

RMISM Connect

a part of **Belcan**

September 22 and 24, 2026

Strengthen the Discipline.
Advance the Profession.
Engage the Intelligence.



CONNECT

With Experts
& Peers



EXPLORE

Innovative Ideas
& Best Practices



SOLVE

Today's Challenges
Together



INSPIRE

Action. Impact.
Excellence.





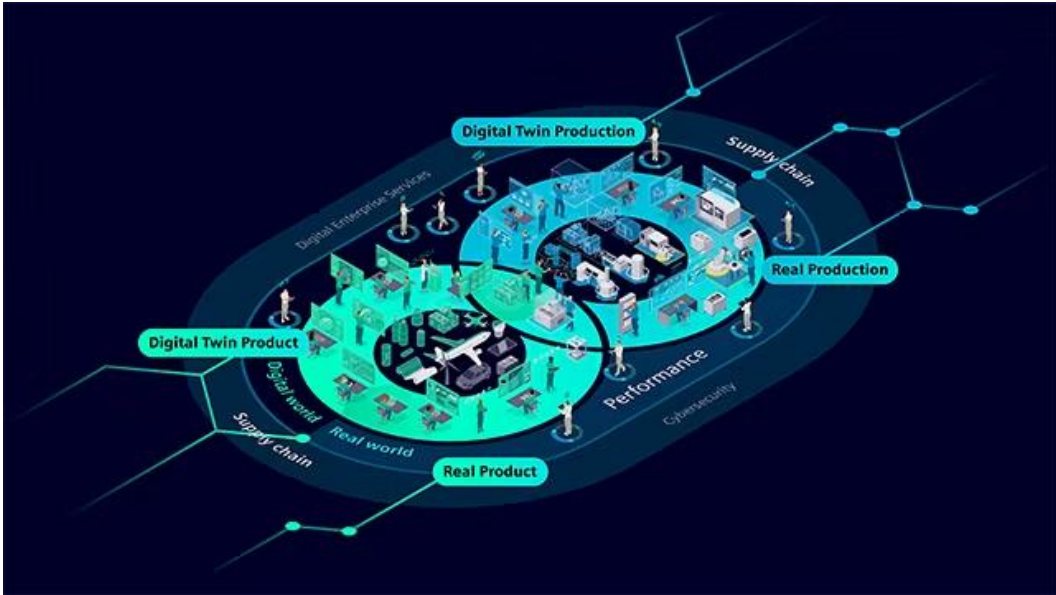
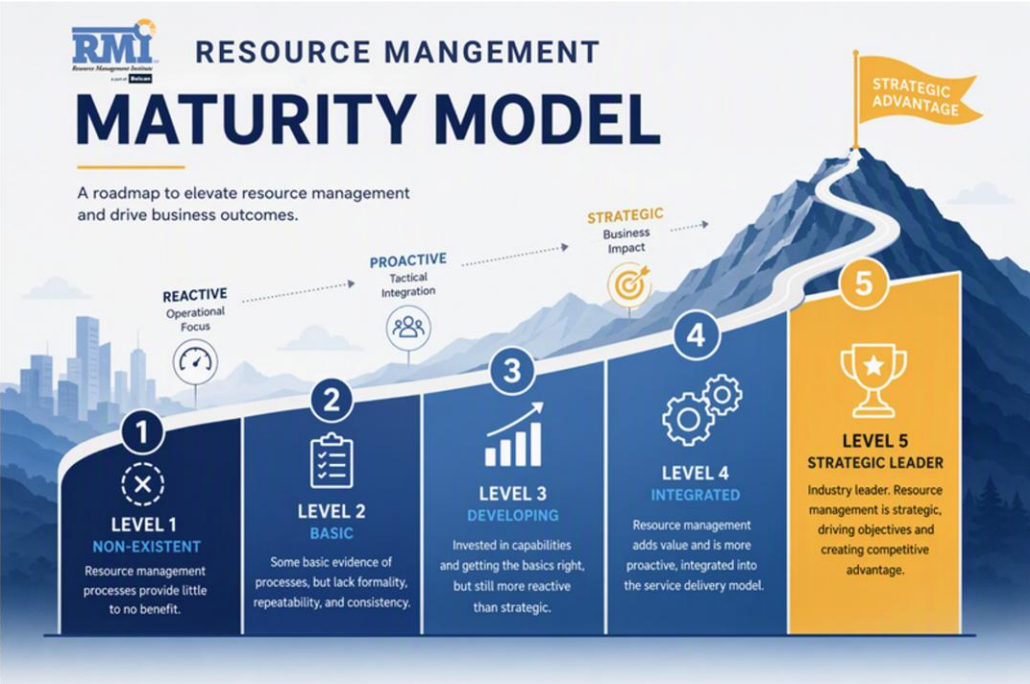
— ENGAGE —

From Reactive Staffing to Strategic Resource Management

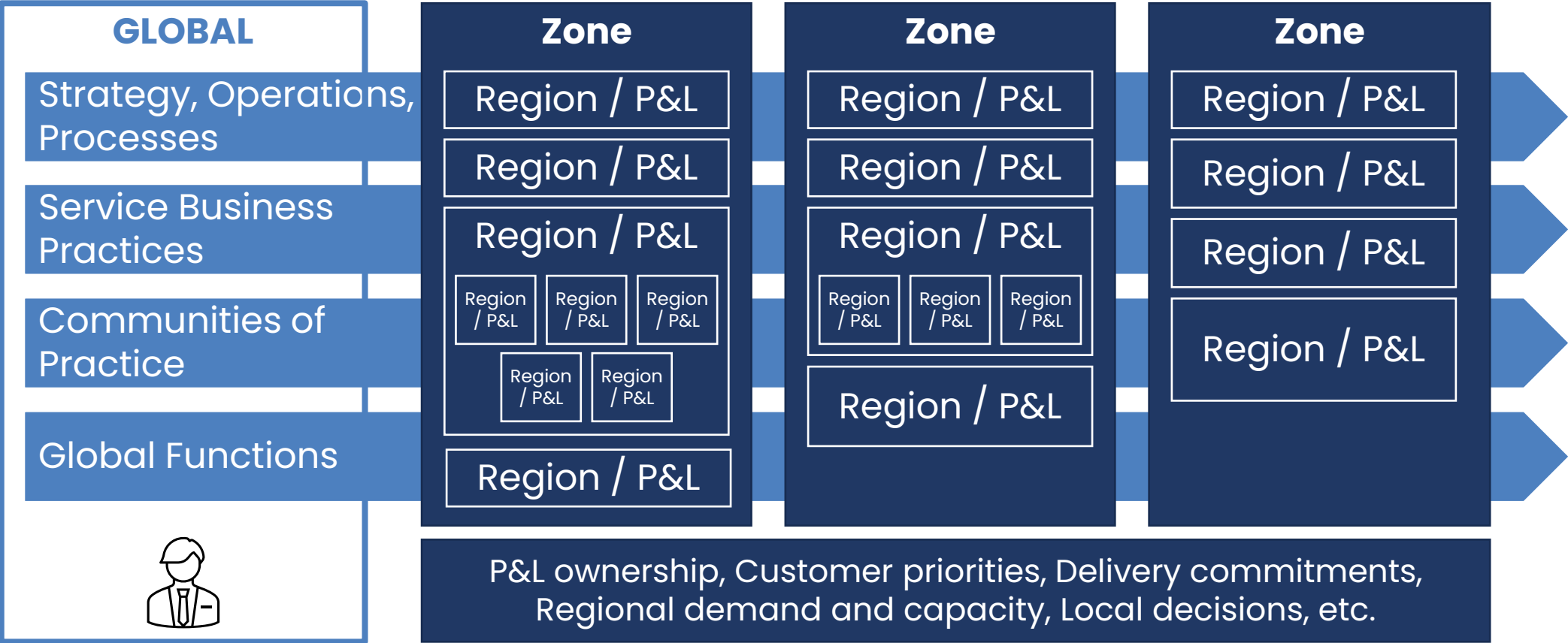
Building Predictability and Better Business Outcomes in a Global Matrix Organization

Mattias Neborg – Siemens Digital Industries Software

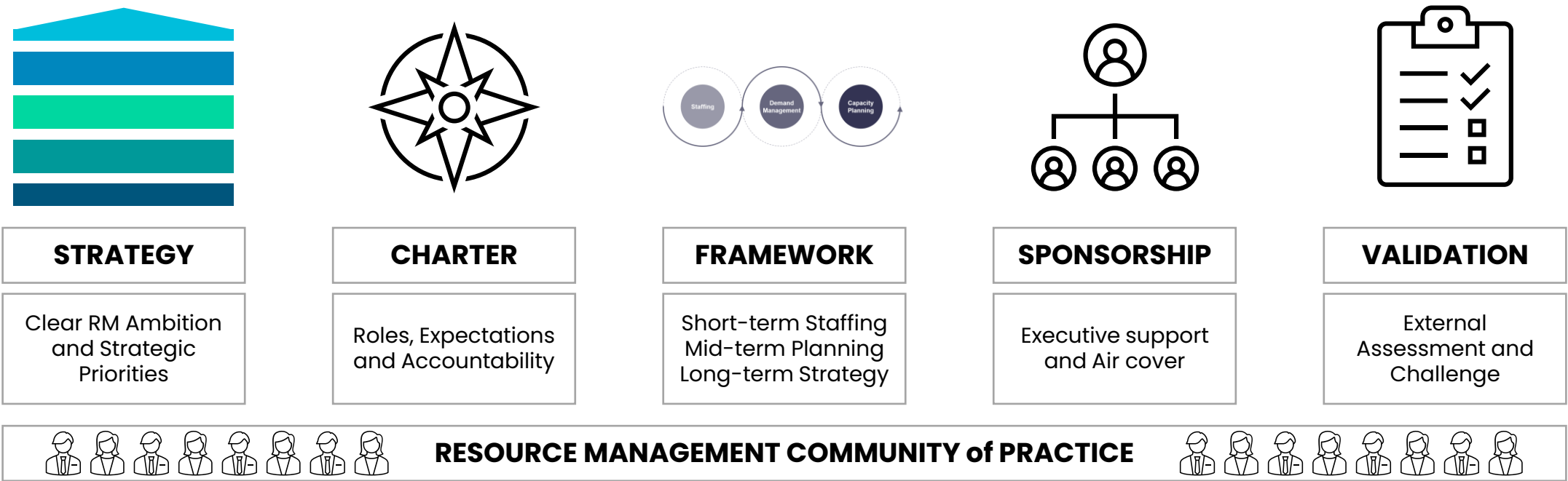
SIEMENS



Resource Management in a Matrix Is an Influence Challenge



Foundation Before Full Traction



Direction existed. Credibility and Adoption still had to be earned

Do we have the **RIGHT** capacity for the expected demand?

ROLES

Role mix

LOCATION

Region

KNOWLEDGE

Practice and Skills

AMOUNT

Demand / Capacity

TIMING

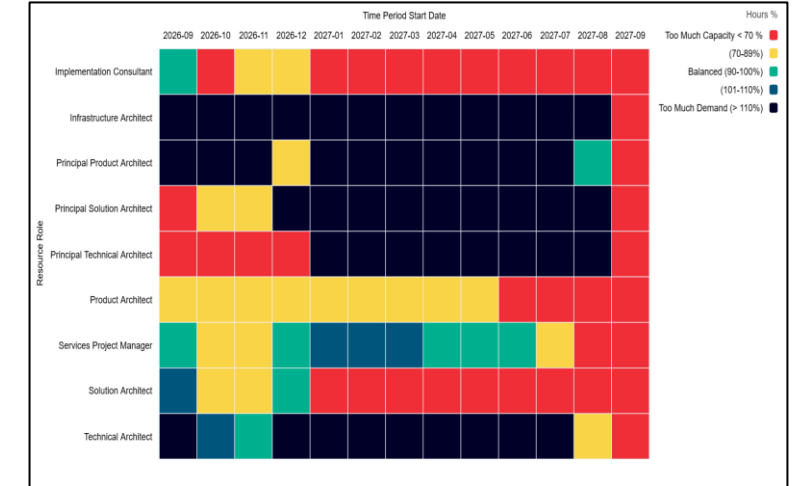
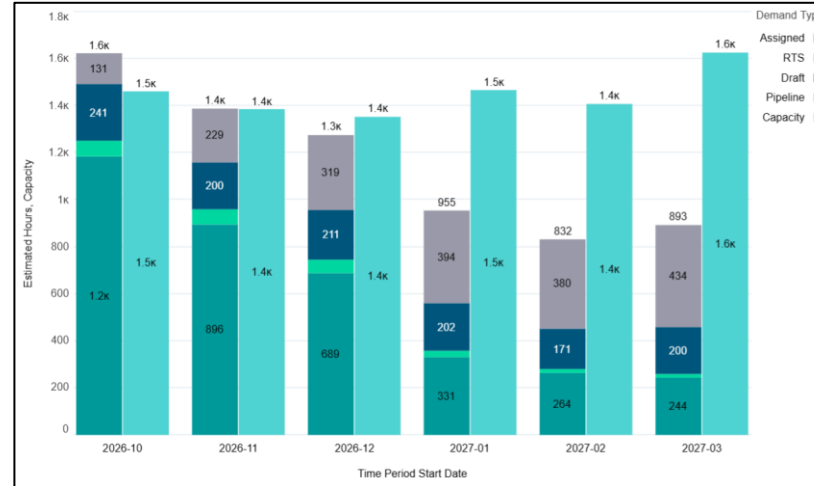
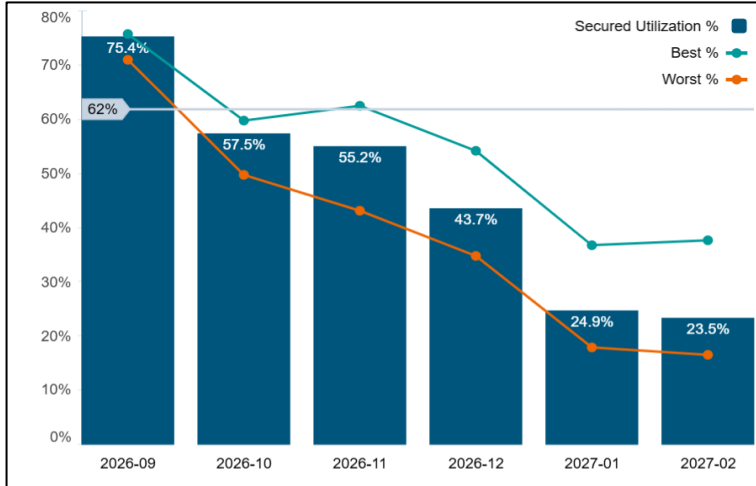
When?

Consolidated demand and capacity in one forward-looking view

Operational reporting became leadership decision support

LIVE DATA

What became visible?

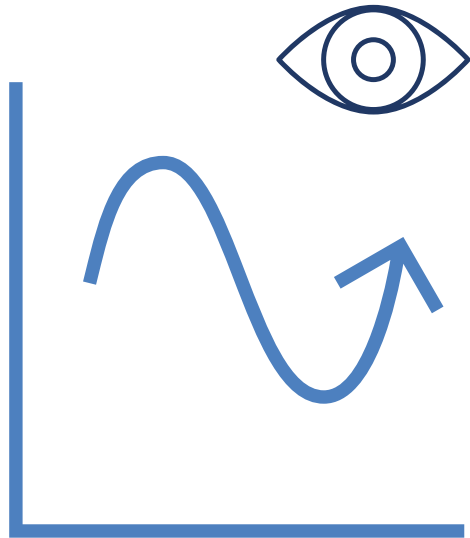


- Incoming Demand
 - Inflight Projects (Assigned)
 - Backlog RRs (Draft, R2S)
 - Opportunity RRs (W, UW)
 - Planned / Unplanned
 - Billable / Non-billable
 - Cost Recoverable

- Demand vs Capacity
 - Region (Local, Zone, Global)
 - RM, LM
 - Practice
 - Group
 - Cost Centre
 - Resource

One Source of Truth – Live Data – Leading Indicators – Fact-based conversations

Visibility Alone Does Not Create Predictability



VISIBILITY



RM AGENCY

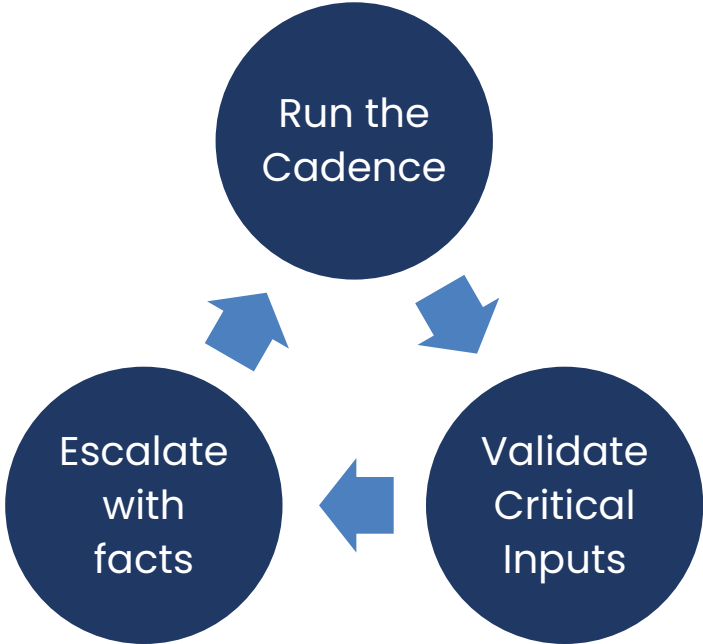
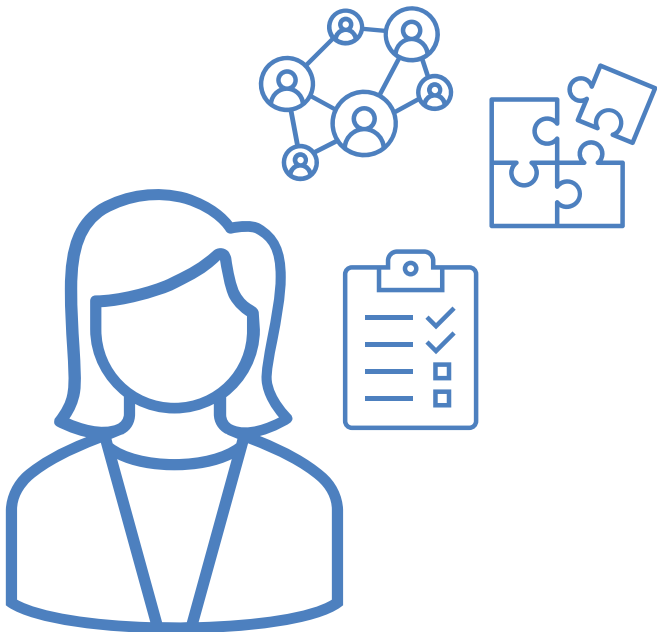


PREDICTABILITY

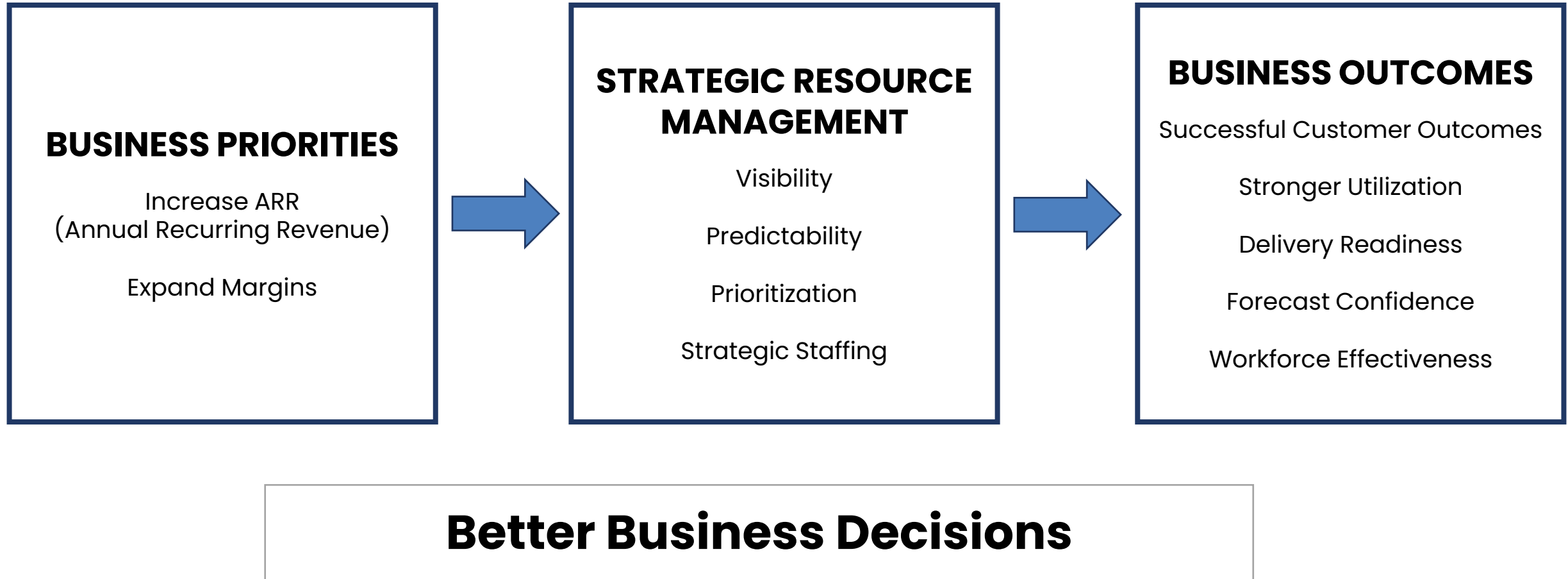
Predictability Is a Repeatable System



Predictability Is a Repeatable System

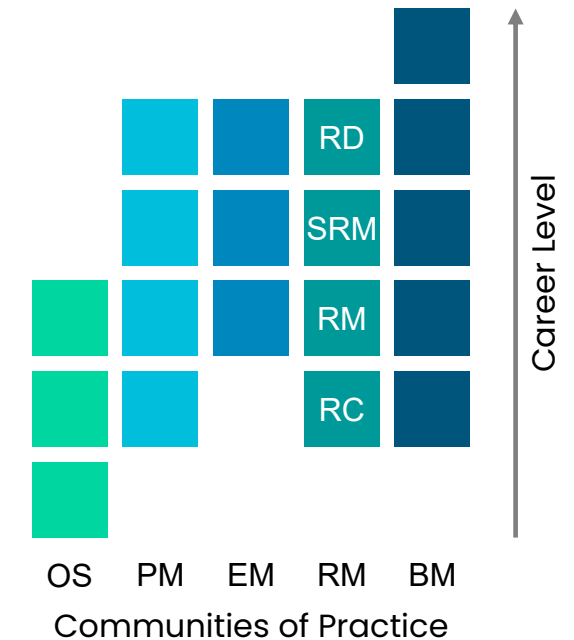


Business Value: Why This Matters



Professionalization of Resource Management

- **Defined Roles**
- **Competency Expectations**
- **Certification**
- **Career path**



MATCH – surface specific and inferred capability

PRIORITIZE – focus by impact, urgency and risk

PREDICT – identify fulfillment risk earlier

SIMULATE – test demand and capacity scenarios

EXPLAIN – show alternatives and implications

Not the target:

Focus only on clicks – Automate every decision
Produce a single “best” answer – Remove RM judgement

AI Requires the Foundation

**Good foundations →
AI accelerates value**

**Weak foundations →
AI scales uncertainty**



Summary – What changed?

BEFORE

- Reactive Staffing
- Fragmented Signals
 - Late involvement
- Local Interpretation

TODAY

- Forward-looking visibility
- Leadership conversations
 - Professional credibility
 - Strategic staffing

NEXT

- RM-owned predictability
 - Stronger agency
 - AI decision support
- Greater business impact

Visibility created relevance

Professionalization created credibility

Agency increases impact

1 **BUILD RELEVANCE**

Connect RM work to decisions leaders already care about.

2 **MAKE THE FUTURE VISIBLE**

A credible view of D & C can change the conversation.

3 **PROFESSIONALIZE THE ROLE**

Strategic expectations require competencies and credibility.

4 **TURN VISIBILITY INTO ACTION**

Cadence, validation and escalation create predictability.

5 **ADD INTELLIGENCE**

Use AI to augment mature judgment

Strategic RM is built through Relevance, Credibility and Agency.



— ENGAGE —

Questions



— ENGAGE —

THANK YOU