RMCP® Spotlight

Name, Job Title, Company
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What is one of your favorite hobbies?

My favorite hobbies:

a) Learn continuously by:

      1. Reading books - I have a collection of 800+ books in my home library.

      2. Attending external seminars over the weekends - Member of multiple associations.

      3. Prepare for exams - Already acquired 19 global certifications (including RMCP®) in project / program management, operations and continuous improvement.

b) Listening to Music.

Why did you choose to work in resource management?

I understood during my MBA days that the central theme to lead a successful team / company is PEOPLE. Being an MBA topper and medalist, I received multiple opportunities through campus interviews. I decided to work at Naukri.com (India's No. 1 job site which introduced the concept of e-recruitment in India) in sales and marketing to learn more about recruitment. After that, I played various roles in project management, PMO, and operations. However, I always worked on resource management as part of my role since I am passionate about this field. In fact, I have personally conducted more than 900 interviews and selected 150+ strong resources in the past 12 years.

What characteristics do you think make a good resource manager?

In addition to all the details provided in the RMCP® program, in the section 'essential skills of a resource manager', I personally feel the below characteristics would make one a very successful resource management professional (specifically for IT).

1. Knowledge of Project Management Methodologies (Waterfall and Agile)
2. Mastery in Stakeholder Engagement
3. Leadership & Influencing skills
4. Problem Solving and Strong Knowledge in continuous Improvement to deliver topline / bottom line impact to the business
5. Strong knowledge in analysis in MS excel / Power BI & driving insights from trends and patterns
6. Knowledge in domain / technology.

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

Though I have worked in multiple successful resource management initiatives, I would like to quote couple of scenarios at a high level.

A) Resource ramp up for a multi-million-dollar program:

Scenario: We had to ramp up 200+ resources in 2021 across multiple teams with varied skills for a massive transformation program that spans over 5 years. This is a multi-million-dollar program.

Action: Organized multiple meetings with 25+ stakeholders for alignment and ensured that all the demands were entered in enterprise resource management tool. We continued to have biweekly sessions and identified the resourcing gaps. We had to reallocate a few resources to fulfil internal gaps and similarly worked with a few suppliers in a phased manner to fill the external gaps. Moreover, utilized Power BI tool for data analysis during governance meetings. Though we had faced a lot of challenges, especially in fulfilling niche skills, having a good focus and close collaboration / relationship with multiple stakeholders helped us to resolve the gaps. RM team played a pivotal role.

Impact: Despite working virtually in 2021, we were able to allocate more than 250 FTEs this year across multiple hubs - India / UK / NL etc. This is an extremely successful initiative from a resource management perspective.

B) PMO Demands Fulfilment:

Scenario: While I worked as a PMO Lead in my previous role, we did a pilot for a new initiative - PMO as a service. Project & Business team took keen interest and started providing a lot of requests for PMOs. A lot of requests were raised with less lead time.

Action: Adopted various approaches to fulfil the demands – internal fulfilment within team in same location, across departments from other location, repurposing, referral method, etc. Moreover, worked with suppliers and utilized warm-pool recruitment and hired contractors.

Impact: Within a span of 18 months, we onboarded 50+ resources to the team on time. Therefore, there is zero escalation. Another good part – we received more than 85% score in yearly customer satisfaction feedback as well as in People survey.