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GREETINGS FROM THE CONFERENCE ORGANIZERS



FUTURE FORWARD

Project Managers and Business Analysts are pivotal roles in any business. You are tasked with managing multiple strategies, diverse teams and changing job descriptions.

You need the forethought of a seer and the practicality of an accountant, not to mention the ability to make snap judgements after studying trends for months. Our conferences are determined to make you shine at these very demanding tasks. We have prepared one of the most unique combinations of sessions and workshops available to you across North America.

Through classroom-style sessions with recognized experts, innovators and peer-to-peer casual conversations, the learning process will be natural and above all, fun!

Aside from being forward thinking, attendees can claim one credit for every hour of education, up to 24 in total over 4 days, which goes a long way to renewing your certification.

As conference Vice President and Event Manager, we would like to invite you to experience this opportunity and challenge yourself to making a choice to improve your position.

Amy Ruddell | Vice President, Business Unit
ProjectWorld*BusinessAnalystWorld
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Jenn White | Event Manager
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2022 KEYNOTE SPEAKERS



KEYNOTE

Strategy in a World of Disruption

SHAWN KANUNGO
INNOVATION STRATEGIST

Monday, October 3 | 8:30AM - 9:45AM

The business world has fundamentally changed. Competition today is unforgiving and ruthless – no one is spared. On the flip side, customer expectations and behaviours have changed more in the last 10 years than in the last 100 years combined. Disruptive innovation is forcing everyone to reimagine their entire organizations. How do we survive? How do we disrupt ourselves before someone else does? How do we deliver better experiences to our clients? Today, we need to be bold, brave and experimental. In this awe-inspiring talk, Shawn Kanungo provides a bold roadmap for the future. He explores how we can take unexpected approaches to innovation to remain competitive and relevant.



KEYNOTE

Communication, Collaboration, Improvisation...Oh My!

KUPE KUPERSMITH
PRESIDENT, KUPETALKS

Monday, October 3 | 3:45PM - 4:45PM

In this highly interactive and fun session, Kupe, an Improvisational Actor, focuses on key improvisation lessons that will help you be a more attentive and flexible team member. You will walk away with lessons to help you suspend judgment, keep conversations moving forward, listen generously, and take collaboration to new levels. With Kupe's Project Management, Business Analysis and business background, he will be able to help you directly apply these skills on the job. Why is this so important? The speed of business today requires teams to decide fast, learn fast and gain buy-in from all stakeholders involved. In Daniel Pink's book, *To Sell is Human: The Surprising Truth About Moving Others*, he highlights improv skills as a necessary competency for everyone. This quote sums it up. "In improv, you never try to get someone to do something. That's coercion, not creativity," Salit says. "You make offers, you accept offers— and a conversation, a relationship, a scene, and other possibilities emerge." Your role is to help move others to accomplish agreed upon goals. Using the critical and communication skills learned you'll see how your job just got easier!



KEYNOTE

Relentless Adaptation in the Age of COVID-19: 4 Lessons to Thrive in Chaos

AMBER MAC
INNOVATION SPEAKER | CO-HOST OF MARKETING
DISRUPTED AND THE AI EFFECT

Tuesday, October 4 | 8:30AM - 9:45AM

In this dynamic presentation, Amber Mac will take audiences on a visual journey to demonstrate how our world is changing during today's pandemic and why that's fueling an acceleration of technology that will change the future forever. No matter what industry you're in, that means that rapid digitization is a must. While this presentation is eye-opening, it also includes practical lessons and invaluable tools that are critical for success.



KEYNOTE

Building Emotional Fitness to Lead During Difficult Times

HANS ECKMAN
PRINCIPAL RESEARCH DIRECTOR,
INFO-TECH RESEARCH GROUP

Tuesday, October 4 | 3:45PM - 4:45PM

Imagine: Your company is preparing for a merger and 40% of positions will be eliminated. Within several short weeks, the entire world shuts down as another pandemic takes hold. Your manager decides to get ahead by taking credit for the team's work and diverting blame to teammates. You are walking back to your car after a late dinner and notice a group of people quickly change direction, coming between you and your car. You answer your phone and hear, "I've been in an accident." You probably feel it already. Your pulse increases, your muscles tighten, you start to feel nauseous, and maybe tears start forming. During times of stress, uncertainty, or trauma, our bodies seem to work against us, but we can take back control. We can retrain our evolutionary responses to danger to not only survive, but to thrive. Emotional Fitness is our mental and physical toolbox to overcome challenges and lead where others may fail. By understanding common patterns of stress, we can develop strategies to reduce anxiety and face these challenges from a more grounded perspective. You'll learn how to improve your resiliency using situational awareness, rehearsal, support networks, and social scripts. Disasters will continue to happen, but by preparing and training ourselves ahead of time, we will emerge as leaders during troubling times.

Schedule at-a-glance

Monday, October 3

8:30 am - 9:45 am	 <p>Shawn Kanungo Innovation Strategist Strategy in a World of Disruption</p>			
9:45 am - 10:00 am	Sponsor Showcase			
	PROJECT MANAGEMENT	BUSINESS ANALYSIS	SHARED SKILLS	SHARED SKILLS
10:00 am - 11:00 am	<p>Projects Deliver Products; Products Deliver Strategy! Joanna Tivig NewGenP</p>	<p>Better Requirements = Better Solutions Kevin Haines Carla Janzen Online Business Systems</p>	<p>Managing Management: How to Take Charge of Your Relationship With Your Higher Ups Allison Straker Info-Tech Research Group</p>	<p>Agile, Covid and Working Through a Pandemic! Eli Rizk JEM Consulting</p>
11:15 am - 12:15 pm	<p>Focus on Managing People and Not Just the Project Abe Patricio Stantec Consulting</p>	<p>Career Planning for Your Business Analysis Team Scott Bennett IIBA</p>	<p>How do I Cultivate a Culture of Psychological Safety Within a Virtual Team? Kiron Bondale World Class Productivity Inc.</p>	<p>Transforming Unconscious Biases into an Inclusive Culture: Incorporate Conscious Leadership Practices That Will Promote High-Trust, High-Performance, and High-Happiness Among a Diverse Workforce Suzanne F. Stevens YouMeWe Social Impact Group Inc.</p>
	LUNCH			
1:15pm - 2:15pm	<p>Look At Those Fries! Is This A Question Of Quality or A Question of Value? Daniel Simon Where's Your Road, LLC</p>	<p>Five Characteristics Needed to be a Great Leader Judy Alter Judy Alter Speaker & Business Analysis Services LLC</p>	<p>Disruptive Change & Agility Rich Batchelor Capillary Consulting Inc.</p>	<p>Artificial Intelligence: Does it Really Enhance the Role of the Project Manager? Marcus Udokang Aivaz Consulting</p>
2:30pm - 3:30pm	<p>"I have Empirical Evidence that My Project is More Important than Yours", and Other Prioritization Myths Jim Furfari Leadership Pikes Peak</p>	<p>The Many Faces of Retrospectives Mindy Bohannon Excella Consulting</p>	<p>Building a Culture of Continuous Improvement: A Tragedy in Three Acts Vincent Mirabelli Love the Process Academy</p>	<p>How To Ethically Master The Power of Persuasion To Get People To Say YES! Leslie Hughes PUNCH media</p>
3:45 pm - 4:45 pm	 <p>Kupe Kupersmith Kupetalks Communication, Collaboration, Improvisation...Oh My!</p>			
4:00 pm - 5:00 pm	Networking Reception and Sponsor Showcase			

Schedule at-a-glance

Tuesday, October 4

8:30 am - 9:45 am	 <p>Amber Mac Co-host of Marketing Disrupted and The AI Effect Relentless Adaptation in the Age of COVID-19: 4 Lessons to Thrive in Chaos</p>			
9:45 am - 10:00 am	Sponsor Showcase			
	PROJECT MANAGEMENT	BUSINESS ANALYSIS	SHARED SKILLS	SHARED SKILLS
10:00 am - 11:00 am	<p>Aligning Expectations to Deliver Project Success Greg Busby Norveld Business Systems</p>	<p>BA 20/20 - Creating a Discrete Vision and Goals to Transform Your Practice Hans Eckman Info-Tech Research Group</p>	<p>How IT Executives Drive Project Success through Project Alignment, Process Reinvention, and Leadership Excellence Phil Weinzimer Strategere Consulting</p>	<p>The Business Case For Knowing More About the Brain: Neuroscience for BAs and PMs Scott Helmers Harvard Computing Group</p>
11:15 am - 12:15 pm	<p>Tango with a Bear: Dancing with Conflict to Innovate Paul Crosby The Uncommon League</p>	<p>IT Business Analysis (BA) and Requirements Engineering (RE) In an Agile World: Turning Agile Requirements into Accepted Value Howard Podeswa Noble Inc.</p>	<p>Imposter's Syndrome - You're a Fraud; Everyone Knows More Than You and Other Lies We Tell Ourselves AJ Hawley Trendsparency</p>	<p>Agile And Traditional Approaches To Project Success: Is Hybrid A Poor Second Choice? Pedro Serrador Serrador Project Management</p>
	LUNCH			
1:15pm - 2:15pm	<p>Creating a Process Improvement Team From Ground Up Banu Raghuraman Info-Tech Research Group</p>	<p>It's a User Story. It's a Requirement. No! It's Super BA! Be a Superhero When Managing Your Requirements Jennifer Bedell Mariner Innovations</p>	<p>Cyber Privacy: Unintended Consequences Christine Aykac Acuna Consulting Amalia Barthel Managed Privacy Canada</p>	<p>Life in the Fast Lane - Moving at the Speed of Trust Sheila Harris Farmers Edge</p>
2:30pm - 3:30pm	<p>Are You Using Your Data to Pivot Your Business? Paul Twigg NTT DATA</p>	<p>Story Maps that Work - Hands on Creating a Story Map Jennifer Battan The Uncommon League</p>	<p>Compass For Team Building: 5 Easy Ways To Leading Teams To Success Jimmy Godard Bank of America</p>	
3:45 pm - 4:45 pm	 <p>Hans Eckman Info-Tech Research Group Building Emotional Fitness to Lead During Difficult Times</p>			

Workshop Descriptions

Wednesday, October 5 | 9:00am - 4:00pm

A COMPASS TO LEADING IN UNCERTAIN TIMES

Jimmy Godard
MCIS, MBA, PMP, ITIL, Senior Change Manager,
Service Delivery Manager, Program Manager, Bank of America

Leaders face challenges that set the tone for their entire organization. These uncertain times are painful, devastating, and have tested many organizational leaderships. How leaders respond can make all the difference to future success. Throughout this presentation, you

will have a unique opportunity to learn how to lead in uncertain times. Explore behaviors you should demonstrate, practices for acting despite uncertainty, and gain tools to exercise effective leadership both within organizations and society.

BADASS ANALYSIS TECHNIQUES: PART 2

Jennifer Battan
CSM, CSPO, CBAP®, Co-founder, Chief Creativity Officer,
The Uncommon League

Badass Business Analysis Techniques has been the biggest selling workshop in the history of Project Summit, Project World and Business Analysis World. It only makes sense that it is time for part 2! There are 100's of techniques that we use for customer experience, business analysis, project management and more. In the first class we shared 20 modern techniques.

Well, let's learn 20 more! Wait, we only have 4 hours? OK - how about 12 techniques?! This dynamic, fun and interactive workshop has one goal you'll learn by doing, yes, even virtually! You will learn and actively practice at least 12 new techniques to help you elicit, analyze, facilitate, and more that you can employ immediately back on the job.

BUILDING BETTER PRODUCT OWNERS

Hans Eckman
Principal Research Director, Info-Tech Research Group

It's time we put the OWNER back into product ownership! As organizations shift to Agile DevOps and product delivery, many teams are hindered by product owners who operate by proxy, lack the empowerment and authority to manage products, and are under-supported to become stewards for their product or service. Product Owners are the CEOs of their product or service. They are more than a role on a Scrum team or glorified Business Analyst. We need to stop reinforcing counterproductive behaviors in

our organizations and rise as thought leaders. Whether you want to become a product owner, new to product ownership, becoming product management thought leader, or leading a team of product owners, this workshop will help you define what it means to be a great product owner in your context and plot a path to get there. This workshop draws from multiple blueprints and workshops developed by the Info-Tech Research Group.

HOW IT EXECUTIVES DRIVE PROJECT SUCCESS THROUGH PROJECT ALIGNMENT, PROCESS REINVENTION, AND LEADERSHIP EXCELLENCE

Phil Weinzimer
MBA, President, Strategere Consulting

This workshop will provide you with a new Strategic Project Governance Model 2.0, methodology framework, case study

examples, maturity assessment tool, and an implementation approach to improve your strategic project governance competency.

THE AGILE GUIDE TO BUSINESS ANALYSIS AND PLANNING

Howard Podeswa,
CEO, Noble Inc.

This is a hands-on workshop in Agile Business Analysis by a leading BA author, based on over 15 years working with iterative and Agile teams. In this workshop, you'll learn how to carry out Business Analysis responsibilities on an Agile

project using best practices drawn from today's leading frameworks and guidance. As you work through a case study, you'll learn which techniques to use when - and how to use them to optimize value delivery.

LEADING AND WORKING ON VIRTUAL PROJECTS: LET'S MEET: PUTTING AN END TO ZOOM FATIGUE AND INEFFECTIVE VIRTUAL COLLABORATION

Paul Crosby
PMP, Co-Founder & CEO, The Uncommon League

Endless video conference meetings are frustrating enough without taking into consideration of dealing with bad video/audio connections ("Can you hear me now?" And the popular "You're on mute"), home distractions ("Is that a gerbil singing?"), and the pressures of the moment ("The deadline was yesterday -

you're late"). We need to build consensus faster and make decision more quickly in a world of chaos and distractions. Our new hybrid world of virtual and in-person working needs skills that can bring a team together faster to create more robust solutions for effective elicitation of requirements.

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BUSINESS
ANALYSIS

SHARED

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Workshop Descriptions

Thursday, October 6 | 9:00am - 4:00pm

HARRY POTTER AND WORKSHOP OF LEADERSHIP SECRETS

Hans Eckman
Principal Research Director, Info-Tech Research Group

What does it take to become a great leader? In J.K. Rowling's amazing book series, Harry Potter finds himself rejoining the wizarding world only to discover he has a legend to live up to. Each year Harry and his friends faced a new series of challenges they had to overcome. They rise to achieve their full potential and become heroes of their own stories. Your own has arrived. Accept your

invitation to harness the secrets of leadership, teamwork, and personal growth from the book series that changed the world. Using the strategies and approaches that Harry used to overcome He Who Must Not Be Named, we will help you define and exploit your uniqueness, leverage your network, and overcome the battles in your life.

IMPROVING YOUR CREATIVE AND CRITICAL THINKING

Vince Mirabelli
CBAP, CCXP, MBB, PMP, Love the Process Academy

"If nothing changes, then nothing changes" The world of business, and by extension Project Management and Business Analysis, has changed dramatically in recent years, with new tools, techniques and technologies replacing old, obsolete ones. So why do we cling then to outdated ideas and approaches to problem solving? In "Improving Your Creative and Critical Thinking", participants will learn how to define a problem, along with several new techniques for lateral thinking and complex

problem solving (and a quick revisit to some traditional ones), which allow them to improve on their decision-making capabilities, through critical thinking, structured reasoning and creative problem analysis. Learn how to balance logic with invention, by understanding the principles behind critical thinking and the tools used to arrive at the best solution, achieving maximum value for you, your projects and your organization.

KNOW YOUR CUSTOMER THROUGH PERSONA AND VALUE PROPOSITION

Peter Monkhouse, Intec
Joanna Tivig, Founder, NewGenP, NewGenP

Who is your customer and what do your customers actually want? Your customers want products of value, products that solve their problems and address their needs. We will use tools like persona and value proposition canvas to link your customers to your products

and get you one step closer to satisfying your customers' needs. We will have an exercise for customer listening, using the 3Rs of listening, to have the right approach to process the information you receive from your customers.

LEARN TO MANAGE YOUR REQUIREMENTS BEFORE YOUR STAKEHOLDERS MANAGE YOU

Jennifer Bedell
Senior Business Analyst, Mariner Innovations
AJ Hawley
CRM Consultant - Business Analyst, Trendsparency

What's better than an organized list of requirements? An organized list of requirements with traceability and searchability that is prioritized to ensure your project delivers value. How do you make that happen? By spending a day with Jenn and AJ! Jenn Bedell and AJ Hawley will take you through best practices and recommended approaches to managing requirements and user stories. Learn how you can bring an Agile approach to requirements,

even if your project is waterfall (or if 'they' say it is Agile, but you know it isn't). They will take you through creating a requirements management plan, setting up traceability that manages itself, reporting that requires little effort and much more! Yes. You can do all this even if you don't have a formal requirements management tool. Beware: This is not a workshop for those who want to sit back and earn CDU's. This will be hands on and fun!

PROJECT MANAGEMENT

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RISE AGAINST THE MACHINES – RETURNING HUMANITY TO OUR STORIES

Jennifer Battan
CSM, CSPO, CBAP®, Cofounder, Chief Creativity Officer, The Uncommon League

For far too long we have allowed technology, systems, and tools to define our processes and strategy. Not only are we constrained and frustrated by technology, we are even forced to use machines to communicate with each other. We have lost our ability to tell compelling stories that define our future whether in Agile or any other framework. It's time to learn how to take back our processes and strategies, tell compelling narratives, and rise up against our machine overlords! We're pulling lessons from the greatest movie makers of all time. How does this relate back to analysis, strategy, or

projects? It's not just about User Stories! Just like movie genres there are many types of stories to tell: stories about project, product, strategy, history, risk, reward, business value, technology, perspectives... and many more. You will learn how to apply Hollywood's billion-dollar box office formula with collaborative techniques that will help you create compelling stories and effective narratives that reach every audience. Hasta la vista baby, the rise against the machines is starting! (Popcorn and Milk Duds not provided.)

THE AGILE PROJECT MANAGER

Paul Crosby
PMP, Co-Founder & CEO, The Uncommon League

Has your organization been swinging around the Agile magic wand trying to make project management disappear? Are you getting pressure to be more Agile, but your projects are more chaotic? Using the Agile framework on projects doesn't make a PM obsolete. Learn

new techniques to build a strong agreed upon vision, planning sprints and releases by using the Story Map, create parallel delivery paths with multiple Agile teams, apply risk mitigation strategies, and manage resource allocations.



REGISTER TODAY

Register Before April 15 to save!

PACKAGES	INDIVIDUAL		GROUPS OF 3+	
	EARLY BIRD Until July 15	REGULAR July 16 Onwards	EARLY BIRD Until July 15	REGULAR July 16 Onwards
4 Day Pass <small>(Includes 2 Symposia days and 2 Workshops)</small>	\$2,614.14	\$2,904.60	\$2,352.73	\$2,614.14
3 Day Pass <small>(Includes 2 Symposia days and 1 Workshop)</small>	\$2,002.32	\$2,224.80	\$1,802.09	\$2,002.32
2 Day Pass <small>(Includes 2 Symposia days)</small>	\$1,219.01	\$1,354.45	\$1,097.10	\$1,219.01
2 Day Workshop <small>(Includes 2 Workshops)</small>	\$1,575.90	\$1,751.00	\$1,418.31	\$1,575.90
2 Day Combo Pass <small>(Includes 1 Symposia day and 1 Workshop)</small>	\$1,469.30	\$1,632.55	\$1,322.37	\$1,469.30
1 Day Symposium Pass <small>(Includes 1 Symposia day)</small>	\$706.37	\$784.86	\$635.74	\$706.37
1 Day Workshop Pass <small>(Includes 1 Workshop)</small>	\$954.81	\$1,060.90	\$859.33	\$954.81

All registrations are on an individual basis. Badge sharing is not allowed.
 Prices listed above do not include tax. HST (13%) will be added at the time of registration.
 NOTE: Continental breakfast, breaks and lunch are included with registration!

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Organizations registering 3 or more attendees receive group discount rates. If your company is interested in this special offer, please contact me directly!

Jenn White
 E: jwhite@macgregorcom.com
 Include "PW*BAW Toronto Group Inquiry" in the subject line.

BUILD A CASE FOR ATTENDING PROJECTWORLD*BAWORLD TORONTO

TANGIBLE BENEFITS OF TRAINING AND DEVELOPMENT

1 Productivity

Employees who received training are **17% more** productive than those who did not receive training.

▲ **Efficiency, accurate results and profitability**

2 Strategy

Heighten creative and analytical skills to generate better solutions and decisions.

Build: Leadership/Recognition

3 Industry Trends

Up-to-date on the latest trends, and align them to your company goals and objectives.

Adopt: NEW Technologies & Methods

4 Collaboration

Enhance agility to move up, down and across the organization.

▲ **Satisfaction, motivation & morale among employees**

▼ **Employee turnover**



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Daniel Stevens
Sponsorship Sales Manager
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