

PD Summit 2016 Program

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2016 Keynote Speakers

- **Opening Keynote Address:** Jennifer Gillivan - Social Profit Change Maker - Think Like an Innovator
- **Lunch Keynote:** Perry Monaco - Google Yourself: The Importance of a Social Media Strategy

Jennifer Gillivan- Social Profit Change
Maker



Think Like an Innovator (Opening Keynote)

Innovation is not a product, process or service. Innovation is a state of being and not for the privileged few. Being innovative is a choice to look at things in a different way. Anyone can be innovative; it takes focus, intention and practice.

We have entered the conceptual age where creativity and empathy are highly valued; there has never been a better time to explore your innovative side. During the keynote Jennifer will provide techniques and real life examples that will have the audience thinking in new and innovative ways.

Workshop: Right Brain Thinking

Anyone can be innovative; it takes focus, intention and practice. Even if your experience to date has required you to use your left brain (organize and logically think things through, using fact and data and sound analysis), you will be asked on a fairly regular basis to tap your right brain to present solutions and fresh thinking. The right brain is where you create, innovate, feel and connect emotionally.

During this workshop Jennifer will lead you through exercises in creative problem solving. Get ready to tap your creative side!

BIO:

The IWK Health Centre Foundation is the primary fundraising and outreach partner of the IWK Health Centre, which provides critical and specialized care to women, children, youth and families throughout the Maritime Provinces. Since becoming President and CEO in 2012, Jennifer Gillivan has led the IWK Foundation to achieve the highest fundraising revenue in its history – \$20 million annually.

Born and educated in Dublin, Ireland Jennifer immigrated to Canada in 1982. Over the years, Jennifer has become an accomplished strategist, a motivational leader, a mentor to hundreds, and a smart executive known nationally for great ideas, and great results. Jennifer is an active community volunteer; she is a Board member for the Greater Halifax Partnership and the Canadian Children's Pediatric Hospital Foundations Board. Jennifer was awarded as one of the TOP 50 CEO's for Atlantic Canada for 2014 and 2015, and has been recognized with Leadership and Entrepreneur awards - Nationally RBC and Regionally BMO.

Perry Monaco- Google Yourself: The Importance of a Social Media Strategy (Lunchtime Keynote)



Google Yourself: The Importance of a Social Media Strategy (Lunchtime Keynote)

Jumping into the Social Media can reap serious rewards but can also offer some challenging consequences without a well developed and executed social media strategy. A social media strategy is a critical guiding set of principles to ensure you and your organization are properly leveraging the right platforms at the right times ensuring your messaging is consistent to the right people. Each social media platform can have it's own unique challenges, requiring a thoughtful strategy ensuring success. This session will help you:

1. Illustrate why a social media strategy is important
2. Determine your social media goals

3. Determine what your social media strategy should address
4. How to measure the success of your strategy
5. Start to build the foundation of a strategy

Workshop: Digital Networking

In this workshop, we'll build a digital networking strategy that will help you develop and present your brand, understand how to present the best first digital impression and how to speak to the people you invite to your digital party on LinkedIn. You'll leave this workshop with a plan to build and enhance your online presence enabling you to leverage stronger networking opportunities.

BIO:

Perry Monaco is the Head of Customer Success in Canada and LATAM at LinkedIn, managing teams in Canada, USA, South America. These teams are responsible for building social media strategies for Talent Acquisition leaders around the world leveraging the confluence of technology, marketing and recruitment to connect people with opportunities around the world, at massive scale. Perry was one of the first 4.5 million members of LinkedIn and sits in the top 10 of most engaged employee profiles on the global network. He has spoken at numerous conferences around the world. Perry was the first Consultant in Canada for LinkedIn and currently resides in Toronto.

Session One

10:25 – 11:25

Track A

Ian MacVicar

Cognitive Traps in Security Planning

Room 202

Track B

Natalie Doyle Oldfield

Increase Revenue & Deepen Customer Loyalty

Room 203

Track C

Victor Zhu

Let Simplification Unleash the Potential: Embracing User-Centred Design in Self-Service Portal

Room 204

New Professionals (New!)

Track D

Grant Sullivan, Greg Foran

Panel Discussion - Experienced Executives

Career Advice I'd Give My Younger Self

Room 205

Ian MacVicar- Are We Safe?



Physical and cyber security assessment tools should be both easy to use and effective. However, the question, “are we safe?” is unanswerable without an understanding of the psychological context of the problem. Attack trees, data flow diagrams (DFD), matrices and threat modelling tools (TMT) such as the CARVER (physical) and DREAD and STRIDE (data) exist to help members of the security communities of practice and of interest to assess vulnerability and risk to their assets. However, individual leaders and large institutions which depend on such tools can fall into cognitive traps such as confirmatory, recency, and vividness biases - leading to ignoring other factors and rushing to premature closure in security-related decisions. Many security officials would benefit from a better understanding of all aspects of physical and information security measures, including those related to the psychological shortcomings that may attend their decision making processes.

BIO:

Lieutenant-Colonel (LCol) Doctor (Dr.) Ian MacVicar has served for over three decades in the Canadian Armed Forces, where he specialized in emergency response to natural disasters and to those caused by deliberate human action. LCol MacVicar’s national and international military expertise spans the tactical, operational, and strategic levels. He has served in Artillery, joint service, and Chemical Biological Radiological Nuclear defence units in Canada and on deployed operations. He has received the Chief of the Defence Staff Commendation for his work in CBRN defence.

Dr. MacVicar is a Summa Cum Laude graduate of Henley-Putnam University’s Doctorate of Strategic Security program, where his doctoral research focused on the interaction of human cognitive limits, institutional biases, speculative fiction, and internal security law in Canada, the United Kingdom, and the United States of America. Dr. MacVicar holds a Bachelor of Arts (Honours) from Acadia University, a Master of Arts in

International Affairs (Conflict Analysis) from the Norman Paterson School of International Affairs at Carleton University, and a Master of Defence Studies from the Royal Military College of Canada. LCol MacVicar is a graduate of the Canadian Forces College Joint Command and Staff Course and the Land Forces Staff Course. Dr. MacVicar is a member of the International Association For Intelligence Education, the U.S. National Honor Society Order of the Sword and the Shield, and Delta Epsilon Tau International Honor Society.

Natalie Doyle Oldfield -The Secret to Growing Customer Loyalty and Revenue: Trust



Learning how customers decide to buy, how they choose and how they become loyal. Natalie demonstrates how trust in your business creates customer loyalty and revenue. She inspires the audience to create action plans that enable the entire company to contribute to building customer trust. Audiences finish with practical how-to's and are motivated to execute ideas to improve business performance.

Using case studies, participants will learn:

- the science behind how customers determine to buy
- to apply the Building Trust Model to drive customer loyalty
- how to identify steps to build, strengthen customer loyalty.

BIO:

Natalie Doyle Oldfield is a trust authority, client growth strategist and speaker who works with companies to increase revenue and deepen customer loyalty. A former Chief Marketing Officer, she is the author of Building Trust with your Customers, creator of Becoming a Trusted Advisor and creator of the Client Trust Index™. Known as a passionate and energetic speaker, she has presented to audiences throughout North America, Europe and Asia. Natalie has worked in marketing communications and sales in multinational companies for over 20 years. Her experience working with a variety of companies drew her to the conclusion that trust is the most important asset a business can protect. That

conclusion prompted her extensive study in the field of her graduate degree, How Organizations Build and Evaluate Trust with their External Stakeholders. After years of research, Natalie created the Building Trust Model©, an online course called Becoming a Trusted Advisor and the Client Trust Index™ and the Stakeholder Trust Index™, proprietary business intelligence systems to measure client sentiment and customer experience. She conducts workshops and coaching sessions, and works with organizations to increase sales, grow their business and strengthen customer loyalty. Sessions offer strategies and practical tools to improve relationships, customer experiences and the bottom line. Natalie has been a part time faculty member in the Communications and Public Relations department at Mount Saint Vincent University, and in the School of Business at the Nova Scotia Community College. She holds a Bachelor of Arts, Certificate in Management (Georgia Institute of Technology), Bachelor of Public Relations, and Masters in Public Relations and Communications.

Victor Zhu- Let Simplification Unleash the Potential



In the 21st century, everyone is in the technology business. Are you using technology to keep the lights on or to get closer to your customers? In September 2015, Halifax Regional Municipality's ICT division launched its rebranded Self-service Portal across the organization. The new service portal offers 5000 employees a revolutionary change of their ICT online experience – modernized, consumerized, easy to use and simple to navigate! From ideation to fruition, Victor will showcase how his team's creative and unique approach resulted in a 35% self-service adoption rate increase. This session will highlight how to keep a clear focus on "User Experience", leverage cross departmental collaboration, conduct UX surveys, host 'Lovers & Haters' brainstorm workshops and interactive UATs. It will also include a live 'behind-the-scenes' portal demo that will inspire the audience to embark on a similar journey to maximize the value of a centralized service portal.

BIO:

Victor Zhu, Certified ITIL Expert, IT Service Management Coordinator with the Halifax Regional Municipality.

Victor Zhu, Certified ITIL Expert, IT Service Management Coordinator with the Halifax Regional Municipality.

Victor is an active and passionate speaker in the itSMF Canada Atlantic region, who has a wealth of knowledge and experience in IT Service Management process design, automation and governance. He is a strong advocate of ITSM best practices and has a forward-looking vision with

hands-on expertise implementing and improving: incident management, request fulfillment, service level management, service catalog management, change management, knowledge management and CMDB.

Victor values service-centric automation and user experience design. He is passionate about leading and driving the service and process transformation journey in both IT and business domains that deliver meaningful outcomes, true business value and exceptional process experience. He strives to leverage the modern age of ITSM trends to build a pragmatic Service Management practice that will remain relevant to the organization's future.

Grant Sullivan and Greg Foran- Career Advice I'd Give My Younger Self

This will be a session you will not want to miss! This will be a unique opportunity for new professionals to join us for an interactive discussion. Participants will be given the opportunity to learn more about Greg and Grant's start in the IT world, what are lessons they have learned over the years, and what advice would they give to new professionals in our industry. And yes, at the end we will allow for questions from the audience!

BIOS:



Grant Sullivan leads the Atlantic Global Delivery Center for CGI with over 400 staff serving global clients in Canada, US and Europe. Grant has over 15 years' experience selling and delivering large scale remote delivery engagements including several account management and business development roles. Prior to CGI, Grant was a Director at Keane responsible for several large outsourcing teams. In 2001 Grant owned and operated his own software company building software for the utilities industry. Grant has worked as a Project Manager with MacDonald Dettwiler developing emerging defense technologies and has served in Canada's Navy as a Combat Systems Engineer. Grant is active in the community as a board member of local firms and as a part time Faculty member at Dalhousie University. Grant is an Industrial Engineer and a Project Management Professional with an MBA and a Masters in Electronic Commerce.



Greg Foran is currently Vice President of Healthcare and Life Sciences and Global Delivery with NTT DATA Inc. NTT DATA is a global provider of business and IT consulting services with over 75,000 employees worldwide. Mr. Foran holds a Bachelor of Business Administration degree with a Major in Information Systems from St. Francis Xavier University. Over the past 19 years, Mr. Foran has held progressive roles within consulting firms, including software developer, team lead, project manager and program manager across a variety of industries such as financial services, manufacturing, retail, healthcare and life sciences. Currently, Mr. Foran is one of three executives that leads Global Delivery for NTT DATA's Healthcare and Life Sciences vertical in North America which is a team made up of 1500 consultants across the globe. He also leads NTT DATA's Halifax Delivery Center where over 800 consultants currently provide service to customers all over North America on a daily basis.

Session Two

1:20 – 2:20

Track A

Livia Botyanszki Boss

Design Thinking for Big Data Management

Room 202

Track B

Ron Richard

Enterprise Architecture Principles

Room 203

Track C

Patricia Uptgrove

A Global Village within the Workplace

Room 204

New Professionals (New!)

Track D

Dale Kehler and Angie Evroski

Can New Grad in-experience be great Client experience?

Room 205

Livia Botyanszki Boss- Design Thinking for Big Data Management



Traditional management structures are inept at addressing complex problems. This is becoming increasingly evident with the rise of big data analytics. Big data problems require an advanced level of ingenuity and collaboration that traditional siloed organizational structures struggle to provide. Design thinking is emerging as the most promising approach for managing projects involving big data. Organizations looking to gain a competitive advantage are already embracing design thinking for big data as a means of addressing complex problems in modern society.

BIO:

Livia is an MBA Candidate 2016 from Dalhousie University. She was born in Hungary, grew up in sunny California, and is currently living as close to the arctic circle as she is willing to move: Halifax, Nova Scotia. Livia's background is in photography, digital design, and website programming. She intends to pursue a career in big data analytics & data visualization upon graduation this spring. She is actively involved in Dalhousie's SAP University Alliances program and has focused her MBA on Global Technology.

Ron Richard- Exploring Enterprise Architecture Principles



Taking time to explore Enterprise Architecture principles is important as Enterprise Architecture increasingly becomes important for all organizations. From an Enterprise Risk Management perspective (such as involving ISO 31000), it will be increasingly important for organizations to understand Enterprise Architecture and related risks. As an example, it is possible that even mature organizations are still in need of related resources, initiatives and even defined principles. TOGAF is drawn from by the speaker to deliver the workshop introduction.

The justification for this is that the Process Reference Guide (COBIT 5: Enabling Processes) of the leading framework for the governance and management of enterprise IT (COBIT 5), uses TOGAF 9 as the related standard for APO03 Manage Enterprise Architecture <https://goo.gl/ax4ssP>. Depending on the area, domain and process COBIT of course refers to various sources as the related standard [as two examples: i) APO08 Manage Relationships lists as the related standard ISO/IEC 20000 (detailed reference 7.2 Business relationship management) and ITIL V3 2011 (detailed references Service Strategy, 4.4 Demand Management, and 4.5 Business Relationship Management); ii) BAI08 Manage Knowledge lists as the related standard ITIL V3 2011 (detailed reference Service Transition, 4.7 Knowledge Management).

BIO:

Ron has earned designations from multiple organizations and countries. As an example Ron holds designations from CIPS, the only professional organization in Canada that offers an IT designation that is recognized by law in Canada. Ron has over 30 years of experience which has included accomplishments in many roles and organizations. Ron's passion is quality. Ron enjoys exploring quality from all perspectives and dimensions including relative to various best practices and with a goal of ideally helping quality to become increasingly inherent [intrinsic, pervasive, simple] from any and all perspectives, and for the benefit of all.

Patricia Uptegrove - Being Part of the Global Experience



We don't have to move our products and services outside Canada to be part of the global experience; employees from all parts of the world bring their expertise, knowledge and culture right to our door. Managing teams consisting of diverse cultures can be a challenge even in the most diligent and conscientious organizational environment. Get it right and we gain unique, valuable and motivational thinking. Get it wrong and we suffer poor morale, poor performance and high attrition rates. This session will bring awareness and understanding to managers across all business environments. The theoretical basis for managing across cultures is outlined and real world strategies are discussed.

BIO:

Pat Uptegrove has over 25 years of experience managing Global teams and initiatives. Armed with a Masters in Business Administration specializing in Professional Project Management, Pat has lived the international experience working with Fortune 100 companies in the UK, Europe, the Middle East, Africa and Asia. Currently with CGI in Atlantic Canada, Pat also teaches "Intercultural Management" and "Organizational Behaviour" in the School of Business at the University of Prince Edward Island.

Dale Kehler and Lynn Clark - Can New Grad in-experience be great Client experience?

The IBM Client Innovation Centre in Bedford has hired more than 150 recent university graduates over the past 2 years. The experience has been amazing in that we have seen some incredible success stories with amazing new employees. We've also seen a few pit falls that we have tried to learn from. This session will be an interactive time to highlight some of the peaks and pit-falls of New Graduate hiring. It will also include a couple New Graduate hires that have become successful employees in their own right.

BIOs:



Dale Kehler is a Strategic and solutions oriented Director of Project Delivery with extensive business, project, and change management experience. A leader who understands the need for IT to bring value to the business.

With 20+ years of strong leadership in a variety of environments, including leading dispersed teams in multiple countries. For the last 15 years he has worked primarily in IT services and consulting. His focus over these years has been on growing his deep understanding of the business environment and finding better ways to deliver that business. Through applying analytical and critical thinking skills, bringing thought leadership and problem solving experience, he has managed to help align technology and projects to strategic business objectives. Helping create that strategic alignment is one of his passions.

Another area of business that Dale is passionate about - as a leader and as an influencer - is developing teams to be the most productive they can be. He has too often seen teams under-perform due to disengagement. Dale is impassioned over drawing the full potential out of a great team is extremely rewarding. Aligning that team potential with the business strategy is like knocking the ball out of the park!

Lynn Clark IBM HR Partner

Session Three

2:35 – 3:35

Track A

Catherine Vardy

IP Matters

Room 202

Track B

Devin Cameron

Where is everybody? Working in distributed project teams

Room 203

Track C

Steve Casely

Using Microsoft Project for Agile Delivery

Room 204

Track D

Victoria McIntosh

Blurred lines: professionalism vs personal opinions in the social media world

Room 205

Catherine Vardy- IP Matters



Take an engaging journey into the world of intellectual property (IP). What IP does your company have and how can you protect it? Is it better to use a trademark, copyright or a patent? How long does it take and what does it cost? This interactive presentation will introduce you to the types of IP and why they matter. Intellectual property rights are administered by the Canadian Intellectual Property Office (CIPO). Find out how you can protect your brand, innovations and how to search CIPO's databases for valuable business information.

BIO:

Catherine Vardy joined the Canadian Intellectual Property Office (CIPO) in 2015. As a Business Development Officer for the Atlantic Region, Catherine enjoys working with people to identify and highlight the value of IP. As the Network Liaison and Program Manager at Springboard Atlantic, Catherine worked closely with innovative SMEs, universities and colleges. Catherine also worked in Atlantic Canada as a Research and Innovation Development Officer with the Natural Sciences and Engineering Research Council (NSERC).

Devin Cameron and Melissa Reid- Successful Multi-site Collaboration

CAE Halifax has collaborated on a variety of projects where members of the team worked from different physical sites. Interacting with team members and clients remotely brings new challenges and special considerations. There's no one prescriptive approach that works for every project situation; however, working collaboratively across sites is becoming increasingly common. There are many best practices for managing teams spread out across office locations, and, sometimes, continents. Join us in our presentation, where we'll discuss a number of different tools, processes and communication strategies we've used to achieve successful multi-site collaboration, highlighting things that worked and things that didn't, as well as common reoccurring themes.

BIOs:



Devin Cameron is an IT professional with twenty years experience within the industry (the last ten within Defence & Aerospace), including resource management, project management, quality assurance, developer, configuration management, quality control/tester, and consultant.



Co-presenter **Melissa Reid** is a professional in the education and training development fields. She's worked in K to 6 classrooms in both Canada and the UK and has created e-learning computer-based training materials on a variety of challenging projects. She helps to lead a team based out of Halifax, Montreal and Australia and has proven effective communication strategies.

Steve Caseley - Agile Management Framework



This presentation will review an Agile management framework that supports the rituals which are so critical for ensuring that Agile projects are effectively managed while leveraging existing investment in PM tools. This ensures a consistent view across all projects, independent of delivery approach, supporting existing PMO processes.

BIO:

Steve has worked in IT consulting and project management for over 35 years. He has a wealth of hands-on PM experience in a wide range of industries, project types and sizes, with both Agile and traditional project delivery. Most recently, he has focused on combining the best of both delivery approaches and has experienced several successes delivering large Agile projects within a traditional delivery environment.

Victoria McIntosh - Everyone is On Social Media: You, Your Team, and Your Customers



In the current online communications climate it has become easy for us to speak our minds and share our thoughts, but much more difficult to control who hears them. What is said now lasts longer and travels farther than ever before, and the “delete” button can do little to undo damage. What would you do, if your employee takes to Facebook and rants about their workday, only to have an offhand comment be shared with customers and clients? When online actions have very real ramifications to public perceptions of our business, how do you protect your brand, without curbing future conversation? How do you find balance? How does your business reduce risk of being a social media casualty, while respecting your staff’s right to privacy, autonomous living, and freedom of speech? When is your business responsible for employee conduct, and when do you need to accept vulnerability? Information and privacy professional Victoria McIntosh counsels on the currently clashing climate of personalism vs professionalism; why your business should be active to reduce risks, and how to remain steadfast in the face of potential problems.

BIO:

Victoria McIntosh is an Information and Privacy professional here in Halifax. She received an honours BA in History from Mount Allison University, an MLIS degree from the University of Western Ontario, and is certified by the International Association of Privacy Professionals as an Information Privacy Technologist. Presently, Victoria is operating as a freelance consultant under her business name: Information in Bloom Management Services.

Session Four

3:50 – 4:50

Track A

Louise Harris

How to Reduce Change Implementation Risk by Plotting a Stakeholder Change Journey

Room 202

Track B

Mike Frenette

Requirements Based on Business Needs – The Foundation of Your Projects

Room 203

Track C

Stephen Doiron

Managing Change – Practical Strategies & Tactics for Today's Leaders at all Levels

Room 204

Track D

Tim Pratt

Giving the client what they need, not what they ask for – Generating Sales as a Business Analyst

Room 205

Louise Harris- Valuable and Effective Change



Have you experienced the challenge of implementing technology or process changes that just don't achieve optimum user adoption and don't deliver the expected business benefits? Along with personal motivation, stakeholder confidence in their ability to make or sustain the change are critical success factors for achieving optimum benefit from technology and process changes. In addition, many are finding the experience of the change preparation journey itself has a significant impact on stakeholder motivation and confidence and consequently the quality and fit of the solution design. Inspired by successful customer journey mapping used by UX design experts, Stakeholder Change Journey mapping visually links change preparation activities with change results. It enables you to easily identify priority change preparation activities that are insufficient or too convoluted. It provides a cohesive framework to streamline your stakeholder change preparation plans, assess risk and reduce unanticipated hitches. Best of all, it is an excellent project communication tool for executive, project managers and impacted staff. Using input from the audience on key change preparation challenges, this presentation will walk you through mapping a stakeholder change journey. You will have the opportunity to discover and discuss the value of using this mapping tool. By the end of this session you will be motivated to give it a try in your environment.

BIO:

Louise's passion is helping people design and implement valuable and effective change in their organizations. For over 25 years she

has led and advised the development and implementation of technological, process and organization structure change initiatives primarily in health care and financial administration. She has always had a people centric focus with the view that the point of any change initiative is to enable organizations and individuals to be more effective. During the past 6 years Louise has helped people in various project and change management roles apply visual modelling techniques to scope and plan enterprise-wide change initiatives that provide clear stakeholder value and motivate employee and external partner commitment.

Mike Frenette- Lack of Good Requirements Management is the Largest Single Cause of Project Failure



Lack of good requirements management is the largest single cause of project failure. Requirements must be elicited, analyzed, documented, confirmed, modeled, and tracked. PMI recently released two guides related to this: Business Analysis for Practitioners: A Practice Guide and most recently Requirements Management – a Practice Guide. Requirements Management is about establishing a baseline and then ensuring it is traced (did the project implement everything it was supposed to?), managed through change control (if anything changed from the baseline, was it done in a controlled and approved way?), and configuration management (did the desired product, service or result of the project change, and if so, were the requirements related to the change appropriately captured into a new baseline?). Requirements Development involves eliciting and identifying requirements, planning, analysis, documenting, specifying requirements and the necessary validation and verification. Pertinent activities include Needs Assessment, Requirements Management Planning, Requirements Elicitation, Requirements Analysis, Requirements Monitoring and Controlling, Solution Evaluation and Project/Phase Closure. This presentation will take a look at what is in the new Requirements Management Practice Guide from PMI and how using it as a framework on your projects will increase success levels.

Audience – Project managers and anyone on project teams dealing with requirements.

BIO: Mike Frenette is a principal project manager with Sierra Systems, an IT consulting firm headquartered in Vancouver specializing in systems integration, management consulting and application managed services. He has filled many technical IT and management roles over the years in the utility, energy and manufacturing industries as both an employee and a consultant. His most recent areas of focus include Agile methodologies, enterprise project management, virtual communities and business process change. Mike served for over a dozen years with CIPS and PMI, including stints as president of both CIPS Nova Scotia and PMI Nova Scotia. He also led PMI Global's Technology Member Advisory Group and managed the PMI's Requirements Management Community of Practice which grew to over 8,000 members globally in just ten months before rolling into PMI's ProjectManagement.com integrated community. Mike is now a member of PMI's Social Media Advisory Group. Mike graduated from NSCC's IT program and is certified as an Information Systems Professional (CIPS), CMC (Canadian Association of Management Consultants), PMP (Project Management Institute) and is an MCITP in MS Project (Microsoft).

Stephen Doiron - Managing Change- Practical Strategies & Tactics for Today's Leaders at All Levels



In his 2007 book 'Leading Change', John P. Kotter said these prophetic words: “The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades.” Few would argue this today. As John P. Kotter predicted, most people would agree, based on their own experience, that the rate at which change is happening has never been greater. And it is happening in all industries and sectors (Private, Public & NFP) as organizations strive to deliver greater value and remain sustainable. With the rate of change intensifying and the desire to deliver change sooner, organizations are investing in solutions which offer rapid deployment features. As well, it is becoming more and more common for organizations to be dealing with multiple changes simultaneously. And while organizations continue to drive “more change sooner”, greater emphasis is being placed on leaders at all levels, to effectively manage their teams through the change process. As a consequence, managers at all levels are being called upon to direct more time and energy toward actively leading their team through the change process. With the emphasis on increasing the level and speed of adoption to the new way of doing things, successfully managing people through change has become for leaders more challenging than ever before. The relationship between successful change and leadership is well documented. According to Prosci Change Management, visible and active leadership continues to be the #1 factor for successful change. What is also well documented is that resistance from mid-level managers and employees is the leading risk factor to successful change. Knowing this, it is incumbent upon all organizations to ensure their leaders at all levels have the proper training and tools in order to support their teams through change within the limits of their responsibilities. This

presentation will outline the roles of leadership at all levels in guiding/supporting people through the change process. In addition, Stephen will offer practical strategies, tactics and tools that can be used immediately to enhance leaders' effectiveness through any change process.

BIO:

Stephen Doiron is co-owner and President of Change Management Professionals Inc. (CMP). Stephen has over 25 years of change management, coaching and consulting experience, including 13 years of change management leadership in senior operations management roles with RBC's Atlantic Region in Canada. His responsibilities provided exposure to several unique work environments and critical involvement in a variety of broad based national strategic and organizational change initiatives. As President of Change Management Professionals since 2000, Stephen has provided leadership guidance, coaching and support to senior level management teams and their employees in Private Sector , Public Sector and NFP Sector organizations across a diverse range of industries. He has also led extensive organizational change in the culture change movement in Long Term Care throughout Nova Scotia. Stephen has served as a Director and Board Chairperson of a public company, (Innovative Properties Inc. - INR - TSXV) from 2005-2008, where he led the transition of that organization to new leadership. An experienced Change Management practitioner, Stephen is certified in Prosci Change Management Methodologies which focus on leading the "people side" of change (Prosci -Colorado USA, is the world leader in Change Management best practices). In addition, Stephen has extensive training and experience in Strategic Planning, Operational Analysis, Organizational Change, Performance Management Coaching, Business Process Improvement and People Management.

Tim Pratt- Giving Your Client “What They Ask For”



Giving your client “what they ask for” not only denies them the access to the expertise of your team but decreases both revenue and customer loyalty. It is the job of a BA to ensure the client gets not what they ask for, but what they need.

Key learning objectives:

- Understanding that initial solutions proposed by clients are often not the best solutions.
- Proper requirements elicitation activities unearth requirements that the client either did not recognize or had thought impossible to fulfill.
- Viewing requirements in light of the client’s overall operational environment creates better solutions and future opportunities.
- Driving beyond initial reflexive solutions creates revenue opportunities for consultants and exceptional solutions for clients.
- Opportunities to propose enhanced solutions and future projects exist throughout the requirements management lifecycle.
- Business analysts will need to negotiate with clients and internal project managers in order to be able to explore and propose

creative solutions. Win these negotiations, the gains are worth the effort.

Target audience: Business Analysts, Project Managers, and IT Sales Leaders

BIO:

Tim has been providing IT and Business Analysis services in the Halifax area for almost 20 years. He enjoys the challenge of providing tailored solutions for his clients. Tim started his career working for a mid-sized Chartered Accounting firm then as an independent consultant customizing software to optimize client operations across a wide range of industries. He then joined ING Real Estate Canada to help create business intelligence and operational reporting solutions and is now a member at CGI where he continues to enjoy the challenge of helping clients find innovative solutions that meet business requirements in ways that exceed expectations.