Certificate in Health Innovation Leadership

Make a difference in modern health care by developing leadership skills that drive innovative results. Gain a solid understanding of complexity in health care systems while mastering methods for applying best practices and new ideas in organizations and teams.

Thunderbird's online Health Innovation Leadership certificate program delivers expert instruction from Arizona State University's nationally-ranked Edson College of Nursing and Health Innovation, empowering health care leaders with advanced tools to advocate for the best care and the latest evidence-based practices.

SUCCESSFUL LEADERSHIP SKILLS

- Identify the skills and traits of successful leaders, executives, managers and those who influence without authority.
- Analyze the behaviors of leaders, including how they work within their teams, and how they develop the most compelling messages around their ideas.

NAVIGATING HEALTH CARE COMPLEXITY

- Examine basic and advanced systems theories and principles while learning how to incorporate them into national and international health and healing networks.
- Analyze and describe current health care using systems concepts and principles, and develop a plan to achieve innovation leadership competency.

INNOVATION METHODS AND BEST PRACTICES

- Examine the essential elements of innovation, identify the obstacles, and initiate proven strategies to overcome those obstacles for long-term success.
- Build competence in applying systems, complexity theory and evidence-based processes for establishing a culture of innovation in any health care organization.
- Develop the problem-solving mindset and leadership skills needed to accelerate innovation within your team and throughout your organization.
WHY THUNDERBIRD?
Quality and convenience. The Executive Certificate of Health Innovation Leadership provides advanced training designed by Thunderbird faculty. Thunderbird Executive Education is consistently ranked among the world's top executive education programs. You can take the whole program online, flexible and tailored to fit your busy schedule, giving you access to a prestigious, leading-edge higher education experience without having to travel.

WORLD-CLASS FACULTY
Thunderbird’s and Edson’s faculty are recognized for their innovative teaching, best practices, groundbreaking research and analysis, and unique perspectives on leading across disciplines to develop innovative solutions across sectors.

DEVELOP GLOBAL MANAGEMENT EXPERTISE
Thunderbird Online’s professional development programs advance careers by providing customizable learning experiences for busy professionals around the world, including managers and aspiring leaders:

■ WORKING PROFESSIONALS:
  Improve your marketability in today’s global economy

■ EXPERIENCED EXECUTIVES:
  Build new competencies in specific global management focus areas

■ POTENTIAL DEGREE CANDIDATES:
  Get a sample of the top-ranked Thunderbird degree curriculum

A FLEXIBLE FORMAT WITH ENGAGING CONTENT
Each 8-week online course consists of:

3-4 hours of content per week
Video lectures and podcasts
Case studies and vignettes
Interactive, multimedia activities
Quizzes and checkpoint questions
End-of-course assessment

CERTIFICATE FORMAT
Each 8-week online course consists of:

■ 3-4 hours of content per week
■ Video lectures and podcasts
■ Case studies and vignettes
■ Interactive, multimedia activities
■ Quizzes and checkpoint questions
■ End-of-course assessment

ABOUT EDSON COLLEGE
For over 60 years, ASU’s Edson College of Nursing and Health Innovation has prepared graduates to care wherever they are needed, from the bedside to the boardroom. Through interprofessional degree programs, research leadership in cognitive development and dementia, and continuing community partnerships, Edson College is dedicated to the next generation of health care leaders.

Coursework and learning objectives:
Each weekly course segment clearly indicates the week’s specific learning objectives, interactive activities, video lectures, and case studies.

Lecture capture software:
Thunderbird faculty lectures and presentations reinforce your weekly learning material.

Interactive multimedia activities:
Interactive activities are designed to provide you with a hands-on approach to strengthen your understanding of the course material.

Quizzes and assessments:
Online quizzes and checkpoint questions ensure that you master the new skills provided in each module of the course material.

ABOUT THUNDERBIRD
Thunderbird School of Global Management is the world’s premier leadership and management school. As part of Arizona State University, the most innovative school in the US, we are able to draw on multiple disciplines of excellence to empower leaders across sectors with future-ready skills to advance inclusive and sustainable prosperity worldwide. Learn more at thunderbird.asu.edu
Syllabus
Course 1: Advanced Innovation Concepts & Principles

Week 1: Course Introduction
- Recognize the importance of a common definition of innovation in laying a foundation for an organization’s innovation efforts
- Characterize the enablers of organizational innovation, including culture, leadership, purpose & vision
- Apply the systemic innovation process to an organizational issue or problem
- Identify the obstacles to innovation and initiate strategies to overcome obstacles and facilitate success
- Devise a strategy for the diffusion of innovation that takes into consideration organizational and individual characteristics as well as social networks

Week 2: Leading Innovation in an Age of Complexity
- Recognize key success factors for innovation initiatives in complex organizations
- Categorize innovation initiatives on a scale of radical to incremental
- Identify leadership model characteristics that support innovation in complex organizations

Week 3: The Organizational Context for Innovation
- Characterize the enablers of organizational innovation
- Propose an elements-of-structure that can facilitate innovation

Week 4: Operationalizing Innovation
- Recognize different ways to systematically operationalize innovation
- Differentiate between Global, Specific and Must-Do solution boundaries
- Apply the Solution Framework to an innovation initiative

Week 5: Framing the Issue
- Recognize how personas help teams to empathize with people experiencing a problem or situation
- Recognize different ways of defining an issue
- Recognize how the framing of an issue impacts creativity and innovation
- Evaluate the framing of a problem statement using design thinking criteria

Week 6: Eliciting Creativity
- Distinguish between convergent and divergent thinking in the ideation process
- Identify strategies for testing and refining ideas
- Create a plan for eliciting creative ideas and solutions to a given problem

Week 7: Implementing & Sustaining Innovation
- Recognize barriers to successful value creation through innovation
- Recognize possible ways to remove different barriers to value creating innovation
- Recognize the role of risk management in the innovation process
- Evaluate an organization for barriers to innovation and recommend strategies to remove said barriers, and mitigate risk
- Recognize processes within change management models
- Analyze a change situation using a change impact analysis

Week 8: Innovation & Effective Diffusion
- Characterize the principles of the Diffusion of Innovation Theory
- Recognize factors that affect innovation diffusion
- Recognize indicators that can help identify when a product is reaching critical mass
- Devise a strategy for the diffusion of innovation that takes into consideration organizational and individual characteristics as well as social networks
## Executive Certificate
### HEALTH INNOVATION LEADERSHIP

### Syllabus
#### Course 2: Transformational Leadership for the Fourth Industrial Revolution

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<tr>
<th>Week 1: Leading to Amplify Your Impact – Part 1</th>
<th>Week 2: Leading to Amplify Your Impact – Part 2</th>
<th>Week 3: Storytelling That Drive Authentic Action</th>
<th>Week 4: Being the Winner Today &amp; Tomorrow</th>
<th>Week 5: Aligning the New Model</th>
<th>Week 6: Driving Change &amp; Progress</th>
<th>Week 7: Fast, Agile, Collaborative</th>
<th>Week 8: Powering Through the Dark Side</th>
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</table>
| • Examine the importance of style and presence to your overall credibility as a leader  
  • Identify new ways of flexing your style while still being authentic to who you are  | • Identify effective means to deliver feedback to your team  
  • Examine successful methods for driving team performance | • Apply the principles of strategic communication to your world  
  • Examine the framework for telling a compelling story around your positions, ideas, or strategy for maximum influence | • Articulate your unique relationship with time  
  • Develop strategies for prioritizing, delegating, and getting time back in your day so that you can be more strategic and proactive rather than reactive | • Identify the impact of volatile, uncertain, complex and ambiguous environments in today's global environment  
  • Examine the organizational change resulting from the Fourth Industrial Revolution  
  • Identify internal approaches and trends occurring within your organization  
  • Recall the four Distributed Leadership capabilities and their components | • Identify change within your organization  
  • Compare the paradox of anxiety as it relates to change  
  • Identify change in individuals including oneself | • Apply the principles of Fast, Agile, Collaborative to your organization | • Examine the impact of incivility across organizations  
  • Identify steps to manage crises  
  • Analyze Emotional and Social Intelligence; yours and in others |
Syllabus
Course 3: Future Ready for Disruptive Innovation

Week 1: Understanding and Tapping Future Trends
- Analyze the Micro, meso, and macro levels within economies
- Evaluate the elements of the business model canvas
- Examine the concept of Megatrends and why businesses must be able to identify when they develop and how to tap their potential impact on the market

Week 2: Agility in Turbulent Economic and Social Times
- Examine the role of scenario foresights in strategy
- Conduct a preliminary scenario foresight matrix
- Evaluate the options available for further strategic execution

Week 3: Back-casting, Forecasting and the Power of Present-casting
- Analyze megatrends and their trajectories for futurized evolution
- Determine the proxies required for the detection of trends
- Examine the difference between Backcasting, Forecasting, and present-casting

Week 4: Future Fit Narratives
- Integrate the concept of scenarios into narrative flows and strategic option slates
- Evaluate the opportunities arising from the Fourth Industrial Revolution
- Examine the state of maturity of technologies, vis-à-vis the capital investment

Week 5: Technology & Human Innovation
- Identify the key elements of disruptive innovation
- Create an innovation mindset

Week 6: Concept & Business Innovation through Effective Ideation
- Examine effective strategies for finding opportunities for innovation
- Recognize how established biases can limit your ability to make clear distinctions
- Explain how one analyzes circumstances prior to, during, and after customer experiences to identify opportunities
- Analyze methods to effectively profile situations and identify point of friction or needs ("dislikes") to disrupt or reimagine
- Develop a hypothesis that can be executed with limited risk to evaluate potential

Week 7: Accelerating Success through Effective Validation
- Identify how simple experimentation can be an effective tool for validating success (or failure)
- Develop scenarios to validate outcomes
- Examine similar experiences within and across industries to assist in validating experiences

Week 8: Winning Adoption for your New Ideas
- Identify the benefits of creating a movement trajectory
- Recognize how to identify advocates with influence and develop their interest
- Examine the role messages of merit and persuasion play in championing innovation.
**Executive Certificate**  
**HEALTH INNOVATION LEADERSHIP**

## Syllabus

### Course 4: Systems Thinking in Complex Environments

<table>
<thead>
<tr>
<th>Week 1: Course Introduction</th>
<th>Week 5: Innovation in Chaotic and Complex Systems</th>
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<tbody>
<tr>
<td>* Optimize outcomes, problem solve, and innovate using the dynamics that occur within a system such as an individual organization or an industry</td>
<td>* Recognize the definition of different system characteristics and behaviors</td>
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<td></td>
<td>* Recognize system characteristics that support change</td>
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<td>* Describe how to analyze a given system for its change potential</td>
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<tr>
<th>Week 2: Introduction to Systems Thinking</th>
<th>Week 6: System Disruption and Adaptive Organizations</th>
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<tbody>
<tr>
<td>* Describe a system using systems principles</td>
<td>* Differentiate between normal periods of change in an organization and non-linear organizational transition</td>
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<tr>
<td>* Analyze the interactions between a given system’s elements, purpose/function, and connections under various circumstances</td>
<td>* Recognize the conditions that drive non-linear organizational transition</td>
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<td>* Differentiate between “reductionist” and “holistic” approaches for problem solving within a system</td>
<td>* Identify ways to facilitate system transition</td>
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<td>* Assess the success reductionist and holistic problem-solving approaches have in improving a system</td>
<td>* Analyze a system to identify signs of transition and the drivers of the transition</td>
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<td>* Identify capabilities that organizations need to be innovative, transformative, and adaptable</td>
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<tr>
<th>Week 3: Introduction to System Dynamics</th>
<th>Week 7: Innovation Leadership from a Complexity Perspective</th>
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<tr>
<td>* Describe a system’s behavior using stocks &amp; flows or causal flow diagrams</td>
<td>* Identify how leaders can lead for adaptability and foster innovation</td>
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<td>* Apply the concept of feedback loops in systems</td>
<td>* Develop a personal plan to achieve competency in innovation leadership within a complex system</td>
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<tr>
<th>Week 4: Chaos and Complexity in Healthcare</th>
<th>Week 8: U.S. Healthcare from a Systems Perspective</th>
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<tr>
<td>* Distinguish between different domains of decision making and problem-solving when dealing with systems</td>
<td>* Match system traps (archetypes) with their characteristics</td>
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<td>* Recognize the characteristics and implications of the butterfly effect in a system</td>
<td>* Identify examples of the 12 types of system interventions, or places to intervene in a system</td>
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<tr>
<td>* Apply chaotic and complexity perspectives to health and healing systems</td>
<td>* Apply the concept of system traps to discuss why a particular system structure is dysfunctional</td>
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<tr>
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<td>* Analyze a system intervention proposal to assess its potential effectiveness</td>
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