to ordinary business practices across disciplines, places and levels



### The anticipated agenda topics include:

#### Action Plan: The Starting Point

- Finding an innovation project sponsor
- Selecting, staffing and developing a winning project team
- Clarifying what needs to be accomplished

#### Creating the Action Plan: The Three Levels

- Personal innovation leadership goals
- Team goals
- Organizational strategic goals

#### The Core Competencies Diagnosis

- What is your department or organization best at doing?

- What is the value of these core competencies, now and going forward?
- How do you best use the Competing Values Framework to ensure diversity?

### **Communication During the Innovation Process**

- Getting ideas across and building support for innovation
- Speaking the language of Competing Values for people in opposing quadrants
- Alignment is overrated, diversity is underrated

### **Making Innovation Happen**

- How you innovate is what you innovate
- What to do less, what to do more?
- Identifying quick wins; small vs. big pay-off; easy vs. tough implementation

## **Commercializing Innovation: *Capturing the Value of Innovation***

This phase of the program focuses on best-in-class practices for integrating and perpetuating the innovation practices and processes needed to both manage the risk of innovation and capture the value of innovation.

### **Leading Innovation and Growth (Integrate)**

- Design scalable customized innovation processes with innovation leaders based on project experiences
- Create and systemize an implementation process
- Work the vision into routine business practices

### **Leading Innovation and Growth (Perpetuate)**

- Introduce the organization to new ideas, winning initiatives, and innovation processes via summits and social media
- Create and symbolize a shared language and mindset
- Inspire participation across all boundaries and levels

### **Shaping Intellectual Property\***

- The intellectual property environment can have a profound influence on who wins (and who does not) from innovation
- Introduction to the Profiting from Innovation (PFI) framework
- Understanding the economics, strategy and technology relationship to market outcomes

### **Shaping Industry Architecture\***

- The importance to commercial success of owning critical complementary technologies and/or controlling the bottleneck assets in the value chain
- Introduction to the concept of “appropriability” Regimes and “natural” barriers to imitation
- Understanding the notion that industries, as systems, can also have architectures.

**\*Special Note:** This portion of the content inspired by the work of Gary P. Pisano and David J. Teece from the University of California—Berkley’s Haas School of Business

## Demonstrating Proficiency: *Certified Professional Innovator*

In order to earn the Certified Professional Innovator (CPI) designation, the program participants will also need to successfully complete the five-day **Leadership Development Program** offered by Georgia State University's J. Mack Robinson College of Business. Mastering the skills of innovation alone is not enough. A CPI must also be able to use leadership, communications, and change management skills to effectively lead innovation projects and teams.

### The Leadership Development Program content includes:

- **Adaptive Leadership—Diagnosis Phase:** Improving Data Collection and Problem Identification
- **Adaptive Leadership—Action Phase:** Developing System-Level and Self-Level Solutions
- **Leading and Implementing Change:** Featuring the ExperienceChange™ Simulation
- **Leadership Communications:** Developing Messages that Lead People Into the Future
- **Strategy Execution:** Turning Complexity into Opportunity

### The Innovation JumpStart Project and the CPI Exam:

The final phase of the CPI process includes the successful completion of an Innovation JumpStart Project and the successful completion of the CPI Exam. The program faculty and practitioners will help you identify an **Innovation JumpStart Project** that will help your organization develop and implement a new and innovative product, process, or service. If an individual attending the CPI program does not currently employed within an organization, they will be assigned to design and implement an Innovation JumpStart Project for a local non-profit organization.

#### **Innovation JumpStart Project**

- Using the skills and knowledge learned during the program, the individual designs and leads a successful Innovation JumpStart Project within their organization or for a non-profit organization.
- Presentation of the JumpStart Project findings and results
- Development of a new innovation tool or method to present to the innovation community

#### **The CPI Exam**

- Essay and case-based exam
- Need to achieve a score of 80% or above to pass
- Scored by a team of innovation faculty and practitioners

#### **Continuing Education to Keep the CPI Designation**

- Attend innovation summits and symposiums
- Attend executive education open-enrollment programs in select business areas
- Documentation of attendance required

#### **Opportunities for Research and Publishing**

- CPIs will have the opportunity to partner with GSU professors on research that adds value to the study of innovation and research
- CPIs will have the opportunity to co-author innovation-related articles and books

## Anticipated Program Faculty

The professors, executives, and practitioners who facilitate the program will be determined by the needs of the companies and industries represented in the program and may include the following:

### Certified Professional Innovator (CPI) Professors



**Steve Olson, Ph.D.**, is a GSU Robinson College of Business Assistant Professor and Associate Director of the Center for Ethics and Corporate Responsibility. He is Co-Faculty Director for the CPI program. Steve fuses theory and practice in leadership, leadership development and ethics in addressing current issues of corporate responsibility. His current work focuses on corporate responsibility and environmental sustainability. Prior to joining the Robinson College faculty, he co-founded The Center for Ethics and Corporate Responsibility and then founded the programs in Business and Professional Ethics for Emory University's Center for Ethics. He taught at Emory's Goizueta Business School (1992-99) where he served as the Recorder for the Luce Interdisciplinary Faculty Seminar. He was also co-founder and managing partner of Generative Consulting, a leadership development firm (1999-2007), whose clients regularly appear on Fortune's list of the "100 Best Companies to Work For in America" (including the #1 Best Company in 1999).



**Arun Rai, Ph.D.** is Regents' Professor and Harkins Chair in Information Systems at the Robinson College of Business at Georgia State University. He is Co-Faculty Director for the CPI program. Professor Rai has held visiting appointments at universities in Germany, France, Hong Kong, and Australia. His expertise is in IT-enabled innovation and business value, and IT-enabled governance of inter-organizational relationships. He co-founded the Robinson College of Business' Center for Process Innovation, an interdisciplinary research center that also promotes industry-university partnerships on research. He has received J. Mack Robinson College of Business Faculty Recognition Awards for both Outstanding Teaching and Distinguished Contributions in Research. Arun has applied an engaged scholarship model of industry-university partnerships to address scientific problems of practical importance with major corporations, such as Daimler-Chrysler, Gartner, Georgia-Pacific, IBM, Intel, SAP, SunTrust and UPS, using this model. He has taught in several executive education programs, and has developed successful customized executive education programs for numerous major corporations.



**Nate Bennett, Ph.D.**, is a Catherine W. and Edwin A. Wahlen Professor of Management in the College of Management, Georgia Institute of Technology. Nate specializes in Leadership and Strategy Execution, Managing Innovation and Change Processes, Top Management Team Dynamics and Contextual Influences on Individual Behavior in Organizations. Professor Bennett has published in many widely-read resources for managers including the Harvard Business Review and Wall Street Journal. He is co-author (with Stephen Miles, Managing Partner in the Leadership Consulting Practice at Heidrick and Struggles) of the 2006 Stanford University Press title "Riding Shotgun: The Role of the COO." The pair's latest book, "Your Career Game: How Game Theory Can Help You Achieve Your Professional Goals" was published by Stanford University Press in April, 2010. Professor Bennett received both a Bachelor's degree in Sociology in 1983 and a Master's degree in Applied Social Research in 1984 from Tulane University in New Orleans. In 1989, he earned his Ph.D. in Management from Georgia Tech.



**Dave Forquer, M.B.A.**, is Assistant Dean and Lecturer for Executive Programs at the GSU Robinson College of Business. His specializations include strategy, planning, and supply chain management. Dave's areas of interest include a broad range of topics around organizational effectiveness, strategic planning, and supply chain management. He has significant experience developing and delivering executive education programs in the above areas using a variety of methods including simulations. He also has experience as a corporate manager, a start-up manager, a university administrator and a teaching faculty. Dave has developed numerous executive development programs for Fortune 500 companies including NCR Corporation, Regions Bank, and UPS to name just a few. He earned a B.A. from Duke University and an M.B.A. from Georgia State University.



**Lars Mathiassen, Ph.D.**, is the Georgia Research Alliance Eminent Scholar, Professor at the Computer Information Systems Department and Co-Founder of Center for Process Innovation at Robinson College of Business, Georgia State University. His research focuses on development of information services, on IT-enabled innovation of business processes, and on management and facilitation of organizational change processes. He approaches innovation and improvement initiatives with a strong focus on people skills and collaboration while at the same time emphasizing adoption of state-of-the-art technologies and methods. Lars has co-authored several books and has also published extensively in leading academic and practitioner journals. He supervised 23 doctoral dissertations. Lars has served as visiting scholar at Warwick Business School (UK), London School of Economics (UK), Institute Theseus (France), and the Viktoria Institute (Sweden). Lars currently serves as academic director of the Executive Doctorate Program at the J. Mack Robinson College of Business.



**Richard Welke, Ph.D.**, is Director of the Center for Process Innovation, professor and previous chairman of the CIS department at Georgia State University. Prior professorships include appointments in the Netherlands (TU-Delft as Cor Wit Research Professor, Erasmus/RSM as HL, Business Informatics) and Canada (McMaster University). Dr. Welke was co-founder of the information systems discipline's now-major academic organizations, (ICIS, AIS, TIMS College on IS, and IFIP WG 8.2). He has been the ICIS program chair (1986) and co-conference chair (1996) of ICIS as well as serving on its executive committee. He has started, owned and managed two Computer-aided Software Engineering (CASE) companies. More recently he was CIO for two large engineering companies in Atlanta (Law Group, H.J. Russell). His research is published in various books, refereed journals and conference proceedings, primarily in the areas of systems development, methodology engineering and meta models. His current research is focused on ICT-enabled enterprise services and process innovation.



**Rob Williams, Ph.D.**, is a Senior Fellow at the Center for Ethics and Corporate Responsibility at the Robinson College of Business at Georgia State University. Before joining GSU, Dr. Williams served as Associate Director at the UGA Fanning Institute where he initiated several international leadership development programs in health care, higher education, environment and philanthropy. He consults regularly on leadership, group dynamics, change management and organizational psychology and has been a partner with Triangle Associates in Chapel Hill, N.C for 20 years. A former Associate Director of Duke University's Pew Center for the Health Professions, Dr. Williams is a Social Psychologist holding a Ph.D. in Human and Organizational Development from The Fielding Institute.

## Certified Professional Innovator (CPI) Facilitators



**Everett V. Darby, M.B.A.**, has a proven track record of outstanding organizational leadership in the areas of innovation, strategy, marketing and sales. Everett brings 26 years of executive experience from The Coca-Cola Company and the Monsanto Company to his innovation teaching and coaching. He has successfully led global cross-functional teams who have launched new products in the consumer goods, chemical, and food industries. Everett is a popular speaker on the subjects of creativity, business innovation, and the Competing Values Framework. He earned a Bachelor of Science Degree from Morehouse College and an M.B.A. from Washington University in St. Louis.



**John DeGraff, MSBA**, is a partner for the Competing Values firm. He offers 25 years experience as a marketing professional with skills in building brands, guerilla marketing, innovative products, strategic planning, e-commerce and company turnarounds. He has extensive experience in the consumer packaged goods industry. John brought innovative processes to the development of new products and the reinvention of existing ones in companies such as Gerber Baby Foods, Weaver Popcorn, Trail's End, Jones Dairy Farms, and Kellogg. He is also an expert in evaluating an individual's or a company's Competing Values Framework (CVF) assessment. John earned a MSBA from Indiana University



**Kimberly Douglas, M.S.** in Industrial/Organization Psychology, SPHR and President of FireFly Facilitation, is a nationally-recognized expert with more than 25 years of experience building the effectiveness of teams. Her unique ability to read group dynamics and think "on the fly" is a product of her natural talent and executive experience. Kimberly is also certified facilitator in the *Design Thinker* simulation. She has consulted with numerous clients including ADP, AT&T, Cbeyond, Cisco, Delta, and McKesson. Kimberly is a former senior executive of The Coca-Cola Company and author of *The Firefly Effect: Build Teams That Capture Creativity and Catapult Results* (Wiley).



**Karen Steadman, Ph.D.**, is an executive assessor and innovation coach that optimizes the performance of leaders in complex systems. Her specialty is advising analytical leaders who are "beyond smart" of the best strategies for leveraging the human factor with their teams, organizations, and shareholders. Karen is an adjunct faculty member at the J. Mack Robinson College of Business and a key member of the CPI team. She is a licensed psychologist who graduated with highest honors in Industrial and Systems Engineering from Georgia Tech and completed her Ph.D. in Counseling Psychology from the University of Georgia. She has been a leadership coach all over the world.



**Jenny Whitener**, CEO of Bridge Consulting International, LLC, is known for accelerating business transformation by maximizing the power of leadership, creativity and collaboration. She is an experienced facilitator and architect of large scale collaborative design. Clients include Cap Gemini, Ernst & Young, Kaiser Permanente, Premier Inc, Prudential, and many others. Prior to founding Bridge, Jenny was a member of the global leadership team for Capgemini/Ernst & Young and co-led their new service innovation capability. She is an expert in methodologies that accelerate the innovation process. Jenny is a graduate of UGA with advanced studies in design thinking.

## Certified Professional Innovator (CPI) Coaches



**Deborah Butler, Ph.D.**, is a Clinical Associate Professor in the Department of Managerial Sciences at the Robinson College of Business and **Faculty Director** of the College's Innovation Coaching Services. Professor Butler has been with GSU since 1997, during that time her teaching focus has been organizational behavior, organizational theory, and leadership coaching. She has been a champion for bringing the world of business into the classroom. Her international teaching and coaching experiences have been in Auzerbaijan, Miaguez, Puerto Rico, Alexandria and Cairo, Egypt.



**Tom Akins**, President of BrightStar Leadership Consulting, is a master coach and consultant with more than 25 years of coaching, consulting and corporate banking leadership experience. He is often called upon by CEOs for individual and team coaching in the areas of leadership development, change management, M&A, organizational innovation and strategic planning. Tom has extensive global consulting experience with clients including Disney, Merck, Lowes, Lockheed Martin, Turner Broadcasting, Home Depot, Bank of America, FedEx, GE, and LifePoint Hospitals.



**Adam Billing** is a Senior Associate of Bridge Consulting International and Director of Bridge Collaboration Ltd in London, UK. He is an experienced consultant and facilitator, specializing in large group accelerated design programs. His career began at Ernst & Young LLP where he utilized a wide range of accelerated and collaborative design techniques to support innovation. Adam has worked with clients across industries to foster and embed new product/service and business model innovation. He has an MBA and a Masters in International Affairs, special focus on India & China.



**Ted Kneidl**, Certified Professional Coach, has 30+ years of business experience including rapid advancement in corporate America and successful entrepreneurial ventures. His coaching approach combines a proven process, a focus on results, and adaptability to the client's needs. For over seven years, Ted has coached executives, "high potentials," and teams for clients such as: AT&T, Turner Broadcasting, KBR, HealthSouth, Siemens, Nestle, Regions Bank, Milliken, Fast Company Magazine, CARE, UCB, and others. Ted holds a BS in Industrial Management and an MBA.



**Tony Klingmeyer**, Master Certified Coach, has coached hundreds of executives in companies as diverse as American Express, Newell Rubbermaid, Pfizer, Host Marriott, Auto Trader, and KPMG. With more than 15 years of coaching experience, he specializes in on-boarding newly-hired or promoted executives and developing high-potentials identified for executive promotion. Prior to coaching, Tony has held multi-functional leadership roles during 15 years in Hospitality Management and Development, culminating as the VP Operations of several large business units.



**Augusta Horsey Nash**, Master Certified Coach, is the Director of CPS, an executive coaching business. She is known for achieving impressive coaching results based on self-trust, confidence and a dedication to implementing innovation. Augusta has 25 years of varied professional experience in academia, industry, and government. Prior to coaching, she worked in Her Majesty's National Curriculum in Great Britain, SunTrust Bank, and The Coca-Cola Company. Her executive coaching clients have included CH2HILL, Google, HP, KPMG, Quaker Oats, and many more.



**Tamara O'Neill**, President of Careers on Course, "inspires and ignites her clients to connect with people and organizations in ways that bring out the best in them, lifting them to a higher level of integration with their own values, goals and skills." (*G. Jones, Chief HR Officer, a leading direct marketing agency*). Tamara is a Registered Corporate Coach and has a B.S. in Communication Arts and MS and MBA, University of Maryland University College. Presently she serves as President of SHRM-Atlanta. A partial client list includes The Home Depot, Ernst & Young, Carnival Cruise Lines, Comcast Cable, Randstad USA, Habitat for Humanity International and Global Payments.



**Betsy Pickren, M.Ed., PCC**, is Co-Founder of Exceleation Partners and President of Facilitated Learning. Betsy specializes in working with senior leaders responsible for translating positive intentions into positive action. She is a credentialed executive and leadership coach through the International Coach Association. While at Zenger-Miller, an award-winning leadership development organization, Betsy pioneered cutting-edge learning methodologies for the Client Services Division. Betsy's clients include HealthSouth, St. Jude's Children's Hospital, and Turner Broadcasting to name just a few.



**Shannon Schultz, ACC**, is Managing Partner of Affinity Leadership Group. Through a seasoned blend of systems change strategy, group process facilitation and executive coaching, Shannon is consistently recognized as a guiding presence in transforming the way organizations operate to improve performance and achieve growth. She earned an MBA in Marketing and Strategic Management at the University of Georgia and has consulted and coached clients across numerous industries, including the Centers for Disease Control, Furniture Brands International, Gulfstream Aerospace, and Michelin to name just a few.



**Patricia Wheeler, Ph.D.**, is Managing Partner of The Levin Group, a global leadership advisory firm. With more than 25 years of coaching and consulting experience, she works with leaders around the world who must innovate and deliver exceptional business results within an environment of rapid change and increasing complexity. Her management experience is within the healthcare industry. Her clients have included Johnson & Johnson, The Coca-Cola Company, and many others. She is a contributor to Best Practices in Organizational Development and the AMA Handbook of Leadership.

## Program Details

- Format:** Earning the Certified Professional Innovator (CPI) designation requires the completion of:
- Step One:** A five-day *Leadership Development Program* focusing on best practices in adaptive leadership, change management, leadership communications, and strategy execution. **Note:** This step may be waived if you have completed a comparable leadership development program within your company.
  - Step Two:** Three 3-day training modules collectively called the *Innovation Foundation Course* focusing on understanding, accelerating, and commercializing innovation.
  - Step Three:** Design and lead a successful *Innovation Jumpstart Project* within your company or for a local non-profit organization.
  - Step Four:** Receive a passing score on the *CPI Exam*.
- When:** The *Innovation Foundation Course* is offered in a cohort format which means the three 3-day modules will start when a minimum of 20 individuals have applied and been accepted into the CPI program.
- The five-day **Leadership Development Program** is offered three different times during a year. See our web site for the latest program dates: [www.robinson.gsu.edu/execed](http://www.robinson.gsu.edu/execed)
- Cost:** The *Innovation Foundation Course* is \$6,000 per person  
The *Leadership Development Program* is \$3,750 per person
- Note:** Sending a team is highly recommended. Team discounts are available.

**Location:** GSU Buckhead Center, Tower Place 200, Suite 500, 3348 Peachtree Road NE, Atlanta, GA 30326. Located near the intersection of Piedmont and Peachtree Roads in Buckhead.

**Application:** To begin the application process, contact Dan Stotz, Senior Director, Executive Education, J. Mack Robinson College of Business, Phone: 404-413-7407; Email: [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

**Customizing the Certified Professional Innovator (CPI) Program for Your Company:**

For information on customizing the Certified Professional Innovator program for your company, please contact Dan Stotz, Senior Director and Lecturer, Executive Education, Robinson College of Business; Office Phone: 404.413.7407; Mobile Phone: 404.788.0947; Email: [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

**About the J. Mack Robinson College of Business:**

The largest business school in the South and part of a major research institution, the J. Mack Robinson College of Business at Georgia State University is located in Atlanta, an epicenter of business and a gateway to the world. With programs on four continents and students from 150 countries, the College is world-wide and world-class. Its part-time MBA program is ranked #7 in the nation and has been in the top 10 for fourteen consecutive years. The College has 200 faculty, 7,400 students and 65,000 alumni. Noted for an emphasis on educating leaders, GSU has produced more of Georgia's top executives with graduate degrees than any other school in the nation.

**About the Atlanta Innovatrium:**

The *Innovatrium* (Innovation + Atrium) is an innovation development community that combines private and public entities including leading companies, universities, top faculty, students, and best-in-class growth and innovation experts. The focus is on growth through the development of innovation practices and quickly generating ideas.

The Innovatrium plays a key role in the design of the Certified Professional Innovator (CPI) program. The mission of the *Innovatrium* is to be to the business of innovation what the Julliard School is to music, bringing together master artists, teachers and students in a collaborative effort to create new ideas, skills and practices. The *Atlanta Innovatrium* is located within the Haworth Showroom located in the Terminus 200 building at the corner of Piedmont and Peachtree Roads.



The Atlanta Innovatrium Lab