

## RMCP® Spotlight

### ***Name, Job Title, Company***

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### ***What is one of your favorite hobbies?***

I like running, because it keeps me in good health, and it is an easy way to mentally relax.

### ***Why did you choose to work in resource management?***

It all started about two years ago, when I was engaged in an internal project to merge and integrate the HPE Pointnext Support and Consulting Delivery organizations, which were separate delivery units at that time. This transformation/integration program was organized in different workstreams where I was the overall Program Lead. I also lead a specific workstream of the program focusing on the integration of the Resource Management activities.

In this Resource Management workstream, we started with an assessment of the current as-is situation. We wanted to understand the existing Resource Management processes and roles and responsibilities on both sides, which were not only different between Support and Consulting but also different across the countries of the North West Europe (NWE) geography. Part of the assessment was also to gather inputs from different delivery, business, and sales key stakeholders to understand their current challenges, concerns, and expectations from a Resource Management organization.

With the outcome of this assessment, I developed a new integrated target operating model and proposed to implement a Resource Management Office (RMO), centralizing the process, tools and strategies for Resource Management cross the NWE region.

I found buy-in on the regional management level to setup this centralized RMO team and since June 2019, I'm in the role of leading this new NWE RMO team. During the past 2 years I've been working on further deploying, streamlining, and promoting this RMO approach within the NWE GEO. The RMO is now fully functional and established a close interlock with the delivery and business stakeholders cross the countries within this region.

Currently we are working on further improving the business interlock and maturity of this RMO model to continuously improve its efficiency and proactivity as RMO team in close cooperation with the regional and country delivery and business stakeholders.

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***What characteristics do you think make a good resource manager?***

A good resource manager (RM) is working very closely together with a large series of stakeholders in the organization. A RM is obviously working closely together with the consultants themselves: the technical consultants, the solution architects, and the project managers, as well as with the delivery managers. On top of that, and maybe even more important, is the close interlock a RM needs to establish and maintain with the business stakeholders (presales, business leads and sales). In too many Professional Services organization we see a virtual wall standing in between delivery and business where delivery is not enough aware on the business plans/pipeline and business is not enough aware on the delivery capacity and capability and the strategy on the delivery mix.

Typically, the RMO and delivery organization experience resource requests being launched rather late in the (pre)sales cycle, which forces the RMO to work in a reactive mode instead of being proactive.

Apart from the needed proactivity and business interlock, a good RM ideally also needs some important soft skills like being a good communicator, with a good business mindset, some decent market and service/consulting portfolio understanding.

A good RM is also able to negotiate and challenge resource requestors, is stress resistant and has a clear refuse-to-lose attitude while trying to find the right resources to put them on the right time at the right place.

***What has been your biggest resource management challenge to date; and if you have overcome it, how?***

First of all, there are many hurdles and challenges you need to go through in order to establish an RMO in your Professional Services Organization. An interesting RMI White Paper “Five Reasons RMOs Fail” described very well the typical 5 hurdles we also experienced and needed to overcome in our organization:

- To be successful as RMO we needed the right sponsorship and buy-in from the right decision makers in our NWE region. With our delivery integration program going on, this was a given for the regional management. We needed to optimize the usage of our workforce cross the different countries in the region and remove the virtual walls countries are building around their local country delivery workforce.
- Therefore, we needed to step away from the existing delivery team silos and a lack of creating a centralized view to ALL the available resources in the enterprise. The commitment from management to centralize Resource Management greatly enhanced the effectiveness of the Resource Management Office.
- We needed a clear alignment on the roles and responsibilities of the RMO team and the delivery managers. This is in many cases a Management of Change, which asks time to implement.
- It takes some time to start up our RMO and to bring it to the level of maturity it is in today. The fact that it takes long, could risk the loss of trust amongst our stakeholders. We focused on getting in the right proved processes and leverage from industry standards like e.g. the Just-in-Time® Resource approach defined by the Resource Management Institute (RMI). As RMO team lead of the new RMO team, I certified myself as Resource Management Professional (RMCP®), which helped me to gain the necessary knowledge, experience and access to industry standard information to deploy our own RMO setup in the most effective way possible.
- Having the right tools and automation is also key. Today we are still too much depending on excel or PowerBI driven spreadsheets, phone, or email to execute our daily Resource Management tasks. Our Global Workforce Management organization is working to onboard a new set of PSA tooling soon. This will further improve standardization, efficiency and agility of our Resource Management processes and help to further raise the maturity of an RMO setup.

Apart from the above important hurdles to overcome, there's for sure one important big challenge I would like to bring up here as well. To make an RMO efficient, effective, proactive and valuable to the business, I learned that you want your RMO to be involved early enough in the sales cycle. A challenge which up to now we are still working on to further improve. This has all to do with the integration of our RMO process into the existing (pre)sales process as well as our stakeholders being aware of the RMO existence and the way this RMO can help improve the business profitability and delivery readiness overall.

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