

**PROJECT**  **WORLD™**  
**BUSINESS ANALYST WORLD**

# FUTURE FORWARD

**TORONTO, ONTARIO**

MARCH 25-28, 2024

METRO TORONTO CONVENTION CENTRE

## EVENT GUIDE



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PW\*BAW Toronto is a proud sponsor of the 2024 Wideman Foundation's Ontario Project Management Competition. Congratulations to the winning team from Centennial College:

Hamizan Arsada  
Aakash Bhide  
Insida Kullolli





# GREETINGS FROM THE CONFERENCE VICE PRESIDENT

## FUTURE FORWARD

Are you ready for a challenge and an opportunity? As conference Vice-President, my team and I would like to offer both. We have prepared one of the most unique combinations of sessions and workshops available to you across North America.

As Project and Business Analysis Professionals, you are often tasked with managing teams, predicting shifting scenarios and ensuring careful direction, all while understanding the importance of the bottom line. Our conference, ProjectWorld\*BusinessAnalystWorld is designed to create scenarios that deliver these skill-set enhancing situations.

Whether it's through classroom-style sessions by recognized experts and innovators or peer-to-peer casual conversations, the learning process will be natural and above all, fun!

Along with gaining knowledge and making new acquaintances, attendees can claim one credit for every hour of education, up to 22 in total over 4 days, which goes a long way to earning your certification.

I encourage you to take advantage of all the learning and networking opportunities this event provides. If you have questions, or require assistance, do not hesitate to ask any of our on-site staff members!

Amy Ruddell | Vice-President, Business Unit  
Project World\*BusinessAnalystWorld  
aruddell@macgregorcom.com



# 2024 KEYNOTES



KEYNOTE

## Building Real Connections in a Remote-First Workplace

**BRIAN MOHR**

CEO, ANTHYM

MARCH 25 | 8:30AM - 9:45AM

Most of us know our professional network based on what they do, not who they truly are. In this highly interactive keynote, we'll go beyond water-cooler chit-chat to tap into what makes us truly human. Get ready for a trip down your life's memory lane as we break into small groups and prompt meaningful conversations that will help you fast-track your connections with your fellow conference attendees. You'll leave with a smile on your face, and tools to build an authentic community and enrich your relationships through easy, thought-provoking questions and prompts.



KEYNOTE

## Starting From the Top: How Leaders Can Advance Equity

**SAMRA ZAFAR**

INTERNATIONAL DEI, MENTAL HEALTH, SOCIAL JUSTICE EXPERT & AWARD-WINNING AUTHOR

MARCH 25 | 3:00pm - 4:00pm

A lack of inclusive practices in any environment can lead to adverse implications that stretch beyond individuals to affect families, workplaces, and the global economy as a whole. It's only through learning how to build spaces of belonging can we truly be inclusive of culturally diverse and neurodiverse perspectives. Allyship is the key, and Samra Zafar will show audiences how to become true allies and combat unconscious bias in the workplace and foster genuine and productive connections that advance equity for all. This comprehensive keynote guides audiences through: - Identifying and recognizing privilege to make way for better collaboration. - How to exhibit true allyship through deliberate action. - Equitable solutions that foster workplace inclusion. - Science and evidence-based routes to uprooting deep-seated unconscious biases. - Strategic ways to equitably lead diverse teams.

# 2024 KEYNOTES



KEYNOTE

## Invisible Leadership: Discovering the Secret Impact of Transformational Leaders

**VICTOR NICHOLS II**

COACH VIC, STRATEGIC PARTNERSHIPS AND ENGAGEMENT LEAD, GENENTECH

MARCH 26 | 8:30am - 9:45am

In this Keynote, Coach Vic shares key insights and anecdotal experiences cultivated to close gaps and improve performance from his many years of serving as an Executive Coach to leaders across the spectrum, including C-suite executives. This powerful message is designed to leave every audience feeling inspired to reshape their behaviors in pursuit of becoming a more dynamic and transformative leader.



KEYNOTE

## Pushing the RIGHT Buttons

**GLYNIS E. DEVINE**

PRESIDENT AND CHIEF EMPOWERMENT OFFICER (CEO)  
SHE-SUITE LEADERS

MARCH 26 | 3:00pm - 4:00pm

The presentation focuses on the challenges faced by senior leaders in managing their people and offers solutions to address them. It highlights that people problems are the most significant concerns for senior leaders and that finding the right talent, aligning employees with strategy, creating a great work environment, and improving teamwork are key challenges. The presentation emphasizes that the pandemic has accelerated the talent shortage, making it crucial for leaders to leverage non-monetary drivers of peak performance to get the most out of their people. The primary learning objectives of the presentation are to help leaders understand why a pay cheque alone is not enough to attract and keep top talent, discover lesser-known and highly impactful non-monetary drivers, design a blueprint of creative ways to leverage these drivers for peak performance, increase visibility and value to stakeholders, and generate sustainable success for the organization.

# Schedule at-a-glance

Monday, March 25

PROJECT MANAGEMENT

BUSINESS ANALYSIS

SHARED

<p>8:30 am - 9:45 am</p>	 <p><b>Brian Mohr</b> CEO, Anthym</p>		
<p>10:15 am - 11:15 am</p>	<p>No Fumbles: Handing Off from Projects to Maintenance <b>Martin Fenelon</b> MSD Games, LLC</p>	<p>Current Trends, Future Strategies for Project Teams <b>Dr. Jimmy Godard</b> Global Compass, LLC</p>	<p>Narrative Revolution: Elevating Product Ownership with AI-Powered User Stories and Acceptance Criteria <b>Gavin Blackmer</b> Cprime, Inc.</p>
<p>11:30 am - 12:30 pm</p>	<p>Are You Too Soft? <b>Neal Whitten</b> The Neal Whitten Group</p>	<p>"I'm an Imposter, Hear Me Roar!" 5 steps to turn it into a competitive advantage <b>Sapna Malhotra</b> Scotiabank</p>	<p>Leveraging organization's Business Analysis Office to advance your career <b>Roman Sakharov</b> EPAM Systems</p>
<p>12:30 pm - 1:45 pm</p>	<p>Lunch</p>		
<p>1:45 pm - 2:45 pm</p>	<p>Reconciling Project Management with Agile Delivery in the Enterprise <b>Dave Sharrock</b> IncrementOne</p>	<p>Managing Projects in Today's Volatile Environment <b>Jude Chagas Pereira</b> IYCON</p>	<p>The essential skill sets Business Analysts need today and tomorrow <b>Jaime Champagne</b> Champagne Collaborations</p>
<p>3:00 pm - 4:00 pm</p>	 <p><b>Samra Zafar</b> International DEI, Mental Health, Social Justice Expert &amp; Award-Winning Author</p>		



## Schedule at-a-glance

Monday, March 25

PROJECT  
MANAGEMENT

BUSINESS  
ANALYSIS

SHARED

# Building Real Connections in a Remote-First Workplace

<p>The Customer is Always Right? - Build Better Products By Understanding Customer Needs <b>AJ Hawley</b> Trendsparency</p>	<p>Are you a J.E.D.I.? Advancing Responsible Use of AI in the Universe <b>Joy Toney</b> AIM For Change, LLC</p>	<p>The Failure of Change Management - and How to Fix It <b>Amy Yackowski</b> Painted Porch Strategies</p>
<p>(How to really) Tell Me About Yourself <b>Michelle Diaz</b> Grant Thornton Canada LLP</p>	<p>The Change People vs the Change Agent... <b>Rich Batchelor</b> Capillary Consulting</p>	<p>Focus on Managing People and Not Just the Project <b>Abe Patricio</b> Stantec Consulting</p>
<p>Navigating the AI Revolution: A Business Analyst's Guide to Generative AI <b>Mohsen Akhavannia</b> RBC</p>	<p>Navigating the Minefield: The Keys to Understanding Organizational Politics <b>Vincent Mirabelli</b> Info-Tech Research Group</p>	<p>Unlocking the Potential of your Inherited Backlog <b>Kevin Haines</b> Online Business Systems <b>Carla Janzen</b> Online Business Systems</p>

## Starting From the Top: How Leaders Can Advance Equity



# Schedule at-a-glance

Tuesday, March 26

PROJECT MANAGEMENT

BUSINESS ANALYSIS

SHARED

<p>8:30 am - 9:45 am</p>	 <p><b>Victor Nichols II</b> Coach Vic, Strategic Partnerships and Engagement Lead, Genentech</p>		
<p>10:15 am - 11:15 am</p>	<p>Evolution of Initiative Controls: Automation Today, AI Tomorrow - Balancing Risk in Project Management <b>Daniela Medeleanu</b> BMO Financial Group</p>	<p>Unleashing Organizational Potential: Harnessing Flow Metrics and the Project to Product Approach <b>Brian Watson</b> Version One</p>	<p>BAZINGA! Big Bang Techniques (No Joke!) <b>Jennifer Battan</b> The Uncommon League</p>
<p>11:30 am - 12:30 pm</p>	<p>Business Case Realization: The Goal of Mature Project Management Practice <b>Kevin Aguanno</b> Procept Associates Ltd</p>	<p>5-4-3-2-1 Ignition - We have Liftoff: How to ignite teams towards new heights! <b>Ana Lobo</b> Rckt Corp. <b>Mitchell Fong</b> Increment One</p>	<p>BA: First line of defense against a security breach <b>Hans Eckman</b> Info-Tech / Eckman Guides</p>
<p>12:30 pm - 1:45 pm</p>	<p>Lunch</p>		
<p>1:45 pm - 2:45 pm</p>	<p>Creating Client Satisfaction Surveys for Projects <b>Neal Whitten</b> The Neal Whitten Group</p>	<p>Reigniting Resilience: Strategies for Combating Team Burnout <b>Amy Yackowski</b> Painted Porch Strategies <b>Sierra Ramm Cantrell</b> Painted Porch Strategies</p>	<p>Cybersecurity requirements- how to build them INTO your solutions <b>Jamie R Champagne</b> Champagne Collaborations</p>
<p>3:00 pm - 4:00 pm</p>	 <p><b>Glynis E. Devine</b> President and Chief Empowerment Officer (CEO), She-Suite Leaders</p>		

## Schedule at-a-glance

Tuesday, March 26

PROJECT  
MANAGEMENT

BUSINESS  
ANALYSIS

SHARED

# Invisible Leadership: Discovering the Secret Impact of Transformational Leaders

<p>Being a BA on a BADgile Project <b>Steve Jones</b> ISO New England</p>	<p>Moving to Embodied Decision-Making <b>Mark Hollingworth</b> 5i Strategic Affairs</p>	<p>When Will You Be Done? Answering leaders &amp; others in agile projects <b>Ryland Leyton</b></p>
<p>Hammer it Home! Update Your BA Toolbox <b>Jennifer Bedell</b> Mariner Innovations</p>	<p>Leading Change That Sticks <b>Barbee Davis</b> Davis Consulting</p>	<p>When Projects Give You Lemons - Prevent Scurvy: Analyzing Project Problems to Ensure You Solve the Right Concerns <b>AJ Hawley</b> Trendsparency</p>
<p>Context Diagrams: The first and strongest go-to tool in your BA kit! <b>Ryland Leyton</b></p>	<p>Stand Out with your Brand Out: 5 ways you can leverage the learning from this conference so you can obtain more opportunities and visibility at work <b>Leslie Hughes</b> PUNCH!media</p>	<p>Guide Path: Career Paths - What will our roles look like in the future? <b>Hans Eckman</b> Info-Tech / Eckman Guides</p>

## Pushing the RIGHT Buttons

## Workshop Descriptions

Wednesday, March 27 | 9:00am - 3:00pm

### 7 POWERFUL ANALYSIS TECHNIQUES - UP YOUR ANALYSIS GAME

**Hans Eckman**

Principal Research Director, Info-Tech / Eckman Guides

Ready to up your business analyst game? Let's explore 7 powerful techniques that are shifting the business analysis landscape. In this presentation we'll introduce you to amazing techniques that will up your analysis skills to the next level. Download the accompanying book free and start using these techniques immediately.

#### Learning Objectives

- Make the MOST of your strategy with Functional Decomposition
- Discover the secrets of the 3 dimensional Salience model of stakeholder analysis
- SCAMPER into the CATWOEs for a Customer Journey Diagram that is low on the Nuisance Scale

### COMMUNICATION IS EASY. WHY IS IT SO HARD?

**Steve Jones**

Market Support Business Analysis, ISO

**Jennifer Bedell**

CBAP, SAFe POPM, FLMI, ACS, Community Manager, BA/QA, Mariner Innovations

If you're ready to tackle communication chaos or void like a pro, strap in because this workshop is for you! Delve into the complexities of communication and explore why effective communication can be challenging despite its apparent simplicity. Through interactive lessons and engaging exercises, participants will gain insights into building trust, influencing without authority, and resolving conflicts through effective communication strategies.

#### Learning Objectives

- Communicate more effectively by understanding the trust formula
- Influence stakeholders without formal authority
- Quickly resolve conflict using communication techniques

### DELIVERING COMPLEX PROJECTS

**Saby Waraich**

PMP CSM, CIO | CISO, Clackamas Community College

Large-Scale Technology Projects especially in public sector are complex and challenging. There are multiple factors that make 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 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?

#### Learning Objectives

- Enhance professional knowledge around driving large & complex transformations.
- Actionable tips that can be used by those who are managing complex projects or will be managing one in the future
- Gain insight into complexities and challenges in a public sector technology project

### GOOD C.O.P / BAD C.O.P : BUILD A COMMUNITY OF PRACTICE THAT YOUR ORGANIZATION WILL USE

**AJ Hawley**

PSM1, Principal Consultant, Trendsparency

Does your organization struggle with growing Business Analyst's skills? Have you ever tried building a Community of Practice in your organization only to watch it collapse or never take off to begin with? This workshop will review everything you need to kick off a successful Community of Practice that sticks!

#### Learning Objectives

- Selling the Organization on a Community of Practice
- Building an Individual Practice Framework
- Identifying Key Metrics to Ensure Success

## Workshop Descriptions

Wednesday, March 27 | 9:00am - 3:00pm

### PROJECT PEOPLE ASSEMBLE: UNLEASH YOUR TEAMWORK SUPERPOWERS

**Jennifer Battan**

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

In a world where challenges loom large and obstacles seem insurmountable, a team of extraordinary individuals rises to the occasion. They are not just heroes, a force to be reckoned with - a team united by a common purpose. In this session we'll explore how each of us gravitates to a problem solving style. When we work as a team our preferences and style can create comfort and synergy, or clashes and chaos. We'll explore problem solving processes and learn how to unleash our own potential.

#### Learning Objectives

- Assess your teamwork capabilities and problem solving style
- Learn strategies to be an effective team member whether you are in your comfort zone, ready to collaborate or need to cope in order to avoid a clash.
- Understand the impacts of your style within an innovation and problem solving framework

### STRATEGIC DECISION-MAKING FOR PMS & BAS

**Mark Hollingworth**

President, 5i Strategic Affairs

Strategic decisions are the decisions that keep you up at night. The consequences of making the right decision (or not) are high. It is easier to procrastinate, to enter "analysis paralysis", to not take a decision, than to stick your neck out and say "We are going to do this. And, if we are going to do this, it means we are not going to do that." Such decisions can be career-enhancing, or career-ending. This workshop will help you take better strategic decisions in the future - and will help you get a better nights sleep!

#### Learning Objectives

- Better understand the differences between operational and strategic decisions in organizations
- Learn some new, innovative strategic decision-making techniques in order to take better decisions in the future
- Gain some key insights into our personal leadership and decision-making ability, style and preferences

### THE BUSINESS ANALYST MASTERCLASS WITH RYLAND LEYTON

**Ryland Leyton**

Senior Business Analyst, NA

The Business Analyst Masterclass with Ryland Leyton is a way for BA's to take themselves to that "next level" of practice. For BA managers, it will give you the path to start & sustain conversations with the developing BA's in your care. The session is drawn from the most important lessons of my own 25 years in the field. We cover both hard and soft skills, and the many ways these tie together to create strong senior and advanced practitioners!

#### Learning Objectives

- Grow understanding of the soft skills side of the BA profession, and why these are enablers and keys to career success.
- Establish a baseline of analysis techniques to use in any analysis situation, and understand how this will drive project success.
- Create your concrete and executable analyst growth plan, including allies and enablers, and the perspectives of Now, Next, Later.



## Workshop Descriptions

Wednesday, March 27 | 9:00am - 3:00pm

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

**Jamie R 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!

#### Learning Objectives

- Understand the multiple facets of requirements (and what "required" actually means!)
- Learn techniques for eliciting and managing requirements
- Gain tips and tricks to immediately apply to requirements in your own work

### THE WONDERFUL WORLD OF POWER SKILLS: ACHIEVING EXCEPTIONAL PERFORMANCE

**Neal Whitten**  
President, The Neal Whitten Group

Implementing some of these Power Skills may initially cause your palms to sweat and your heart to race. This workshop is for leaders, those who aspire to be leaders, and all employees who desire to take their performance to a higher level. This workshop identifies the most important Power Skills to master on projects and in the workplace to promote accountability and to learn how to think and act to achieve the success you most desire. Your personal limitations at work and across your life are directly impacted by your willingness and tenacity to deliberately embrace and execute on these Power Skills. The Power Skills discussed include manage daily to your top three priorities, break the rules occasionally, never avoid necessary confrontation, think for yourself, routinely

practice boldness and courage, make decisions as if you own the business, be a good actor, and so much more. Neal welcomes you to come along for a potentially transformative and game-changing ride in your personal pursuit of the adventure called life. Don't be surprised if the workshop has the effect of changing your life trajectory. This stuff really works!

#### Learning Objectives

- Identify Power Skills that can take your performance to a higher level
- Exercise: Questionnaire for self-assessing your mastery of the foundational Power Skills
- Determine your top 3 Power Skills of most importance for your focus

## Workshop Descriptions

Thursday, March 28 | 9:00am - 3:00pm

### HAMMER IT HOME! UPDATE YOUR BA TOOLBOX

**Jennifer Bedell**  
CBAP, SAFe POPM, FLMI, ACS, Community Manager, BA/QA, Mariner Innovations

Business Analysts use a variety of tools and techniques every day. Sometimes, we don't even realize we are using a tool or technique because it comes so naturally. In fact, you might be using outdated techniques because you didn't realize there was a better way. Or because you didn't have the time to investigate. In this session, you will learn and practice updated BA tools and techniques that will help you "build" the right solution for your

stakeholders (and not limit yourself to the solution they requested).

#### Learning Objectives

- Increased confidence and ability to use timeless tools & techniques
- New ways to use existing tools and techniques
- Shiny new techniques to round out your workshop

## Workshop Descriptions

Thursday, March 28 | 9:00am - 3:00pm

### IN YOUR FACE: FACILITATION, ANALYSIS, COLLABORATION & ELICITATION TECHNIQUES

#### Jennifer Battan

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

This interactive, highly hands on workshop not only teaches us how to use modern collaborative and interactive techniques for Facilitation, Analysis, Collaboration & Elicitation (FACE) but we'll also talk hybrid facilitation, agile vs plan-driven applications, and so much more. These tools will help improve the quality of your products and help you elicit requirements more effectively. You'll have everyone talking about how great YOU are as a Business Analyst leader.

#### Learning Objectives

- Learn & practice proven techniques for Facilitation, Analysis, Collaboration, & Elicitation
- Identify ways to modify your approaches whether you're working in plan-driven, agile, or some method in between
- Identify tools & approaches for virtual and hybrid scenarios

### LEADING YOUR PROJECT TEAMS IN 2025

#### 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 successfully have tested that theory. While the objective continues to be maintaining project success, the approaches, methods, and attitudes have shifted. This is an opportunity to share your ideas and challenges with a diverse team of project leaders. Create a unique personal action plan to implement immediately, on the job, and more importantly - in life.

#### Learning Objectives

- Get some great ideas and best practices used by the facilitator
- Share and learn from other attendees in successful leadership techniques
- Walk away with an immediate action plan to strengthen your teams

### PROJECT PORTFOLIO MANAGEMENT (PPM) - WHAT IS IT AND HOW TO IMPLEMENT IT?

#### Jen Skrabak

PMP, PfMP, Vice President, Strategy+PM LLC

Most organizations face the problem of too many projects and not enough resources to execute them successfully. There is a solution - Project Portfolio Management (PPM)! PPM can help an organization focus on selecting the right projects that is aligned to strategy, optimizing them to maximize value, and ensuring that the portfolio is managed holistically, adequately resourced, and governed. Research has shown that portfolio management can be an effective way to bridge the gap between strategy and execution, ensuring that the right projects are done. In this highly interactive workshop, learn the key principles of portfolio management, how to align it to

your organization's current project management and Agile practices, and most importantly, walk away with an action plan to implement PPM in your organization.

#### Learning Objectives

- Understand Portfolio Management and its relationship to Project Management, Program Management and Agile practices
- Understand the 7 Keys of Portfolio Management and how to leverage those successfully
- Create an Action Plan to implement Portfolio Management in your organization

### STRATEGIC TOOLS FOR BUSINESS ANALYSTS

#### Vincent Mirabelli

CBAP, MBB, PMP, Principal Research Director, Info-Tech Research Group

How can you effectively select the appropriate tools for enterprise analysis? Additionally, what strategies can ensure your team's success in this endeavor? This course unveils a comprehensive guide to harnessing valuable insights from four crucial enterprise analysis methodologies: PESTLE analysis, Porter's Five Forces, SWOT analysis, and the Three Horizons.

#### Learning Objectives

- Grasp the nuances of PESTLE, Porter's Five Forces, SWOT, and Three Horizons analyses.
- Integrate organizational factors to enhance analysis accuracy.
- Convert insights into actionable strategies for informed decision-making.

# 2024 SPONSORS/ASSOCIATIONS

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Counterpart Insight™ is a cloud-based Project Portfolio Management (PPM) solution designed to optimize processes for local or global teams in any business. Tailored for flexibility, it supports existing project management processes or industry best practices like PMP, Prince2, and Agile. The Insight™ suite boasts a feature-rich environment:

- Portfolio Planning and Management
- Project Planning and Execution
- Task Assignment & Tracking
- Time Tracking
- Budget & Cost Tracking
- Risk & Issue Management
- Resource Planning & Optimization
- Communications & Reporting
- Configurable Role Based Dashboards
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Our "QuickStart" packages ensure swift deployment, and our mission is to guarantee your initiatives deliver measurable business value. In a fast-moving digital economy executives and stakeholders require real time actionable intelligence, and Counterpart Insight™ delivers.

For more information on our exciting new release of Counterpart Insight™ – please visit [www.counterpart.com](http://www.counterpart.com). Book a product demonstration and join organizations around the world benefiting from the real-time actionable intelligence Insight™ delivers.

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Toronto is Northeastern's first international campus, and part of a global network in London (UK), Silicon Valley, Seattle, and Charlotte. Northeastern Toronto delivers Master's degree programs focused on in-demand fields and customized to regional employer needs, including project management, cybersecurity, and data analytics. Northeastern University Toronto is also partnering with the Toronto corporate and technology ecosystems to attract, retain, and invest in Canadian talent.



Royal Roads University's blended programs --online with short on-campus residencies-- are designed to enable you to work full time while you upgrade your education. Visit the Royal Roads University booth to learn more about our MA in Global Leadership which is designed to build and enhance globally minded leadership and management capabilities, and our MA in Human Security and Peacebuilding you learn how to build sustainable peace in complex settings.

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