RMCP® Spotlight

Name, Job Title, Company
Amy Timmons
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What is one of your favorite hobbies?
Nothing beats a good book, a steaming cup of coffee and a cozy blanket!

Why did you choose to work in resource management?
I take great pleasure in converting chaos into order via repeatable processes, documentation and robust tools – even in my personal life! An organization without resource management, especially a large one, often times leads to disorganization and missed goals. I discovered how extremely fulfilling it was to know that I had assisted organizations in reaching their apex performance by providing transparency in resourcing and establishing repeatable and efficient process in resource management. It turned out to be the perfect role for my personality.

What characteristics do you think make a good resource manager?
A good resource manager must be flexible, communicative and empathetic. To be successful, a resource manager must also be self-sufficient; there will be many times where the resource manager will have to make important decisions on the fly, with little or no time to consult for guidance. A resource manager must have the ability to carefully balance what is good for the company with what is good for its people. Resources are not objects – they are human beings with distinctive personalities, feelings and goals. A resource manager must take these human attributes into consideration when making resourcing decisions.

What has been your biggest resource management challenge to date; and if you have overcome it, how?
I recently transitioned from the Professional Services team at AppDynamics to the Product Management team. Resourcing for a services team is much different than resourcing for a software development team. Services teams tend to operate within definitive start and end dates and have many fungible resources. The framework of a services team is such that resource management is a natural and expected extension of the organization.

In contrast, implementing resource management in an agile software development team is considerably more challenging. Start and end dates are agile – and therefore, unpredictable. Resources aren't as fungible. Furthermore, there is still much industry discussion on whether or not resource management is

even feasible within an agile environment. This can lead to opposition from resources and management when trying to implement resource management in an organization where nothing of its sort has ever existed before.

Communication, flexibility and open-mindedness play key roles in overcoming these obstacles. Knowledge is power – empowering your management and resources with the knowledge of <u>why</u> resource management is important and, more importantly for them, how it can make them more successful in their roles can make implementation considerably easier. Flexibility and open-mindedness must be leveraged by the resource manager – it is important for the resource manager to understand that resourcing is not a "one size fits all" mechanism. Different schemes will need to be applied to different teams in order to make it work. Lastly, patience and perseverance are essential to reaching the goal you have in mind for your resourcing strategy. There will be many hurdles, much opposition and much debate. Believe in yourself and perform so that others believe in you and your expertise as an experienced, successful resource manager.