



2025 RESOURCE MANAGEMENT GLOBAL SYMPOSIUM

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Driving Value: Essential Skills for High-Impact Resource Managers

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Reactions to what you will hear:

01

I'm doing that and I'm doing it really well and consistently today.

02

I know I need to do that, but I'm NOT doing it consistently today.

03

That's something new and it's a good idea. I need to start doing that.

Start building your action plan TODAY.

Agenda

- 1** What Skills and Why?
- 2** Communication
- 3** Value

Essential RM Skills

Soft Skills



Diagnosis

A doctor uses a range of technology, medicine, skills and facilities to diagnose an illness. Most are trained well to do just that.



Treatment

They apply their knowledge and skills to then prescribe a treatment plan that they communicate to their patient.



Bedside Manner

All of us have at some point have had an experience with a doctor who demonstrated great bedside manner.



Soft Skills

Bedside manner (soft skills) makes all the difference in the total patient experience. Consultative soft skills make all the difference in the quality of our interactions

A Well-Rounded RM Skill Set Is Paramount



General Business/Company



RM Process and Technology Skills

Interpersonal Skills

General Business/Company – **“foundational”** – back office, company and HR norms of how does your company conduct business – e.g. time and expense tools/policies, travel and expense reporting, security and HR training, etc.

RM Process and Technology – **“required hard skills”** the core of executing the Resource Manager role – knowledge of RM policies, practices, data, and tools

Interpersonal Skills – **“necessary soft skills”** – the ART of being a good Resource Manager

They Said It...

75% of CEOs see empathy and soft skills coming to the forefront as key capabilities in the next five years

9 out of 10 global executives agree that soft skills are more important than ever

85% of job success comes from having well-developed soft and people skills, while only 15% is attributed to technical skills and knowledge

LinkedIn reported: "Communication is the most in-demand job skill for the second year in a row."

Interpersonal Skills

"Necessary soft skills"
The ART of being a good Resource Manager

As employers face a skills gap in the coming years, 70% are investing in learning and development initiatives to address the deficiency in soft skills

Two-thirds of employers value soft skills more than educational qualifications when hiring. – People Management

89% of recruiters say that when a hire doesn't work out, it usually comes down to a lack of soft skills. – SHRM

84% of employees and managers believe it's necessary for new employees to possess soft skills and demonstrate them during the hiring process

RM Skills in the Era of AI

A

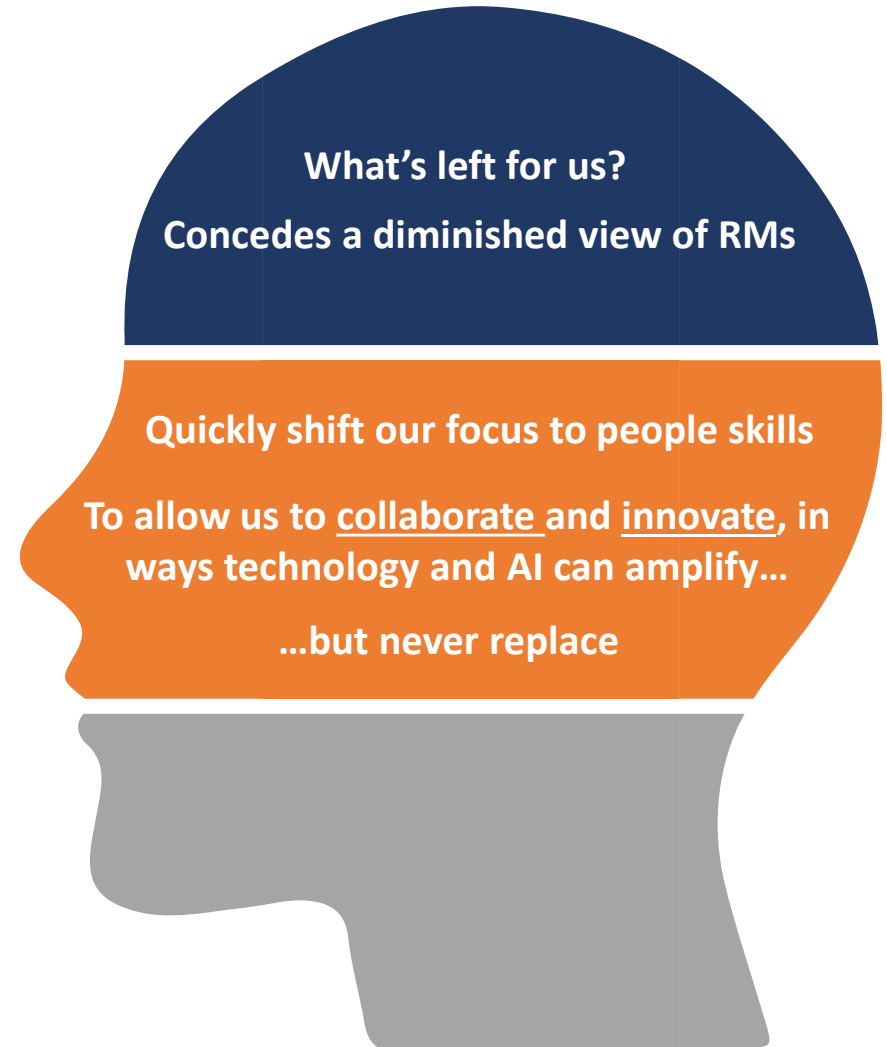
If AI reduces the routine and manual part of resource management, how does that change the role of an RM?

OR

B

What if we re-imagine what's possible for Resource Managers in the Expansion Era with AI?

A more exciting future!



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

Communication Essentials

Effective Communication

Success in any role is dependent upon your ability to communicate effectively, that assumes our audience is a group of good listeners.



Research suggests we only remember 25% – 50% of what we hear

So, in a 30-minute meeting you are lucky if the audience remembers 7 ½ – 15 minutes of what you said

The biggest
communication problem
is we do not listen to
understand.

We listen to reply.

What Is Active Listening?

Listening is one of the most important skills you can master. Your ability to listen has a major impact on your effectiveness and on the quality of the relationships you build.

Active Listening:

Making a conscious effort to not only hear the words a person is saying, but perhaps more importantly, the entire message he or she communicated.

What Makes it Active?

“Active” listening involves taking additional steps necessary to draw out details the person you are communicating with might not have otherwise shared with you.

In Practice:

- Observing body language for additional understanding.
- Asking questions to draw out additional details.
- Summarizing and playing back what you heard to confirm understanding.

Essential Tips For Active Listening

01

Be

Tips from the Trenches: Summarizing/Paraphrasing

- Goals:
 - To help you solidify your grasp of the other person's idea or point of view
 - To give the speaker a chance to confirm your understanding
- What if...
 - You missed something?
 - They forgot to mention something?
- Helpful Phrasing:
 - "If I understood you correctly..."
 - "Let me make sure I got everything..."
 - "I just want to confirm I heard you correctly..."

03

L

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sharpen your point of view.

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...the other person's
idea or point of view and gives them a chance to
confirm your understanding.

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Understand Good News vs Bad News



*In both instances, the total value is \$20.
Why are the responses different?*

Understanding The Psychology

"People seem to prefer finding money in installments but losing money in one lump sum."

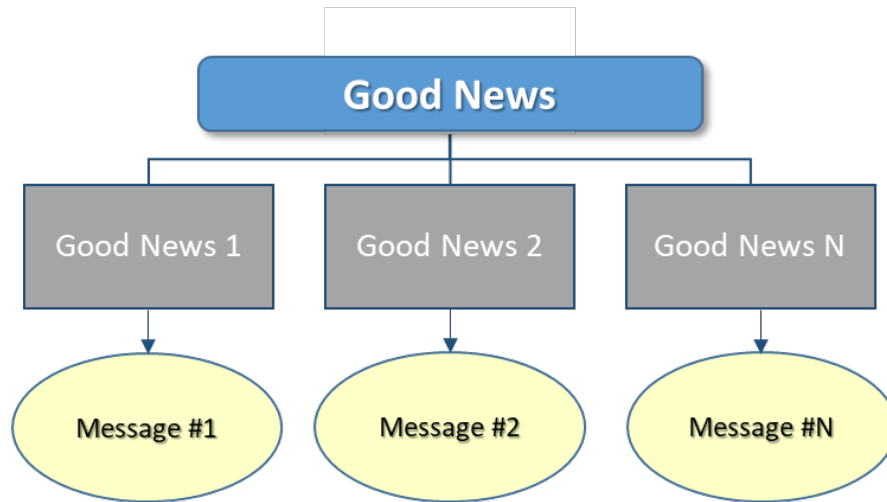
People derive some pleasure from any gain AND some displeasure from any loss

Viewing yourself as a "winner" or a "loser" significantly impacts a person's outlook

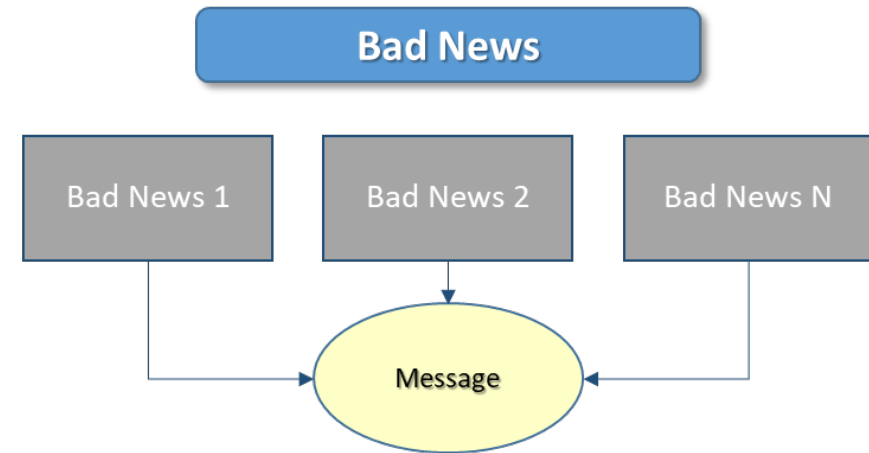
What are the implications for us?

Communicating Good News vs Bad News

Space out good news; deliver bad news all at once. Remember: people derive some pleasure from any gain AND some displeasure from any loss



Unbundle Good News – giving you multiple opportunities to make your stakeholder happy



Deliver Bad News all at once – don't delay, but also don't rush, research and know your facts before talking to the stakeholder

Communication Pyramid: Delivering Bad News

In reality, giving bad news (*no matter how much you pack into one conversation*) is never fun.

So, how do you further minimize the pain?

Communication Pyramid: Delivering Bad News



Communication Pyramid: Delivering Bad News



Be Open

Hiding bad news is never a good idea. It does not age well

Be Honest

We will hit rough spots – people generally expect that

Know Your Project

Proactively bringing issues to a stakeholder's attention demonstrates you are on top of the situation

Communication Pyramid: Delivering Bad News



Do Your Homework

Research potential solutions to the problem. What are the pros and cons of each one?

Be Prepared

Proactively think through and anticipate potential objections prior to communicating

Inspire Confidence

When communicating the bad news, list the problem and potential solutions/recommendations – Be confident

Communication Pyramid: Delivering Bad News



Engage Your Stakeholders

Build trusted relationships – people want the truth even if not positive

Involve Your Stakeholders

Engaging your stakeholder in the process allows you to get another set of eyes involved that can help brainstorm resolutions

Planning Our Communication

*Resource Managers need to understand the **5 W's** when it comes to communicating*

Who

- who in the organization needs the information

What

- what information about the situation do you need to communicate

When

- when is the appropriate time to communicate the information

Why

- why is the information important to communicate

Where (and how)

- where should you communicate – written, verbal, in person, etc...
and how – the method to use

Slow down – Take a pause and plan your communication.

Communicating Value

Perspective on Value

The word VALUE has many different meanings and context



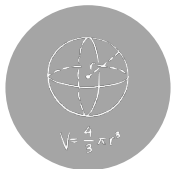
Economic Value

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?”



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** 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.

As a non-revenue-generating 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 be demonstrated and communicated throughout the organization so that it is well understood.

Making The Leap

In Resource Management, you are in a great position to bring value to your company.

You need to know.... ***How value is communicated***

***Not just the activity being
performed...***



***Must communicate in
terms of value delivered!***

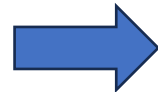
Don't Get Confused

Communicating value is one of the most difficult skills to master.

**The Value
We Bring to
the Table**

What we use

- Knowledge
- Experience
- RM know-how
- Analytical ability
- Human touch



What We Do

**To deliver the
"magic of RM"**

- Analyze skill sets
- Identify skill gaps
- Make staffing decisions
- Review the forecast
- Offer insights
- Any much, much more

**Value We
Create**

A Simple Formula...

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So What?

Using the value we bring to the table to execute resource management magic, what value did that create?

A Simple Formula...

Communicating value is one of the most difficult skills to master.



**Value We
Create**

A Simple Formula...

Communicating value is one of the most difficult skills to master.



Verb	Noun
Increase	RM Efficiency
Consolidate	RM Data
Accelerate	Time to Staff or Hire
Improve	Business Agility
Retain	Our Best People
Increase	Skillsets
Enhance	Employee Productivity
Enable	Decision Making
Improve	Customer Experience
Optimize	Resource Allocation
Reduce	Cost
Strengthen	Workforce Stability
Boost	Visibility



Discussion

Can you describe a recent example of a challenge you've worked through, problem you've solved, or initiative you've completed and communicate the value that was created?



2025

RESOURCE
MANAGEMENT
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LEARN. COLLABORATE. INNOVATE.

Thank You!