

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

# **FUTURE FORWARD**

**TORONTO, ONTARIO**

MAY 11-14, 2026

METRO TORONTO CONVENTION CENTRE

## **EVENT GUIDE**

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## WHY ATTEND:

- 1** EARN UP TO **22 PDUs** over 4 days
- 2** **TOP QUALITY EDUCATION** AT COMPETITIVE PRICES
- 3** REGIONAL ADVISORY BOARD THAT TARGETS **LOCAL ISSUES**
- 4** UNIQUE CONFERENCE MODEL **PMBA COMBINED**
- 5** **NETWORKING** UNLIMITED NETWORKING OPPORTUNITIES WITH YOUR PEERS
- 6** **LOCAL & CONVENIENT** LOCATION

**FOLLOW US!**



# GREETINGS FROM THE CONFERENCE VICE PRESIDENT

## FUTURE FORWARD

Welcome to ProjectWorld\*BusinessAnalystWorld—one of the most collaborative and genuinely welcoming conferences for Project Management and Business Analysis Professionals.

Yes, you'll learn a lot here—but you'll also laugh, connect, and feel like part of a community.

This conference brings together PMs and BAs from a wide range of industries who are all here for the same reason: to grow their skills, share real-world experiences, and connect with people who get what they do. The atmosphere is friendly, open, and refreshingly inclusive—whether you're attending solo or with colleagues, you'll never feel like a stranger.

One of the things that truly sets ProjectWorld\*BusinessAnalystWorld apart is our speakers. They don't just fly in, deliver a session, and disappear. Our speakers stay for the entire conference—attending sessions, joining conversations, and making themselves available to answer questions and offer guidance. It creates an environment where learning continues well beyond the classroom and conversations happen naturally.

From expert-led sessions and practical workshops to peer-to-peer discussions and hallway chats, the experience is designed to be engaging, interactive, and—most importantly—fun. You'll leave with new ideas, new connections, and tools you can put to work right away.

If you're looking for high-quality education, meaningful networking, and a conference experience that feels as energizing as it is valuable, you've come to the right place! I hope you enjoy your time at the conference and be part of what makes this community so special.

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

# 2026 KEYNOTES



**KEYNOTE**

## Leading the AI Uprising: How to Fuel Insurgents, Embrace AI, and Propel Teams Forward


**RON TITE**  
CEO, CHURCH & STATE

MAY 11 | 8:30am - 9:45am

AI isn't just another disruption. It's a full-blown coup d'état on the workplace. It's here to overthrow how you work, what you value, and how you measure success. It comes with immense potential, jaw-dropping productivity, and, for some, existential dread and fear for their jobs. Almost over night, technology has gone from FOMO to FOBO — from the “fear of missing out” to the “fear of being obsolete.” But don't panic, this coup can be a good thing. It just depends on who's leading the revolution and how. See, AI pioneers usually create more chaos than brilliance and AI resisters drag everyone five steps back, justifying the comfort of the same old routine. Truly great leaders engage both to spark an insurgency that consults instead of threatens, collaborates instead of declares, and propels instead of fails. This insightful presentation will explore why it's crucial, how to navigate it, and what triumph can look like. So, light your torches, rally your troops, and get ready to storm the castle of outdated thinking. It's time to orchestrate an AI coup that's less about backlash and more about breakthroughs.



# 2026 KEYNOTES



**KEYNOTE**

## Ted Lasso Leadership

**JEFF HARRY**  
INTERNATIONAL POSITIVE PSYCHOLOGY PLAY SPEAKER  
REDISCOVER YOUR PLAY

MAY 12 | 8:30am - 9:45am

85% of employees are disengaged at work. Staff leave because they don't feel seen, heard, or appreciated. Who knew the answer to this lies in a show called Ted Lasso? Ted's leadership style is vital for companies because it demonstrates the effectiveness of a more holistic and inclusive approach to being a leader. It combines empathy, intuition, and collaboration, which creates a compassionate work culture. He balances it with cultivating assertiveness, decisiveness, and accountability, which leads to a more productive and results-oriented work culture. Ted Lasso also embraces play as crucial to building camaraderie and a solid foundation for AFC Richmond. In this session, we will explore how play and positive psychology are essential to building psychological safety in this surreal new reality of work. We will analyze through the lens of Ted Lasso what currently needs to be added to your workplace that would create the culture your staff is looking for to feel comfortable playing. Finally, we will determine the initial steps you need to take to create a "stay curious" environment where staff can do their most vibrant work.



**KEYNOTE**

## Puppies and Chickens and Diapers, Oh My! Making Life Better by Using AI

**PHIL BARTH**  
PMP, SPEAKER / AUTHOR, GREAT THINGS HAPPEN, LLC

MAY 12 | 2:30pm - 3:30pm

From puppies to rubber chickens to one unforgettable diaper story, Phil Barth takes you on a hilarious, heartfelt journey through the chaos of life—and how AI can help tame it. You'll laugh, learn, and discover how technology and empathy together can make both work and life run a little smoother (and cleaner).

### Learning Objectives

- Discover practical ways AI can simplify everyday life and communication—at home and at work.
- Learn how humor and experimentation make AI approachable and encourage creativity and collaboration.
- Explore why empathy remains our most powerful "human technology," and how embracing both AI and humanity leads to better results and relationships.

# Schedule at-a-glance

Monday, May 11

SHARED	PROJECT MANAGEMENT	BUSINESS ANALYSIS
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8:30 am - 9:45 am	 <p><b>Ron Tite</b>                  Founder and CEO, Church &amp; State  <b>Leading the AI Uprising: How to Fuel Insurgents, Embrace AI, and Propel Teams Forward</b></p>			
10:00 am - 11:00 am	How Copilot Helps You Work Smarter, Not Harder <b>Jacques Goupil</b> PPM Works, Inc	People, Politics and Critical Thinking: The Unseen Work Behind Real Change <b>Adrian Reed</b> Blackmetric	Artificial Intelligence for Project Managers: Leading a Machine Learning (ML) Team <b>Scott Ambler</b> Ambysoft Inc.	Prototype Like a Pro: Turning Ideas into Actionable Requirements <b>Felicia Joyner</b> TekBizTranslations
11:15 am - 12:15 pm	Guide Path: Prepare for the singularity and AI's impact on, well, EVERYTHING <b>Hans Eckman</b> Info-Tech / Eckman Guides	Your Stories Are Too Big! <b>Chris Sims</b> Agile Learning Labs	The PM's Guide to Generative AI in Cloud Projects: Risks, Rewards, and Real-World Use Cases <b>Rakshana Balakrishnan</b> Oracle	From Analyst to Influencer: Unlocking the BA's Leadership Power <b>Soyini Francis</b> Peridot Horizons Inc.
12:15 pm - 1:15 pm	Lunch			
1:15 pm - 2:15 pm	Stop Working on the Wrong Projects: A Practical Guide to Data-Driven Prioritization <b>Ugbad Farah</b> Planisware	Managing High-Stakes Data Projects: From Chaos to Clarity <b>Asheesh Pandey</b> Audible (An Amazon Company)	Is Your Working Environment Toxic or Green? Assess and plan action steps to Improve organizational performance. <b>Randall Englund</b> Englund Project Management Consultancy	Growing Your BA Capability: Models, Metrics, and Mindsets <b>Christina Lovelock</b> Catch 22 Consulting Ltd.
2:30 pm - 3:30 pm	Transitioning from Project Online - Strategies and Success Stories <b>Jacques Goupil</b> PPM Works, Inc	Yes, And... <b>Hans Eckman</b> Info-Tech / Eckman Guides <b>Vincent Mirabelli</b> Info-Tech Research Group	Relationship Currency: The Hidden Capital Behind Every Successful Project <b>Sameer Lal</b> Founder, ComUnity Canada	Shake Shake Shake - Shake Shake Shake - Shake Your BA - What Is a POBAFATA & Should I be Part of One? <b>V. Lee Henson</b> AgileDad
3:30 pm - 5:00 pm	Networking Reception & Sponsor Showcase 3:30 - 5:00PM			



# Schedule at-a-glance

Tuesday, May 12

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<p>8:30 am - 9:45 am</p>	 <p><b>Jeff Harry</b> Positive Psychology Play Speaker, Rediscover Your Play <b>Ted Lasso Leadership</b></p>			
<p>10:00 am - 11:00 am</p>	<p>Mastering Digital Body Language in the Age of AI <b>Leslie Hughes</b> PUNCH!media</p>	<p>Wagile in the Real World: Blending Agile and Waterfall for Project Success <b>Anto Amal John Johnson</b> CIBC</p>	<p>Smarter Project Management with AI—All in One Hour <b>Phil Barth</b> Great Things Happen LLC</p>	<p>Business Data Analyst Essentials <b>Felicia Joyner</b> TekBizTranslations</p>
<p>11:15 am - 12:15 pm</p>	<p>Beyond Delivery: How Project Leaders Create Value That Actually Lasts <b>V. Lee Henson</b> President &amp; Founder, AgileDad</p>	<p>The Six Stances of Emergent Decision-Making <b>Mark Hollingworth</b> 5i Strategic Affairs</p>	<p>Do Things Right vs Do the Right Things <b>Alex Miles</b> 180 Systems</p>	<p>Psychometrics for Strategic Business Analysis <b>Trent Leopold</b> University of Texas</p>
<p>12:15 pm - 1:15 pm</p>	<p>Lunch</p>			
<p>1:15 pm - 2:15 pm</p>	<p>Knowledge vs Ability: The Ultimate Success Showdown <b>Jennifer Bedell</b> Mariner Innovations</p>	<p>The Psychology of Productivity Through Gamification <b>Bola Adesope</b> SixDots Growth Inc</p>	<p>The Question Is the Answer: Unlocking Innovation and Quality through Better Questions in Software Development <b>Kristen Brown</b> MESSA</p>	<p>Fixing The Plane While It's In Flight <b>Robert Doyle</b> IESO</p>
<p>2:30 pm - 3:30 pm</p>	 <p><b>Phil Barth</b> PMP, CEO, Great Things Happen LLC <b>Puppies and Chickens and Diapers, Oh My! Making Life Better by Using AI</b></p>			

## Thank You to our Volunteers

- |                   |                   |
|-------------------|-------------------|
| Abbey Burnison    | Johnathn Manning  |
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| Shirly Kelly      | Pranaya Siva      |

## Symposium Sessions

Monday, May 11

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10:00am - 11:00am



### Artificial Intelligence for Project Managers: Leading a Machine Learning (ML) Team

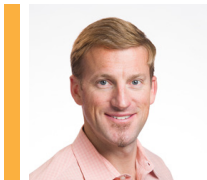
#### Scott Ambler

Keynote speaker, Ambysoft Inc.

This presentation overviews artificial intelligence (AI) and how AI/machine learning (ML) initiatives work, examining the ML lifecycle from beginning, to end, and then back again. We explore several critical challenges, including the experimental nature of AI/ML initiatives, how data quality is critical to your success, how to initiate an AI/ML team, and the ethical considerations surrounding AI. We examine the implications of these challenges and work through strategies to address them.

#### Learning Objectives

- Explore the success and failure factors of AI projects
- Recognize the inherent risks of AI projects
- Understand how data quality is critical to your success



### How Copilot Helps You Work Smarter, Not Harder

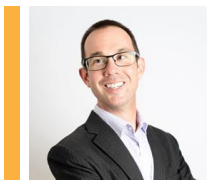
#### Jacques Goupil

PMP, MCTS, MCP, Director, Client Success, PPM Works, Inc

Microsoft Copilot is changing how project teams plan, execute, and deliver work across the Microsoft ecosystem. In this session, you'll see how AI-powered Copilot reduces manual effort, streamlines collaboration, and provides real-time insights that help teams move faster with greater confidence. We'll explore how Copilot supports the full project lifecycle, from intelligent planning and task assignment to progress tracking and automated reporting and how it integrates seamlessly with Microsoft 365 tools. Through practical examples and real-world scenarios, you'll learn how organizations are using Copilot today to simplify complexity and elevate project delivery. Whether you're leading a small team or managing enterprise-scale initiatives, this session will show you how Microsoft AI can help you focus less on administration and more on outcomes - while making project work more effective (and even more enjoyable).

#### Learning Objectives

- Apply Copilot to Real Project Scenarios: Practical ways to use AI for smarter planning, task execution, and collaboration
- Automate the Busy Work: Techniques to streamline progress tracking, status updates, and reporting
- Automate the Busy Work: Techniques to streamline progress tracking, status updates, and reporting
- Apply Copilot to Real Project Scenarios: Practical ways to use AI for smarter planning, task execution, and collaboration
- Make Better Decisions, Faster: Using real-time insights and intelligent recommendations to guide execution
- Make Better Decisions, Faster: Using real-time insights and intelligent recommendations to guide execution



### People, Politics and Critical Thinking: The Unseen Work Behind Real Change

#### Adrian Reed

CBAP, Mr, Blackmetric

AI is reshaping how we document and analyze business situations, but some of the most important work remains distinctly human. Understanding the people involved and affected by change is essential, and working with them collaboratively is crucial. Yet this isn't always easy, particularly when hidden agendas exist, organizational politics come into play, and there are a range of competing perspectives. This session explores the increasingly important (but less visible) skills that drive real outcomes: understanding people, navigating politics, and applying critical thinking in complex organizational environments. In this practical session, you'll hear: • Why politics can't be ignored (and why organizational politics isn't always a bad thing) • Techniques for analyzing the stakeholder landscape and understanding different perspectives • The importance of getting to root causes and identifying the real business need.

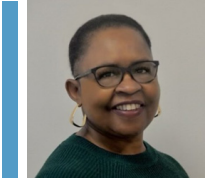


## Symposium Sessions

Monday, May 11

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10:00am - 11:00am



### Prototype Like a Pro: Turning Ideas into Actionable Requirements

**Felicia Joyner**

Speaker, Author, Coach, TekBizTranslations

“Prototype Like a Pro” explores the role of prototyping in requirements gathering. It compares prototype types (e.g., visual, functional, low/high-fidelity), and emphasizes iterative feedback for clarity and user alignment. Real-world scenarios show how prototypes transform vague ideas into actionable, testable solutions. Includes hands-on prototyping exercises.

#### Learning Objectives

- Apply iterative refinement and feedback: Explore the power of iterative prototyping to refine designs, address issues early, and ensure the final product is polished and ready for prime time.
- Compare types of prototypes: Learn to select the most effective prototype type—whether it’s a quick sketch or a detailed 3D model—to align with your project needs and stakeholder expectations.
- Understand the role of prototyping in requirements gathering: Discover how prototyping transforms vague ideas into clear, actionable requirements that streamline your project and ensure client satisfaction.

11:15am - 12:15pm



### “From Analyst to Influencer: Unlocking the BA’s Leadership Power”

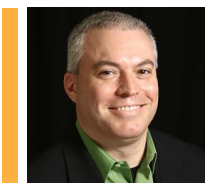
**Soyini Francis**

CBAP, PMP, Founder, Lead Consultant, Peridot Horizons Inc.

Discover how Business Analysts can expand their influence and lead at every level—from projects to enterprise strategy. This session explores soft skills, value delivery, and influencing without authority, while highlighting how BA leadership evolves with AI, automation, and organizational change to keep organizations future-ready.

#### Learning Objectives

- Expand Influence Without Authority - Discover how to leverage soft skills, networking, and value-driven delivery to inspire confidence, build trust, and drive change across the organization.
- Future-Ready Leadership - Understand how BA leadership is evolving with AI, automation, and organizational transformation—and how to stay at the forefront of guiding businesses through change.
- Recognize Leadership Opportunities - Learn how BAs can demonstrate leadership at every level: within projects, BA teams, the wider organization, and at the strategy/enterprise level



### Guide Path: Prepare for the singularity and AI’s impact on, well, EVERYTHING

**Hans Eckman**

Principal Research Director, Info-Tech / Eckman Guides

Understanding the singularity and AI’s impact on IT Do you ever wish when sitting in a session that you could just ask your question and get the information you’re looking for? If so, then this is the session for you. Our small panel will discuss the topics and situations that concern you the most. Enjoy this high-spirited, often humorous, and informative edutainment panel with some of the top thought leaders I found at breakfast this morning. You drive the content, and we’ll make up plausible and often correct answers.

#### Learning Objectives

- Discuss the role AI, machine learning, and automation will play in IT and operations.
- Prepare your career for the shift in roles and responsibilities that will exist in the future.
- Understand how the combination of computing power, AI, and humans achieve more than any alone.

## Symposium Sessions

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11:15am - 12:15pm



### The PM's Guide to Generative AI in Cloud Projects: Risks, Rewards, and Real-World Use Cases

**Rakshana Balakrishnan**

Principal Product Manager, Multicloud, Oracle

This session equips PMs and BAs with tools to manage generative AI projects in the cloud. Attendees will learn how to navigate risks, align stakeholders, and focus on real-world use cases that deliver measurable business value. With practical frameworks and examples, the talk shows how project leaders can drive AI initiatives from hype to impact while positioning themselves as strategic enablers in the AI era.

#### Learning Objectives

- Understand the unique risks and governance challenges of managing generative AI projects in cloud environments.
- Learn frameworks for identifying, prioritizing, and measuring value-driven AI use cases aligned with business strategy.
- Gain practical strategies to communicate AI project outcomes to executives and stakeholders in terms of impact, not just innovation.



### Your Stories Are Too Big!

**Chris Sims**

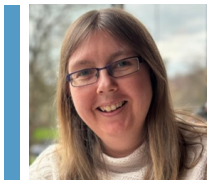
Agile Coach, Agile Learning Labs

When a user story is too big, it is harder to understand, estimate, and implement successfully. Some teams break the 'business story' into 'technical stories' but this generally doesn't help because most or all of the technical stories need to be completed before there is anything meaningful for the stakeholders. There is a better way. Chris teaches 4 simple, yet powerful techniques for breaking big stories into smaller stories, stories that are meaningful to stakeholders and that each deliver

#### Learning Objectives

- Identify compound stories and separate them into individual stories
- Create acceptance criteria and use them to split stories
- Identify end-user workflows and use these to decompose product backlog items

1:15pm - 2:15pm



### Growing Your BA Capability: Models, Metrics, and Mindsets

**Christina Lovelock**

BA Author, Consultant & Coach, Catch 22 Consulting Ltd.

As business analysis evolves, so must the teams behind it. This session explores how BA leaders and practitioners can strengthen their capability by understanding the right models, tracking meaningful metrics, and cultivating adaptive mindsets. Whether you're formalizing a new practice or scaling an existing one, you will gain practical strategies to assess maturity, build a high-performing team, and foster continuous improvement across your BA function.

#### Learning Objectives

- Learn approaches to effectively measure and communicate the value of project management in achieving organizational success.
- Recognize and avoid common pitfalls when developing and scaling a project management practice.
- Identify and dispel common misconceptions about transforming project delivery within an organization.



## Symposium Sessions

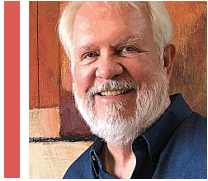
Monday, May 11

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1:15pm - 2:15pm



### Is Your Working Environment Toxic or Green? Assess and plan action steps to Improve organizational performance.

**Randall Englund**

CBM, NPDP, Executive Consultant, Englund Project Management Consultancy

Use a set of factors to assess if people interactions are toxic or green in your organization. Start by understanding the current environment, then cut through the chaos to create a productive, satisfying place where people do their best work. All persons can invoke the process shared in this session by engaging themselves and others in continuous (or radical) improvement. Make the commitment to be accountable and contribute to the greater good, no matter your level or type of organization.

#### Learning Objectives

- Apply an easy-to-understand process
- Adapt a set of skills and tools to become more effective and efficient
- Adopt a changed mindset about your working environment



### Managing High-Stakes Data Projects: From Chaos to Clarity

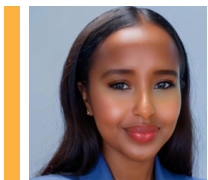
**Asheesh Pandey**

Senior Product Manager - Technology, Audible (An Amazon Company)

High-stakes data projects often start with ambition but get lost in complexity. This session provides a strategic approach to bring clarity, alignment, and control to chaotic data initiatives. Learn how to manage risk, drive outcomes, and communicate value, regardless of uncertainty.

#### Learning Objectives

- Learn a structured approach to align technical complexity with business value in high-stakes data projects
- Understand how to manage uncertainty, risk, and conflicting priorities using flexible, adaptive project strategies
- Gain tools and communication techniques to maintain clarity and stakeholder engagement throughout chaotic project lifecycles



### Stop Working on the Wrong Projects: A Practical Guide to Data-Driven Prioritization

**Ugbad Farah, PMP, Prosci®, SAFe® 6 Agilist**

Global Director, Analyst Relations, Planisware

Project Managers and Business Analysts are under constant pressure to deliver—yet often have limited control over what gets prioritized. When everything feels important, decisions are too often driven by urgency, opinion, or incomplete data. The result: teams execute well... on the wrong work. This session introduces a simple, practical approach to prioritization you can apply directly in your role. Based on proven portfolio management practices, it shows how to bring structure, transparency, and better decision-making into everyday project and requirements work—without adding complexity.

#### Learning Objectives

- How to define clear, business-aligned prioritization criteria
- How to use simple scoring models to compare initiatives objectively
- How to balance value, risk, and feasibility in real decisions
- How to integrate prioritization into your day-to-day workflows, not just governance
- How to move beyond gut feel and stakeholder pressure toward more defensible decisions

## Symposium Sessions

Monday, May 11

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2:30pm - 3:30pm



### Relationship Currency: The Hidden Capital Behind Every Successful Project

**Sameer Lal**

PMP, CMA, Founder, ComUnity Canada

In “The Clutter Shutter: The Art of Efficiency,” Business Analysts and Project Managers will learn how to manage stress, enhance focus, and boost productivity through mindfulness and manifestation. This session covers practical techniques like meditation, visualization, and time-blocking to declutter the mind and workspace. Attendees will walk away with actionable tools to align their career goals, improve decision-making, and lead with calmness and intention in high-pressure environments.

#### Learning Objectives

- Projects are delivered through people, not just plans
- Strong networks remove friction across teams
- Trust, collaboration, and influence drive execution



### Shake Shake Shake -Shake Shake Shake - Shake Your BA - What Is a POBAFATA & Should I be Part of One?

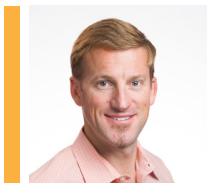
**V. Lee Henson**

CST , AgileDad

Following the eternal wisdom of K.C. & The Sunshine Band, it could be time for us to Shake Shake Shake... The ART of being a great BA is often misunderstood and is even more convoluted in Agile! The concept of POBAFATA transcends traditional and agile project management approaches. In this music inspired, high energy journey, we will explore how the Product Owner, Business Analyst, Functional Analyst, and Technical Analyst work together to bring world class products and services to market in any environment.

#### Learning Objectives

- Definition of POBAFATA
- Discover the Difference between Roles & Accountabilities
- Learn Areas of Focus for each role

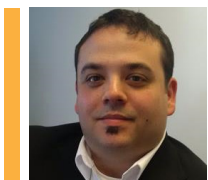


### Transitioning from Project Online - Strategies and Success Stories

**Jacques Goupil**

PMP, MCTS, MCP, Director, Client Success, PPM Works, Inc

With Microsoft Project Online approaching retirement, many organizations are asking a critical question: What’s next for PPM in the Microsoft ecosystem? This session delivers a practical, experience-based roadmap for transitioning from Project Online to modern, scalable PPM solutions. Drawing on real client success stories, we’ll explore common challenges, lessons learned, and proven strategies that help organizations modernize with confidence. Designed for PMO leaders, IT decision-makers, and project professionals, this session cuts through the noise to focus on what actually works - so you can make informed decisions, reduce risk, and position your PPM environment for the future.



#### Yes, And...

**Vincent Mirabelli**

CBAP, MBB, PMP, Principal Research Director, Info-Tech Research Group, President, IIBA Toronto Chapter, Info-tech

**Hans Eckman**

Principal Research Director, Info-Tech / Eckman Guides

Ladies and gentlemen, let’s get ready to RUMBLE! Well, sort of... Come to this open topic battle of wit and wisdom between “Vicious Vincent Mirabelli” and “Helpful Hans Eckman” Vince and Hans will take opposing positions and approaches to each topic in an epic battle to the death! OK, maybe not to the death, but you will quickly learn different ways to face and overcome common challenges. Bring your topics, and cheer for your favorite champion!

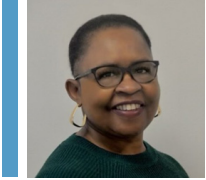


## Symposium Sessions

Tuesday, May 12

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10:00am - 11:00am



### Business Data Analyst Essentials

**Felicia Joyner**

Speaker, Author, Coach, TekBizTranslations

This fast-paced session introduces the essential skills, tools, and techniques every Business Data Analyst needs to succeed. In just one hour, you'll get a clear roadmap for training, development, and real-world impact.

#### Learning Objectives

- Assess your team's current Business Data Analyst capabilities and identify opportunities to align skills with business priorities.
- Implement a practical framework to train, support, and grow analysts into high-impact team contributors.
- Recognize the strategic value Business Data Analysts bring to decision-making and business outcomes.



### Mastering Digital Body Language in the Age of AI

**Leslie Hughes**

LinkedIn Profile Writer, LinkedIn Trainer, Public Speaker, & CEO, PUNCH!media

As AI reshapes how we communicate, authenticity is at risk. This session explores the new rules of Digital Body Language, showing PMs and BAs how to detect signals in digital and AI-generated messages, avoid misinterpretation, and ensure their communication builds clarity and trust.

#### Learning Objectives

- Identify where AI-generated messages distort tone — and learn how to rewrite them effectively.
- Apply practical tactics to strengthen clarity and credibility in every digital interaction.
- Recognize how digital body language signals authenticity, urgency, and trust.



### Smarter Project Management with AI—All in One Hour

**Phil Barth**

PMP, CEO, Great Things Happen LLC

In this fast-paced session, Phil Barth reveals how project managers can use generative AI to prioritize faster, plan smarter, and align teams—without losing their sanity. You'll leave with practical AI strategies you can apply immediately to your own projects.

#### Learning Objectives

- Use AI to Stay Focused and Flexible When Priorities Shift
- Integrate AI for Communication, Documentation, and Stakeholder Alignment
- Leverage AI to Enhance Project Planning and Prioritization

## Symposium Sessions

Tuesday, May 12

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10:00am - 11:00am



### Wagile in the Real World: Blending Agile and Waterfall for Project Success

**Anto Amal John Johnson**

IT Project Manager, CIBC

Explore a practical, real-world approach to Wagile—where Agile and Waterfall meet. Learn how to design hybrid delivery models that meet the needs of complex teams, clients, and regulators, with case studies from Toronto's banking and tech sectors.

#### Learning Objectives

- Learn how to apply a Wagile mindset to real-world projects with fixed regulatory or technical constraints
- Discover practical tools to blend Agile sprints with stage-gated Waterfall controls
- Gain strategies for managing stakeholder expectations in hybrid environments

11:15am - 12:15pm

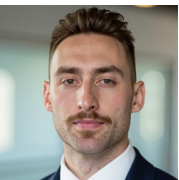


### Beyond Delivery: How Project Leaders Create Value That Actually Lasts

**V. Lee Henson**

President & Founder, AgileDad

Project success is too often measured at delivery. On time, on scope, on budget, yet real value is frequently lost after the work is “done.” In today's evolving project and product environments, leaders are being asked to think beyond execution and focus on outcomes, adoption, and lasting impact. This session reframes project leadership through four enduring phases of successful work: Initiate (clarity and alignment), Discover (learning and risk reduction), Deliver (execution with feedback), and Release (adoption and value realization). While often associated with Agile thinking, these phases represent leadership behaviors that have always driven meaningful results when practiced well. Participants will explore how to manage stakeholder perceptions of value, make better decisions across the lifecycle, and ensure success is defined by outcomes, not just outputs. The session also introduces practical ways AI can support insight and decision-making, allowing leaders to focus more on judgment, communication, and impact. Key Takeaways Differentiate delivery success from value realization and explain why projects often fail after go-live. Apply the four phases (Initiate, Discovery, Delivery, Release) as a leadership lens across any delivery approach. Manage stakeholder perceptions of value throughout the lifecycle, not just at project close. Identify where value is commonly lost and take corrective action earlier. Use AI responsibly as a decision-support tool to improve insight, reduce risk, and strengthen outcomes.



### Do Things Right vs Do the Right Things

**Alex Miles**

Partner, 180 Systems

Project managers are now expected to have the knowledge, skills and experience to understand key elements of a business, including its mechanics, model, functions, sector-specific factors and financial aspects. This will allow them to do the right things. But project managers don't have the knowledge to pull this off. This session will provide the tools to accomplish the objectives by unlocking the knowledge of the management team in any organization.

#### Learning Objectives

- Learn new skills
- Learn the difference between doing things right and doing the right things
- Learn how to obtain business acumen



## Symposium Sessions

Tuesday, May 12

SHARED	PROJECT MANAGEMENT	BUSINESS ANALYSIS
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11:15am - 12:15pm



### Psychometrics for Strategic Business Analysis

**Trent Leopold**  
Analyst, University of Texas

Business processes begin in the human mind, with thoughts. Learn how neuroscience and business analysis intersect with strategic thinking in order to improve both business processes and brain health. Society is engaged in a mental health crisis and business analysts can help by fostering strategic thinking utilizing the neuroscience-based techniques provided in this presentation.

#### Learning Objectives

- Learning How Mental Models Foster Strategic Business Analysis
- Specific Mental Model Psychometrics and Techniques
- Learning How “Nimble” Relates to Mental Models



### The Six Stances of Emergent Decision-Making

**Mark Hollingworth**  
President, 5i Strategic Affairs

Body language has been acknowledged for decades as being a really powerful element of communication. Someone who expresses one message verbally - while their body sends a different message - is perceived to be attempting to deceive, “spinning” the facts or to lack authenticity. Alignment of verbal/body language gives power to a leader’s message. The role and importance of our bodies in information gathering, innovation, gaining buy-in and decision-making has been less well documented and explored. Yet, many of us (often subconsciously) will admit to consulting -or going with - “our gut instinct” for some major life-changing decisions. Many of us have also experienced physical discomfort when having taken a decision - using our dominant “head brain” - only to have a sensation that our guts, hearts (emotions) and bodies may not be in full agreement. One’s bodily presence and awareness can quite simply open up or close off possibilities in decision-making. This interactive session will explore this phenomenon in the context of PMs/BAs.

#### Learning Objectives

- Improve our awareness of the effects of our bodies on decision-making
- Understand and experience the Six Stances of Emergent Decision-making
- Acquire a new strategic decision-making process

1:15pm - 2:15pm



### Fixing The Plane While It’s In Flight

**Robert Doyle**  
Specialist, Business Analysis, IESO

As a Business Analyst, what is the reward for completing your project deliverables more efficiently? Typically the reward is getting more project assignments. So how do we as Business Analysts incorporate the efficiencies we identify into tangible realities - in real-time? In this presentation, we will take a journey on how Business Analysts can identify opportunities for efficiencies on projects, incorporate them and help to reframe the value of the Business Analyst as someone who is a proactiv

#### Learning Objectives

- How a Business Analyst can help to enable organizational efficiency
- Finding value in the work of a Business Analyst
- Building the value proposition of a Business Analyst across an organization

## Symposium Sessions

Tuesday, May 12

SHARED

PROJECT  
MANAGEMENT

BUSINESS  
ANALYSIS

1:15pm - 2:15pm



### Knowledge vs Ability: The Ultimate Success Showdown

#### Jennifer Bedell

CBAP, SAFe POPM, FLMI, ACS, Senior Business Analyst / Community Leader, Mariner Innovations

Are you ready to challenge your assumptions and discover the key to unlocking your full potential? Join me as we dive deep into the world of skills and expertise, and explore the crucial differences between knowledge and ability. You will leave this session armed with a fresh perspective on the age-old question of knowledge vs. ability and a deeper understanding of what it takes to succeed in your own unique journey.

#### Learning Objectives

- Identify when to leverage Knowledge or Ability based on the situation
- Find other factors that contribute to success
- Discover the synergies between Knowledge and Ability



### The Psychology of Productivity Through Gamification

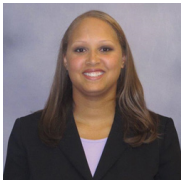
#### Bola Adesope

PMP, CBAP, ITIL, CSM, PSM, CSPO, IPC-ACC, SAFe SPC, Founder/Lead Advisor, SixDots Growth Inc

Are you ready to redefine productivity, drive project success and customer satisfaction? In this dynamic, practical and fun session, we'll apply gamification and science-based techniques to challenge traditional thinking and introduce you to mindset of getting more done to accelerate project delivery, and improve team collaboration. This session utilizes practical case studies, brain-based thinking, mindset, games and activities to foster foster collaboration team motivation, and performance

#### Learning Objectives

- Master the art of prioritization and productivity through WIP limits.
- Enhance collaboration and team dynamics through gamified strategies that drive motivation and accountability.
- Dispel the myth of multitasking and understand why focusing on fewer tasks leads to better outcomes.



### The Question Is the Answer: Unlocking Innovation and Quality through Better Questions in Software Development

#### Kristen Brown

IT Senior Project Manager, MESSA

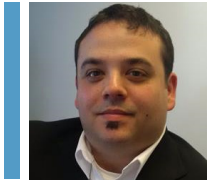
Unlock innovation and improve software quality by mastering effective questioning. This talk explores the roles of different team members, the psychology behind questions, creating a safe environment for curiosity, and practical questions for analysts, QA, and developers. Foster a culture of inquiry to enhance collaboration, uncover insights, and drive better results in software development.

#### Learning Objectives

- Receive role-based sample questions
- Understanding the psychology of asking questions
- Learn why different roles need to ask different questions

## Workshop Descriptions

Wednesday, May 13 | 9:00am - 3:00pm



### 7 Powerful Analysis Techniques - Up your analysis game

#### Vince Mirabelli

CBAP, MBB, PMP, Principal Research Director,  
Applications and Data, Info-Tech Research Group

#### 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

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

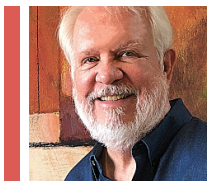


### Agile Fundamentals

#### V. Lee Henson

President & Founder, AgileDad

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 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 & 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.



### Integrating People and Environment Skills

#### Randall Englund

CBM, NPDP, Executive Consultant, Englund Project Management Consultancy

Of the many things you can do to improve project and organizational performance, by far the best approach is create environments for people to do their best work. Become an integrated thinker to tap ideas and practices that create optimized results. Start by understanding the current environment. Become a role model to cut through the chaos. Create a productive, satisfying working environment. Use assessments that focus on necessary, essential activities, then discuss findings and share best practices. All persons can invoke the process shared in this workshop by engaging themselves and others in continuous (or radical) improvement. Make the commitment to be accountable and contribute to the greater good, no matter your level or type of organization. Adopt a mindset that each person can make a difference, develop necessary skills, become a more complete leader, and use the tools that are provided. Integrate changed thinking into daily activities. Be ready to reap the benefits of an optimized workplace that you help to create. Know that you are excellent and can tap your essence to be a leader and role model. This multimedia workshop provides inspiration, knowledge, best practices, mindmaps, assessments, action steps, and real-life examples.

## Workshop Descriptions

Wednesday, May 13 | 9:00am - 3:00pm



### Smart Planning with AI: A Full-Day Interactive Workshop for Project Managers and Business Analysts

**Phil Barth**

PMP, CEO, Great Things Happen LLC

This full-day, hands-on workshop teaches project managers and business analysts how to use generative AI to improve planning, prioritize effectively, and stay focused when priorities shift. Led by Phil Barth, the session delivers practical strategies and real-time tools to break down goals, streamline communication, and boost productivity. Attendees will leave with AI-powered systems they can apply immediately to real projects. \*laptop required for this session

#### Learning Objectives

- Leverage AI to Enhance Project Planning and Prioritization
- Use AI to Stay Focused and Flexible When Priorities Shift
- Integrate AI for Communication, Documentation, and Stakeholder Alignment



### 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

- 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
- Better understand the differences between operational and strategic decisions in organizations



## Workshop Descriptions

Thursday, May 14 | 9:00am - 3:00pm



### C-Suite Engagement & Executive Buy-In

**V. Lee Henson**

President & Founder, AgileDad

Too many transformation efforts stall not because the work is hard, but because the right people weren't invited to the table — or they were, and nobody spoke their language. This session gives leaders a pragmatic, no-fluff playbook for turning executives from passive approvers into active sponsors. We'll strip away the jargon and replace it with three things executives actually pay attention to: clear outcomes, short bets, and repeatable governance. Expect real templates (one-page decision memos, sponsor cadence scripts), live translation exercises to turn team metrics into executive value, and role-play scenarios you can use the moment you return to the office. If you want predictable, funded change — not theater — this workshop will help you get it. Attendees will leave with: • A one-page executive brief template that gets decisions — fast. • A sponsor-activation cadence that prevents “ghost sponsorship.” • Three scripts to convert technical/operational language into strategic outcomes.



### CTRL+YOU: The Game Show Workshop for PMs and BAs Who Want to Outsmart AI Before It Outsmarts Them

**Phil Barth**

PMP, CEO, Great Things Happen LLC

**Leslie Hughes**

LinkedIn Profile Writer, LinkedIn Trainer, Public Speaker, & CEO, PUNCH Media

CTRL+YOU is a high-energy, game-show-style workshop where PMs and BAs learn to outsmart AI before it outsmarts them. Through interactive games, live demos, and team challenges, participants gain hands-on experience with prompts, productivity hacks, and stakeholder communication strategies. You'll walk away with practical tools you can use right away. \*laptop required for this session

#### Learning Objectives

- Learn how to design effective AI prompts to improve communication, planning, and analysis.
- Practice applying AI tools to real-world PM and BA challenges through interactive team games.
- Leave with practical templates, prompt structures, and use cases that can be applied immediately at work.



### Delivering Value Through Operational Excellence

**Shannon Pettiford**

PMP, PMI-ACP, CSM, MS in Project Management, IT Program Manager, Boston Consulting Group

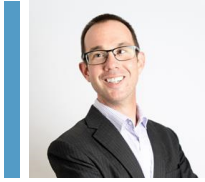
Boost your operational edge in this interactive session. Learn to map workflows, optimize efficiency, and visualize the customer journey using real-world case studies and hands-on tools like swimlanes, empathy maps, and agile prioritization. Walk away with practical strategies that can be immediately applied to streamline operations, inspire innovation, and deliver real value—fast. Collaborate with peers and gain insights that strengthen decision-making and operational resilience.

#### Learning Objectives

- Apply process mapping techniques to visualize and analyze production workflows, enabling identification of inefficiencies and opportunities for operational improvement.
- Demonstrate the use of agile prioritization frameworks (e.g., MoSCoW, Value-Driven Delivery) and empathy-based design methods to foster innovation, optimize team focus, and deliver high-impact outcomes.
- Construct a customer journey map that integrates physical, emotional, and behavioral touchpoints to identify pain points and guide experience-centered operational redesign.

## Workshop Descriptions

Thursday, May 14 | 9:00am - 3:00pm



### Discovery: The Missing Step Between Ideas and Outcomes

**Adrian Reed**  
CBAP, Blackmetric

When initiatives kick off, there's often a rush to start building. Yet if we rush towards a solution without understanding the organizational context, our users and the outcomes they are trying to achieve then we might deliver exactly what they've asked for (only to find out it isn't what they needed). Undertaking "discovery" helps teams avoid this trap, and solid business analysis skills are central to making it work. This presents a real opportunity for BAs. In this interactive, hands-on session you'll explore: • What discovery is, why it matters, and how BAs can lead the way • A practical stakeholder analysis technique • Approaches for defining problems and articulating desired outcomes • The importance of testing ideas early! You'll leave the session with a practical 'discovery' toolkit that you can use back in your day job.



### Remain Irreplaceable: Master the Human Skills to Lead in an AI-Powered Future

**Hans Eckman**  
Principal Research Director,  
Info-Tech / Eckman Guides

The rise of Agentic AI and hyper-automation is the next revolution, automating tasks, accelerating service delivery, and reshaping how we define success. But even as technology takes on more of the routine, the most valuable organizational skills remain deeply human. Future-ready thought leaders will stand out not by competing with AI, but by mastering the capabilities that machines can't replicate and partnering with AI on low-value/high effort activities. \*laptop required for this session.

#### Learning Objectives

- **Exercise Empathy and Ethical Judgment:** Understand stakeholder needs, anticipate potential unintended consequences, and make informed, nuanced decisions grounded in ethics, equity, and the impact on your organization's vision and goals.
- **Think Strategically and Critically:** Elevate from managing tasks to shaping vision. Develop the ability to connect AI capabilities to business outcomes and navigate ambiguity in ways algorithms cannot.
- **Communicate with Influence:** Translate complex AI-driven insights into compelling stories that inspire action, gain buy-in, and bridge the gap between technical and business worlds.



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The International Institute of Business Analysis, Greater London, Ontario (IIBA® GLO) Chapter is an independent non-profit professional organization serving business analysts and the business community in London, ON and the surrounding areas. An integral component of this chapter is ongoing learning and knowledge-sharing through networking, presentations, seminars, study teams, and activities. The IIBA® GLO is proud to be a part of its parent organization IIBA®, which operates in 40+ countries and supports its members through 124+ chapters, offering 7 internationally recognized certifications in Business Analysis, Data Analytics, Agile Analysis, Cybersecurity Analysis, and Product Ownership Analysis



**IIBA**® Toronto Chapter

The IIBA Toronto Chapter is a not-for-profit organization whose mission is to strengthen the visibility and role of business analysis by providing educational, networking and certification development opportunities for business analysts and related requirements practitioners in the Greater Toronto Area.



**Project Management Institute.**  
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PMI-DHC is a non-profit chartered chapter of the Project Management Institute, Inc. (PMI) and is dedicated to advancing the practice, science, and profession of project management in the Durham region and surrounding area. We aim to foster project management networking amongst project management practitioners, corporations, learning institutions, and other PMI chapters. We provide opportunities for continuous learning, personal growth, professional development and mentorship through innovative community-based volunteering programs, professional networking, and community service activities.



**Project Management Institute.**  
Lakeshore, Ontario

The PMI Lakeshore Ontario Chapter (PMILOC) of the Project Management Institute (PMI) is a non-profit body of volunteers, established in 1999, to promote further awareness and recognition of the proven and established methodologies for structured project management.



**Project Management Institute.**  
South Western Ontario

The central source for Project Management leadership, professional development and resources for people and organizations in South Western Ontario.  
Mission: Support and provide opportunities to project management practitioners and like-minded professionals to be successful in their career journey.



**Project Management Institute.**  
Canada's Technology Triangle  
20 YEARS

Canada's Technology Triangle Chapter, PMI-CTT is a non-profit professional association which serves as a resource and knowledge base for the advancement of all project management professionals in Canada's Technology Triangle. PMI-CTT is centered in Kitchener-Waterloo Region, 100 km west of Toronto, Ontario.  
<https://pmi-ctt.org/>



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