

PROJECT  WORLD   
BUSINESS ANALYST WORLD

# FUTURE FORWARD

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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  
[aruddell@macgregorcom.com](mailto:aruddell@macgregorcom.com)

Jenn White | Event Manager  
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[jwhite@macgregorcom.com](mailto:jwhite@macgregorcom.com)



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# 2023 KEYNOTE SPEAKERS



KEYNOTE

**Future of Work:  
Getting 2030 Ready**

**ANDREW AU**

GLOBAL THOUGHT LEADER ON DIGITAL  
TRANSFORMATION AND CULTURE CHANGE

**Monday, May 15 | 8:30AM - 9:45AM**

By 2030, half of the work we get paid to do today will be automated by technology, 10% of jobs will be in job categories that don't exist today, and demand for technological skills will surge by 55%. Are you ready? Being "2030 ready" means more than just applying automation, robotics, and AI. It involves a shift in leadership and culture — a modern approach to skilling, a cognitive division of labour, and a complete business model evolution. Andrew Au, an authority on digital transformation, provides audiences with a glimpse into this future and the pathways needed to prepare for this new world of work.



KEYNOTE

**Nobody Wants to 'Work': Conscious  
Leadership Practices that will Attract,  
Engage and Retain Project Talent**

**SUZANNE F. STEVENS**

CSP, CONSCIOUS LEADERSHIP AND SOCIAL CONTRIBUTION  
CULTIVATOR, YOUMEWE SOCIAL IMPACT GROUP INC.

**Tuesday, May 16 | 8:30AM - 9:45AM**

What if your multi-generational and diverse employees feel they are active contributors to the success of your organization? What if your organization had a foundation of high-trust, high-performance, where high-happiness is realized? How would your culture be impacted? What practices would a leader need to implement to attract, engage, retain, and bolster such talent? Suzanne F. Stevens, CSP, shares how multi-generational employees' priorities have evolved post-pandemic—exposing why they don't want to work and why they do. Suzanne has interviewed over a hundred Conscious Leaders from 25 countries and shares eight strategies to bake into your organization's DNA. Employees will be transformed into empowered, productive, and purposeful intrapreneurs—creating a culture where everyone feels their contributions count.



KEYNOTE

**Fry Your Chickens!**

**PHIL BARTH**

PMP, PROGRAM MANAGER/KEYNOTE SPEAKER,  
INTERNATIONAL PAPER

**Monday, May 15 | 3:00PM - 4:00PM**

There's something inside of us that stands between all of us and success at work, success at home, success in life. It is a flock of chickens. Chickens like fear, negativity and self doubt. Every time Phil Barth wanted to do accomplish anything worth accomplishing, he had to fry a chicken. As a result of frying chickens... -Phil won \$32,000 on Who Wants to Be a Millionaire. -Phil got that first date with the woman who became my wife. -Phil was even able to ride a roller coaster with his son for two minutes without throwing up. It would have been perfect... if only the roller coaster ride hadn't been 2:20. You will laugh for an hour. And you will leave this session with homework: One chicken that you are going to fry. One step that you will take toward making a dream come true.



KEYNOTE

**Bring on the Joy! Building Resilience  
and Engagement in Times of Change**

**JESSICA HOLMES**

CELEBRATED COMEDIAN, AUTHOR,  
MENTAL HEALTH ADVOCATE

**Tuesday, May 16 | 3:00PM - 4:00PM**

Years of flux and uncertainty have left people burnt out and many are still grappling with disconnection. It's more important now than ever to foster a sense of well-being and engagement in the workplace. Comedian and Bell Let's Talk ambassador Jessica Holmes presents a moving, funny, and energetic talk that encourages positive mental health and reengages your sense of purpose. Drawing on inspiration from her own journey through depression, Holmes shares how she reconnected with her love of life and work, drawing parallels with this new chance we all have to thrive after setback. Holmes' call to action combines comedy with inspiration from the field of positive psychology. She delivers insights into: -Simple, sustainable steps to improve mental health. -Shifting perspective to increase fulfillment and happiness at work. -Moving forward with empathy for yourself and others (one of the most important parts of a successful team!). -Renewing your sense of purpose and energy by engaging with your values. -Reigniting your creativity. This talk honours the courage it has taken to come this far and reconnects audiences with their greatest qualities to bring on personal and professional joy!

## Schedule at-a-glance

Monday, May 15

8:30 am - 9:45 am	 <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <h3>Andrew Au</h3> <p>Global Thought Leader on Digital Transformation and Culture Change</p> </div> <div style="width: 50%; text-align: right;"> <h2>Future of Work: Getting 2030 Ready</h2> </div> </div>					
9:45 am - 10:15 am	Sponsor Showcase					
	PROJECT MANAGEMENT	PROJECT MANAGEMENT	BUSINESS ANALYSIS	BUSINESS ANALYSIS	SHARED SKILLS	SHARED SKILLS
10:15am - 11:15am	<p>The Future of the PMO in an Agile World <b>Amanda Inman</b> Apex Systems</p>	<p>The unexpected benefits you didn't know you can deliver <b>Christine Aykac</b> Wareness.com <b>Amalia Barthel</b> DecodeSeries</p>	<p>Ahoy, Swashbuckling Producteers - How Business Analysts, Product Owners, and Product Managers Work Together <b>Paul Crosby</b> The Uncommon League</p>	<p>Lessons Learned from Disaster <b>Charlene Huggard</b> New York State Office of Information Technology Services</p>	<p>7 Mindset Shifts for Success in Digital Transformation <b>Linda Miller</b> Imind Transformation</p>	<p>Elicitation by Example <b>Jennifer Battan</b> The Uncommon League</p>
11:30am - 12:30pm	<p>Communication Plan -- the Best-Kept Secret to Project Success <b>Greg Busby</b> Norveld Business Systems <b>Lloyd Weber</b> Norveld Business Systems, Inc.</p>	<p>Enabling Constraints: Calvinball vs. Football <b>Peter Fagerstroem</b> IncrementOne</p>	<p>Be Agile: The Business &amp; The Analyst <b>Bola Adesope</b> Deloitte Canada</p>	<p>The seven pitfalls of business analysis <b>Yulia Kosarenko</b> Why Change Consulting</p>	<p>The future is here: Let's talk about how robots are now able to write copy and create images <b>Leslie Hughes</b> PUNCH media</p>	<p>Cybersecurity requirements - how to mine them in a sea of peril <b>Jamie Champagne</b> Champagne Collaborations</p>
LUNCH						
1:45pm - 2:45pm	<p>Improving rapport in virtual environments <b>Freeman Golshan</b> Doxim</p>	<p>Taking Our Project Management Careers to the Next Level <b>David Barrett</b> MCPM program</p>	<p>Business Analysis is Dead, and more Fake News <b>Jennifer Battan</b> The Uncommon League</p>	<p>The Neuroscience Behind the BA Mindset. The human thinking processes applied <b>Trent Leopold</b> City of Dallas, Texas <b>Fabricio Laguna</b> The Brazilian BA</p>	<p>7 Trends That will Dramatically Change Business <b>Hans Eckman</b> InfoTech/Eckman Guides</p>	<p>Are you agile for the next industrial revolution? <b>Dilash Krishnapillai</b> Yorkville Education Company</p>
3:00pm - 4:00pm	 <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <h3>Phil Barth</h3> <p>PMP, Speaker/Author, Great Things Happen, LLC</p> </div> <div style="width: 50%; text-align: right;"> <h2>Fry Your Chickens!</h2> </div> </div>					
4:00 pm - 5:00 pm	Networking Reception and Sponsor Showcase					

## Schedule at-a-glance

Monday, May 15

<p>8:30 am - 9:45 am</p>			<p><b>Suzanne F. Stevens</b> CSP, Conscious Leadership and Social Contribution Cultivator, YouMeWe Social Impact Group Inc.</p> <p style="text-align: right;"><b>Nobody Wants to ‘Work’: Conscious Leadership Practices that will Attract, Engage and Retain Project Talent</b></p>			
<p>9:45 am - 10:15 am</p>	<p>Sponsor Showcase</p>					
	<p>PROJECT MANAGEMENT</p>	<p>PROJECT MANAGEMENT</p>	<p>BUSINESS ANALYSIS</p>	<p>BUSINESS ANALYSIS</p>	<p>SHARED SKILLS</p>	<p>SHARED SKILLS</p>
<p>10:15am - 11:15am</p>	<p>How can Project Managers Use Data to make smarter Project Decisions! <b>Bill Dow</b> Dow Publishing LLC</p>	<p>Not My Job! @#%*&amp; Understanding and Appreciating the Five Components of Internal Control <b>Joe Ward</b> WARD MANAGEMENT GROUP LLC</p>	<p>Connecting the Scrum Concepts on a single page. The most popular Agile Framework made easy and fun <b>Fabricio Laguna</b> The Brazilian BA</p>	<p>Spy vs. Spy <b>Vincent Mirabelli</b> Info-Tech Research Group <b>Hans Eckman</b> InfoTech/Eckman Guides</p>	<p>Humans are hard, Code is easy <b>Tom Henricksen</b> Code is Easy</p>	<p>Vanilla Ice Was The PERFECT Agile Coach - A Journey of Fixed vs Growth Mindset <b>V. Lee Henson</b> AgileDad</p>
<p>11:30am - 12:30pm</p>	<p>Responding to Change while Keeping your Project on Track <b>Greg Busby</b> Norveld Business Systems <b>Lloyd Weber</b> Norveld Business Systems, Inc.</p>	<p>The Bartender’s Guide to Purpose and Perspective <b>Daniel Simon</b> Where’s Your Road, LLC</p>	<p>Bamboozled! Are your Requirements Psyched Out? Using Critical Thinking for Better Decisions and Requirements <b>Paul Crosby</b> The Uncommon League</p>	<p>Trust No One, Always Verify <b>Armand Adriano</b> IAMTEAM INC.</p>	<p>Hack your Job: Applications and tips to increase your productivity by doing less work! <b>AJ Hawley</b> Trendsparency</p>	<p>Purpose: Helping Teams See Their WHY &amp; Impact <b>Erica Woods</b> Apex Systems <b>Cate Murray</b> Apex Systems</p>
<p>LUNCH</p>						
<p>1:45pm - 2:45pm</p>	<p>Cross-Team Collaboration is Hard! Tips &amp; Tricks to Help Solve Divides <b>Bruce Gay</b> Astrevo</p>	<p>Epic Budgeting <b>Dave Sharrock</b> IncrementOne</p>	<p>Row Row Your Boat - Down the Value Stream <b>Dave Davis</b> OhioHealth</p>	<p>The Modern Business Analyst - With Vince &amp; Jamie <b>Vincent Mirabelli</b> Info-Tech Research Group <b>Jamie Champagne</b> Champagne Collaborations</p>	<p>Managing Emotional Intelligence <b>Daniel Fay</b> BrenDaniel Productions Corp.</p>	<p>Purple Cow Leadership: Stand Out as An Effective Leader <b>Saby Waraich</b> CCC</p>
<p>3:00pm - 4:00pm</p>			<p><b>Jessica Holmes</b> Celebrated Comedian, Author, Mental Health Advocate</p> <p style="text-align: right;"><b>Bring on the Joy! Building Resilience and Engagement in Times of Change</b></p>			
<p>4:00 pm - 5:00 pm</p>	<p>Networking Reception and Sponsor Showcase</p>					

## Workshop Descriptions

Wednesday, May 17 | 9:00am - 4:00pm

<p><b>AGILE FUNDAMENTALS</b></p>	<p><b>V. Lee Henson</b> President &amp; Founder, AgileDad</p>
<p>One of the most common points of Agile adoption failure comes with the incremental on-boarding of Agile teams throughout an organization while not having everyone starting with the same foundational Agile knowledge. This workshop session is designed to help everyone on the team learn the fundamental principles behind what makes Agile work, and allows them to participate in several real world exercises. This structure allows everyone on the team to learn the 'Why' behind the 'How', and gives everyone a chance to leave with the tools needed to effectively do their job better. This session is designed for both new Agile / Kanban teams learning the ropes and experienced Agile teams who are</p>	<p>trying to re-align or get started on the same Agile footing while establishing an internal Agile Center of Excellence. This workshop is often coupled with Agile Coaching in order to increase the effectiveness and impact. The Three Keys - Seeking &amp; Embracing Success: Success can be defined by each of us in many different ways. The truth is there are three keys to a successful personal and professional career. Once we discover these keys and learn to use them, we are gifted the ability of a lifetime of success. This personal journey will teach you the importance of making dreams come true and give you the tools to make that happen.</p>

<p><b>BE A DIGITAL SAVVY LEADER</b></p>	<p><b>Christine Aykac</b> Program Manager/Trainer, Wareness.com <b>Amalia Barthel</b> Sr. Advisor, Lecturer GRC and Privacy, DecodeSeries</p>
<p>The future of project management is circular. It's about more than just efficiency and getting things done, it's all linked in a cycle from development to production to consumption. So we need leaders who understand this new reality! The workshop will empower attendees</p>	<p>to use their critical thinking and decision-making skills through an in-depth understanding of organizational digital risks. It also provides strategies for mitigating these threats so that they can be more confident at work!</p>

<p><b>DELIVERING COMPLEX PROJECTS</b></p>	<p><b>Saby Waraich</b> PMP CSM, CIO   CISO, CCC</p>
<p>Large-Scale Technology Projects especially in public sector are complex and challenging. There are multiple factors that makes a project or a program complex. Gain an insight into how public sector projects are different and what makes them so complex. Come and learn about an exciting turnaround of a public sector</p>	<p>project that went on for almost a decade with multiple failures. What were some of the key strategies used to make this project successful? How can you use some of the learnings from this experience to manage your projects more effectively and deliver value to the customer?</p>

<p><b>GREAT VISUALS: BUT YOU STILL HAVE SOME 'SPLAINING TO DO</b></p>	<p><b>Dave Davis</b> PMP, PgMP, PBA, ACP, DASSM, SAFe LPM, CSM, PMI-AT, Senior Program Manager, OhioHealth</p>
<p>This presentation will focus on providing a great visual; with supporting data. It will be a pragmatic approach to better engage your audience and help them retain your message. There will be examples of visuals and the appropriate means of communicating the message. You will also get to create your own</p>	<p>simple visual with supporting information. This content applies to all roles in the profession: a project manager, an Agile Coach, a Business Analysis, a Product Owner, and/or a Change manager. Communication is more than what is said, it also involves how it is said.</p>

## Workshop Descriptions

Wednesday, May 17 | 9:00am - 4:00pm

<p><b>HARRY POTTER AND THE WORKSHOP OF LEADERSHIP SECRETS</b></p>	<p><b>Hans Eckman</b> Principal Research Director, InfoTech/Eckman Guides</p>
<p>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.</p>	<p>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.</p>

<p><b>MITIGATING RISKS IN EVERYDAY PROJECTS</b></p>	<p><b>Daniel Simon</b> Speaker/Career Coach, Where's Your Road, LLC</p>
<p>Whether we address it or not, we deal with risk every day. But how much time do we really spend reviewing and mitigating risk? This is a risk-focused workshop centered on team-based, interactive project management discussions. During the workshop, participants will be engaged in learning and exercising key project management methods as they work through real-world project scenarios.</p>	<p>Learning components are utilized to inspire table conversations and then open dialogue. We will examine how risk can affect each of the project management topics listed, and potential solutions. We will review both simple and extreme project details that can range from highly impactful to catastrophic. Most importantly, we will discuss how participants plan to address risks as part of their project plan.</p>

<p><b>MY BELIEFS ARE THE TRUTH...AND SO ARE YOURS: HOW TO IMPROVE TEAMWORK AND COMMUNICATION IN A DIVERSE WORKPLACE AND WORLD</b></p>	<p><b>Joe Ward</b> CDFM, CGFM, CCMP, Founder, President &amp; CEO, WARD MANAGEMENT GROUP LLC</p>
<p>Everyone enters the workplace with certain beliefs, priorities, and preferences. Everyone believes "my" beliefs are the truth. They are correct AND so are you. This presentation talks to how to improve teamwork and communication in a diverse world despite our beliefs. Enhanced teamwork equals greater productivity! This workshop is an introduction to behavioral analysis using the D (Dominance) I (Influence) S (Steadiness) C (Conscientiousness) personality system profile. Discussion centers</p>	<p>around the four major personality types and how they might play out in the workplace, home, and other situations. The workshop is entertaining, fun, and thought provoking. With the skills acquired from this training, attendees will be able to gain greater sensitivity to others around them; maximize personal strengths; resolve internal conflicts and power struggles more quickly; and identify how and why people make decisions.</p>

<p><b>ROBOTIC REQUIREMENTS: BUILD YOUR OWN DIGITAL ASSISTANT</b></p>	<p><b>AJ Hawley</b> PSM1, Principal Consultant, Trendsparency</p>
<p>As a Business Analyst, I want to build a digital assistant so that I can skip the tedious tasks, maximizing my influence across the business. That's exactly what this workshop will offer. We will be focusing on the Microsoft platform, using Microsoft Teams, SharePoint Lists, and a collection of Office365 applications to automatically create User Stories in Azure</p>	<p>DevOps. As analysts, we know that one elicitation method or process may not work for each team or project. At the end of the session you will have built several methods for not only procuring requirements but will have built automation to handle them all. Let the robot uprising begin! Requirements: Each individual will need to bring a laptop.</p>

## Workshop Descriptions

Wednesday, May 17 | 9:00am - 4:00pm

### THE WHO, WHAT, WHEN, WHERE, WHY (AND HOW!) OF REQUIREMENTS

**Jamie Champagne**  
CBAP, PMP, Champagne Collaborations

Let's dive into requirements from a view you've probably never seen. Come explore all the shapes, forms, and evolutions that captured requirements can take. And let's get some hands on practice diving into HOW to pull out this

information so that your facilitation session is never compared to a painful dental procedure! Join Jamie as she walks you through the very techniques you can immediately apply and great at requirements!

### UNLEASHING THE BA MINDSET - BECAME A BUSINESS-DRIVEN PROFESSIONAL

**Fabricio Laguna,**  
CBAP, AAC, CPOA, PMP, MBA, Consultant and Trainer,  
The Brazilian BA

The Brazilian BA, Fabricio Laguna, has promoted a change in the perception of the BA community, opening the gates for a wider community of professionals who can benefit from a Business Analysis Mindset. Using exercises based on simple and common study

cases, this workshop will guide you to perceive and apply a specific way of seeing change initiatives. During this workshop, the audience will learn and practice some basic BA techniques that may help them to develop their BA Mindset.

PROJECT MANAGEMENT

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## Workshop Descriptions

Thursday, May 18 | 9:00am - 4:00pm

### "GIVE FEEDBACK LIKE A LEADER, NOT A CRITIC"

**Joel Silverstone**  
Senior Professional Skills Facilitator & Coach,  
The Great Canadian Training & Consulting Company

When feedback is done well, it changes the culture of an organisation. Trust, respect, and growth create more joyful and productive teams. In this session, we will use a feedback model that

will help you deliver meaningful feedback and preserve relationships. With this model, you will explore your own role in receiving feedback. Be ready to practice!

### BUILDING BETTER PRODUCT OWNERS

**Hans Eckman**  
Principal Research Director, InfoTech/Eckman Guides

It's time we put the OWNER back into product ownership! Many teams are hindered by product owners who operate by proxy, lack the empowerment, and are under-supported. Product Owners are the CEOs of their product or service. Whether you want to become a

product owner, are new to product ownership, becoming a 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.

### BUILDING FOR THE LONG-TERM: TURNING YOUR CAREER GOALS INTO ACTION

**Vincent Mirabelli**  
CBAP, MBB, PMP, Principal Research Director,  
Info-Tech Research Group

We all know the value and importance of planning. Much of what we do involves planning; the next project, sprint, or program. But what about us, and our careers? In this workshop, participants will engage in personal and professional introspection, asking a lot of tough

questions meant to get at one thing; your career North Star. Through assessment of your skills, capabilities, and capacity (since we can't do everything!) we'll develop a plan of action, like a roadmap to a sunny destination.

### DATA MANAGEMENT & ANALYTICS SKILLS FOR BUSINESS ANALYSTS

**Yulia Kosarenko**  
Principal Consultant, Why Change Consulting

When an enterprise embarks on a digital transformation journey, data analysis, quality and integrity are essential to its success. A data-savvy business analyst is a valuable resource and a key team player. This workshop will take participants on a journey of learning about data structures, data analysis and modelling techniques necessary to analyze and capture data management requirements. It will focus

on practical knowledge and skills, tools and useful templates, and provide class exercises to master the concepts. Participants will learn to distinguish different types of analytics, discover and capture business analytics requirements, and become advisors to business stakeholders when it comes to using advanced analytics and AI.

### LEADING PROJECT TEAMS IN 2024

**Daniel Fay**  
PMP, PMI-PBA, MEng., Managing Director,  
BrenDaniel Productions Corp.

Projects exist to implement change. Project leaders should always be in motion, always shifting, always enabling change. These past years have tested that theory, there have been major shifts in maintaining project success. Get some great ideas to strengthen your • Personal

Leadership • Team Leadership • Organizational Leadership This is an opportunity to share your ideas and challenges with a diverse team of managers, getting an immediate personal action plan.

## Workshop Descriptions

Thursday, May 18 | 9:00am - 4:00pm

### LEVERAGING DESIGN THINKING TO DRIVE VALUE

**Bruce Gay**  
PMP, CSM, Principal Consultant & Trainer, Astrevo

Design Thinking has emerged as a major trend for how innovative organizations and teams are approaching problem-solving. This hand-on, interactive workshop explores the intersection between Design Thinking and project teams and will provide participants with a high-level

overview of Design Thinking methods and tools. Participants will learn about useful tools to use in a more agile, discovery-driven world. Two case studies are used to show concretely how to integrate design methods into projects with lessons learned and unique outcomes.

### LONG TERM AGILE PLANNING IS NEVER POINTLESS

**Dave Sharrock**  
CEO, IncrementOne

Agile teams pull work from the product backlog during sprint planning. The teams complete the work during the sprint and finish the sprint with a shippable product increment that they demonstrate at the sprint review. Unfortunately, this is a very simple view. It considers what's happening today, this week, this sprint, but not the bigger picture. How

does the work the team is doing today relate to the promises made last month, last quarter, or last year? What about the work other teams are doing that interacts with our team's work? Dependencies, delays, and distractions all impact commitments, make coordinating work hard if not impossible and provide plausible but damaging excuses for delays.

### POWER SKILLS BOOTCAMP

**Tom Henricksen**  
Speaker, Code is Easy

Project managers focus on plans. Developers focus on code. Business analysts focus on requirements. We all need to step back and focus on how to communicate and collaborate. The true lingua Franca is soft skills. This will be

an interactive session. We use role play and exercises to learn and enhance your soft skills. Make sure to come prepared to have fun and learn.

### PROJECT MANAGER'S TOOLBOX 2023

**Daniel Simon**  
Project Manager IV, Where's Your Road, LLC

This workshop will elevate your project management skill set beyond the easy button of

spreadsheets and software programs.

### THE BACKLOG IS BROKEN. HERE IS HOW WE FIX IT. INTRODUCING THE ROCK CRUSHER

**Steve Adolph**  
Agile Coach, CPRIME

The backlog is a beautiful, powerful, and delightfully simple tool for managing variability and uncertainty in modern agile organizations. Unfortunately, the backlog can also be a major impediment to flow and break the value stream with substantial economic loss. This happens because our traditional model of backlog management presents the backlog as a stack

of plates reservoir for the development team. Agile grew up, and now so does our model of the backlog. This tutorial introduces the Rock Crusher, a flow based model for backlog management. Participants will explore the Rock Crusher and design their own implementation of the model for use in their own context.

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## LOCATION AND ACCOMMODATIONS



# METRO TORONTO CONVENTION CENTRE

222 Bremner Blvd, Toronto, ON M5V 2T6

### HOTEL: InterContinental Toronto Centre

225 Front Street West, Toronto, ON M5V 2X3, CA

Nightly rate: \$336 per night if you book before April 14, 2023

[Click here](#) to book online.



# REGISTER TODAY

PACKAGES	INDIVIDUAL		GROUPS OF 3+	
	EARLY BIRD Until April 3		REGULAR April 4 Onwards	
4 Day Pass <small>(Includes 2 Symposia days and 2 Workshops)</small>	\$2,692.56	\$2,423.30	\$2,991.74	\$2,692.56
3 Day Pass <small>(Includes 2 Symposia days and 1 Workshop)</small>	\$2,062.39	\$1,856.15	\$2,291.54	\$2,062.39
2 Day Pass <small>(Includes 2 Symposia days)</small>	\$1,255.58	\$1,130.02	\$1,395.08	\$1,255.58
2 Day Workshop <small>(Includes 2 Workshops)</small>	\$1,623.18	\$1,460.86	\$1,803.53	\$1,623.18
2 Day Combo Pass <small>(Includes 1 Symposia day and 1 Workshop)</small>	\$1,513.38	\$1,362.04	\$1,681.53	\$1,513.38
1 Day Symposium Pass <small>(Includes 1 Symposia day)</small>	\$727.56	\$654.80	\$808.41	\$727.56
1 Day Workshop Pass <small>(Includes 1 Workshop)</small>	\$983.45	\$885.11	\$1,092.73	\$983.45

All registrations are on an individual basis. Badge sharing is not allowed.  
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 NOTE: Continental breakfast, breaks and lunch are included with registration!

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