The Robert H. Smith School of Business at the University of Maryland, College Park is ranked number 13 in the U.S. and number 26 in the world for the quality of its EMBA (The Economist, 2013). Talk to us about your business management development needs and check out our strengths in strategy, systems thinking, creativity, innovation, entrepreneurship, collaboration, transformational IT, cyber security and business analytics. Ask us how we use executive coaching and action learning within blended learning experiences.

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Towers Watson is a leading global professional services company that helps organizations improve performance through effective people, risk and financial management. With more than 14,000 associates around the world, we offer consulting, technology and solutions in the areas of benefits, talent management, rewards, and risk and capital management.

Our focus is on giving you the clarity to make the right decisions and take the right actions. And our approach is grounded in perspective — the kind that comes from our deep experience working on a wide range of issues.

But more important, our perspective begins at eye level — with a clear understanding of your organization, the way you work, your goals and your challenges.

By connecting the big picture and your picture, we help you achieve real-world results.

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8:00 AM  Registration and Breakfast

8:30 AM  Program Welcome

**Sam James**, Associate Director, Executive Education, Robert H. Smith School of Business, University of Maryland, College Park

**Elise Freedman**, Director, Talent Management, Towers Watson

9:00 AM  The Driving Factors of Attraction, Retention and Sustainable Engagement

Elise Freedman will present some of the key findings from Towers Watson’s 2014 Global Talent Management & Rewards Study (TM&R) and Global Workforce Study (GWS). During this discussion, you’ll learn insights into the driving factors of attraction, retention and sustainable engagement, the relative importance of effective talent management strategies and employee reward programs, and the diverging employee and employer views on what it takes to deliver an effective employment deal.

10:00 AM  Change Management

This session focuses on two key elements of organizational change that have been shown to yield greater change success:

1) -- More strategic management of employees’ resistance to change, that enhances employee “buy-in” to their organization’s change initiatives and subsequently results in greater change commitment and more supportive and creative change behaviors;

2) -- Developmental change simulations that provide a realistic change management experience for key employees, before they begin to work on their own organization’s transformation.

During the session you will have a chance to see parts of what is currently the most popular change simulation, “Experience Change”, and see why it has proven useful to many organizations, profit, non-profit, in a number of different industries.

**Dr. Susan Taylor**, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland, College Park

11:00 AM  Executive Presence—how to develop it

The goal of most leaders is to influence many types of people including staff, clients, co-workers, members and more. So how is it that some leaders can do this so well, and others struggle to gain loyalty and command a room when they enter? It is the combination of the 5 P’s: Purpose, Perceiving, Passion, Posture, and Poise. Find out how the 5 P’s can realistically improve your executive presence and how you can help others do the same.

**Freddi Donner**, Lecturer, Robert H. Smith School of Business, University of Maryland, College Park

12:00 AM  Knowledge Continuity

Is your organization facing the ‘brain drain’, the ‘retirement cliff’ or even ‘just’ an engagement and retention challenge? In this hour, we’ll discuss one effective model that has recently won several awards for its results. It’s a simple 4 step process that ensures unique and critical knowledge is not ‘lost’ during retirements, layoffs, job transitions, or mergers and acquisitions.

**John Hovell**, BAE Systems’ manager of Learning Operations and Technology

1:00 PM  Creating a Leadership Competency Model

This session will focus on developing the right Leadership Competency Model for your organization. We’ll discuss what behaviors you want to influence within your organizations, at what levels, and why. The context primarily will focus around Succession Planning and active management of a high potential workforce.

**Chris Hiltbrand**, Human Resources Division Vice President, General Dynamics Information Technology’s Intelligence Solutions Division

2:30 PM  Great Work—who does it; how does it feel; why does it Matter, how can it be encouraged?

Does the work you do improve the world around you? Make life better for others? Win awards? Do stakeholders describe your organization as a source of great work? Do you aspire to greatness?

- A 2014 *New York Times* Bestseller based on the world’s largest-ever study of award-winning work reveals how you can:
  - Do a few simple things to make a difference that people love
  - Discover what people love in the first place
  - Create opportunities that transform good work into great work
  - Draw inspiration from new people, places, and things
  - Achieve greatness through continuous tweaking and improvement
  - Sustain your difference-making journey so that one success leads to another.

**David Sturt**, EVP O.C Tanner; author Great Work: How to Make a Difference People Love
BIOS

**Freddi Donner** is a seasoned executive coach specializing in the power of communication and interpersonal skills to achieve professional growth and business development goals. Freddi teaches Executive Presence for the Leadership Institute which Smith provides for U.S. Customs and Border Protection. She is certified by the International Coaching Federation and is an accredited practitioner of the Myers-Briggs Type Indicator assessment. She also holds a clearance to work in secure government environments. Freddi helps professionals discover the resources within to build personal presence and stamina at work.

**Elise Freedman** is a Director specializing in Talent Management in the Washington DC office of Towers Watson. For over twenty two years, Elise has worked with clients to align their talent management processes with their business strategy to drive engagement and business results. Her recent talent management and change management projects have included:

- Developing the talent management strategy for a large healthcare organization, a global manufacturing company and a large insurance company
- Designing and developing a high potential leadership development programs for a technology company, Fortune 1000 insurance company and a State Agency
- Participating in the design and the development of Towers Watson’s Manager Redefined Workshop and delivering the program to number of clients
- Designing and delivering a HRBP development program for a global professional services organization and global diagnostics organization which included content on strategic thinking, change leadership and coaching
- Leading a multi-million dollar initiative to support the talent related transformation activities for large Utility Company including developing the selection process and tools for officers and all non-union employees, developing job descriptions and market pricing for new roles and supporting all the change and communication activities
- Developing competency models, career management strategy, career path and associated tools for a number of Fortune 1000 organizations

**Christopher J. Hiltbrand** is the Human Resources Division Vice President for General Dynamics Information Technology’s Intelligence Solutions Division, which provides information technology and logistics support services to the U.S. Government and C4ISR communities world-wide. In his current role, Mr. Hiltbrand oversees all aspects of Human Resources including: Recruitment, Employee Relations, Staffing Administration, Career Development and Division Human Resources Information Systems.

Mr. Hiltbrand is a highly accomplished Human Resources professional with twenty years of progressive experience delivering strategic HR and business solutions while serving in a wide variety of roles. He is a decisive leader who has extensive experience partnering with HR and all levels of management to implement systemic, meaningful results throughout lines of business.

**John Hovell** is a leader in the convergence of Knowledge Management (KM) and business strategy, BAE Systems’ manager of Learning Operations and Technology, is a practitioner, speaker, and author in KM strategy and methods.

Previously, John was part of a team to win the prestigious NOVA award, Lockheed Martin’s top recognition award, for accomplishments related to knowledge management.

**Samantha James** holds a Bachelor of Science in Psychology and a Bachelor of Arts in Criminal Justice from the University of Maryland, College Park. She also holds a Masters in Business Administration from the University of Maryland, University College. Sam is Associate Director of Custom Executive Programs. She began her career at Smith in 2007 as a Program Coordinator and has worked her way up to her current role. She oversees all non-degree program operations and is responsible for domestic and international business development. Sam’s international focus is China and Africa. Her program portfolio includes programs focused on leadership development, credit management, professional services and finance. Before coming to the University, Sam worked for 2 years as a Coordinator with the Corporate Executive Board of Wash-
David Sturt, EVP O.C. Tanner, began his career in market research, where he studied and analyzed the impact of recognition on people and their work. In the two decades since, he has researched and developed products and services that engage employees, inspire contributions, and reward outstanding results in organizations around the world. He regularly consults with Fortune 1000 company leaders and speaks at conferences such as Evanta, AMA, SHRM, the Gulf States Symposium, and TEDx. A weekly contributor to Forbes.com, he has been interviewed and quotes by the Wall Street Journal, MSNBC, Forbes, CBS Radio, Huffington Post, Human Capital, and other media outlets. He is the author of Great Work: How to Make a Difference People Love.

Dr. Susan Taylor is Smith Chair of Human Resource Management & Organizational Change and Co-Director of the Center For Leadership, Innovation, & Technology (CLIC) at the Robert H. Smith School of Business, the University of Maryland, College Park. Taylor’s past research has focused on organizational recruitment, the effects of performance feedback and performance management systems, the procedural justice of organization’s HR systems and its impact on the employment relationship. Currently, her research examines the nature of change leadership and its effects on employee reactions and team performance and cross-cultural differences in the nature of the organizational innovation process.