



2025 RESOURCE MANAGEMENT GLOBAL SYMPOSIUM

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A Call to Rise: Strategies to Amplify the VALUE of Resource Management

Sponsored by:





Ryan Childers
Managing Director

About the speaker:

Ryan Childers is the Managing Director of the Resource Management Institute (RMI). With specific expertise in Global Resource Management, Ryan was an early adopter and implementer of the Just-in-Time Resourcing® brand of human capital management solutions. His passion for the resource management discipline is central to his role leading this important industry institute.

Ryan holds an MS in Information and Communication Sciences and BS in Management from Ball State University.

The Eras of Resource Management



Identity

2000 – 2014

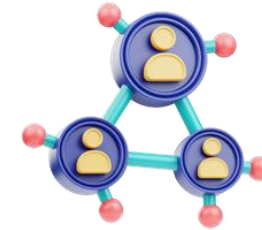
- RM is really a thing?
- Discipline started to form in PS
- Just-in-Time Resourcing® was born in 2007
- Early focus on “staffing”
- Started to see RM functionality introduced in PSA/PPM tools
- RMCP® was launched in 2014



Maturity

2015 – 2022

- RM job descriptions
- Increased focus on skills mgmt, forecasting/capacity planning
- RMOs became the norm
- RMI was formed in 2016
- The first RMGS was held in 2018
- Over 1,000 RMCPs



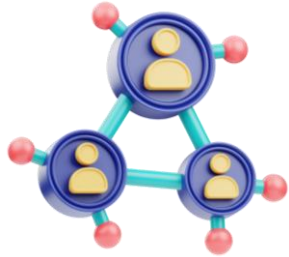
Expansion Era

2023 →

- More talk, more articles, more webinars about RM
- RM becoming a C-level focus
- RM viewed as a vehicle to scale
- RM discipline used across organizational teams
- Rise of RM-only automation tools and AI

Expansion Era of Resource Management

The Expansion Era offers the opportunity to expand how we impact the overall organization. To be successful, we need to focus on:



Expansion Era

- More talk, more articles, more webinars about RM
- RM becoming a C-level focus
- RM viewed as a vehicle to scale
- RM discipline used across organizational teams
- Rise of RM-only automation tools and AI

Pursuit of Excellence

- Continue to improve the efficiency, effectiveness, and quality of what we do
- Strive to improve the way processes operate and create value for our customers, our resources, and our stakeholders

Commitment to Value

- Continue to demonstrate the value of RM
- Increase our ability to communicate the value of RM
- Using value as a precondition to expansion

Our Focus

01

Challenge you to think about your understanding of value

02

Challenge you to consider how resource management creates value in your organization

03

Share some practical strategies that can make an immediate impact

Planning an Anniversary Trip



“The British Virgin Islands (BVI) are full of incredible spots to explore, from stunning beaches to hidden coves and legendary beach bars.”

A “Hidden Gem”

Hidden Gem

1. *Originates from the idea of precious stones that are buried beneath the surface, waiting to be discovered.*
2. *The metaphor suggests that something valuable may not be immediately obvious but holds great worth once recognized.*

A hidden gem in life and business refers to something valuable, overlooked, or underappreciated—yet, when discovered and nurtured, it can create immense impact and value.

Resource Management

A “Hidden Gem” in some services organizations

QQ

“While there’s growing global awareness of resource management as a discipline, we’re seeing a significant shift to professionalize it and a growing desire to extract its value.”

But first, we have to understand its value.

Understanding Value

Perspective on Value

The word VALUE has many different meanings and context



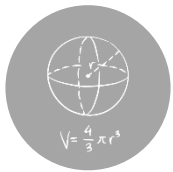
Economic Value

The monetary value of a product or service. How much is the house/car/boat/etc. worth?



Personal Values

A set of guiding principles that help us distinguish between good and bad or right and wrong. What is it we stand for?



Quantity

Both math and programming and math utilize “value” to define variables. “Find the value of x.” “What is the value of y?”



Putting Value in Proper Context

Value

1. *The benefit or impact an organization (or function) delivers relative to the resources invested.*
2. *Often measured through outcomes like revenue growth, cost reduction, customer satisfaction, or strategic advantage.*

How does an **internal business function**, like resource management, create value:

- Improving efficiency
- Enabling better decision-making
- Enhancing employee productivity
- Directly supporting customer-facing teams

While these contributions may not always generate immediate revenue, they strengthen the organization's ability to deliver on its objectives.

Our Reality in RM

As an internal business function that comes at a cost to the business, the value of RM will always face:

Scrutiny from leadership

requiring clear articulation of its strategic benefits

Pressure to justify its impact

making efficiency and optimization critical

Challenges in proving its ROI

necessitating strong data-driven insights

Debates on its necessity

highlighting the importance of measurable outcomes

The need to continuously demonstrate its contribution to business success

The impact of RM has to continuously be demonstrated and communicated throughout the organization so that it is understood.

Consider:

In your organization...

- Is resource management something that is valued? By whom?
- Is the value created by RM recognized and understood?



For yourself...

- Do you understand how resource management creates value in your organization?
- Do you know what your stakeholders value and how RM contributes to realizing that value?

What if the answer to any of these questions is no?

What Makes This So Difficult?

- Not knowing what our various stakeholders value
- Not understanding the value RM creates
- Lack of leadership support or buy-in
- Changes in leadership
- Lack of data to demonstrate the value of RM or data spread across multiple disparate systems
- Not knowing how to communicate the value of RM
- Failure to consistently communicate the value of RM



Why Is This Important?

Aligns with Our Noble Why®

- Feel good about our contribution
- Work life is more fulfilling when there is both an individual and collective pride on what is being accomplished

Supports the Relevancy of RM

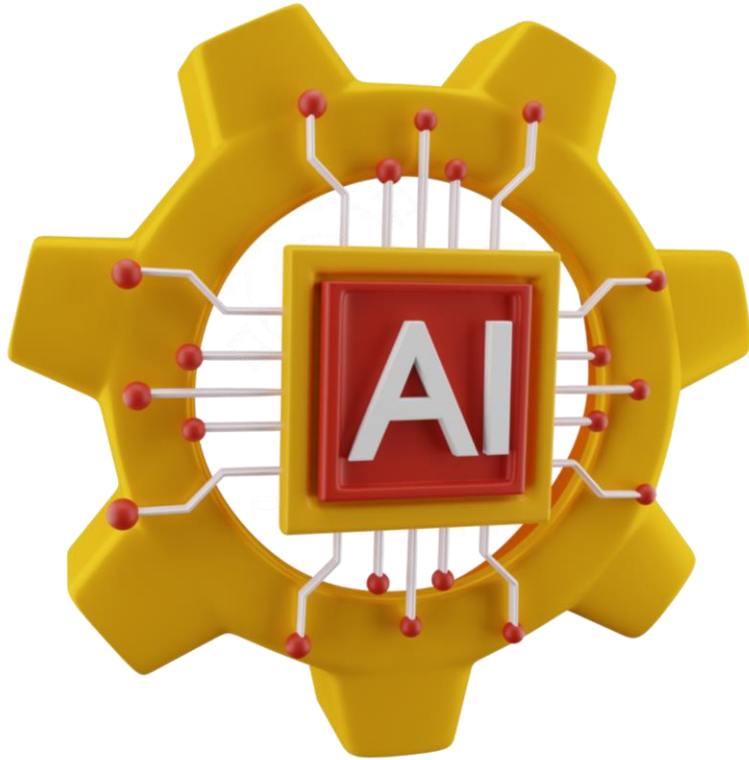
- Things that are valued are more relevant and carry greater longevity
- Valuation often drives investment, care, and preservation

Use Value as a Pre-Condition to Expand

- Greater seat at the table
- Seeking the opportunity to provide greater impact and value to the organization
- Looking beyond traditional plays for resource management

With many organizations viewing RM as a cost center, our ability to understand, demonstrate, and continually communicate the measurable impact of RM is no longer optional, it's MISSION CRITICAL.

What About the Impact of AI?



Automation of Routine Tasks

AI will give RM a boost on routine tasks – scheduling, tracking, reporting – creating more time for strategic initiatives.



Predictive Analytics

Using historical data, AI predictive analytics will help forecast future resource needs with greater accuracy. Greater insight.



Enhanced Decision-Making

AI can quickly analyze large datasets and predict future trends, enabling more informed, data-driven decisions. Greater value.



Dynamic Adaptability / Scenario Planning

AI will enable the ability to simulate various scenarios and their potential impacts and adapt to real-time changes. Even greater value.

Our ability to understand, demonstrate, and continually communicate the measurable impact of RM is no longer optional.

It's MISSION CRITICAL

This is our call to rise...

A Call to Rise for Resource Managers

01

Deeply understand how resource management creates value

02

Consistently demonstrate value to the organization

03

Master how to communicate and amplify the value of resource management

A Call to Rise for Resource Managers

01 **Deeply understand how
resource management
creates value**

Creating Value Through RM Excellence

RM Excellence: When your organization can consistently and predictably:

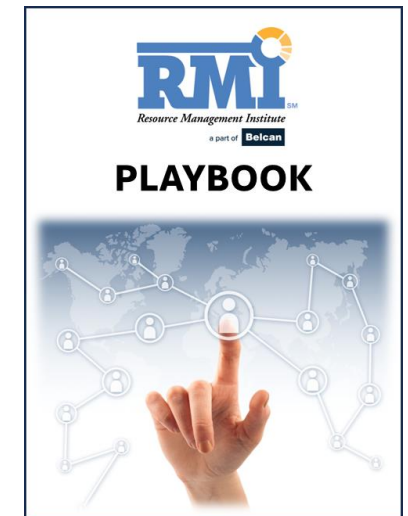


Get the right person in the right place at the right time



| Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---|---|---|---|--|
| <p>No documented RM processes or tracking of RM KPIs</p> <p>RM performed organically by delivery team</p> <p>No monitoring or controls in place</p> <p>No dedicated RMs</p> | <p>Ad-hoc RM processes exist, enabled by multiple systems and reliant upon non-standardized tools (i.e. spreadsheets)</p> <p>Resources viewed as belonging to individual teams</p> <p>Monitoring happens in an ad-hoc manner for limited RM functions</p> <p>Existence of RMs working directly for individual teams</p> | <p>RM processes documented and monitored for compliance</p> <p>RMO with clear charter in place</p> <p>Enterprise application in place to support RM (PSA/PPM)</p> <p>Some capability for sharing resources across teams</p> | <p>Timely and accurate data and analytics</p> <p>Resources viewed as belonging to organization</p> <p>RMO is centralized, global and positioned to be objective</p> <p>RMO starting to take responsibility for key organizational metrics</p> | <p>RMO is strategic, global function with seat at the table</p> <p>Real-time data and analytics</p> <p>RMO is integral to achieving organizational goals</p> <p>RMO invested in and supported like other operational functions</p> |

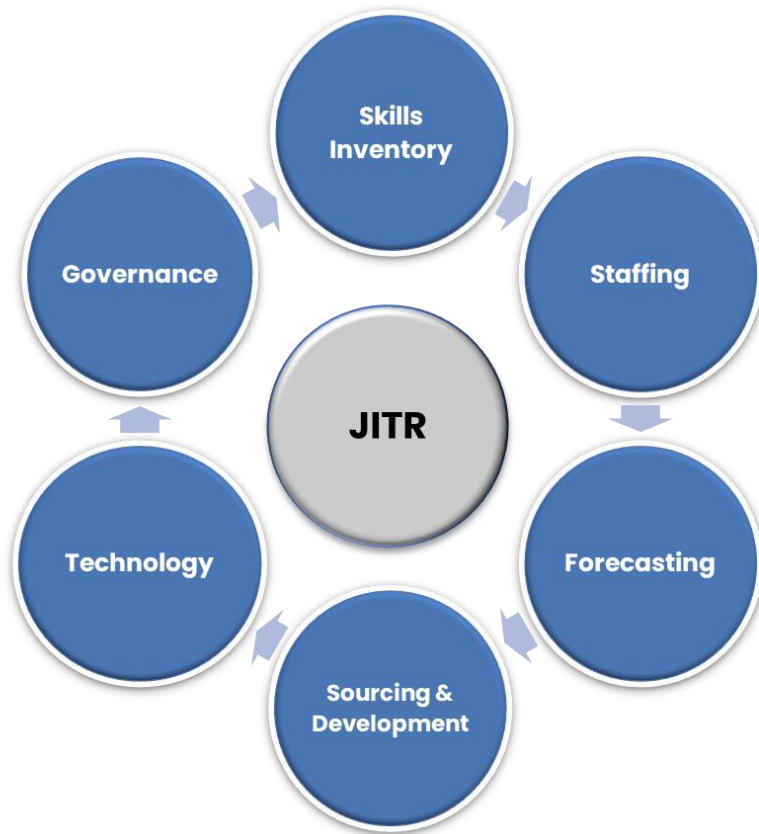
RM Maturity Model



Requirement: Institutionalize RM Processes

03

Define and adopt an **enterprise Resource Management process** with supporting documentation and training



RM processes in place to enable us to:



Characterize our supply



Define our demand



Assign resources to open roles



Gain visibility into our demand out into the future

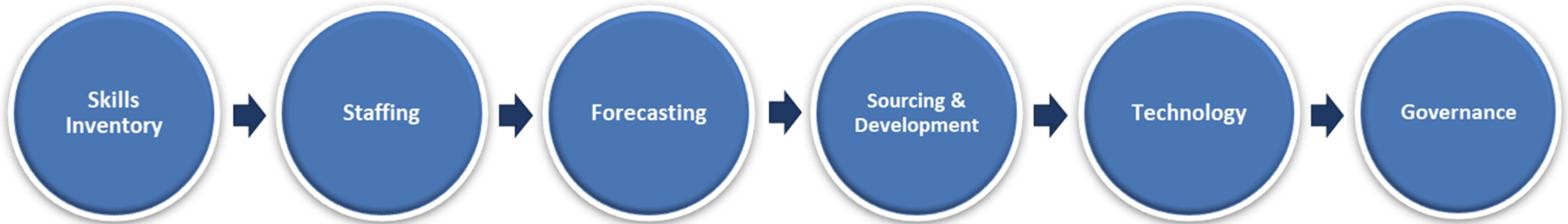


Ability to overlay supply and demand



Take actions necessary to align supply with future demand

Let the Magic of RM Go to Work



Characterizing Supply

- Common language for supply and demand
- Accelerates demand planning and staffing
- Enables the ability to systematically plan capacity
- Accelerates resource assignments

Proactive Staffing

- Provides resources to get work done
- Right resource at the right cost saves money
- Aligning assignments with career wants/aspirations helps employee engagement
- Enables optimized utilization
- Reduced mgt time involved in staffing

Forecasting and Capacity Planning

- Enables proactive planning – less chaotic work environment
- Supports getting the right resource at the right time – keeps work on schedule
- Enables the ability to identify gaps in roles/skills and align actions to fill them

Sourcing and Development

- Enables HR to source based on specific role and/or skill needs
- Accelerates time to hire
- Enables more targeted training and development initiatives

Process Automation Technology

- Increase RM efficiency
- Ideally consolidates RM data into single repository
- Enables data analysis and scenario planning for better data-driven decision-making

Governance Framework

- Controls inputs and outputs to RM
- Helps ensure data quality for RM processes and decision-making
- Enables data analysis and scenario planning for data-driven decision-making

Revisiting RM Excellence

RM Excellence: When your organization can consistently and predictably:



**Get the right person
in the right place
at the right time**



- Superior business agility
- Better business economics
- Improved project performance
- Positive and consistent customer experience
- Retention of the best people



BUSINESS AGILITY

Business Agility is the ability of an organization to adapt quickly, respond effectively, and thrive in a rapidly changing business environment.

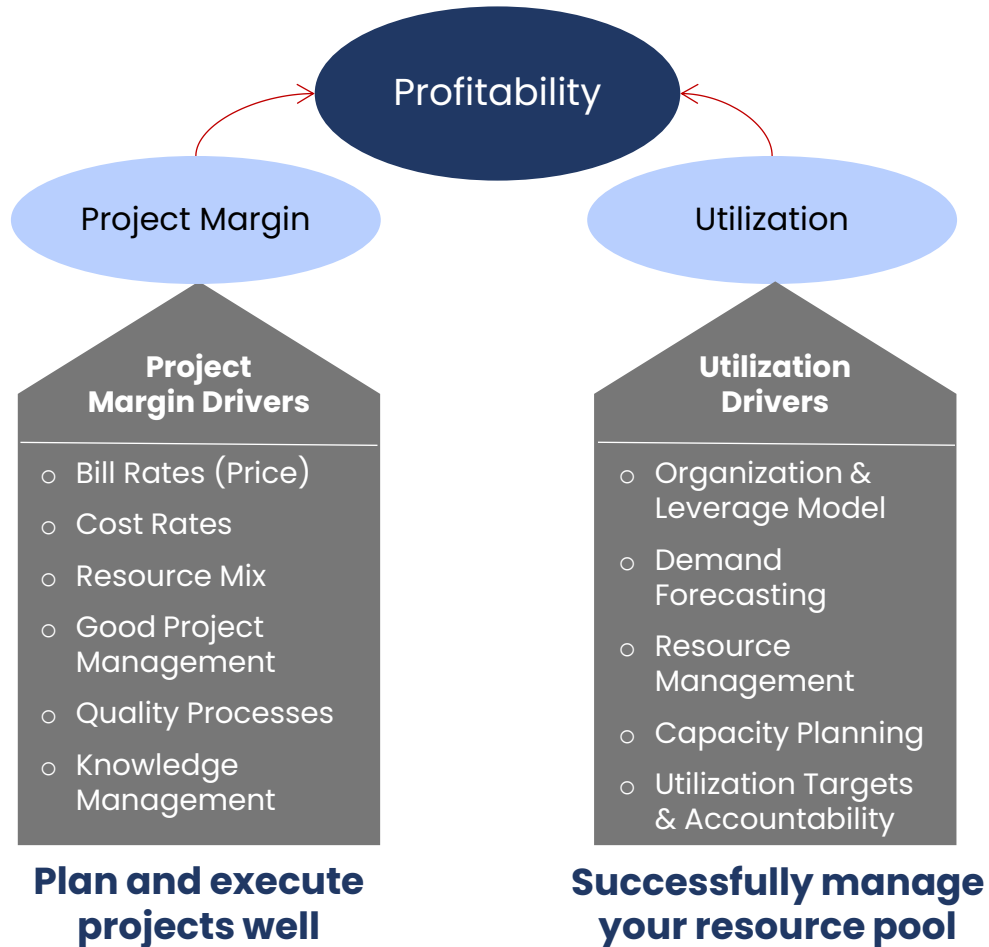
It involves a combination of flexibility, resilience, and innovation to meet evolving market demands, customer expectations, and emerging opportunities.

The Challenge: Does your RM function enable your organization to:

- ☐ Adapt quickly to market changes – internally and externally
- ☐ Respond rapidly and flexibly to customer demands
- ☐ Quickly redeploy resources when necessary



In services, business economics boil down to two focus areas:



Small improvements in utilization can have a big financial impact

Annual Cost Savings from Utilization Improvement

| COST SAVINGS ANALYSIS (\$50/hr) | | | | | |
|-----------------------------------|-------------|--------------|--------------|--------------|--------------|
| Increase in Utilization by (pts): | | | | | |
| FTE | 1 | 5 | 10 | 15 | |
| 50 | \$52,000 | \$260,000 | \$520,000 | \$780,000 | \$1,560,000 |
| 100 | \$104,000 | \$520,000 | \$1,040,000 | \$1,560,000 | \$3,120,000 |
| 250 | \$260,000 | \$1,300,000 | \$2,600,000 | \$3,900,000 | \$7,800,000 |
| 500 | \$520,000 | \$2,600,000 | \$5,200,000 | \$7,800,000 | \$15,600,000 |
| 750 | \$780,000 | \$3,900,000 | \$7,800,000 | \$11,700,000 | \$23,400,000 |
| 1000 | \$1,040,000 | \$5,200,000 | \$10,400,000 | \$15,600,000 | \$31,200,000 |
| 2000 | \$2,080,000 | \$10,400,000 | \$20,800,000 | \$31,200,000 | \$62,400,000 |

EXAMPLE:

- 1 point of increase in billable utilization = 20.8 additional billable hours from each billable resource over the course of a year
- 1 point of increase in utilization = 20.8 additional productive hours from each resource over the course of a year
- For a 500-person organization, a 1-point increase means almost \$2.1M in additional revenue and \$1M in margin that drops straight to the bottom line
- For a 500-person organization, a 1-point increase means \$520K in cost savings
- And it only scales up from there...
- And it only scales up from there...



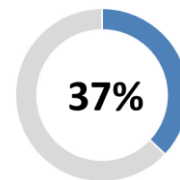
PROJECT SUCCESS

~ 35% of projects fail to meet some expectations of cost, timeliness or quality

The #1 reason: the inability to get the right person, in the right place, at the right time

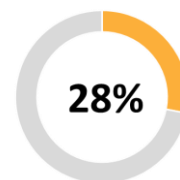
Projects that don't start on time and don't have the right resources from the start tend to have:

- Difficulty finishing on time
- Cost issues
- Quality issues
- Customer satisfaction issues



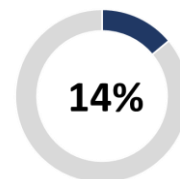
Proactively Monitor Project Profitability

A little over a third of firms proactively monitor project profitability – leaving 63% in reactive mode or not at all



Identify Budget Overruns on Projects

Only 28% of firms can identify budget overruns on their projects without some or significant manual effort



Visibility into Impact

Only 14% of firms have full visibility into the impact resource changes have on project profitability, leaving 86% with limited to no visibility

With challenges like this come great opportunity.



CUSTOMER ACQUISITION COSTS

**Getting a new customer costs 5X
vs.
keeping an existing customer**

CUSTOMER SATISFACTION

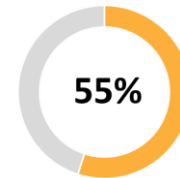
Happy customers do business with those they know and trust...aka – they sign up for more.

- Is RM in tune and connected with customer satisfaction in your organization?
- Does RM receive input on customer sentiment?
- Does RM incorporate customer preferences and feedback into staffing decisions?



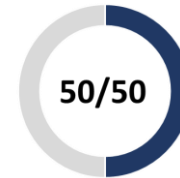
In order of Importance

When making staffing decisions, client preference ranks 3rd (out of 6), behind skills and availability



Insight Available During Delivery

55% of RMs report that they have some degree of insight into client satisfaction during delivery – predominantly gathered verbally



Would Real-Time Feedback be Useful?

Would real-time feedback on client satisfaction throughout project delivery be useful and help adjust project staffing strategies?



EMPLOYEE PERSPECTIVE

Engaged employees show up every day with passion, purpose, presence, and energy

Consider the impact getting the right person, in the right place, at the right time has on employees:

- Assignments align with skill set, location, travel, etc.
- Assigned to interesting work
- Assignments align with career ambition
- Produces a less chaotic work environment

The Challenge: Does your staffing process include the employee perspective:

- ☐ Are employee needs and preferences captured, stored, and incorporated into your staffing equation?
- ☐ Are there processes (and ideally automation) in place to gain insight on resource satisfaction during projects?
- ☐ Does this information make it to RMs regularly and consistently before it's too late?

A Call to Rise for Resource Managers

02

**Consistently demonstrate
value to the organization**

Strategies to Demonstrate the Value of RM

To demonstrate the value of Resource Management, you'll need 3 things:



Align

**Align RM with
Organizational Objectives**

RM “needs to be integrated with the overall organizational strategy to ensure effective use of employees and provide better return on investment (ROI).”



Demonstrate

**Demonstrate
Measurable Impact**

Using data, what impact is RM having on things like utilization (and thus revenue), project performance, customer satisfaction, etc.?



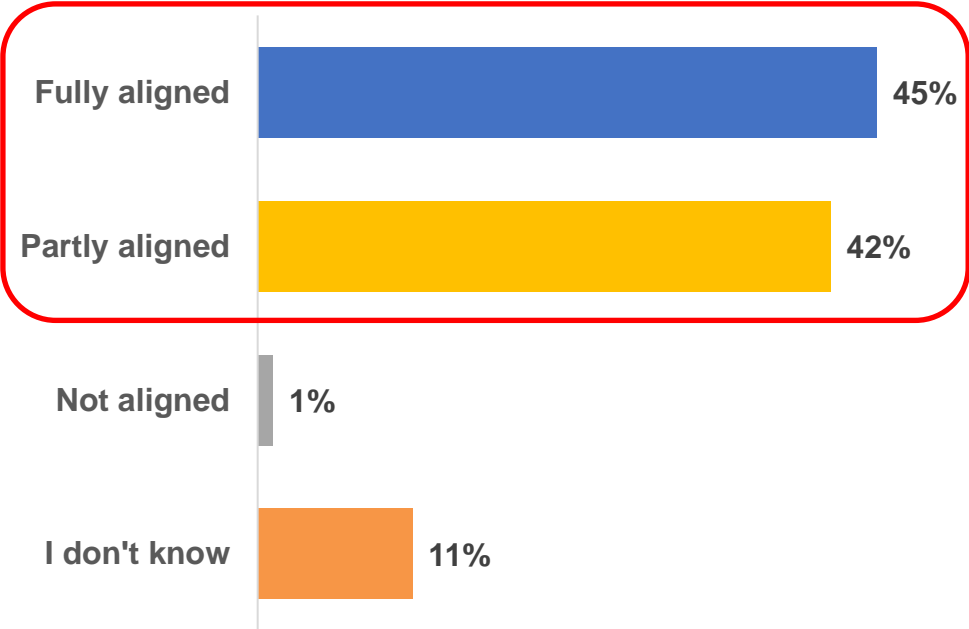
Amplify

**Prepare to
Amplify**

With data in hand, and an understanding of the impact RM is having, can you articulate its value?

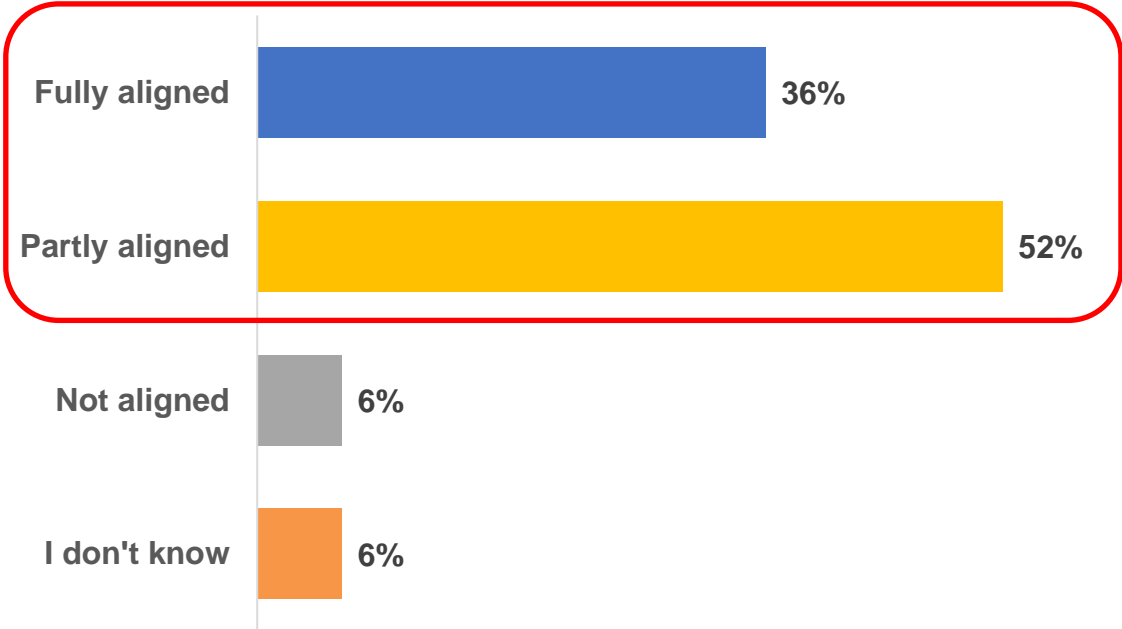
Align RM with Organizational Objectives

To what extent do your resource management practices align to the strategic objectives of the organization?



87% at least partially aligned

To what extent are your resource management practices aligned to your organization's revenue objectives?



88% at least partially aligned

Requirement: Executive Support for RM

01

Secure and **cultivate executive support for RM** and ensure proper organizational positioning

What we have been saying...

- RM/WFM excellence should be a high executive priority
- Service and project-oriented businesses are people-centric, and labor is the single biggest cost line item for service providers
- Getting the right person, in the right place, at the right time is critical to driving project and service outcomes
- Therefore, the efficient management of resource and workforce management must be a top priority for executives and the organization
- If the organization believes RM is mission-critical, then it needs to be treated as such with executive support in behind it.

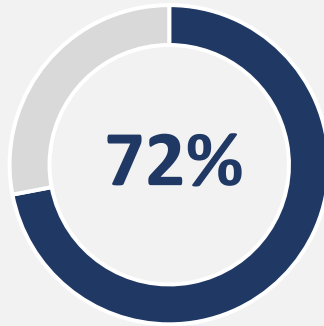


Leverage Industry Leading Practices

02

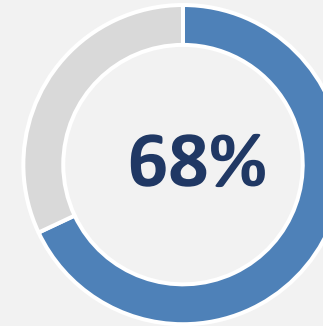
Build and operate a Resource Management Office (RMO) with a clear charter

Form an RMO



■ Yes
■ No

Utilize a documented Charter



■ Yes
■ No



Enabled with the Right Authority and Positioned Neutrally


The RMO must be placed where it can operate neutrally with less influence from any silos or departments in the organization.



Establish the Purpose of the RMO

Use it as a guiding framework to ensure alignment with overall business goals and to provide clarity on roles, decision-making authority, and performance expectations.

RMO and Charter – Key Markers

| Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---|---------|--|---------|---------|
| <div>The charter is your vehicle to define the purpose, scope, objectives, and key responsibilities of your RMO</div> | | <div>RMO in place with a clear charter to define and execute processes across the organization</div> | | |
| | |  | | |
| | | | | |
| | | | | |

Practical Strategies:

1. Rally leadership support behind the formation of the RMO and your charter
2. Get executive sign-off
3. Socialize the Charter with key organizational stakeholders
4. Define KPIs to keep score

RMO Charter



Resource Management Office (RMO) Charter

Mission and Purpose The mission of Resource Management is empowerment through strategic resource alignment and development to ensure resources are effectively aligned with project demands, fostering professional growth for associates and enhancing overall capacity to deliver excellence. The RMO focuses on developing standardized processes for staffing, skills development, forecasting, sourcing & development, technology and governance to support strategic objectives.

1. RMO PRACTICE OBJECTIVES

Skills

Objective: Develop a standardized skills database for role definition and competency tracking. Evolve to a strategic, centralized system that aligns skills with organizational goals.

KPI: Align integrated skills data across Human Resources (HR) and delivery systems to balance the goals of the firm, our clients, and our associates.

Staffing

Objective: Develop a centralized, technology-enabled model that anticipates demand and balances employee satisfaction with business needs.

KPI: Integrate scenario planning to support automated staffing processes for resource assignments.

Forecasting

Objective: Establish a consistent approach to resource demand visibility, from minimal forecasting to high-confidence data-driven predictions.

KPI: Establish and maintain a forecasting interlock process between RMO, Department teams, HR/Recruiting, Finance, etc. for accurate forecasting and data-informed decision-making.

Sourcing & Development

Objective: Create a proactive and collaborative talent management strategy to fill skill gaps and meet evolving demands, from initial hiring support to a fully integrated recruiting and development plan.

KPI: Develop and maintain long-term talent strategy, including warm-pool recruiting, third-party partnerships, and employee engagement initiatives.

Technology

Objective: Support an enterprise-wide application that supports real-time resource management functions.

KPI: Integrate Customer Relationship Management (CRM), Human Capital Management (HCM), Enterprise Resource Planning (ERP), and Business Intelligence (BI) tools for strategic insights and data-driven decisions.

Governance

Objective: Establish and regularly review processes, practices, governance structures and KPIs for alignment with the organization's evolving needs.

KPI: Review progression along the Resource-Management-Maturity-Model.pdf. and update charter, accordingly.

Measure the Impact of RM

09

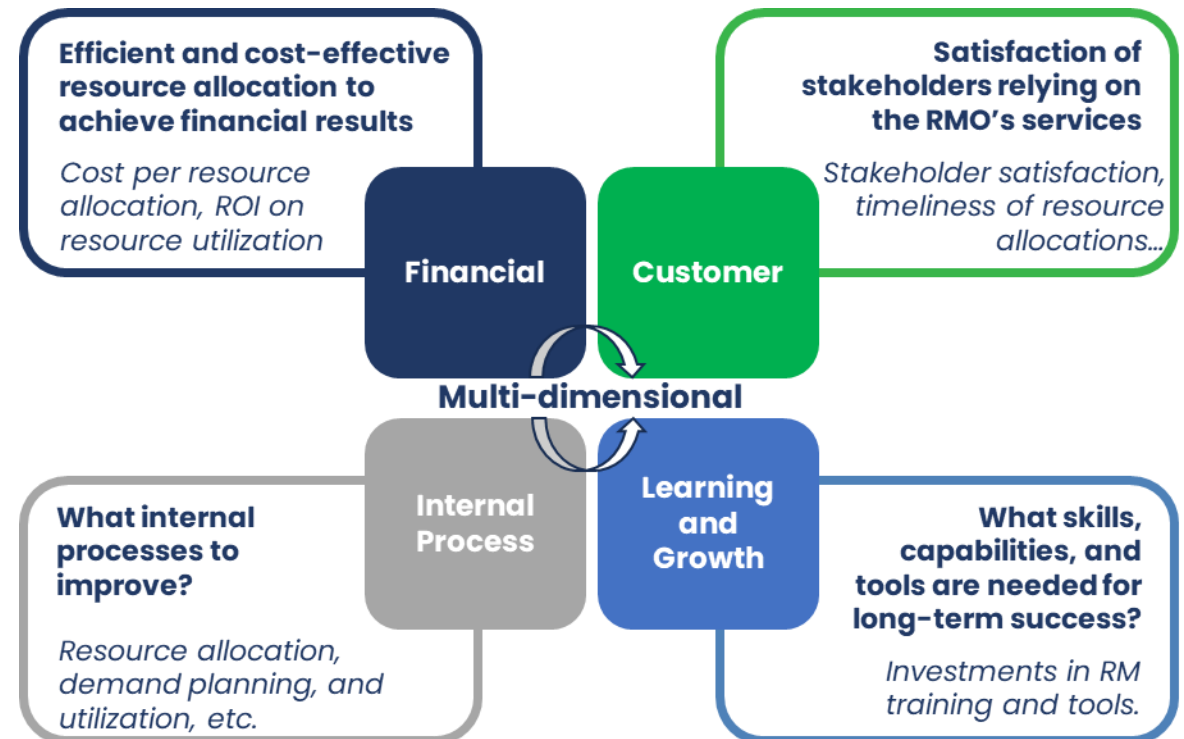
Institute a robust **governance framework** to monitor adherence to RM process standards, ensure quality data, and measure RM effectiveness

The Balanced Scorecard (BSC) framework typically includes four dimensions (or perspectives), which can be adapted for a Resource Management Office (RMO) to align with its strategic goals.

Practical Strategies:

- Connect it with your charter
- Use it to keep score – with value in mind
- Socialize it with stakeholders across the organization

The Balanced Scorecard



A Call to Rise for Resource Managers

03

**Master how to communicate
and amplify the value of
resource management**

Interpersonal Soft Skills...

**Will be the true differentiator in
the future of work**

QQ

"There have been just a handful of moments over the centuries when we have experienced a huge shift in the skills our economy values most. We are entering one such moment now."

– Aneesh Raman and Maria Flynn
NY Times, February 2024

Essential Soft Skills

- **Adaptability**
- **Emotional Intelligence**
- **Creativity and Problem Solving**
- **Strategic Thinking**
- **Data Literacy and Analysis**
- **Analytical Thinking**
- **Communication**
- **Executive Presence**

Communicating Value is a Difficult Skill to Master

What makes it so challenging?

01

Lack of Truly Understanding Value

Value is subjective, context-dependent, and multifaceted, and isn't always straightforward.

02

Misalignment on What 'Value' Means

Different stakeholders define value differently — without a shared understanding of what value and success looks like, messages can miss the mark.

03

Focus on Activities Instead of Outcomes

People often describe WHAT they did rather than the impact of their work.

04

Lack of Audience-Centric Framing

Value must be framed in terms that resonate with your audience and their priorities.



When It Comes To Communication...

What you say and how you say it leaves a lasting impression.



The Challenge: Communicating Value

What you say and how you say it leaves a lasting impression.



Practical Strategies:

- Remember: Start with an understanding of the value of RM
- Use data to quantify the value
- Put value in terms that resonate with organizational stakeholders – make it practical for them
- Commit to communicating regularly and consistently
- Use tools like the RMO Charter and Balanced Scorecard as resources to help you amplify the value of resource management



2025 RESOURCE MANAGEMENT GLOBAL SYMPOSIUM

April 7 - 9, 2025 • Indianapolis, IN

Continue the Conversation

RMI Enablement Session:

Driving Value – Essential Skills For High-Impact Resource Managers

Today: 11:00–11:45

Location: Room D

Summary

***While RM may be a “hidden gem” today, the time has come to
AMPLIFY its value***

01

Deeply understand how resource management creates value

02

Consistently demonstrate value to the organization

03

Master how to communicate and amplify the value of resource management

This is our call to rise.



2025

RESOURCE
MANAGEMENT
GLOBAL
SYMPOSIUM

LEARN. COLLABORATE. INNOVATE.

Thank You!