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# Navigating Change and Realizing Value on the Road to Resource Management Excellence

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Managing Director

Resource Management Institute



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**Managing Director**  
**Resource Management Institute**

## About the speaker:

Ryan Childers is the Managing Director of the Resource Management Institute (RMI). With specific expertise in Global Resource Management, Ryan was an early adopter and implementer of the Just-in-Time Resourcing® brand of human capital management solutions. His passion for the resource management discipline is central to his role leading this important industry institute.

Ryan holds an MS in Information and Communication Sciences and BS in Management from Ball State University.

# Our Focus

- 1** Perspective on Resource Management Excellence
- 2** The Change Journey
- 3** Realizing VALUE Along the Way
- 4** Success Enablers to Resource Management Excellence
- 5** Practical Steps to Advance Maturity

**RM Excellence is a journey, not a destination.**

# *Your Resource Management Journey*



**Poll Question**

**How would you describe your Resource Management journey?**

# Your Resource Management Journey



**“Like a walk in the park”**



**“Faced some rough sailing”**



**“It's been a bit of a rollercoaster”**

**RM Excellence is a journey, not a destination.  
This session is about progress, not perfection.**

**“Perfection is not attainable, but if we chase  
perfection, we can catch excellence.”**

*Vince Lombardi*  
*Green Bay Packers*

# Resource Management Excellence

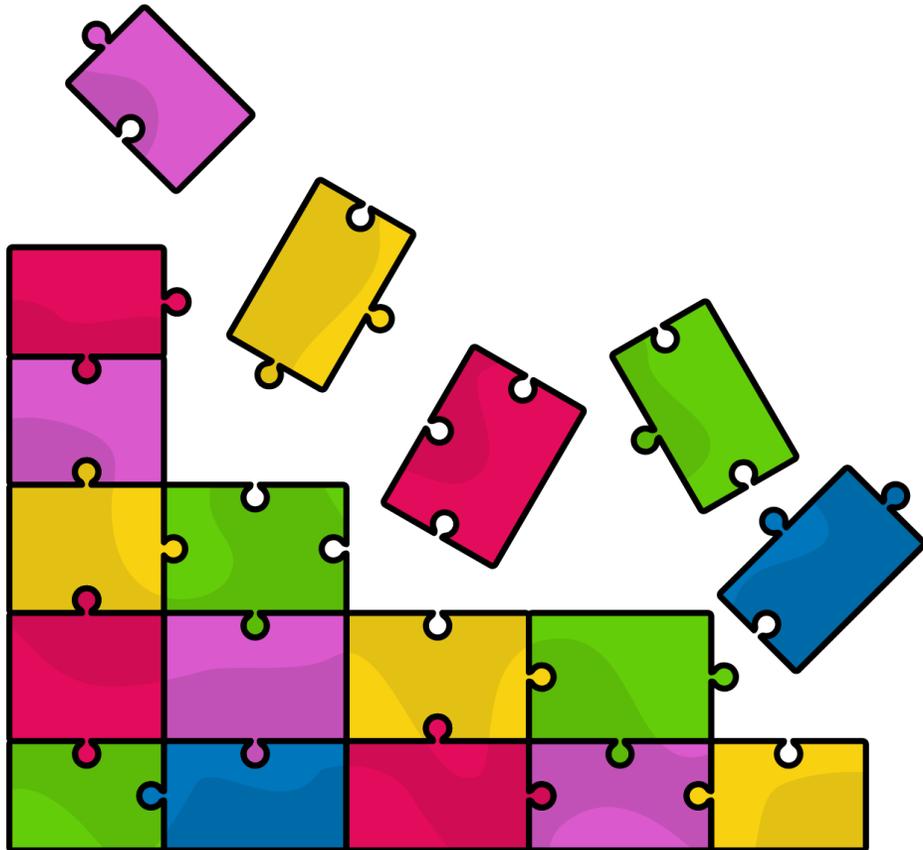
## RM Excellence: When your organization can consistently and predictably:



**Get the right person  
in the right place  
at the right time**



- Superior business agility
- Better business economics
- Improved project performance
- Positive and consistent customer experience
- Retention of the best people



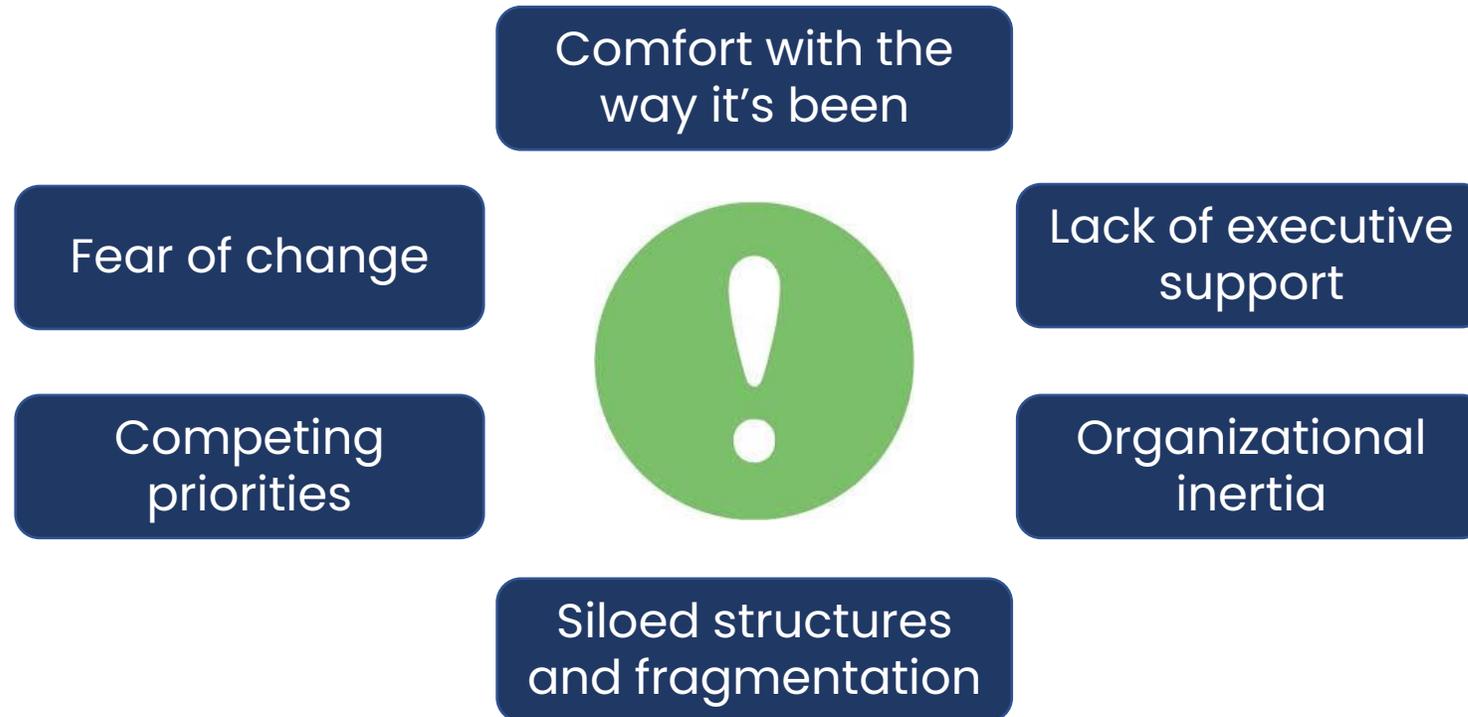
- **Progress Over Perfection:** Excellence isn't a fixed destination – it's about consistent progress.
- **Change Management is the Backbone:** Every step forward requires buy-in, communication, and adaptation.
- **Celebrate all Victories**
  - Small wins build momentum and credibility.
  - Big wins shift mindsets and elevate the strategic role of resource management.
- **Iteration is Key:** Excellence comes from running pilots, establishing feedback loops, and then making refinements.
- **Leadership and Vision Matter**
  - Champions like yourself play a critical role in shaping the vision and guiding others.
  - Excellence requires cross-functional collaboration, strategic alignment, and ongoing education.

# The Change Journey

**"Change is hard because people overestimate the value of what they have—and underestimate the value of what they may gain by giving that up."**

*James Belasco and Ralph Stayer*

# Why Can Change Be So Difficult?



Change is difficult because it's not just about new processes or tools — it's about shifting mindsets and behaviors across people and functions.

## REAL TALK

Without intentional change management, even the best RM strategies stall — misaligned functions resist, adoption lags, and shadow “stuff” persists.

Execution fails not because the process is wrong, but because the organization wasn't properly equipped to change.



### RM Impacts People's Daily Lives

You're changing how individuals get staffed, how managers make decisions, and how executives forecast performance. If not managed well, the change feels imposed rather than empowering.



### RM Alters the Way Work Gets Done

Whether it's introducing centralized staffing, standardized forecasting, or role-based capacity planning — you're likely changing how people plan, prioritize, and execute work. That means behavior change is essential.



### RM Challenges Organizational Norms

RM often exposes inefficiencies, emotional staffing decisions, or underutilization. Shifting to data-driven, enterprise-wide decision-making can disrupt long-standing habits or “hero culture” approaches to delivery.



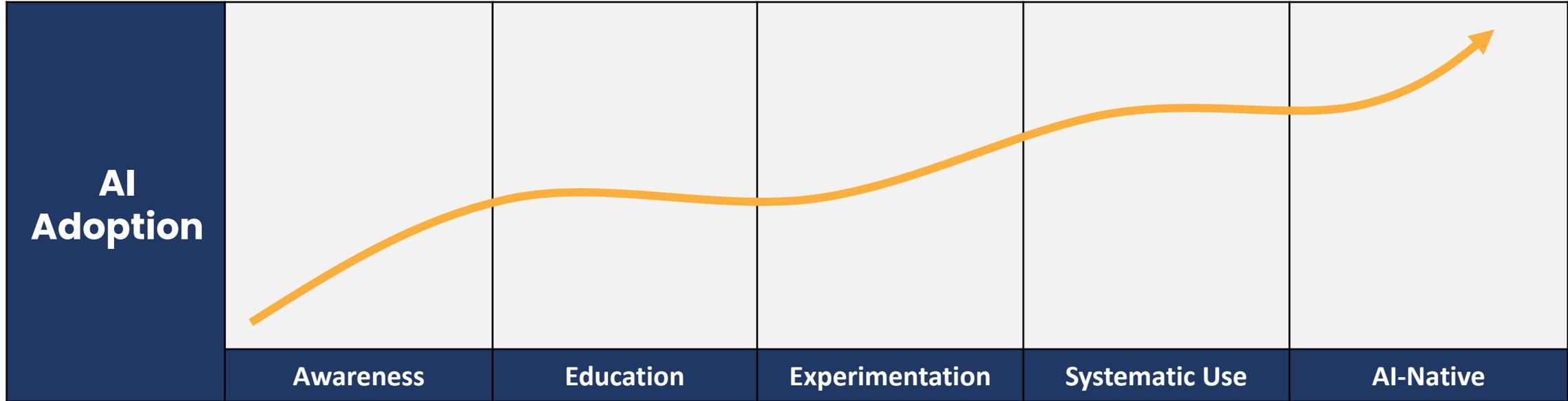
### RM Introduces Cross-Functional Accountability

Implementing or maturing RM requires changes in how Sales, Delivery, CSM, Support, and other teams collaborate. These changes often reveal misaligned objectives, gaps in role clarity, and resistance to new workflows.

**AI-driven change is reshaping our personal and professional lives.**

**Resource management won't be immune, but that's an opportunity — to elevate the function, automate the tactical, and focus on the strategic.**

# The Evolution of AI Adoption



In Practice	Awareness	Education	Experimentation	Systematic Use	AI-Native
	<p>Exposure to AI concepts, tools, and potential.</p> <p>Curiosity without action.</p>	<p>Learning about AI capabilities, risks, and use cases.</p> <p>Attending formal or informal training, webinars, articles, etc.</p>	<p>Trying tools like ChatGPT, Copilot, or AI apps.</p> <p>Use is ad hoc, exploratory, and often siloed.</p>	<p>AI is embedded into workflows or routines.</p> <p>Teams or individuals use AI consistently for productivity, decision-making, or collaboration.</p>	<p>AI is a core part of how work or life is done.</p> <p>Autonomous agents, co-creation, and proactive AI support are the norm.</p>



## **Poll Question**

**Where is your organization along the AI adoption curve?**

# *Application and Adoption of AI in RM*



**Poll Question**

**Where is your RM function along the same AI adoption curve?**



# The Road to RM Excellence: Realizing Value Along the Way

**Value is rarely realized all at once. In business, every step forward — big or small — is worth celebrating. Progress fuels momentum, and momentum drives transformation.**

***Resource Management has become a strategic imperative because of the very real pressures our organizations are facing.***

## **Increasing Customer Expectations**

- Customers are demanding faster delivery, specialized expertise, and consistent outcomes

## **Pressure on Margins**

- Delivery inefficiencies and rising costs are eroding profitability

## **Talent Shortages & Skills Gaps**

- The right people are harder to find, harder to keep, and skills are evolving fast

## **Need for Agility in Volatile Markets**

- Services organizations must flex resources quickly to respond to shifting demand and uncertainty

**That's why RM is so powerful: it's the lever that directly addresses each of these pressures.**

## Quick Wins

*Quick wins build belief. They're about lowering resistance to change by showing that RM delivers real value fast.*

### EXAMPLES:

- Streamlined roles and skills and have a central repository
- Created a common language for supply and demand
- Increased visibility - demand pipeline, project extensions, resource assignments, etc.
- Improved project staffing to be more proactive and less scrambling

***Quick wins buy you the credibility and momentum to pursue the long-term gains — which is where RM shifts from being a back-office process to a core enabler of strategy.***

## Long-Term Gains

*Long-term gains create a strategic business function — one that's indispensable for growth, agility, and success.*

### EXAMPLES:

- Improved billable utilization by 2 percentage points
- Reduced bench time to drive stronger financial outcomes
- Utilizing skills data as part of overall talent strategy to support recruiting, upskilling, and career development
- Institutionalized RM processes and systems that can flex with business growth, acquisitions, or shifts in demand

## RM Excellence: When your organization can consistently and predictably:



**Get the right person  
in the right place  
at the right time**



- Superior business agility
- Better business economics
- Improved project performance
- Positive and consistent customer experience
- Retention of the best people

# A Call to Rise for Resource Managers

01

**Deeply understand how resource management creates value**

02

**Consistently demonstrate value to the organization**

03

**Master how to communicate and amplify the value of resource management**

**Communicate All Victories!**



# The Road to RM Excellence: Success Enablers



**RM Excellence isn't unlocked by any one enabler – it's achieved when people, process, technology, and organizational alignment work together as a system.**



## People: “The Human Catalyst”

- **Executive Support:** senior leaders must champion RM as a business priority, not just an operational fix.
- **Change Champions:** find your Influencers within functions (Demand, Supply, Partner Mgt, etc.) who reinforce behaviors and advocate for adoption.
- **Soft Skills:** use your soft skills to communicate value, influence decisions, and turn process into progress.



## Process: “The Discipline”

- **Standard RM Processes:** adopt standard RM processes and deploy supporting documentation/training.
- **Governance:** Institute a governance framework to monitor RM process standards, ensure quality data, and measure RM effectiveness.
- **Continuous Improvement:** commit to treating processes as living systems with regular review and adaptation, not “one and done.”



## Technology : “The Enabler”

- **Automation:** Remember, technology is “The Enabler,” and not the silver bullet.
- **Capture/Perfect/Automate:** focus on getting your processes and data right first, then enable with automation and AI.
- **Integration:** connect systems and tools to break silos and ensure consistency.



## Organizational Alignment: “The Glue”

- **Cross-Functional Collaboration:** RM isn't just a demand thing or a supply thing. It requires alignment across the organization.
- **Communication & Transparency:** Making the RM processes visible to stakeholders builds trust and reduces resistance.
- **Strategic Fit:** Embedding RM into the broader operating model so it becomes a core business function, not an isolated process.

# Practical Steps to Advance RM Maturity

*Plotting a path to your  
objective starts with  
knowing where you are.*

***START HERE***



# The RMI's RM Maturity Model

	Level 1	Level 2	Level 3	Level 4	Level 5
Organization	<ul style="list-style-type: none"> <li>• RM is done organically by delivery teams</li> <li>• No dedicated RMs performing Resource Management</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of RMs working directly for individual teams</li> <li>• Resources are viewed as belonging to individual teams</li> </ul>	<ul style="list-style-type: none"> <li>• RMO in place with a clear charter to define and execute processes across the organization</li> <li>• Some capability for visibility to resources across teams</li> </ul>	<ul style="list-style-type: none"> <li>• RMO is global, centralized model</li> <li>• RMO is organizationally positioned to be objective (free from influence of organizational silos)</li> <li>• Resources viewed as belonging to organization (vs. a particular department)</li> <li>• RMO starting to take responsibility for some key organizational metrics</li> </ul>	<ul style="list-style-type: none"> <li>• RMO is strategic global function with seat at the table</li> <li>• RMO invested in and supported like other operational functions</li> <li>• RMO is integral to achieving organizational goals (customer/employee/financial)</li> </ul>
Skills Inventory	<ul style="list-style-type: none"> <li>• Role names are inconsistently used across teams and not standardized</li> <li>• Understanding of skills and capabilities is tribal</li> <li>• No Skills Inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Some framework for role definition, but not controlled</li> <li>• Skills are tracked in a decentralized manner</li> <li>• No process around skills input or updates</li> </ul>	<ul style="list-style-type: none"> <li>• Skills Inventory and profile data managed centrally across the organization</li> <li>• Limited confidence in skills data and accuracy</li> <li>• Roles formally defined and consistent across teams</li> </ul>	<ul style="list-style-type: none"> <li>• Skills Inventory and profile data managed centrally with documented governance process</li> <li>• Ongoing process for resources to update skills</li> <li>• Skills and roles are normalized across organizational boundaries</li> <li>• Skills data is utilized to support skills development initiatives</li> <li>• Role names and definitions consistently align with the rates and costs of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Skills and roles are well known and understood by the organization with strong compliance</li> <li>• Skills inventory is utilized strategically to track employee aspirations and assist with employee engagement</li> <li>• Ongoing quality management process</li> <li>• Skills data is synchronized across HR and delivery systems</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>• Staffing activity occurs after a deal is sold</li> <li>• Lack of clarity in understanding resource and role requirements of new projects</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing is decentralized and performed by line managers for their resources</li> <li>• Requests for resources come from many sources and in many forms</li> <li>• Limited capability to share resources across teams</li> <li>• Little to no ability to conduct scenario planning</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing discussions occur prior to a deal being closed/won by sales</li> <li>• Staffing function is facilitated centrally to support cross-team sharing of resources</li> <li>• Standardized way in which resources are requested</li> </ul>	<ul style="list-style-type: none"> <li>• Resource request process is well-defined and followed across the business, including prioritization and resolution process for staffing conflicts.</li> <li>• Most new work streams have a defined resource plan and soft-booked resources prior to being closed/won by sales</li> </ul>	<ul style="list-style-type: none"> <li>• All new work streams have a defined resource plan and soft-booked resources prior to being closed/won by sales</li> <li>• Centralized RMO utilizes scenario planning for resource assignments</li> <li>• Staffing effectively balances keeping employees satisfied while meeting the demands of the business</li> </ul>

**RMI Member Access:**



Maturity models are widely used in business to assess, guide, and communicate the development of capabilities over time. They're especially useful in functions where improvement is gradual and dependent on cross-functional alignment, process discipline, and system integration.

**A maturity model is a structured framework that describes how well-developed a particular capability, process, or function is — often across a series of levels or stages. It helps organizations:**

- Assess their current state
- Benchmark against best practices or peers
- Identify gaps in people, process, technology, and governance
- Prioritize improvement efforts
- Track progress toward operational excellence or strategic value

## Why Maturity Models Matter in Business

- ❑ **They provide a common language.**  
Executives, team leads, and frontline contributors can all align around a shared understanding of where you are and where you're going.
- ❑ **They reduce ambiguity.**  
Instead of vague aspirations like “we need to improve resource management,” a maturity model clarifies what improvement looks like, step by step.
- ❑ **They support prioritization.**  
Knowing you're at Level 2 means you can focus on foundational activities — not overinvest in analytics or tools your organization isn't ready to use well.
- ❑ **They anchor change initiatives.**  
Maturity models help justify investment, frame transformation plans, and establish metrics for progress.

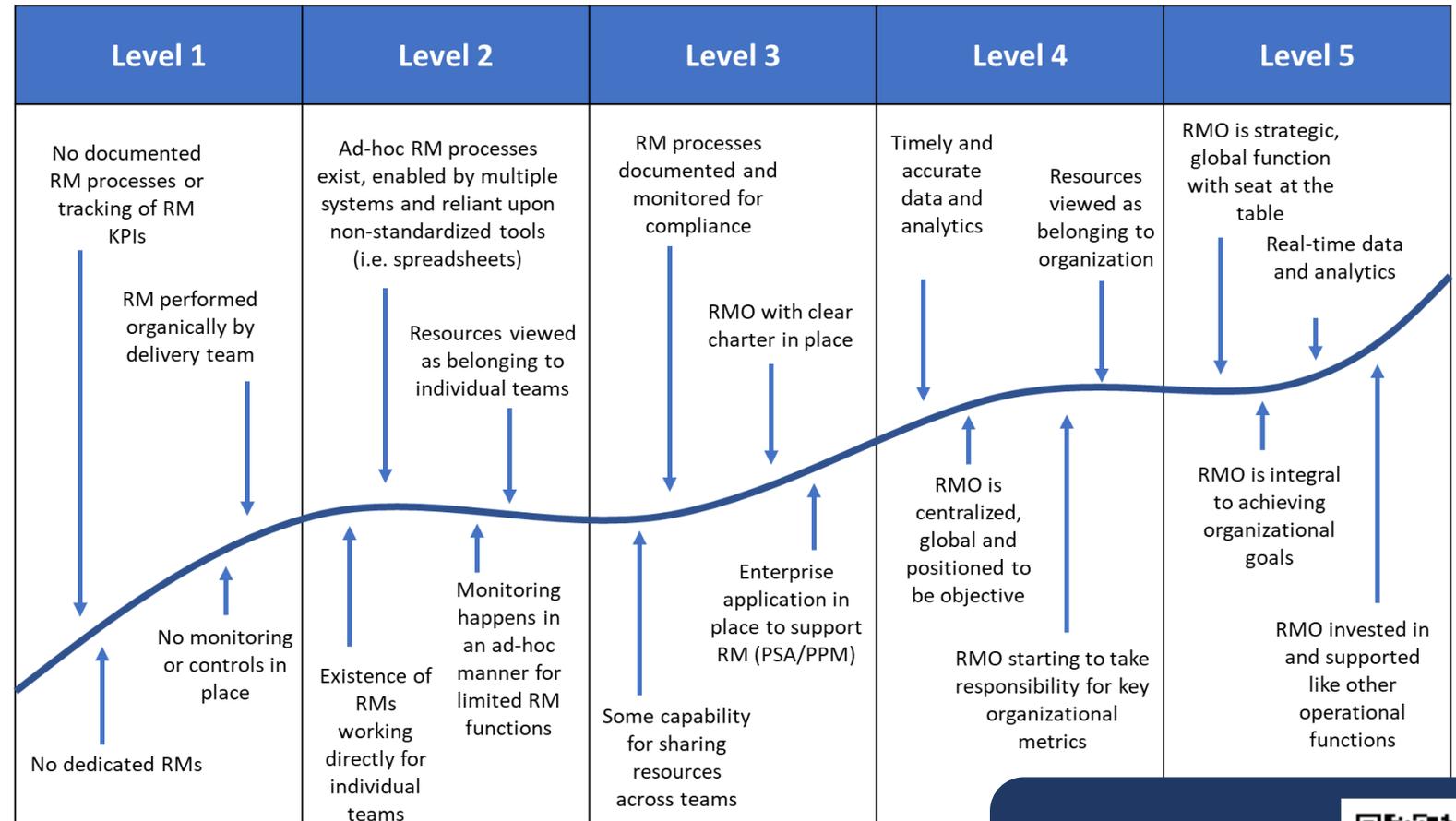
# The RMI's RM Maturity Model

## • The RMI's RM Maturity Model

- A framework to drive organizational self-assessment of RM capabilities
- It is structured based on the RMI's Just-in-Time Resourcing® process solution
- Free for RMI members
- Two versions: one for client-facing service organizations and another for internal enterprise organizations
- With each version, there is an executive summary and detailed view

## • Why use it? It helps you:

- Visualize what good RM looks like
- Understand where your organization stands relative to your peer group in each functional area
- Plot a course for where you need to focus on driving improvement on your journey to RM Excellence



**RMI Member Access:**



# Using the RMI's RM Maturity Model

## How to use it?

- Choose the version that applies to your organization
- Download the model and corresponding self-assessment guide
- Follow the RMI's self-assessment guide to help determine where you stand

## Helpful advice:

- Be honest! We recommend setting aside the rose-colored glasses and being as objective as possible.
- From our experience, however, it is common for organizations to perform better in some areas than others.

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**RMI Member Access:**





**DESCRIPTION:** Join us for inspiring case study sessions where RMI members will share their journey to advancing the maturity of their resource management capability. Each session will explore where their journey began, the obstacles they faced, the pivotal strategies they employed, and how they overcame challenges. Hear firsthand success stories, key lessons learned, and practical insights you can apply to your own organization's maturity journey. Whether you're just starting or looking to accelerate your progress, these sessions will offer real-world advice to help you move forward with confidence.

## **Getting Started (Level 1-2): Building Your Foundation**

Designed for organizations in the early stages of resource management, this panel will explore the essentials of establishing core processes, gaining organizational buy-in, and overcoming initial hurdles. Panelists will share strategies for getting started, using early wins to demonstrate value, and tips for avoiding common pitfalls — all aimed at helping you build a strong, sustainable foundation.

## **Evolving (Level 3): Strengthening and Expanding**

For organizations that have implemented an RM foundation and are ready to refine and expand, this session will focus on optimizing processes, enhancing data quality, and expanding stakeholder engagement. Discussions will include how to become more proactive, formalize governance practices, and leverage automation tools to evolve into a higher-performing RM function.

## **Mature (Level 4-5): Maximizing Strategic Value – A Roundtable Discussion**

This special roundtable discussion is for RM leaders in organizations operating at an advanced level of RM maturity, and will focus on continuous improvement, strategic integration, and innovation. Moderated discussion will focus on how to elevate resource management as a strategic enabler, leverage analytics for business impact, and foster a culture of agility and excellence.

# Summary

- ❑ Resource Management Excellence is not a destination — it's a journey.
- ❑ The path is littered with change, roadblocks, and tough decisions.
- ❑ Investing in the pursuit of Resource Management excellence creates real business value—unlocking agility, optimizing business economics, elevating project performance, and strengthening customer experience and employee retention.
- ❑ Focus on the enablers of success — your people, your processes, your technology and data, and your organizational alignment — and you can transform resource management from a back-office task into a strategic business function that consistently delivers value.
- ❑ Leverage the RMI's RM Maturity Model to identify where your organization is today and plot your path to Resource Management Excellence.

# Thank you