

## RMCP® Spotlight



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

David Binnings

Senior Manager, Global Resource and Workforce Management

Palo Alto Networks

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

I am a musician (primarily a guitarist and vocalist) and have played in bands for 25 years. One of my favorite things to do is to write and record music. The time in a studio is a wonderful creative outlet.

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

For the challenge! Having a career in project management and leading PM teams, the opportunity presented itself to build an RMO from the ground up at Palo Alto Networks. Resource management is a critical piece to delivering successful programs/projects, so being able to develop new processes, procedures, and KPIs to drive more efficient teams and higher customer satisfaction was intriguing. The last 4+ years have been a challenging and rewarding experience.

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

There are a number of characteristics that resource managers should have but I believe the most important are organization, problem solving, and communication. With the large amount of data points, competing requests, and expansive teams, it is key for a resource manager to be able to organize and prioritize information appropriately to make informed decisions quickly and accurately. Problem solving is also a key trait as regardless of what area of resource management you are working on (i.e. capacity planning, tactical assignments, skills management, etc.), it is like solving a large puzzle. There are pieces everywhere and they must all come together in a logical way to make the overall outcome work. Lastly, strong communication is a requirement. Resource management touches so many parts of the business which means that there are a large number of stakeholders and team members who are involved. Everyone needs to be aligned with the resource management strategy in order for it to be effective.

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

When I first started the RMO, the PSA tool was only being used for time tracking. Resource planning, project management, skills management, supply/demand forecasting, reporting, etc. were either not being done or being done in siloed teams/areas. The strategy was to move everything that was done into a PSA tool to drive standardization, increase efficiency, maintain a single source of truth, and to get accurate data points that could be used to drive critical business decisions.

Changing an entire global organization's way of doing business is a mountain to climb. There were a large number of team members and management who believed that moving everything into a tool would be too much effort, cumbersome, slow things down, and would provide less visibility than what they currently had.

To overcome this, we had to show the value of moving to this new way of working. Instead of doing one massive overhaul which seemed daunting, we incrementally developed new processes/procedures for running the business and each of these new processes utilized the PSA tool. As we rolled each one out, we would highlight the ease of use and the benefits that it would bring to the users, management, the business, and ultimately, the Customer. As more and more new processes were rolled out over time, the organization became more comfortable with the PSA tool and started realizing the massive benefits to scale the team and acquire data to run the business. There was a tipping point where the business didn't want to develop a process unless we used the PSA tool. Quite the turnaround.

It was exciting to see the complete transformation! Now, some of the original members of the organization, resistant to the change, are the first ones to say that they couldn't live without the PSA tool. That's success!