



# 2025 RESOURCE MANAGEMENT GLOBAL SYMPOSIUM

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## Enhancing YOUR Value Within The RMO

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# David Cochran

## Global RMO Leader Nutanix

Nutanix is a cloud computing and enterprise IT company that specializes in **hyperconverged infrastructure (HCI)**. Their technology integrates **compute, storage, and networking** into a single software-defined platform, simplifying data center management and reducing reliance on traditional IT hardware.

Over 30 years of experience  
solving complex internal  
challenges by improving  
processes that optimize  
utilization, improve client  
satisfaction, and maximize  
profitability

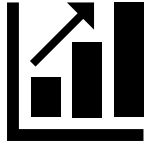
# Enhancing YOUR Value – The Big Question

**HOW BIG OF A PROBLEM WOULD IT BE FOR YOUR COMPANY IF YOU WERE TO QUIT TODAY?**

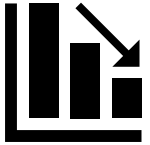
IS THAT YOUR OPINION OR THEIRS?

# Enhancing YOUR Value – A Call To Rise

## Two scenarios:



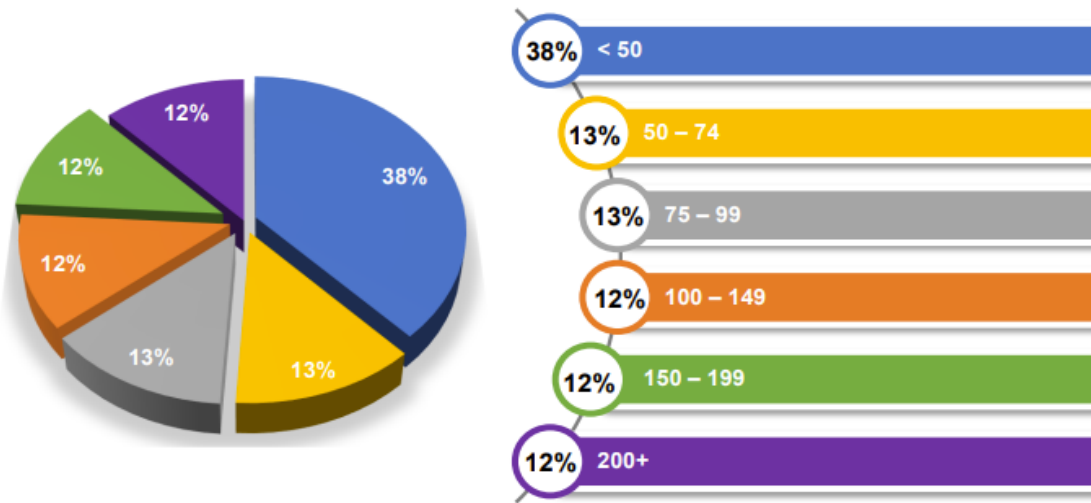
**1. Company is thriving and enhancing your value may earn you a promotion**



**2. Company is downsizing and retaining you must make sense**

# Enhancing YOUR Value – Employers Sometimes Don't Know What You Do!

Q5. How many resources do your resource managers manage (individually)?



Span of control can vary greatly due to the composition of project turnover, size, product complexity and other considerations.

Just over half of employers state that their RMs manage less than 75 resources individually.

This differs from employee responses where 40% from external serving organizations and only 30% of internal say they manage less than 75 resources.

Employer – All Respondents

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# Enhancing YOUR Value – Downsizing Example

## 1. Assess the Situation and Set Business Goals:

- Financial Hardship:** If your business is facing financial difficulties or needing to streamline operations, determine the necessary reduction in workforce.
- Review Business Strategy:** Understand the long-term goals and how the layoff will help achieve them.

## 2. Identify Potential Criteria for Layoffs:

### •Objective Metrics:

Use performance data, skills analysis, or other objective criteria to evaluate employees rather than relying on subjective opinions.

### •Merit-Based Selection:

Focus on performance and ability to ensure the most valuable employees are retained.

### •Skills-Based Selection:

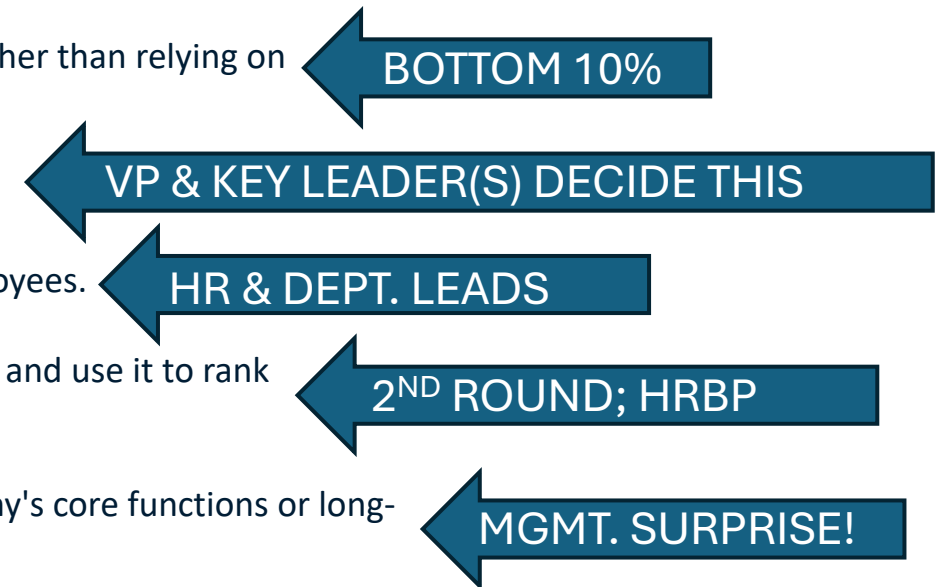
Identify roles that need to be eliminated and those that can be absorbed by existing employees.

### •Multiple Criteria Ranking:

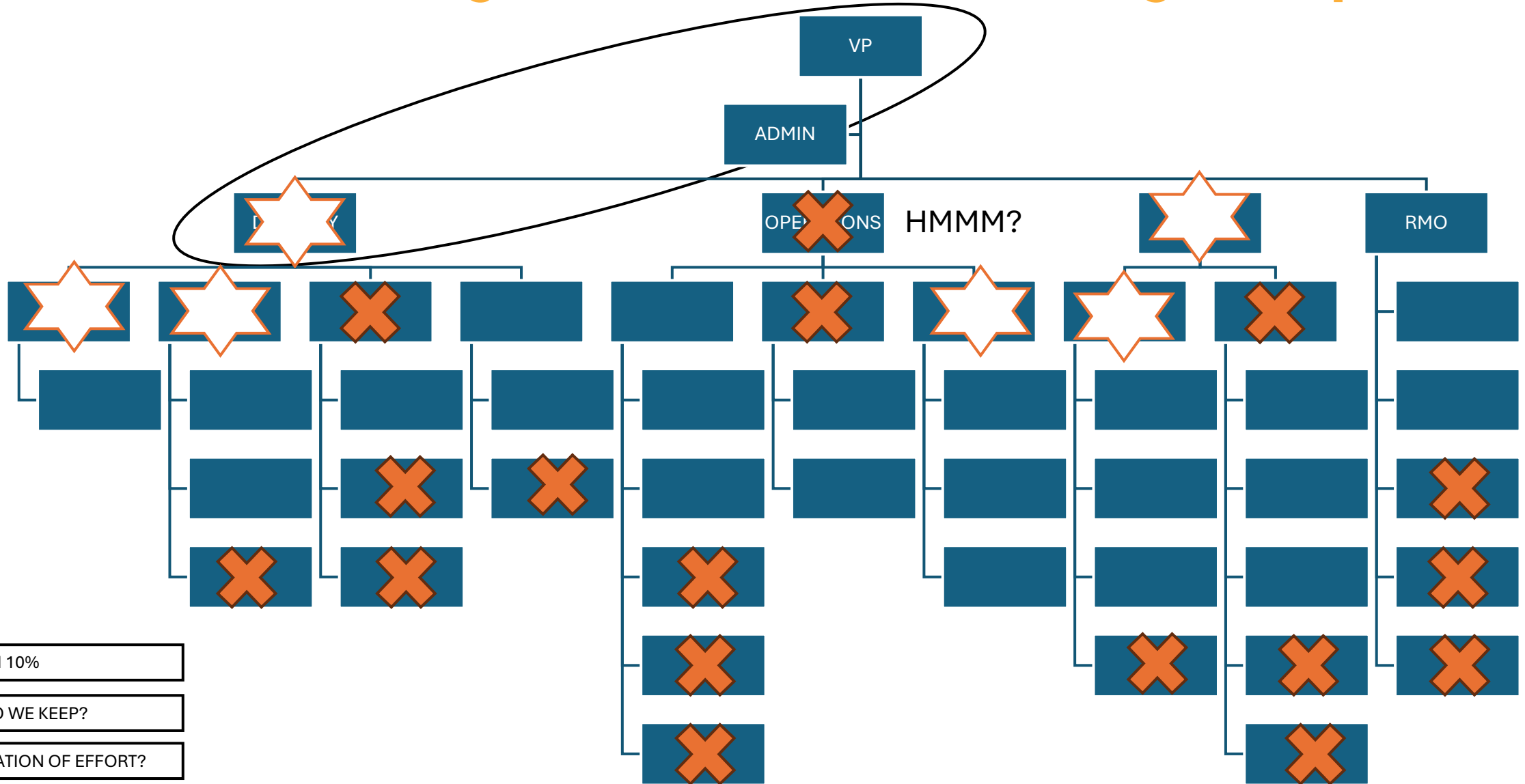
Develop a formula assigning weights to various factors (e.g., performance, skills, seniority) and use it to rank employees for potential layoff.

### •Position Elimination:

Carefully consider which roles can be eliminated without negatively impacting the company's core functions or long-term prospects.



# Enhancing YOUR Value – Downsizing Example



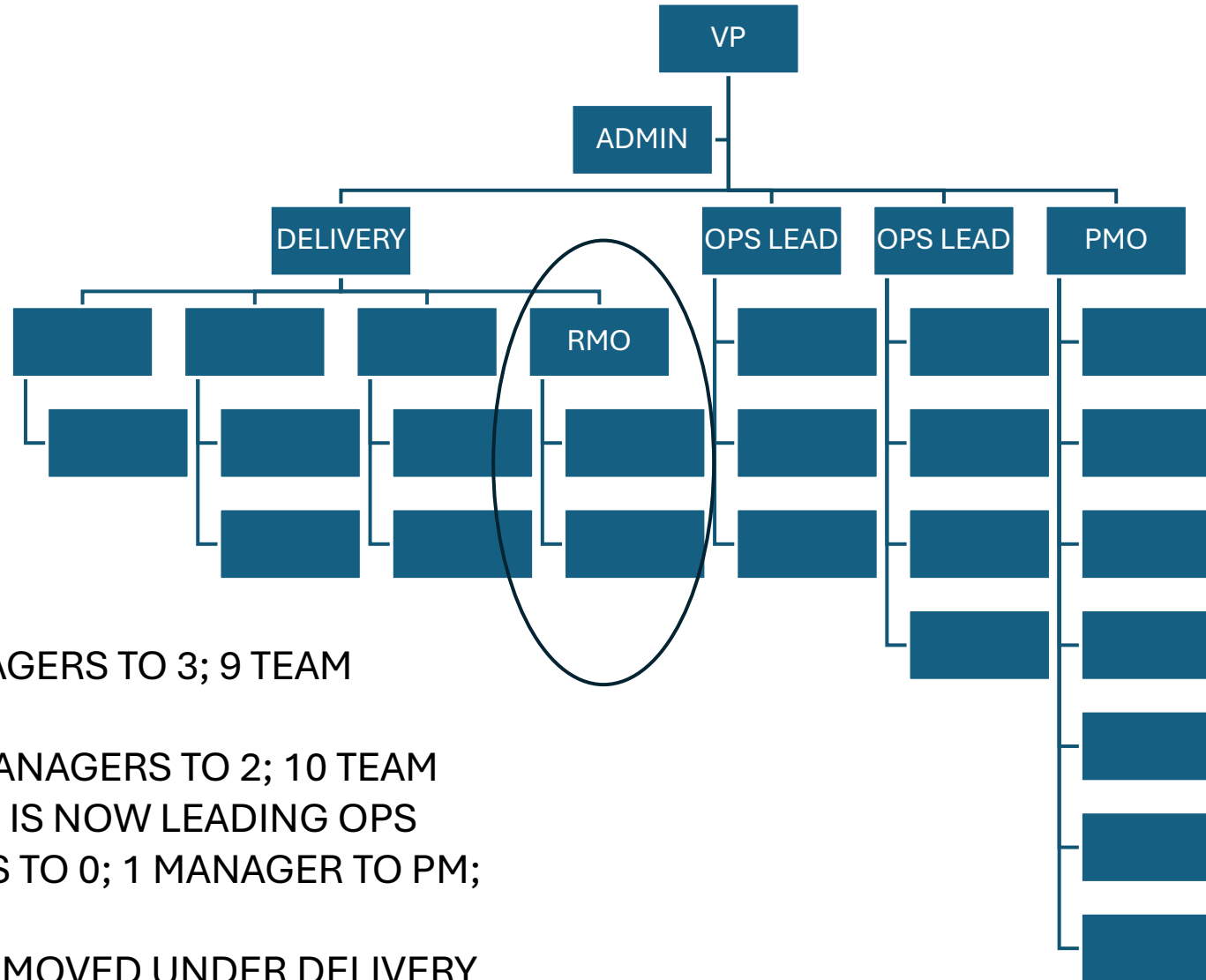
BOTTOM 10%

WHO DO WE KEEP?

DUPLICATION OF EFFORT?

HRBP – WE NEED MORE CUTS

# Enhancing YOUR Value – Downsizing Example



**DELIVERY:** 4 MANAGERS TO 3; 9 TEAM MEMBERS TO 5

**OPERATIONS:** 3 MANAGERS TO 2; 10 TEAM MEMBERS TO 7; VP IS NOW LEADING OPS

**PMO:** 2 MANAGERS TO 0; 1 MANAGER TO PM; 9 PM'S TO 6

**RMO:** 5 RM'S TO 2; MOVED UNDER DELIVERY



# Enhancing YOUR Value – The Minimums



## Essential Interpersonal Soft Skills

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

Future success will depend on our ability to balance technological advancements with human-centric skills.

Considering a boost from AI in efficiency, automation, and data-driven insights, it is the mastery of interpersonal soft skills that will set professionals apart.

By investing in these interpersonal soft skills, we can bridge the gap between technology and human connection, build lasting trust and create unique value. In doing so, RM teams will remain agile, resilient, and indispensable in an AI-driven world.

**Key Thought:** Everyone can develop these skills. Being proficient at these skills helps retain your job. But is there a particular soft skill that is perhaps more important than the rest to **enhance value?**



# Enhancing YOUR Value – How Is It Done?

Dear Chat GPT: What is the best way to enhance my value in my company? What are the priorities to do so?

- Master Core Skills
- Understand Department Goals
- Solve Problems

Top Priorities



- Leadership Qualities
- Measurable Impact
- Improve Communication & Collaboration

Mid-Level Priorities



- Adapt & Innovate
- Seek Feedback & Act
- Build a Strong Personal Brand
- Stay Proactive about Career Growth

Long-Term Growth Strategies



# Enhancing YOUR Value – The Power of Solving Problems

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



“The problem is not the problem.  
The problem is how people  
handle the problem.” –  
*Stephen R. Covey, “The 7 Habits of Highly Effective  
People”*



“In the middle of every difficulty  
lies opportunity.” –  
*Albert Einstein*

Problem solvers demonstrate resilience, adaptability, and leadership potential, making them more likely to earn promotions and career advancement. In a competitive workplace, the ability to overcome obstacles and provide solutions sets employees apart, increasing their value and long-term success. – *Chat GPT*

## Enhancing YOUR Value – Secret List of What Keeps RMO Leaders Up At Night



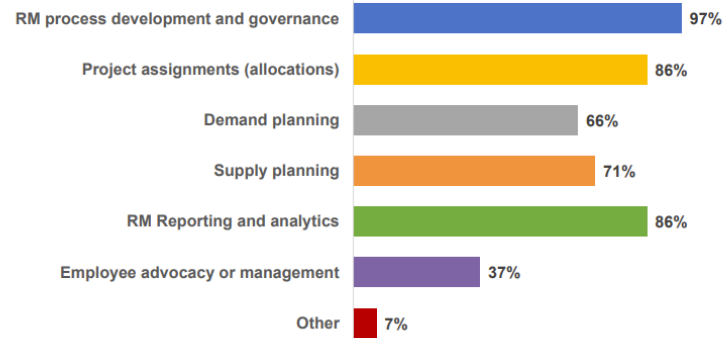
Managing a Team  
in “Operations”

Defending the  
RMO’s “Turf”

OPBS

# Enhancing YOUR Value – RMO Leader Problems

Q10: What are the primary responsibilities of the RMO in your organization?  
(Check all that apply)



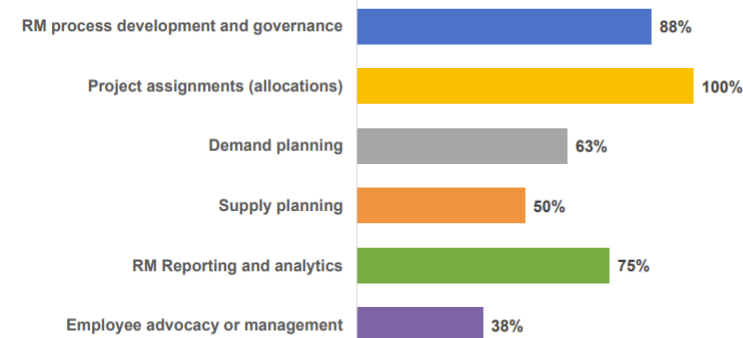
The top three continue to be process development and governance, project assignments, and reporting/analytics. No surprise there. It is encouraging to see the increasing role the RMO is playing in things related to employee advocacy, leading to improved employee engagement.

- Other:
- Work with HR to manage compliance; sub-contractor vendor management; revenue forecasting, recognition, and backlog management; ERP systems admin
  - Capacity forecast/planning
  - Drive staffing of strategic global projects. Consistently achieving billable utilization targets.
  - Create projects/milestones, overview scheduling, overview the following-project/company logistics/metrics-revenue/gross profit, Non-billable time, adding pos/budgets, subscriptions, etc.

PS/CS, AATA, LF, MA

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Q10: What are the primary responsibilities of the RMO in your organization?  
(Check all that apply)



For process development and governance, and project allocations, we expected to see high scores on this survey. We would have expected to see demand/supply planning higher as well. Encouraging was the growing role the RMO is now playing in things related to employee advocacy, leading to improved employee engagement, a 13% increase since the last survey.

E/IT, PD

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## Process Development & Governance \* Allocations \* Reporting & Analytics



# Enhancing YOUR Value – My Personal List of Problems

Area of Improvement	Critical Needs for the RMO	How this improvement will drive positive change (impact) across Professional Services
<b>Skills Matrix Management</b>	New internal db to host data with API link to Kantata	<ul style="list-style-type: none"> <li>•Segmented db saves time for RMO to review skills</li> <li>•Consultant rating improvements using written instructions</li> <li>•Review process to improve accuracy of ratings</li> <li>•API written to automate data from db to Kantata reduces manual entry</li> </ul>
<b>Resource Request Process</b>	PM's under Global PMO using approved comms	<ul style="list-style-type: none"> <li>•PM to RMO is the only accepted resource request method which improves accuracy &amp; saves time</li> <li>•PM's can continue to suggest named resources, but RMO verifies and makes the final decision which provides better optimization of resources</li> <li>•High level process for resource prioritization saves time when resolving staffing conflicts</li> </ul>
<b>Forecasting</b>	Sales/PMO to give 2 week notice on start date	<ul style="list-style-type: none"> <li>•Automated Salesforce report to ID future resource needs improves staffing gap analysis</li> <li>•90%+ accuracy for utilization &amp; capacity reports increases trust; 2-week window between request &amp; start</li> <li>•Begin to use concept of historic utilization to improve resource estimates</li> <li>•Reschedules &amp; cancellations are reduced from ~45% to 25% saving RMO time</li> </ul>
<b>Sourcing &amp; Development</b>	Align the ownership of vendor <u>mgmt</u>	<ul style="list-style-type: none"> <li>•Constant review of the right mix of work provided to vendor partners that meet leadership gross margin targets</li> <li>•Region SDL's must support the RMO's objective to meet all Prac Dev targets</li> <li>•RMO provides gap analysis to support functional managers' HR requests for new hires</li> <li>•Reschedules &amp; cancellations are reduced from ~45% to 25% improving vendor satisfaction and consultant retention</li> </ul>
<b>Technology</b>	Continued adoption & future performance	<ul style="list-style-type: none"> <li>•Kantata improvements reduce the need for Asana saving time</li> <li>•Regions adopt Kantata and follow process reducing silos of data</li> <li>•Functional Managers use Kantata reporting for centralized visibility</li> </ul>
<b>Governance</b>	Global process alignment with flexibility	<ul style="list-style-type: none"> <li>•RMO SharePoint site with up-to-date processes provides clear stakeholder duties</li> <li>•Adoption messaging both from the RMO and top-down drives process alignment</li> <li>•Establish relationship KPI's that evaluate regional partnership improvements</li> <li>•Change management overview and progress reviews</li> </ul>
<b>Organization</b>	RMO charter provides clear direction	<ul style="list-style-type: none"> <li>•Consistent RMO governance will improve the decisions of stakeholders by providing valued data</li> <li>•Review global RMO best practices from RMI, Gartner and Forrester to drive best practices</li> <li>•Provide accurate, relevant data to senior leaders to support decision making</li> </ul>
<b>Financials</b>	Current RMO staff should not handle financials	<ul style="list-style-type: none"> <li>•Hire two <u>FTE's</u> based in APAC to manage PO's, Invoices, and internal relationship with finance</li> </ul>

# Enhancing YOUR Value – Pick a Problem



Show your manager  
your successes  
using data &  
metrics

Master Core  
Skills

1

Discuss career path  
and how additional  
challenges support  
your growth

Proactive  
Career Growth

2

Ask for your  
managers list of  
problems,  
opportunities,  
and/or challenges

Understand  
Department  
Goals

3

Select one that is  
challenging but  
attainable given  
your role in the  
company

Seek Feedback  
& Act

4

Gain commitment  
that your manager  
will provide  
support  
throughout the  
process

Improve  
Communication  
& Collaboration

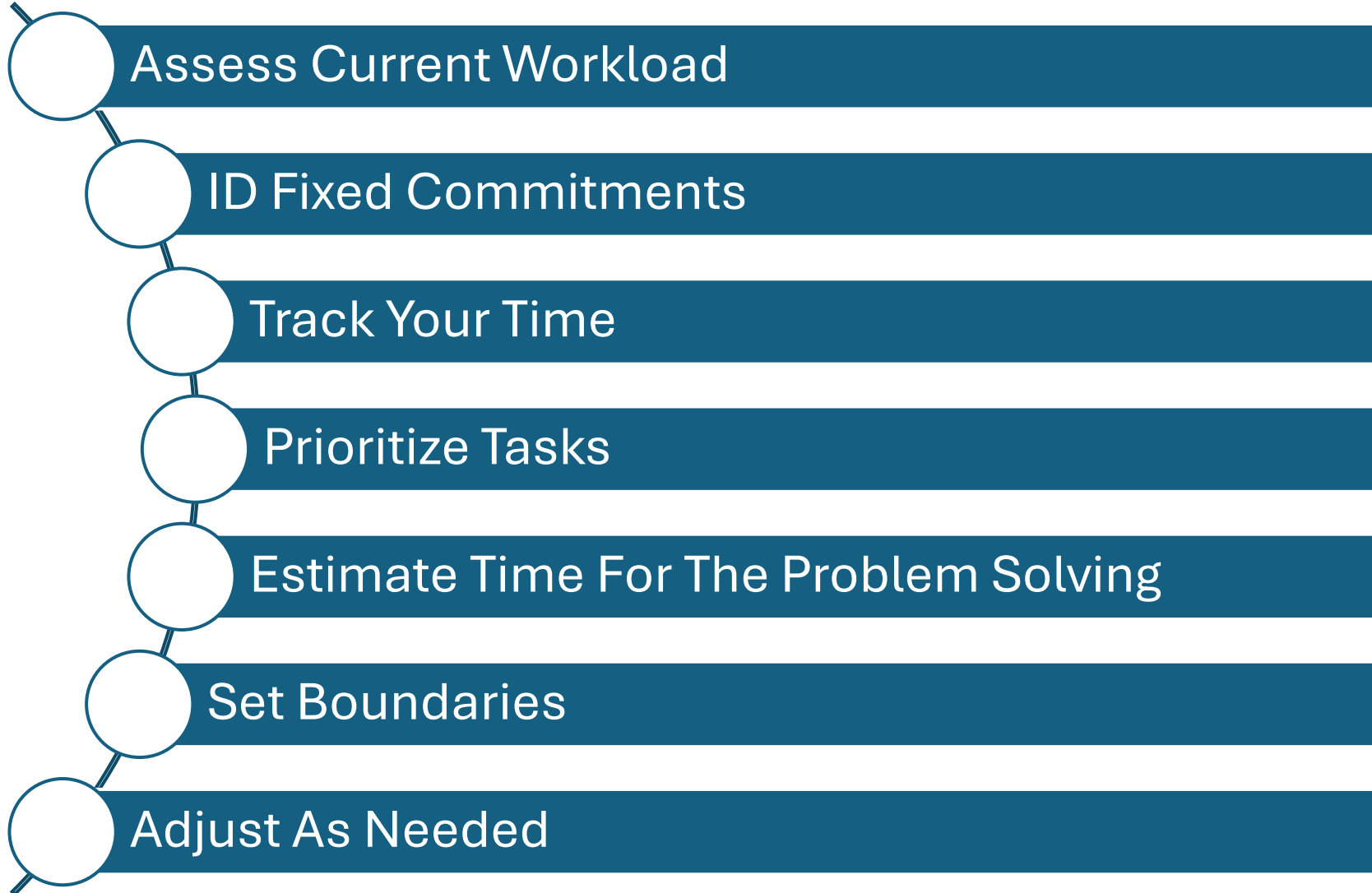
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The easiest way to  
solve a problem is  
to pick an easy one.

Franklin P. Jones

# Enhancing YOUR Value – Set Expectations

Setting expectations is crucial because it provides clarity, aligns goals, and fosters accountability.





# Enhancing YOUR Value –

## Example: What Problem Will You Solve?

“Our Skills Inventory process and repository needs an overhaul.”

Area of Improvement	Critical Needs for the RMO	How this improvement will drive positive change (impact) across Professional Services
Skills Matrix Management	New internal db to host data with API link to Kantata	<ul style="list-style-type: none"> <li>•Segmented db saves time for RMO to review skills</li> <li>•Consultant rating improvements using written instructions</li> <li>•Review process to improve accuracy of ratings</li> <li>•API written to automate data from db to Kantata reduces manual entry</li> </ul>

This was my guess at:

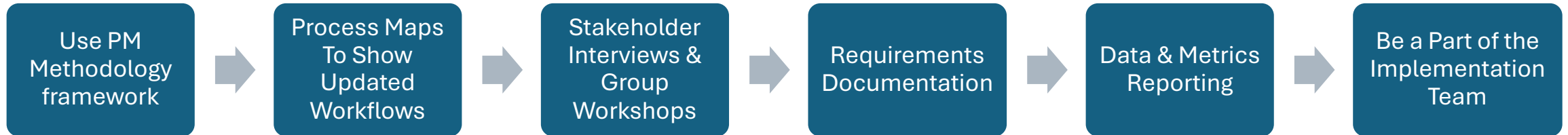
1. Identifying the Area Of Improvement (Skills Matrix Management)
2. Guessing what the end solution would be (Critical Needs for the RMO)
3. Listing all the positives that would come out of it (What will the company gain from this improvement?)

Note – When gaining executive support, only list the positive gains – don’t dwell on the problems that currently exist. Verbalize those, but don’t create a list of complaints.

# Enhancing YOUR Value – Be A Business Analyst



## How They Do It:



# Enhancing YOUR Value – Initial Interviews Pt. 1

Identify who is impacted by the problem

Get senior leadership to support this change by sending an email to all people identified

Interview senior leaders, but focus on middle managers and end users


Compile an EXCELLENT list of FOUR questions that are open-ended and designed to explore the pain of the existing problem

First Interviews are 15 minutes – no longer

# Enhancing YOUR Value – Initial Interviews Pt. 2

## Mandatory for each interview

- Explain the topic – not the problem “I think the org should talk about our skills repository and if it is meeting our overall needs.”
- Opening Statement: “My objective is to get your viewpoint on how well our current process and tool works for you. I just want to understand if it meets your needs.”



After you confirm the person is involved with the process and/or the tool, have your four probing questions ready. After each question, there is time for one or two clarifying questions for each probing questions. Create trust by sticking to 15 minutes. Get on and off the call.

# Enhancing YOUR Value – Summarize Initial Findings

Relax! There are many ways to do this

Speak to everybody on your list that will speak with you

Compile your notes in a way to segment out answers to each question and then answers by job title

Send out a summary to all the people interviewed, and include senior leadership. Show the commonality of the problem. You are building a case for change.

# Enhancing YOUR Value – Focus Groups

For your next set of meetings, set up groups of people who either have a similar role or shared similar comments. You are looking to build momentum here. If you invite 5, expect 2 or 3 to show.

Pick the key points you want to use as topics. “Many of you on this call stated it is a pain to input updates, both in terms of the amount of time it takes to how hard it is to navigate that huge spreadsheet. What amount of time should it take? On a scale of 1-5 with 5 being the most important, where would you rank ease of use?” “What improvements would you like to see if we made a change/what would the requirements be if overhauled the entire thing?”

Avoid salesly pushes. “If I could do this for you, would you buy?” People see through that. We’re not trying to get to yes, we’re trying to reach consensus about the level of pain.

# Enhancing YOUR Value – Get The Green Light To Continue

Don't lead participants towards an answer – allow them the chance to state problems, requirements, outcomes, and opportunities in their own way

As you move towards the conclusion of the panel interviews, you'll see patterns emerge. Write a summary with one-paragraph each spent on the problem, the requirements, and the outcomes. Submit that to senior leaders and ask them if they agree. **THIS IS THE GO-NO GO.**

If what you've collected seems both a legitimate problem and one that is solvable, you'll get the green light to continue.

# Enhancing YOUR Value – Solutioning

Pick about 10% of your participants, the ones who've had the most to say, and show them the summary. Allow them to edit.

You now have an agreed to summary. Add the list of requirements and outcomes needed for success, and review options to resolve the problem.

Take these options back to your manager and senior leadership **FOR THEM TO CHOOSE THE OPTION.**

Socialize the written summary, along with the requirements and outcomes, to all participants.

They choose the option because they control the money.



# Enhancing YOUR Value – The Solution

## Executive Summary

**Participants** – Participants were part of a global survey/interview process and included the RMO, PMO, SDL's, Line Managers, Theater Leaders, Enterprise Architects, Legal, Procurement, and our consultant base. Together, we agreed there is a problem and gathered requirements and desired outcomes.

**Problem** – The RMO uses an **unreliable skills repository spreadsheet** for assigning resources to new requests (avg. 1,000 per quarter), often cross-checking data in a secondary spreadsheet. Consultants must update their skills and skill levels in the same cumbersome spreadsheet, leading to **low participation and reduced accuracy**

### Requirements

- Integration with Kantata
- Improved Accuracy
- Time Savings
- Security (both data security and security levels in the SaaS tool)
- Scalability
- SSO (Single Sign-On) via Okta
- Global process alignment
- Compliant with privacy regulations such as GDPR

### Desired Outcomes

- Kantata is the source of record
- API with no data transfer errors
- Save at least 50 hours per qtr. in resource skill reviews
- External: TOMs; Internal lock data/functionality controls
- Easy to grow, Easy to use improves consultant participation
- Process meets global needs
- Add teams/resources anytime
- Complies with EU and UK GDPR requirements as well as other regulations

## Solution & Cost Savings Analysis

**Solution** - A new SaaS repository with an improved data collection process and a more accurate API data transfer into Kantata would save annually \$7,212 in RMO time as well as saving \$34,164 in Consultant time. This is a significant savings of time for both parties, and it will also greatly increase the accuracy of the data. **This is an automation improvement that both saves time and money**

**RMO** spends over 500 hours per quarter on validating skills and other requirements and estimates it could save 50 hours per quarter (or 200 per year) with an improved tool and improved process automation.

- Average RMO salary \$75,000 = \$36.06 per hour
- $\$36.06 * 200 \text{ hours} = \text{a savings of } \$7,212$

**Consultants** spend 1 hour each quarter on skills reviews/updates (4 hours per year). At 300 Consultants it is estimated that Consultants can save 150 hours per quarter (or 600 hours per year) with an improved tool and improved process automation.

- Average Consultant salary \$120,000 = \$57.69 per hour
- $\$57.69 * 600 = \text{a savings of } \$34,614$

# Enhancing YOUR Value – What Happens Next?



**Solve The Problem**  
**“YOU LEAD”**



**Implement The Solution**  
**“TEAM LEADS LEAD”**

The Difference

# Enhancing YOUR Value – Be A Problem Solver

## Increases Job Security & Career Growth

- Companies retain employees who add tangible value by overcoming challenges
- Problem-solving skills open doors for promotions and career advancements

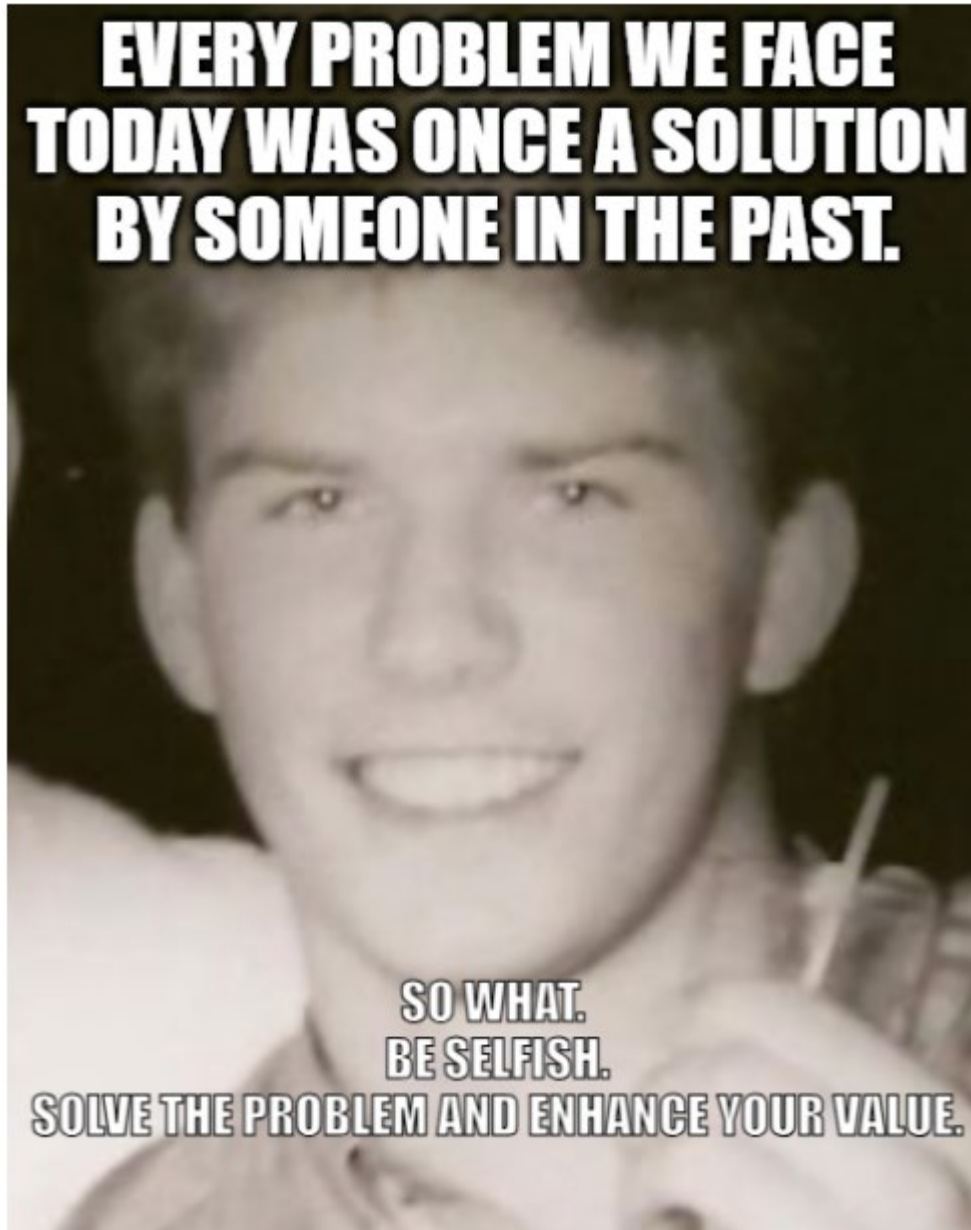
## Demonstrates Leadership Potential

- Leaders are often defined by their ability to solve problems effectively
- Successful problem solvers are more likely to be considered for leadership roles

## Boost Innovation & Improve Decision Making

- Think outside the box to find unique solutions that drive innovation
- Foresee potential obstacles and develop contingency plans

# Enhancing YOUR Value – Go!



# Enhancing YOUR Value



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# Enhancing YOUR Value

## APPENDIX

## The Four Open-Ended Initial Interview Questions

1. How do you use the skills matrix?
2. What value do you get from using it?
3. Do you think it is an accurate reflection of your skills and capabilities?
4. What would you change, if anything, to make using the skills matrix a better experience?



# Enhancing YOUR Value

The secret of getting ahead  
is getting started.

*Mark Twain*

**STOP TELLING  
YOURSELF YOU ARE  
NOT QUALIFIED, GOOD  
ENOUGH, OR WORTHY.  
GROWTH HAPPENS  
WHEN YOU START  
DOING THE THINGS  
YOU ARE NOT  
QUALIFIED TO DO.**

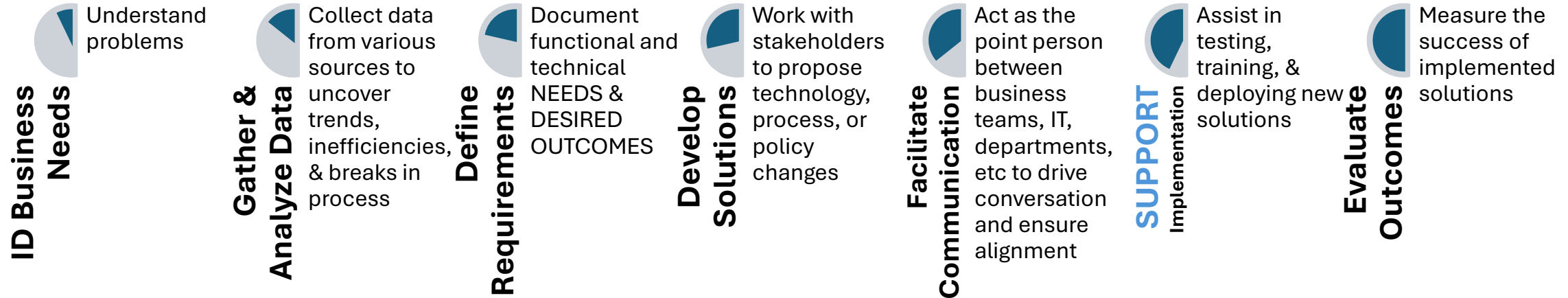
**STEVEN BARTLETT**

# Enhancing YOUR Value – Be A Business Analyst



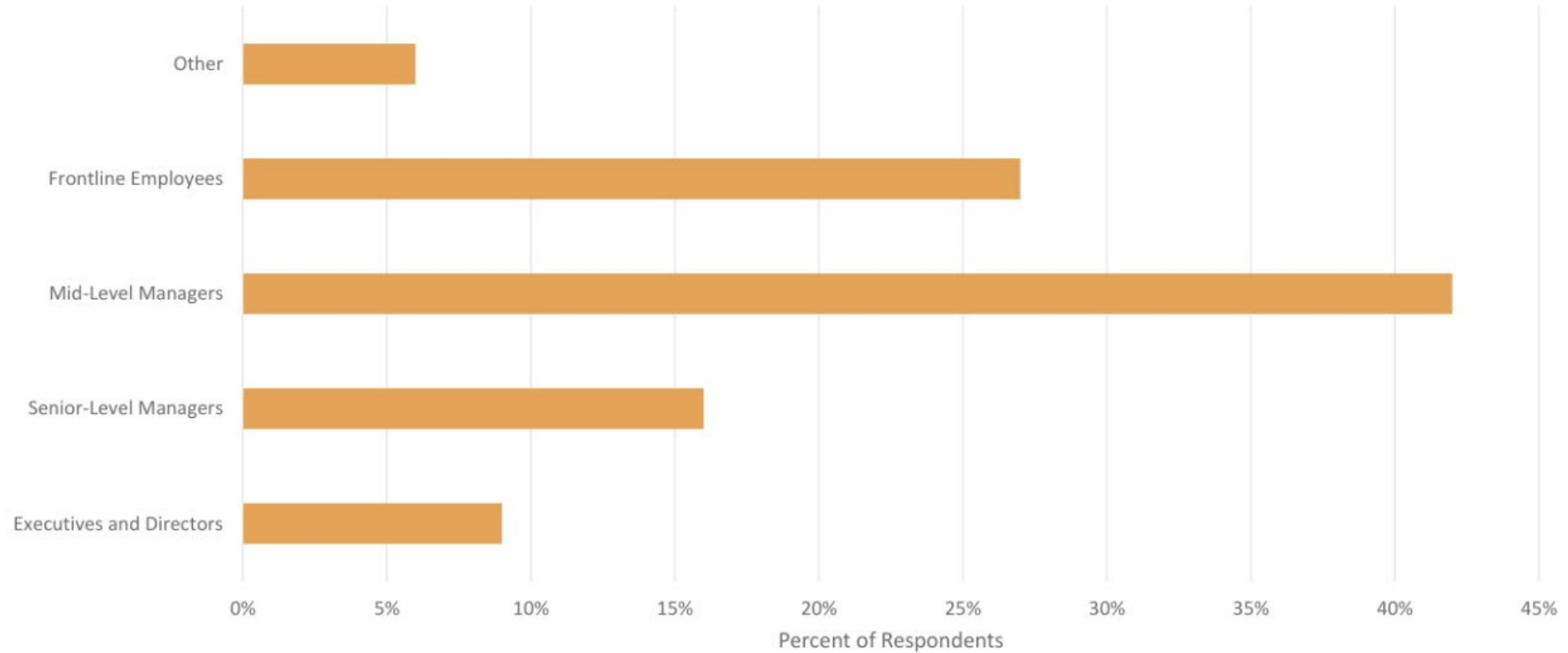
Business Analysts help organizations improve processes, products, and services by analyzing business needs and finding data-driven solutions. They bridge the gap between stakeholders, IT Teams, and business objectives.

## What Business Analysts Do:

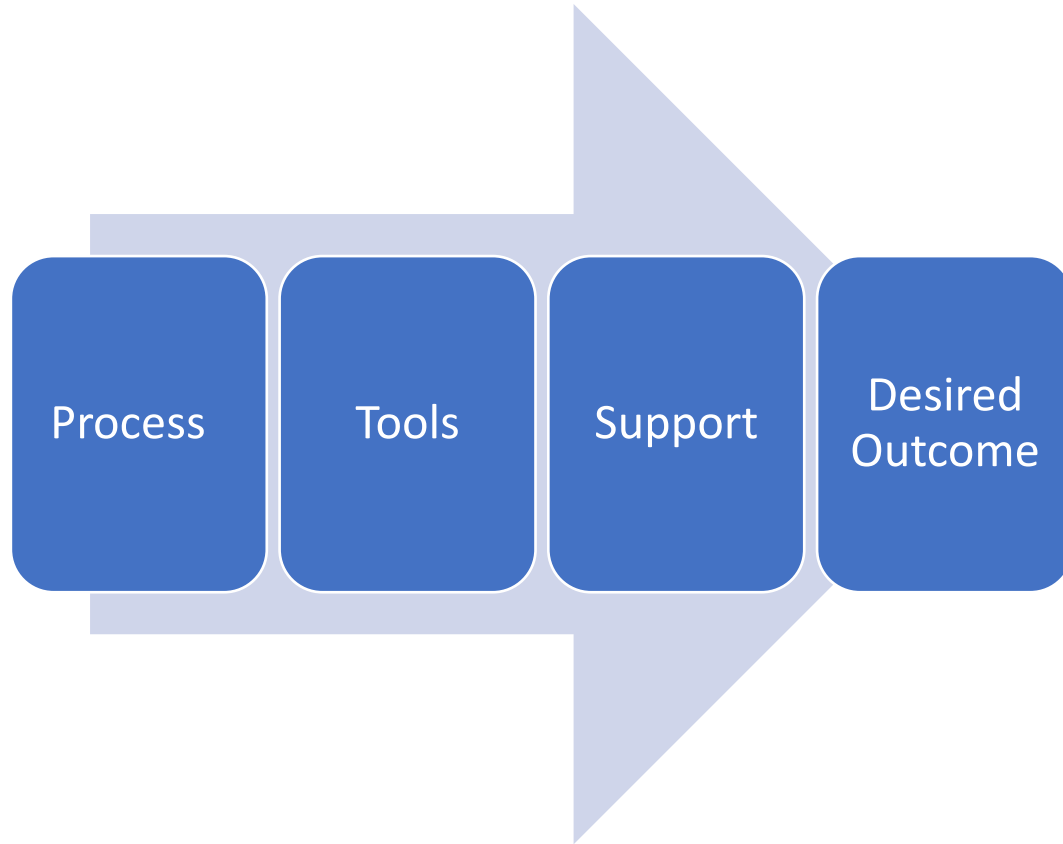


# Enhancing YOUR Value

## Most Resistant Groups According to Research



# Enhancing YOUR Value – Be Realistic



## IT IS NOT REALISTIC TO:

- Expect just because you know what to do/have a plan that ANYONE will follow it without justification
- Explain a process and expect it to be followed without focusing on adoption
- Expect anyone to know how to use the tools just because you do
- Expect anyone above you in your Org to care unless you give them reasons in THEIR terms to support you
- **70% of change FAILS due to lack of proper planning**

# Enhancing YOUR Value – Commitment at Every Stage



“We agreed to these high-level next steps...”

“We agreed to meet every other Thursday...”

“Thanks for agreeing to support us in meeting with your team...”

“We agreed to support a re-training of your team members on how to use the time entry system...”

“We agreed to upgrade our dashboards to provide real-time data to improve decision making...”

“We agreed to a three-day SLA of assigning and scheduling resources, and also agreed that it is dependent on confirmation of both the manager and resource in the tool...”

# Enhancing YOUR Value – Solution Requirements

Requirements is a set of defined needs, conditions, or capabilities that a process and/or tool must meet to achieve desired outcomes effectively & efficiently



## Business Requirements

- “High level goals that the process and/or tool must support”
- Cost Reduction
  - Efficiency
  - Compliance



## Stakeholder Requirements

- “Expectations and needs that must be met”
- Customers
  - Employees
  - Suppliers
  - Regulators



## Process Performance Requirements

- “Specific Metrics that define success”
- Cycle Time
  - Error Rate
  - Throughput



## Technology & System Requirements

- “Any technical constraints or capabilities needed to support process and/or tool”
- Connections to existing tool
  - Data must be secure and meet global PII requirements

IDENTIFY  
TARGETED  
AREAS OF  
IMPROVEMENT

# Enhancing YOUR Value – Solution Outcomes

Outcomes are the anticipated measurable results or impacts that occur as a result of change. Use these to indicate whether the improvement efforts have been successful in achieving the desire objectives.



## Planned Outcomes

- “The anticipated results”
- Open-ended list of outcomes that are benefits of the improvement



## Quantitative Outcomes

- “Measurable Improvements”
- Reduced Cycle Time
  - Lower Defect Rates
  - Increased Productivity



## Qualitative Outcomes

- “Non-Measurable but valuable benefits”
- Improved Employee Morale
  - Better Stakeholder Experiences
  - Enhanced Collaboration



## Customer & Business Impact

- “How changes affect both internal operations and external stakeholders”
- Customers
  - Partners
  - Regulatory Bodies

WHAT DO WE  
NEED FOR  
THIS  
SOLUTION TO  
DO FOR US?