Quick Start Guide – Business Analysis and Requirements

Differentiate yourself in this expanding market by gaining the knowledge and expertise that transfers across industries, methodologies and geographies. Congress sessions and suggested networking activities related to Business Analysis and Requirements can be found on the following pages.

Example skills, techniques and methodologies applied

- Elicit, analyze and manage requirements
- Stakeholder and communications management
- Risk, complexity and change management

Content Aim (PMI Talent Triangle)

<table>
<thead>
<tr>
<th>Technical Skills</th>
<th>Examples include: project management, product knowledge, industry knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Skills</td>
<td>Examples include: negotiation, communication, motivation, problem solving and related competencies</td>
</tr>
<tr>
<td>Strategic Business Management Skills</td>
<td>Examples include: Strategic alignment, innovation, finance, transformation, marketing, operational functions</td>
</tr>
</tbody>
</table>

Learn more and register at www.pmi.org/congress

SUNDAY, 11 OCTOBER 2015

Measure Twice, Change Once: Practical Strategies for Change Management
Jack P. Ferraro, MyProjectAdvisor

10:45 AM – 12:15 PM
Level: Introductory ★  
Content Aim: Strategic Business Management Skills
PMP-PgMP: 1.5; PMP-RMP: 1.5; PMI-SP: 1.5 
PMP-ACP: 1.5; PMP: 1.5; PMI-PBA: 1.5
Code: NA15CHG01

Learn a common-sense approach to making your organization more responsive to change with effective structuring, planning, and measuring of change management. Gain insight into leading and directing strategic programs using real artifacts and case studies. Take away practical, usable examples to engrain organizational change management into portfolio management and everyday projects and strategic initiatives.

The Big Picture Game: Making Change Stick with Successful Strategic Integration
Rona Puntawte Ptschelinzew, Center for Migrant Advocacy

1:15 PM – 2:45 PM
Level: Intermediate ◆  
Content Aim: Strategic Business Management Skills
PMP-PgMP: 1.5; PMP-RMP: 1.5; PMI-SP: 1.5
Code: NA15CHG01

Wouldn’t you like to have fun by learning through playing a game? Come to this session and learn the Big Picture that links strategy, projects, change, operations, and business results. 1. Collaborate to solve the game, not just within teams but also across teams—or the whole group! 2. Appreciate the roles of a successful project.
Five Strategies for Earning the Right to Influence
Bill Richardson, The Perdix Group Inc.

1:15 PM – 2:45 PM
Level: Advanced ▲
Content Aim: Leadership Skills
PMP-PgMP: 1.5; PMI-RMP: 1.5; PMI-ACP: 1.5; PMI-PBA: 1.5
Code: NA15LDR04

With collaborative capital fast becoming as important as intellectual and financial capital in today’s multicultural, fast-paced environment, your influence skills are emerging as your most powerful performance differentiator. This presentation will challenge your current thinking about mobilizing and sustaining stakeholder commitment by introducing a unique approach to building collaborative capital—earn the right to influence versus expect the right. You will learn 5 strategies to catapult your career to the next level, where soft skills will have a hard impact.

Agile Requirements: Who, What, When, Why, and How?
Gerald Smith, MJS & Associates

1:30 PM – 2:45 PM
Level: Intermediate ◆
Content Aim: Technical Skills
PMP-PgMP: 1.25; PMI-ACP: 1.25; PMI-PBA: 1.25
Code: NA15BAR02

This session will show you the Who, What, When, Why, and How of disciplined requirements elicitation in an agile project management world. The Who is the Agile Analyst; the What are user stories; the When is typically before iteration 0; the Why is because they are necessary; and the How is what you will learn when you attend this session. This session will walk you through a non-BUFR framework that will have your agile team humming and delivering business value!

Global Project Management Organization Setup Saved a New Combined Company From the Verge of Destruction
Louis Chen, Nokia Solution and Networks

1:30 PM – 2:30 PM
Level: Intermediate ◆
Content Aim: Strategic Business Management Skills
PMP-PgMP: 1; PMI-RMP: 1; PMI-SP: 1; PMI-ACP: 1; PIMP: 1; PMI-PBA: 1
Code: NA15CHG03

The audience will be introduced to the fundamental enterprise environment changes of the telecom industry, and strategic business management skills showed to synergize the acquired company and the existing system, and the final project organization structure building up. In this manner the audience should gain some acquaintance with process, organization setup, and adjustments, according to change management and strategy management when a company is in a re-forming situation.

Turning Strategic Goals into Successful Projects: The Logical Framework Approach
Terry Dean Schmidt, ManagementPro.com

1:30 PM – 2:45 PM
Level: Intermediate ◆
Content Aim: Strategic Business Management Skills
PMP-PgMP: 1.25; PMI-RMP: 1.25; PMI-SP: 1.25; PIMP: 1.25; PMI-PBA: 1.25
Code: NA15LDR05

Learn a breakthrough process to start your projects faster and reach goals sooner, smoother, and with fewer problems along the way. Master the four critical strategic questions and simple concepts built into the Logical Framework Approach (LFA), which integrates concepts from strategic planning, project management and scientific method into an actionable framework for planning and execution. This flexible approach adds special value at the “fuzzy front end,” and benefits projects of all types.
Uncover Gaps in Your Requirements Using Requirements Risk Management Techniques  
Cheryl Lee, BA Konnectors  
3:00 PM – 4:30 PM  
Level: Intermediate ◆  
Content Aim: Technical Skills  
PMP-PgMP: 1.5; PMI-RMP: 1.5; PMI-PBA: 1.5  
Code: NA15BAR03  
We are expected to ask the “right” questions when eliciting requirements to identify gaps. Requirements risk management is an emerging concept in many high performing organizations, used to provide guidance on what the “right” questions are. This interactive session will explore the hand-offs of project requirements and risk. Attendees will learn the techniques to begin addressing the #2 reason why projects fail (inaccurate requirements) immediately within their workplace.

Appoint Picasso to Transform PMOs  
Mohamed Khalifa Hassan, LIFELONG  
3:00 PM – 4:15 PM  
Level: Intermediate ◆  
Content Aim: Leadership Skills  
PMP-PgMP: 1.25; PMI-RMP: 1.25  
PMI-SP: 1.25; PMI-ACP: 1.25  
PMP: 1.25; PMI-PBA: 1.25  
Code: NA15INP02  
Picasso was all about experimentation and innovation in his art. Attend this session to know how embracing simplicity and eliminating unwanted details can provide great value for organizations who are applying Organization Project Management or implementing PMOs. You will learn about the steps needed to move from complexity to simplicity. You will also learn about best practices, which may be employed while removing all the non-needed details.

Creating Project Teams of Distinction  
Thomas J. Mattus, Successful Strategies International, Inc.  
3:15 PM – 4:15 PM  
Level: Intermediate ◆  
Content Aim: Leadership Skills  
PMP-PgMP: 1; PMI-RMP: 1; PMI-SP: 1  
PMI-ACP: 1; PIMP: 1; PMI-PBA: 1  
Code: NA15LDR08  
Creating Teams of Distinction is an art form. There is no easy road map on how to take a good team and make them a team of Distinction. By attending this highly interactive session you will learn tips, tools, and a roadmap how to get there. WARNING: This session is only for adults who want to learn and change.

A Case Study on Taming the Wild Problem of Portfolio Management  
Andrew Guitarte, Wells Fargo Bank  
3:15 PM – 4:15 PM  
Level: Advanced ▲  
Content Aim: Strategic Business Management Skills  
PMP-PgMP: 1; PMI-RMP: 1; PMI-SP: 1  
PMI-ACP: 1; PIMP: 1; PMI-PBA: 1  
Code: NA15CPX02  
By attending to this session, attendees will be able to: 1. Identify the characteristics of portfolio management as a wicked problem. 2. Describe current approaches to project portfolio prioritization that fall short. 3. Apply business architecture models and techniques to manage complex project portfolio prioritization issues.

Successful Projects Depend on the Business  
Frank R. Parth, Project Auditors LLC  
3:15 PM – 4:15 PM  
Level: Advanced ▲  
Content Aim: Strategic Business Management Skills  
PMP-PgMP: 1; PMI-RMP: .5; PMI-SP: .5  
PMI-ACP: .5; PIMP: .5; PMI-PBA: 1  
Code: NA15SBM04  
This presentation looks at what makes complex projects successful. When are critical decisions made? Who makes them? Where are the sensitive areas that can have a huge impact on project success? We will examine critical decision points, the data needed for a “go” decision, and who is involved in those decisions.
MONDAY, 12 OCTOBER 2015

What A Comprehensive PMO Rollout Plan Looks Like
Shane MacDonald, Region of York

10:45 AM – 11:45 AM
Level: Introductory ●
Content Aim: Leadership Skills
PMP-PgMP: 1; PMI-RMP: 1; PMI-SP: 1
PMI-ACP: 1; PIMP: 1; PMI-PBA: 1
Code: NA15INP03

This session recounts a personal and professional journey through the initiation and development of a successful PMO. It will provide insight into the important considerations and potential challenges an organization faces in designing, developing, implementing, and managing change to institutionalize a comprehensive PMO. It will also explore the requirements of each project team to ensure effective engagement throughout the life cycle of the project, maintain regulatory compliance, and ultimately deliver greater transparency and accountability.

Requirements: Eliciting, Analyzing, and Modeling for Success
Barbara A. Carkenord, RMC Learning Solutions

1:30 PM – 2:45 PM
Level: Introductory ●
Content Aim: Technical Skills
PMP-PgMP: 1.25
PMI-SP: 1.25; PMI-ACP: 1.25
PIMP: 1.25; PMI-PBA: 1.25
Code: NA15BAR05

Requirements are on the critical path of every project. Improving your team's ability to quickly elicit and analyze requirements will immediately improve your likelihood of success. But requirements are complex, difficult to manage, and hard to completely pin down. Learn tips to better elicitation and requirements management in this hands-on session.

Putting Talent Management at the Heart of Organizational PPM Development
Terry Cooke-Davies, Human Systems International

1:30 PM – 2:45 PM
Level: Advanced ▲
Content Aim: Leadership Skills
PMP-PgMP: 1.25; PMI-RMP: 1.25
PMI-SP: 1.25; PMI-ACP: 1.25
PIMP: 1.25; PMI-PBA: 1.25
Code: NA15ITM05

PMI's report: "The Competitive Advantage of Effective Talent Management" identifies the ways organizations align talent management to strategy. But what does it take to create such an aligned approach? This presentation describes the seven pillars of a world-class talent management system that is both integrated into everyday operations, and aligned with organizational strategy.

Time, Risk, and Innovation: Creating Space in Your Day to Solve Meaningful Problems
Sara Gallagher, The Persimmon Group

3:15 PM – 4:45 PM
Level: Intermediate ◆
Content Aim: Leadership Skills
PMP-PgMP: 1.5; PMI-RMP: 1.5; PMI-SP: 1.5
PMI-ACP: 1.5; PfMP: 1.5; PMI-PBA: 1.5
Code: NA15LDR14

Innovation is quickly becoming a core competency for project managers. Participants of this presentation will (1) learn what innovation means in the context of project management; (2) analyze conventional problem-solving and idea generation techniques against contemporary research about the brain; and (3) learn new approaches to foster innovation within their project teams.

Project Managers Responsibilities: Beyond a Successful Project
Mary Zeiher, Synchrony Financial

3:15 PM – 4:15 PM
Level: Intermediate ◆
Content Aim: Strategic Business Management Skills
PMP-PgMP: 1; PMI-RMP: 1; PMI-SP: 1
PMI-ACP: 1; PfMP: 1; PMI-PBA: 1
Code: NA15SBM07

Project/program managers in 2015 and beyond must have an understanding and awareness of their strategic role in the organization. This session will provide tools to help you recognize this broader responsibility daily, to deepen your grasp of strategic objectives, and to engage executive management and ensure your projects are viable and correctly aligned. These value-add skills will be critical, as project and program management evolves into a more strategic role in the organization.
The #1 Critical Success Factor: Strong 'PPM Governance.' What is the Secret to a Cloud-Based Social Collaboration Site that Embeds Best Practice Governance Up/Down/Across Multiple Portfolios?

Salina Sandra Alie, Cisco Systems

1:30 PM – 2:45 PM
Level: Intermediate ◆
Content Aim: Strategic Business Management Skills
PMP-PgMP: 1.25; PMI-RMP: 1.25
PMI-SP: 1.25; PMI-ACP: 1.25
PMP: 1.25; PMI-PBA: 1.25
Code: NA15CPX07

This interactive and thought provoking session will emphasize the need for a strong project and portfolio governance and why it is pivotal to a project’s success. This session will focus on three major components: First, a case study to describe how the governance model’s eight components were applied to two of the largest service providers in Canada. Second, an overview on the value add for a collaboration tool, called ‘Governance Information Repository.’ Defining once strong project governance is proven and established, how to make it repeatable and adaptable for any type of project and enable the quick start-up of projects. Third, detailing how this approach to governance supports leaders and managers across portfolios—providing clarity of strategic direction, accountability, and dramatically improved delivery performance.

I Don’t Have Time to Innovate - I’m Too Busy Doing Business Analysis

Elizabeth Larson, Watermark Learning

3:15 PM – 4:30 PM
Level: Intermediate ◆
Content Aim: Leadership Skills
PMP-PgMP: 1.25; PMI-RMP: 1.25
PMI-SP: 1.25; PMI-ACP: 1.25
PMP: 1.25; PMI-PBA: 1.25
Code: NA15BAR06

Everyone seems to be talking about the importance of organizational innovation and what it means for practitioners of business analysis. But who has time to innovate and does it make sense? Are business analysis and innovation even compatible? This presentation answers these questions affirmatively—yes. By attending this presentation you will be able to define innovation and describe three important ways business analysis practitioners can use their tried and true skills to help organizations become more innovative.

TUESDAY, 13 OCTOBER 2015

Collaborating with Stakeholders: An Agile and Flexible Technique for Project Requirements

Vicky Haney, VBH Project Consulting, Inc

8:30 AM – 10:00 AM
Level: Intermediate ◆
Content Aim: Strategic Business Management Skills
PMP-PgMP: 1.5; PMI-RMP: .75; PMI-SP: .75
PMI-ACP: 1.5; PfMP: .75; PMI-PBA: 1.5
Code: NA15BAR07

You will discover an approach to eliciting requirements that uses a very agile, flexible, but disciplined approach to requirements definition to provide the best picture of the intended product. This presentation will briefly discuss project problems faced by project managers today and how those problems relate to requirements. Together, we will design and conduct a collaborative session to demonstrate the technique. Come join in the fun of gathering requirements!

Requirements Fail BC: Before Charter

Andrew Burns, Illumination Works

10:30 AM – 11:45 AM
Level: Intermediate ◆
Content Aim: Strategic Business Management Skills
PMP-PgMP: 1.25; PMI-PBA: 1.25
Code: NA15BAR08

PMI’s map is ever-improving, clarifying, and discovering new territory. Ever been on a project that sailed off the world’s edge to where there are monsters? The PMI-PBA® credential integrates, engages, and improves the roles and capabilities of project business analysts. Learn about this new sextant, and plot a course for success!
Large Scale ERP Deployments Using Microsoft Project Portfolio Management Solution
Alexander Rodov, Trusted IT Group

10:45 AM – 12:00 PM
Level: Intermediate ⚫
Content Aim: Technical Skills
PMP-PgMP: 1.25; PMP-RMP: 1; PMI-SP: .5; PMI-ACP: ; PMP: 1.25; PMI-PBA: .5
Code: NA15CPX11

In this presentation, the presenter will discuss the tactical advantage that PMOs must possess when it comes to “Large Scale ERP Deployments.” When so much is at stake, are you willing to loosen up controls or yield visibility to what is going on with your project? When you have volatile scope definition multiplied by scale factor, multi-national, or any other risk factor, we are dealing with horizons that are hard to comprehend in just a singular view. What is the best approach to manage something as seemingly unmanageable like this? The course of action taken needs to best utilize the resources that we have on hand: namely People, Processes, and Tools. PMOs have failed to successfully implement this known concept in many Fortune 500 organizations, which has led to numerous avoidable missteps that have come at the cost of time and money. In that regard, reinforcing the grounds for tools, people, and processes is paramount to PMO success.

Project Manager and Business Analyst: A Real-Life Partnership
Greta Blash, Facilitated Methods

1:00 PM – 2:15 PM
Level: Intermediate ⚫
Content Aim: Technical Skills
PMP-PgMP: 1.25; PMI-PBA: 1.25
Code: NA15BAR09

This session will examine the differentiation of the roles of the Business Analyst (BA) and the PM on projects and where they overlap and where they are complimentary. The integration of the recently published Business Analysis for Practitioners Practice Guide and the fifth edition of the PMBOK® Guide, including the additional requirements, verification and validation activities, will be presented within the project context. The requirements and content of the new PMI-PBA® certification will also be presented.

The Entrepreneurial Business Analysis Practitioner
Richard Larson, Watermark Learning

1:15 PM – 2:15 PM
Level: Intermediate ⚫
Content Aim: Leadership Skills
PMP-PgMP: 1; PMP-RMP: .5; PMI-SP: .5; PMI-ACP: ; PMP: .5; PMI-PBA: 1
Code: NA15BAR10

By being entrepreneurial within the organization, business analysts can deliver the same drive and passion that entrepreneurs bring to start-up companies. The need for innovation requires project teams to operate as “intrapreneurs” to fuel business growth and gain competitive advantages. Given the constant challenges to our role, BAs can ensure we provide value by spotting trends, solving problems, and recommending innovative solutions. In this presentation discover the commonality between entrepreneurs and business analysts, which type of entrepreneur might fit you best, and keys to entrepreneurial and intrapreneurial success.

Networking Activities

Congress 101
First time attending? Jumpstart your networking with the best conference tips and techniques from Gayle Hallgren-Rezac, networking expert and chief engagement officer of Shepa Learning Company. Learn to “work the pond”, deal with “networking nervousness”, engage in small talk with strangers and much more.

Meet-Up Groups
On Sunday and Monday you have the option to sign up for a business analysis (or other) Meet-Up which will take place during PMI Night at Epcot.

Meet-Ups groups will consist of 20-25 people, providing the opportunity to meet new people or connect with old friends during this fun night out.
Young Professionals Welcome Breakfast
Not just for students! If you have 10 years or less project management experience, you’ll find value from this meet and mingle which covers 4 areas: career management, professional development, certification and how to get involved with PMI.

PMI Breakfast X-Change
Peer to peer, expert facilitated breakfast tables provide a dedicated time to learn and discuss the business analysis (or other) topics most important to you. You pick the topic, you drive the conversation.

Meet the Experts
Sign up for a 1:1 discussion with a topic expert during exhibit hours to deep dive into your specific questions and concerns. View all the experts here.

- Expertise in IT, innovation, talent and scope management
- Expertise in scope management, business case, agile, and PMO