PROJECT WORLD
BUSINESS ANALYST WORLD

FUTURE FORWARD

VANCOUVER, BC

NOVEMBER 2-5, 2026
SUTTON PLACE HOTEL

ON-LINE BROCHURE

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WHY ATTEND:

1 EARN UP TO **24 PDUs and CDUs 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

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GREETINGS FROM THE CONFERENCE VICE PRESIDENT

Welcome to ProjectWorld*BAWorld Vancouver!

On behalf of our entire team, welcome to ProjectWorld*BAWorld Vancouver! We are so glad you are here.

Over the next few days, I encourage you to make this event your own. Explore sessions outside your usual area of expertise. Ask questions. Introduce yourself to someone new. Join a conversation at lunch. Connect with a speaker after their session. Some of the most valuable moments at this conference happen outside the meeting rooms, through the conversations and connections you make along the way.

This year, we have evolved our program to better reflect the way projects and organizations work today. Our content has been developed around four areas: **Delivery & Execution, Strategy & Transformation, Power Skills and Tools, Data & Innovation**. With three concurrent session rooms in Chicago, you will see Tools, Data & Innovation topics integrated throughout the other streams, giving you the opportunity to explore technology, AI, data and emerging tools alongside the broader challenges they are helping us solve.

And do not feel that you need to stay within one stream. Mix and match. Build the conference experience that is most valuable to you and the work you do.

One of the things I am most proud of about ProjectWorld*BAWorld is the community that has developed around it. Our speakers are part of that community too. They do not simply deliver a presentation and disappear. Many stay throughout the event, attend other sessions and spend time talking with attendees. Take advantage of that access. Ask them questions, continue the conversation and get to know them. They are here because they want to be part of your experience.

You will also notice something else new this year: **your Event Guide is entirely digital and available through our new event app**. Rather than carrying around a printed guide, you will have the program, speaker information and important event details right at your fingertips throughout the conference.

Most importantly, please remember that this truly is **your event**.

We build ProjectWorld*BAWorld for the project professionals who attend it, and your feedback helps determine where we go next. Tell us what worked. Tell us what you want more of. Tell us what we have not thought of yet. Your feedback is not simply appreciated — it is welcomed and genuinely important to us.

So make the most of these next few days. Learn something that changes the way you approach your work. Meet someone you would never have met otherwise. Have a conversation that continues long after Vancouver.

Thank you for choosing to spend these days with us. I hope you leave ProjectWorld*BAWorld with new ideas, practical tools, valuable connections and a renewed enthusiasm for what comes next.

Enjoy the conference — and please come and say hello. I would love to meet you!

Amy Ruddell | Vice-President, Business Unit
ProjectSummit*BusinessAnalystWorld
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2026 KEYNOTE SPEAKERS



KEYNOTE

Silicon & Soul: Thriving When AI Does the Heavy Lifting

V. LEE HENSON

PRESIDENT & FOUNDER, AGILEDAD

NOVEMBER 2 | **8:30am - 9:45am**

Artificial intelligence is changing everything. Requirements can be drafted in seconds. Roadmaps generated instantly. Risk analyses automated. Reports written before your coffee cools. So where does that leave us? Right at the moment of reinvention. In this high-energy keynote, V. Lee Henson explores the powerful tension between silicon and soul, between technological acceleration and human judgment. As AI handles more of the heavy lifting, modern professionals across Business Analysis, Project Management, IT, Product Development, R&D, and Strategic Leadership must evolve beyond execution. Because when output becomes easy... Impact becomes the differentiator. Silicon scales speed. Soul scales meaning.

Learning Objectives

- Apply a practical framework for integrating AI into daily workflows responsibly and effectively
- Understand how AI is shifting professional value from execution to strategic insight
- Identify the uniquely human capabilities that increase in value during automation



KEYNOTE

Defeating Your Inner Demons: Lessons Learned From "K-Pop Demon Hunters"

HANS ECKMAN

PRINCIPAL RESEARCH DIRECTOR, INFO-TECH RESEARCH GROUP

NOVEMBER 2 | **3:45pm - 4:45pm**

"Our faults and fears must never be seen." On June 20th, 2025, "K-Pop Demon Hunters" quietly launched on Netflix. From the same Sony animation studio behind "Spiderman: Into the Spider-Verse", the movie and soundtrack haven't stopped breaking records: Most-watched Netflix original (+326m views in 90 days), the soundtrack reached Platinum, most all-time sales from an all-female group (passing Destiny's Child), and three songs in the Billboard Hot 100, to name just a few. KDH wasn't just stunning animation and music. It's the depth of the characters and their journeys that made the movie so compelling. Demons may not be real (hopefully), but we're all haunted by moments from our past, imposter syndrome, and self-doubt. If demons represent the damage caused by our faults and fears, then what are the "patterns" that give demons power over us? K-Pop Demon Hunters provides a magical backdrop for understanding our own character development. Their character journeys provide us with three models for harnessing our strengths and finding happiness. In this session, we'll join HUNTR/X in their battle to destroy our own demons and limitations. SPOILER ALERT, but seeing this keynote before watching the movie will give you a deeper understanding and appreciation for the brilliant storytelling and life insights. •Use lessons from K-Pop Demon Hunters to understand how our "patterns" hold us back and steal our souls. •Apply Rumi's three approaches to fighting demons to help us defeat our inner demons. •Learn how to find the strength in your voice and use it fly free.

2026 KEYNOTE SPEAKERS



NOVEMBER 3 | **8:30am - 9:45am**

In the book "Please Hold – The Power of Outcome-Driven Thinking", Fabrício presents the concepts of the outcome-driven mindset in a fun business novel for anyone driving real change at work and beyond. The outcome-driven mindset may be applied to everything we do. It shapes how we understand problems and opportunities and decide the best course of action based on a specific context. It's part of a collective way of thinking, not just restricted to PMs and Business Analysis professionals, but available to anyone. To develop this mindset, one must understand some basic principles and practice business analysis approaches that can be learned and trained repeatedly until they become a part of one's own way of thinking. Come to learn the value of the outcome-driven mindset and how you can develop and use it to evolve your career by using some basic business analysis techniques.



NOVEMBER 3 | **3:45pm - 4:45pm**

CTRL+YOU Live! is a high-energy keynote that challenges Project Managers and Business Analysts to rethink how they work with AI. Put your analysis and judgment skills to the ultimate test by participating in various games that expose how to use AI properly, what most people get wrong about prompting, and a twist how you can choose the right AI tool for you! You'll walk away with understanding how to use AI as a thinking partner, a clearer picture of the AI landscape, and at least one thing you'll try before end of the week.

Learning Objectives

- Leave with practical templates, prompt structures, and use cases that can be applied immediately at work.
- 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.

Schedule at-a-glance

Monday, November 2

8:30 am - 9:45 am	 **Silicon & Soul: Thriving When AI Does the Heavy Lifting** V. Lee Henson President & Founder, AgileDad			
	Delivery & Execution CHÂTEAU LAFITE	**Power Skills CHÂTEAU BELAIR**	**Technology Tools and Innovation CHÂTEAU MARGAUX**	**Strategy & Transformation CHÂTEAU OLIVIER**
10:00 am - 11:00 am	From Delivery to Impact: The New Standard for Project Success **Ang Li** Project Management Institute	Sharpen the Edge: The Strategic Power of Observation **Trent Leopold** University of Texas	AI Without Abdication: Why Human Judgment Still Matters **Amber McMillan** The Feisty Human	How Business Analysis can close the strategy - execution gap **Filip Hendrickx** BA & Beyond
11:15 am - 12:15 pm	The BA Chameleon: Adapting Communication, Facilitation & Conflict Resolution **Casey Myers** University of Illinois Foundation	Rise Above Routine: Embracing Life Beyond Your Comfort Zone **Darren Mann** Darren Mann Coaching Services	Prompt like a Pro: AI Prompts for BAs that Actually Get Work Done! **Jamie Champagne** Champagne Collaborations	Two Different Conversations: Why Conflating Stake-holder and User Interviews Leads to Bad Requirements **Elizabeth Snowdon** Freelancer
12:15 pm - 1:15 pm	Lunch			
1:15 pm - 2:15 pm	Beyond Delivery: How Project Leaders Create Value That Actually Lasts **V. Lee Henson** AgileDad	Stop Sugarcoating It: The Radical Art of Providng Real Feedback **Sunny Dhillon** Develop4Agility Consulting	Smarter Project Management with AI—All in One Hour **Phil Barth** Great Things Happen LLC	From AI4BA to BA4AI: Empowering Analysts to Lead the AI Revolution **Fabricio Laguna** The Brazilian BA
2:30 pm - 3:30 pm	Perfect Your Pitch Through Ritual Dissent **Filip Hendrickx** BA & Beyond	Stop Collecting Contacts and Start Creating Connections: Powerful Networking Secrets That Don't Feel Cringey **Leslie Hughes** PUNCH Media	Great Plans. Wrong Assumptions. **Meghana Sanagaram** SysEne Consulting	Wagile in the Real World: Blending Agile and Waterfall for Project Success **Anto Amal John Johnson** CIBC
3:45 pm - 4:45 pm	 **Defeating Your Inner Demons: Lessons Learned From "K-Pop Demon Hunters"** Hans Eckman Info-Tech Research Group / Eckman Guides			

Schedule at-a-glance

Tuesday, November 3

8:30 am - 9:45 am	 **Unleashing the Outcome-Driven Mindset** **Fabricio Laguna** MBA.CBAP, AAC, CPOA, PMP, Senior Advisor, IIBA			
	Delivery & Execution CHÂTEAU LAFITE	**Power Skills CHÂTEAU BELAIR**	**Technology Tools and Innovation CHÂTEAU MARGAUX**	**Strategy & Transformation CHÂTEAU OLIVIER**
10:00 am - 11:00 am	The Clarity Edge: Faster Decisions, Less Rework: How PM's, BA's, & Product leaders cut decision drag and ship faster **Glenn Brule** IronMind Leadership & Performance Inc.	The No-Nonsense Governance Playbook: Build Structure Without Killing Velocity **Caprice White** Sysco International Americas (Canada)	Guide Path: Prepare for the singularity and AI's impact on, well, EVERYTHING **Hans Eckman** Info-Tech Research Group / Eckman Guides **V. Lee Henson** AgileDad **Phil Barth** Great Things Happen LLC	Psychometrics for Strategic Business Analysis **Trent Leopold** University of Texas
11:15 am - 12:15 pm	Agile User Stories **Chris Sims** Agile Learning Labs	Conflict Without Casualties: Navigating Tough Conversations with Confidence **V. Lee Henson** AgileDad	What ChatGPT Can Do For Your Project **Jamie Champagne** Champagne Collaborations	The Modern BA in an AI World **Michael Hanninen** Thomson Reuters
12:15 pm - 1:15 pm	Lunch			
1:15 pm - 2:15 pm	Your Stories Are Too Big! **Chris Sims** Agile Learning Labs	Jumping to Conclusions Is Not a Project Plan. **Glenn Brule** IronMind Leadership & Performance Inc.	Reframing and Reshaping Business Analysis: From Strategy to Reality, Now and in the Future **Filip Hendrickx** BA & Beyond	Establishing A Cohesive Organization: Connecting the dots **Roger Burlton** Process Renewal Group
2:30 pm - 3:30 pm	The Business of Decisions: Making Smart Trade-Offs Under Pressure **Amber McMillan** The Feisty Human	Build Unshakeable Confidence and Silence Your Inner Critic **Sue Maitland** Connect & Thrive Coaching	Stop Prompting, Start Architecting: The Rise of the AI-Enhanced Business Analyst **Lakshmi K P** Object Edge Inc.	Panel Discussion: The BA Afterparty! From Conference to Career: Turning What You've Learned Into What's Next! **Jennifer Bedell** **Fabricio Laguna** **Filip Hendrickx** **Casey Myers**
3:45 pm - 4:45 pm	 **CTRL+YOU: The Game Show Keynote for PMs and BAs Who Want to Outsmart AI Before It Outsmarts Them** **Leslie Hughes,** LinkedIn Profile Writer, LinkedIn Trainer, Public Speaker, & CEO, PUNCH Media **Phil Barth,** PMP, CEO, Great Things Happen LLC			

Symposium Sessions

Monday, November 2
10:00am - 11:00am



From Delivery to Impact: The New Standard for Project Success

Ang Li
Project Management Institute

Half of projects fail to deliver true success. Why? Because success itself has changed. In this session, explore Project Management Institute's latest Project Success research and discover how the M.O.R.E. mindset helps project leaders move beyond delivery metrics to drive outcomes, value, and lasting impact.

Learning Objectives

- Apply practical leadership behaviors aligned to the M.O.R.E. mindset to drive stronger outcomes and long-term value on their projects.
- Explain why project success must evolve beyond traditional delivery metrics in today's environment of rapid transformation and complexity.
- Identify the four elements of the M.O.R.E. mindset and their connection to higher project success rates.



How Business Analysis can close the strategy - execution gap

Filip Hendrickx
Conference Founder & Organizer, BA & Beyond

Up to two-thirds of organisations struggle with turning their strategies into results, missing out on a potential performance increase of 60 to 100%. Yet without successful execution, the strategy is pointless. Indeed, strategy = execution. Where should strategy become reality? In change projects. With business analysis perfectly positioned to connect the dots from theory to practice, from idea to solution. Enter the strategic BA, who helps the team in finding answers to the following questions: • How do you formulate good goals that guide execution without restricting creativity? • How do you deal with stakeholders that know the solution before having investigated the problem? • What is the importance of deep listening, and how do you do it? • Why do we need to think about options and alternatives, and how do you facilitate their discovery? • Should we still be doing projects? Is there a better alternative? • What are the strategic BA's new roles in a world where strategy = execution?

Learning Objectives

- Rethink the concept of projects
- Appreciate the importance of strategic thinking
- Understand how to constructively challenge stakeholders' input



Sharpen the Edge: The Strategic Power of Observation

Trent Leopold
Analyst, University of Texas

This session equips you for discovering how powerful observation skills based in neuroscience research can enhance leadership, reveal business insights, and drive smarter decisions. This engaging, fun and interactive session introduces practical techniques to help you see more, listen better, and lead with greater clarity.

Learning Objectives

- Understand the Strategic Value of Observation
- Develop Practical Techniques to Observe More Effectively
- Apply Observational Insights to Improve Decision-Making and Performance

Symposium Sessions

Monday, November 2
10:00am - 11:00am



AI Without Abdication: Why Human Judgment Still Matters

Amber McMillan
PMP AHPP OTF PROSCI CVA EQP Master NLP, CEO/Founder, The Feisty Human

Artificial intelligence is transforming how we plan, analyze, and make decisions. But as AI becomes increasingly capable, are we becoming more thoughtful leaders or simply more efficient at outsourcing our judgment? This session explores the essential partnership between artificial intelligence and human intelligence. Participants will examine where AI can strengthen decision-making, where human judgment remains indispensable, and how to recognize the risks of surrendering accountability to technology. Through practical examples and reflection, we'll explore what it means to lead responsibly in an AI-enabled world.

Monday, November 2
11:15am - 12:15pm



The BA Chameleon: Adapting Communication, Facilitation & Conflict Resolution

Casey Myers
Senior Business Systems Analyst, University of Illinois Foundation

Business Analysts must be chameleons—adapting communication styles to engage diverse stakeholders effectively. This session explores how to adjust tone, facilitate discussions, and resolve conflicts with confidence. Learn techniques to connect with project sponsors, managers, developers, and supervisors while also leveraging AI as a communication assistant. Gain practical skills to navigate conversations with clarity and impact.

Learning Objectives
- Utilize facilitation techniques to guide discussions, encourage collaboration, and navigate difficult conversations.
- Adapt communication styles to effectively engage with different stakeholders, including project sponsors, project managers, developers, and supervisors.
- Apply conflict resolution strategies to turn disagreements into productive outcomes while leveraging AI as a supporting communication tool.



Prompt like a Pro: AI Prompts for BAs that Actually Get Work Done!

Jamie Champagne
CBAP, PMP, Champagne Collaborations

Unlock the power of generative AI with better prompts. This interactive session teaches Business Analysts how to craft, refine, and evolve AI prompts for faster, smarter analysis work. From writing user stories to summarizing meetings, you'll learn how to ask the right questions so AI becomes your most valuable analysis assistant.

Learning Objectives
- Learn techniques to structure, refine, and evolve prompts to support tasks such as requirement gathering, stakeholder communication, and documentation.
- Practice writing and testing real prompts in live AI conversations, and develop confidence in applying generative AI tools to daily BA workflows.
- Understand how effective prompt writing impacts the quality and relevance of AI-generated results in business analysis work.

Symposium Sessions

Monday, November 2
11:15am - 12:15pm



Rise Above Routine: Embracing Life Beyond Your Comfort Zone

Darren Mann
PMP, Prosci, LSSBB, Project Manager, Darren Mann Coaching Services

Many professionals operate within routines that produce results but limit growth, innovation, and leadership potential. Darren Mann challenges this pattern by helping attendees recognize where routine is holding them back and how to step beyond it with intention. In this engaging and practical session, participants explore how comfort zones are formed, why they persist, and how they quietly shape decisions, communication, and performance. Through real-world examples and interactive reflection, Darren introduces simple, actionable frameworks that empower individuals to reframe failure, take consistent action, and build confidence in uncertain environments. Attendees leave equipped with tools to shift from reactive execution to intentional leadership—enabling them to grow personally, lead more effectively, and create meaningful impact in their roles.

Learning Objectives
- Identify patterns of routine thinking that limit growth and leadership effectiveness
- Apply a practical framework to step outside the comfort zone and take intentional action
- Reframe failure as feedback to build resilience and support continuous improvement



Two Different Conversations: Why Conflating Stakeholder and User Interviews Leads to Bad Requirements

Elizabeth Snowdon
UX Researcher & Strategy Consultant, Freelancer

BAs and PMs routinely conduct stakeholder interviews as part of discovery — but many unknowingly use the same techniques, questions, and goals when talking to end users. The result? Requirements that reflect organizational assumptions rather than actual user needs. This session draws a clear line between the two interview types, explains why each demands a different mindset and method, and gives attendees a practical framework for knowing which conversation to have — and when.

Learning Objectives
- Apply the 4-Question Types framework to build better user interview guides and audit existing ones.
- Understand the distinct purpose, structure, and output of stakeholder vs. user interviews
- Recognize the 5 most common conflation mistakes in BA discovery work

Monday, November 2
1:15pm - 2:15pm



From AI4BA to BA4AI: Empowering Analysts to Lead the AI Revolution

Fabricio Laguna
MBA.CBAP, AAC, CPOA, PMP, Senior Advisor, The Brazilian BA

Provocative, humorous, cinematic, interactive, and deeply motivational — a keynote that inspires action and new thinking.

Learning Objectives
- Acknowledge how AI Transformation is changing the landscape of business.
- Motivate business analysis professionals to take the lead in understanding the risks and defining value for all stakeholders in AI-related initiatives.
- Realize the unique role of BAs in connecting strategy, stakeholders, and emerging tech.

Symposium Sessions

Monday, November 2
1:15pm - 2:15pm



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.



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



Stop Sugarcoating It: The Radical Art of Providng Real Feedback

Sunny Dhillon
AKT, CTC, Mr, Develop4Agility Consulting

Want to give feedback that actually works? Ditch the sugarcoating and learn how to deliver honest, impactful feedback that gets results. In this high-energy session, you'll discover a simple approach to speaking up—without the awkwardness, the fluff, or the drama. Walk away with practical tools and strategies to transform tough conversations into opportunities for growth, trust, and real change. Get ready to speak your truth and have it land where it counts!

Learning Objectives
- Evaluate and apply effective feedback techniques
- Demonstrate skillful communication in challenging situations
- Synthesize strategies for building trust

Symposium Sessions

Monday, November 2
2:30pm - 3:30pm



Great Plans. Wrong Assumptions.

Meghana Sanagaram
MBA, PMP®, PROSCI®, CSM®, ITIL®, SysEne Consulting

Great plans fail for one simple reason: incomplete assumptions. In this story driven session, Meghana Sanagaram explores how well intentioned change efforts stall when leaders overlook personal impact. Attendees will learn how to spot hidden assumption gaps, interpret silence and escalation signals, and apply practical strategies that strengthen change adoption immediately.

Learning Objectives
- Identify common assumption gaps that undermine change initiatives in high uncertainty environments.
- Recognize behavioral signals, including silence and escalation patterns, as indicators of underlying personal impact.
- Apply three practical strategies to improve change adoption: assessing personal impact, addressing fear before features, and looking beneath the metrics.



Perfect Your Pitch Through Ritual Dissent

Filip Hendrickx
Conference Founder & Organizer, BA & Beyond

You or your team have a great, innovative idea. Everyone's thrilled! Management will love it! Only, they don't. Your pitch raises so many questions and concerns. "Did you actually think this through very well?" Of course not! It's only a rough idea. Why don't they 'get' it? Maybe we should have prepared better, but that takes time. Doesn't it? Not with Ritual Dissent! Ritual Dissent is a workshop method designed to rapidly test and enhance proposals, stories, ideas or whatever by subjecting them to ritualised dissent (challenge) or assent (positive alternatives). Your idea is being discussed and challenged by a group of peers while you are facing away from the group, thereby depersonalising feedback, forcing you to listen and preventing you from participating in the discussion to defend your idea.

Learning Objectives
- Learn everything you need to perform Ritual Dissent in your own team or organization
- Experience Ritual Dissent for yourself in this active mini-workshop



Stop Collecting Contacts and Start Creating Connections: Powerful Networking Secrets That Don't Feel Cringey

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

Networking isn't about collecting contacts and business cards, it's about building authentic visibility before you need it. This workshop gives PMs and BAs strategies, scripts, and LinkedIn tactics to create meaningful connections, strengthen influence, and make their network work for them.

Learning Objectives
- Use practical scripts and exercises to turn small interactions into lasting professional relationships.
- Discover how to build and maintain a professional network before you need it.
- Apply modern LinkedIn and digital visibility strategies to showcase expertise

Symposium Sessions

Monday, November 2
2:30pm - 3:30pm



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

Tuesday, November 3
10:00am - 11:00am

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





Hans Eckman
Research Fellow, Info-Tech Research Group / Eckman Guides

Phil Barth
PMP, CEO, Great Things Happen LLC

V. Lee Henson
President & Founder, AgileDad

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.
- Understand how the combination of computing power, AI, and humans achieve more than any alone.
- Prepare your career for the shift in roles and responsibilities that will exist in the future.



Psychometrics for Strategic Business Analysis

Trent Leopold
Analyst, University of Texas

Business processes begin 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 crises 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

Symposium Sessions

Tuesday, November 3
10:00am - 11:00am



The Clarity Edge: Faster Decisions, Less Rework: How PM's, BA's, & Product leaders cut decision drag and ship faster

Glenn Brule
IronMind Leadership & Performance Inc.

Decision drag is killing delivery. In this fast, brain-based session, you'll learn how PM/BA/Product leaders create clarity that cuts rework, reduces stakeholder friction, and turns endless debate into clean decisions. Walk out with practical tools you can use immediately to align faster—and ship with confidence.

Learning Objectives
- Create outcome clarity that sticks: Apply a simple clarity method to define outcomes, success measures, and key assumptions so teams align earlier and reduce churn.
- Diagnose decision drag fast: Identify the brain-based drivers of stalled decisions (uncertainty, cognitive load, threat response) and how they show up as debate, misalignment, and rework.
- Move stakeholders to a decision: Use a repeatable decision-ask structure (options + explicit trade-offs) to reduce friction and accelerate commitment in matrix environments.



The No-Nonsense Governance Playbook: Build Structure Without Killing Velocity

Caprice White
Sr. Manager, Delivery & Operations, Sysco International Americas (Canada)

Governance has a reputation for slowing teams down, but the right structure can become the fastest path to clarity and momentum. This session shows PMs and BAs how to replace heavy process with lean, human centered governance that cuts through chaos and gets teams aligned and moving. Learn how to build crisp decision pathways, clean role boundaries, and simple structures that reduce rework and accelerate delivery. If your teams are stuck in confusion or constant firefighting, this session gives

Learning Objectives
- Cut through chaos by using ultra-lean governance tools that give PMs and BAs instant clarity without slowing delivery.
- Shift teams from reactive firefighting to intentional execution using human-centered governance that people actually adopt.
- Build crisp decision pathways and role boundaries so teams stop guessing, stop duplicating effort, and start moving in sync.

Tuesday, November 3
11:15am - 12:15pm



Conflict Without Casualties: Navigating Tough Conversations with Confidence

V. Lee Henson
President & Founder, AgileDad

Conflict is inevitable. Casualties are optional. Whether you're navigating competing priorities, challenging stakeholders, difficult personalities, or conversations everyone else would rather avoid, how you respond to conflict can determine whether relationships fracture or become stronger. In this energetic and highly practical session, V. Lee Henson explores why workplace conflict escalates, what happens when we avoid the conversations that matter, and how to replace defensiveness with productive dialogue. Attendees will learn practical techniques for recognizing conflict early, lowering emotional temperature, addressing the real issue instead of the symptoms, and communicating with confidence when the stakes are high. You'll leave with a repeatable approach for turning uncomfortable conversations into opportunities for greater clarity, trust, accountability, and collaboration without leaving casualties behind.

Symposium Sessions

Tuesday, November 3
11:15am - 12:15pm



The Modern BA in an AI World

Michael Hanninen
CBAP, Director Business Analysis, Thomson Reuters

AI is rapidly becoming part of everyday Business Analysis—but knowing how to use it effectively is what separates good analysts from great ones. This session is designed for Business Analysts who want to use AI tools to work faster, think clearer, and deliver higher-quality outcomes—without sacrificing professional judgment or accountability.

Learning Objectives
- Incorporate AI into everyday BA workflows responsibly
- Identify where AI tools can effectively support core Business Analysis activities
- Apply AI differently based on experience level



What ChatGPT Can Do For Your Project

Jamie Champagne
CBAP, PMP, Champagne Collaborations

Artificial intelligence has slowly been creeping into daily life and now do you worry that robot-like things like ChatGPT might even take over your job? Join Jamie as she demonstrates this creative tool in the context of successful project management. Learn ways to incorporate AI into your daily project-based work for increased efficiency and effectiveness without worrying about your job security!

Learning Objectives
- Identify ways ChatGPT can be used in project management work
- Define ways you can immediately apply artificial intelligence into your daily work activities
- Understand the value it adds to the work you do (not replace it!)



Agile User Stories

Chris Sims
Agile Coach, Agile Learning Labs

Agile work requires agile requirements. User stories focus on people and value, so that the work will create real value for the stakeholders. In this session you will practice refining a product concept into a set of user stories that will drive shared understanding of: the value to be created, the people we'll create the value for, and what we will build to create that value. Along the way, we'll see how to handle annoying details like dependencies, deadlines, and important technical aspects.

Learning Objectives
- Understand how to write user stories that capture both the 'big picture' and the important details
- Capture requirements in a way that will lead to deeper shared understanding between stakeholders and developers
- Engage in structured conversations that uncover the most important and valuable details

Symposium Sessions

Tuesday, November 3
1:15am - 2:15pm



Reframing and Reshaping Business Analysis: From Strategy to Reality, Now and in the Future

Filip Hendrickx
Conference Founder & Organizer, BA & Beyond

AI is going to be foundational for everything built in the future. It is the smart way to go, to maximize the knowledge from historical data and free up human capabilities from mundane tasks. However, capturing requirements for AI apps is vastly different from how we have captured waterfall or agile requirements. If we miss key aspects, an episode from Black Mirror won be far. What we do as BAs and PMs today - will make a difference in the AI landscape in the future.

Learning Objectives
- What does AI readiness look like
- Principle and guidance to consider when developing AI solutions
- Understanding why AI requirements is different from before



Establishing A Cohesive Organization: Connecting the dots.

Roger Burlton
P. Eng. , CMC, President, Process Renewal Group

Organizations that have their act together get remarkable things done and are hard to match or catch. Ones's that do not are inconsistent, unreliable, and late to the game. Getting and staying ahead is not an accident. It requires an adaptive capability and mindset that manages shocks and complexity well. When in place, all the moving parts work in concert. They create music from the orchestra to everyone's delight. Everyone aspires to just have everything work together cohesively in operations. These days that means being cohesive in the all aspects of the work of design. From strategy, through architecture, analysis, implementation and enhancement, no one can drop the ball, and all the pieces must fit with the purpose. The dots have to connect. This session, with a world leader, in Business Architecture and Strategy Execution will delve into the necessary knowledge areas and the alignment required for organizational cohesion to emerge. It will tackle what's needed to get you and keep you on the right path as well as show how to avoid the disharmony of fragmentation as you try to solve complex problems. • How can we be more Cohesive? • What is the journey to Cohesion? • How can we use business knowledge and AI in transformation and sustainment? • What are practical steps you can take to move into action?



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.

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

Symposium Sessions

Tuesday, November 3
1:15am - 2:15pm



Jumping to Conclusions Is Not a Project Plan. Lead with clarity when pressure pushes you up the Ladder of Inference.

Glenn Brule
IronMind Leadership & Performance Inc.

A stakeholder challenges your recommendation. A sponsor demands an immediate answer. A colleague misses another commitment. Within seconds, you have an explanation—and you're ready to act. But how much of that explanation is fact, and how much is a story you've built? In project management and business analysis, the distance between what happens and what we assume can shape stakeholder relationships, requirements discussions, and consequential decisions. This engaging, interactive session explores how we move from observations to assumptions, conclusions, and actions—often without noticing the steps in between.

Learning Objectives

- Use four questions to check their thinking. Identify what they observed, what meaning they added, what they assumed, and what they need to ask.
- Recognize when they are climbing the ladder. Distinguish observable information from the assumptions and conclusions shaping their response.
- Build one intentional leadership habit. Create a specific response to a recurring project trigger and a simple plan to practise it over the following seven days.

Tuesday, November 3
2:30pm - 3:30pm



Build Unshakeable Confidence and Silence Your Inner Critic

Sue Maitland
Connect & Thrive Coaching

Do you ever feel like you're not as capable as others think you are - despite your experience and accomplishments? In the fast-paced world of IT, imposter syndrome is more common than many realize. In this engaging and relatable session, Sue Maitland PCC shares her lived experience with this phenomenon and practical strategies to silence the inner critic, overcome self-doubt, and build lasting confidence so you can speak up, lead boldly, and thrive without burning out.

Learning Objectives

- Apply practical strategies to build confidence and manage self-doubt
- Recognize the signs and impact of imposter syndrome
- Understand the root causes and triggers of the inner critic in IT environments



The Business of Decisions: Making Smart Trade-Offs Under Pressure

Amber McMillan
PMP AHPP OTF PROSCI CVA EQP Master NLP, CEO/Founder, The Feisty Human

Every project decision involves a trade-off. Time, cost, quality, relationships, and organizational priorities are constantly competing for attention. The challenge isn't simply making decisions faster. It's making decisions that serve the bigger picture. This session explores how project leaders can navigate competing priorities, recognize the human factors influencing their choices, and exercise sound business judgment under pressure. Participants will leave with practical approaches for evaluating trade-offs, communicating decisions, and connecting project execution to organizational value.

Symposium Sessions

Tuesday, November 3
2:30pm - 3:30pm

Panel Discussion: The BA Afterparty! From Conference to Career: Turning What You've Learned Into What's Next!



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



Fabricio Laguna
MBA.CBAP, AAC, CPOA, PMP, Senior Advisor, The Brazilian BA



Filip Hendrickx
Conference Founder & Organizer, BA & Beyond



Casey Myers
Senior Business Systems Analyst, University of Illinois Foundation

After several days of learning new tools, techniques, and fresh ideas, the real question is: what happens when you get back to the office? Welcome to The BA Afterparty —a lively, interactive panel discussion about the future of the Business Analysis profession and how to turn what you learned at this event into real career momentum. Join fellow BAs to share insights, swap ideas, and explore how to apply new tools, techniques, and perspectives in your own organization. This is your chance to reflect on your biggest takeaways, learn from each other, and think about what's next for your role and your career. Expect candid conversation, audience participation, and plenty of laughs!



Stop Prompting, Start Architecting: The Rise of the AI-Enhanced Business Analyst

Lakshmi K P
Fellow, AI Guild, Object Edge Inc.

Beyond the prompt: Become the architect of your own automation. Join Lakshmi KP to learn how BAs can move from AI consumers to tool builders. Discover how to leverage intent-based development to create custom agents that accelerate discovery, map legacy "black boxes," and optimize your workflow. Learn to engineer your own professional force multipliers and redefine the BA role for the AI era. Don't just use AI - build the tools that make you indispensable.

Learning Objectives

- Workflow Optimization: Identifying specific BA tasks that are prime candidates for custom AI-agent automation.
- The Transition to "Builder": Understanding how AI-assisted development allows BAs to create custom tools without a traditional programmer background.
- Strategic Architecture: Why building custom tools for "current state" clarity is the most critical prerequisite for successful AI implementation at the enterprise level.



Workshop Descriptions

Wednesday, November 4
9:00am - 3:00pm

REMAIN IRREPLACEABLE: MASTER THE HUMAN SKILLS TO LEAD IN AN AI-POWERED FUTURE

Hans Eckman
Research Fellow, Info-Tech Research Group / 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.

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.

Learning Objectives

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

THE CLARITY LAB: FASTER DECISIONS, LESS REWORK. A HANDS-ON LAB FOR PM/BA/ PRODUCT LEADERS TO CUT DECISION DRAG AND SHIP FASTER

Glenn Brule
IronMind Leadership & Performance Inc.

Tired of the "same meeting" loop? In this hands-on Clarity Lab, PM/BA/Product leaders bring a real initiative and build a decision-and-influence package that cuts rework and speeds delivery. You'll clarify outcomes, surface trade-offs, map stakeholders, practice pushback conversations, and leave with a decision-ready message and a 14-day follow-through cadence.

Learning Objectives

- Build a decision-ready package for a real initiative: clarify outcomes and success measures, surface assumptions/constraints, and define explicit options + trade-offs.
- Practice the conversations that make decisions stick: rehearse alignment and pushback scripts, then set a lightweight 14-day cadence for follow-through and reduced rework.
- Increase stakeholder influence in a matrix: map stakeholders, anticipate friction, and craft a clear decision message and "ask" that drives alignment and commitment.

Workshop Descriptions

Wednesday, November 4
9:00am - 3:00pm

USING GENERATIVE AI TO BUILD YOUR BA DELIVERABLES

Jamie Champagne
CBAP, PMP, Champagne Collaborations

Generative AI can strengthen business analysis when applied with structure and discipline. This hands-on workshop shows how to integrate AI into real BA tasks using structured prompts and critical thinking. Learn to refine outputs, align results with business goals, and produce work-ready deliverables that enhance clarity, efficiency, and analytical rigor.

Learning Objectives

- Apply structured prompting techniques to support real-world business analysis tasks
- Integrate generative AI responsibly to enhance deliverable quality and efficiency
- Evaluate and refine AI-generated outputs to ensure alignment with business standards

Thursday, November 5
9:00am - 3:00pm

AI ARCHITECT LAB™: FROM IDEA TO EXECUTABLE PLAN — POWERED BY AI, DIRECTED BY YOU

V. Lee Henson
President & Founder, AgileDad

AI is everywhere — but most professionals are only scratching the surface. Drafting emails, summarizing notes, and generating reports isn't transformation. It's convenience. In this immersive 6-hour, hands-on AI Architect Lab™, participants move beyond experimentation to build a complete, executive-ready product or project blueprint — from vision to backlog — in a single session. This is not a lecture. It's a build lab. Using a proven real-world framework refined through enterprise workshops and product simulations, participants will: Define a compelling product or initiative vision Create realistic personas and structured roadmaps Build hierarchical backlogs (epics - features - stories - tasks) Develop alignment artifacts and executive-style press releases Design value streams, identify risks, and establish team agreements.

Learning Objectives

- Apply advanced prompt structuring methods for strategic outcomes.
- Build a complete product or project blueprint using AI-supported frameworks.
- Translate ambiguous ideas into structured, executive-ready artifacts.

HAMMER IT HOME! UPDATE YOUR BA TOOLBOX - WORKSHOP EDITION

Jennifer Bedell
CBAP, SAFe POPM, FLMI, ACS, Senior Business Analyst / Community Leader, 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

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

Workshop Descriptions

Thursday, November 5
9:00am - 3:00pm

THE LEADERSHIP EDGE: HUMAN SKILLS PROJECT LEADERS NEED IN THE AGE OF AI

Amber McMillan
PMP AHPP OTF PROSCI CVA EQP Master NLP, CEO/Founder, The Feisty Project

As AI reshapes project environments, the leadership capabilities of project professionals are becoming more important than ever. This interactive masterclass explores the human side of successful project leadership—authentic influence, inclusive team leadership, and strategic self-awareness. Participants will gain practical tools and develop a leadership action plan to strengthen their impact in increasingly complex project environments.

Learning Objectives

- Strengthen inclusive leadership practices
- Apply authentic leadership principles
- Develop a practical leadership action plan that recognizes how AI is reshaping project environments



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