

A Call to Rise: Unlocking Strategic Value Through Resource Management

This article summarizes key insights from the opening keynote delivered by Ryan Childers, Managing Director of the Resource Management Institute, at the 2025 Resource Management Global Symposium (RMGS).

At RMGS 2025, Ryan Childers, Managing Director of the RMI, delivered an insightful keynote urging services leaders to embrace a fundamental shift: elevate resource management from an operational function to a strategic enabler of business success.

From Back Office to Boardroom: The Strategic Shift in RM

Resource management is undergoing a transformation. Once viewed as a tactical, back-office activity, RM is now emerging as a board-level priority. As Childers framed it, we've entered the Expansion Era of RM—a time when effectively managing talent is not just about execution, but about enabling scalability, agility, and profitability at the enterprise level.

The proliferation of AI and automation has only accelerated this shift. RM is now positioned to drive enterprise-wide transformation by improving how organizations plan, allocate, and optimize their most valuable asset: their people.

Why Services Leaders Should Care

In services organizations, labor is both the largest expense and the most critical resource. Yet, many companies still underinvest in RM or treat it as an afterthought—despite mounting evidence that it directly impacts:

- Revenue and margin performance
- Customer satisfaction and retention
- Employee engagement and retention

As Childers emphasized, RM is no longer a nice-to-have. Demonstrating its value is mission critical.

Making the Business Case for RM

Done right, RM delivers measurable business outcomes across key dimensions:

- **Business Agility:** The ability to quickly redeploy talent in response to shifting priorities or market demands.
- **Economics:** Even a 1-point increase in billable utilization can drive millions in incremental revenue and profit.
- **Project Success:** Projects staffed with the right resources, with the right skills from the start are more likely to stay on track and deliver value.
- **Customer Experience:** Matching the right people to the right work—especially with client preferences in mind—enhances satisfaction and loyalty.
- **Employee Engagement:** Aligning work assignments with employee skills and career aspirations boosts morale and reduces churn.

A Call to Action for Resource Managers

Childers closed with a challenge to Resource Managers: lead the charge. Realizing the full potential of RM requires more than tools and processes—it demands leadership, investment, and vision. Specifically, RMs must:

- Develop a deep understanding of how RM contributes to business outcomes
- Institutionalize RM practices through a dedicated and empowered Resource Management Office
- Use data and KPIs to communicate RM's impact across the organization
- Ensure RM is integrated into strategic planning and operational execution

The Opportunity Ahead

Resource management is no longer a hidden gem. It is a powerful lever for enabling growth, scalability, and resilience in an increasingly dynamic services economy.

For Resource Managers, the message is clear: the time to rise is now.

About the Author: Ryan Childers, RMCP®



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.

Prior to leading the RMI, Ryan spent several years leading the Training practice at RTM Consulting and as a consultant, helping clients accelerate growth and implement operational best practices, delivery methodologies and Just-in-Time Resourcing®. His professional experience also includes serving in a number of leadership positions in Professional Services and corporate strategy at Finvi (formerly Ontario Systems) and working in systems deployment at Accenture.

Ryan holds an MS in Information and Communication Sciences and BS in Management from Ball State University. Ryan has been a frequent speaker and panelist at Technology Services Industry Association (TSIA) events.