

RMISM Connect

a part of **Belcan**

September 22 and 24, 2026

Strengthen the Discipline.
Advance the Profession.
Engage the Intelligence.



CONNECT

With Experts
& Peers



EXPLORE

Innovative Ideas
& Best Practices



SOLVE

Today's Challenges
Together



INSPIRE

Action. Impact.
Excellence.





— ENGAGE —

Strengthen. Advance. Embrace.
Engaging the Future of Resource Management

Ryan Childers | Managing Director | Resource Management Institute

You have a job to do!

BUILD YOUR CREW

You need to assemble the right team for the perfect casino heist.

THE SETUP



One high-stakes mission



One heavily guarded vault



One night to pull it off



One chance to get the crew right

Think about your teammates. Who would you trust to plan it, unlock it, talk their way through it, keep it moving, and handle the unexpected?

Who's on your crew?

GREAT TEAMS
ALWAYS PLAY TO WIN

BIGGER
TEAMS
BRIGHTER
WINS

BUILD YOUR CREW

You need to assemble a team for the perfect casino heist.

Think about your teammates. Who would you assign to each role?



THE MASTERMIND

Sees the whole
picture and
makes the plan



THE HACKER

Understands
the technology
and data



THE FACE

Can talk their way
into or out of
anything



THE OPERATOR

Gets things done
and stays cool
under pressure



THE WILD CARD

Creative, adaptable,
solves problems
nobody anticipated

GREAT TEAMS
ALWAYS PLAY TO WIN

BIGGER
TEAMS
BRIGHTER
WINS

Who'd you pick?

***Pick one role and tell us who you
selected in the chat!***

Consider the Process

Think about why you picked each person.

**Their
skills**

**Their
experience**

**Their
personality**

**Who works well
under pressure**

**Who you
trust**

**Who
complements
whom**

**What the
mission
required**

Here's what I bet you didn't do...

None of you started by asking:

"Who's available?"

Resource Management Excellence

What Excellence Requires is Changing



— **Environment** is changing



— **Skills** are changing



— **Work** is changing



— **Technology** is changing

- More data.
- More automation.
- Greater visibility.
- And now AI is beginning to create entirely new forms of capacity

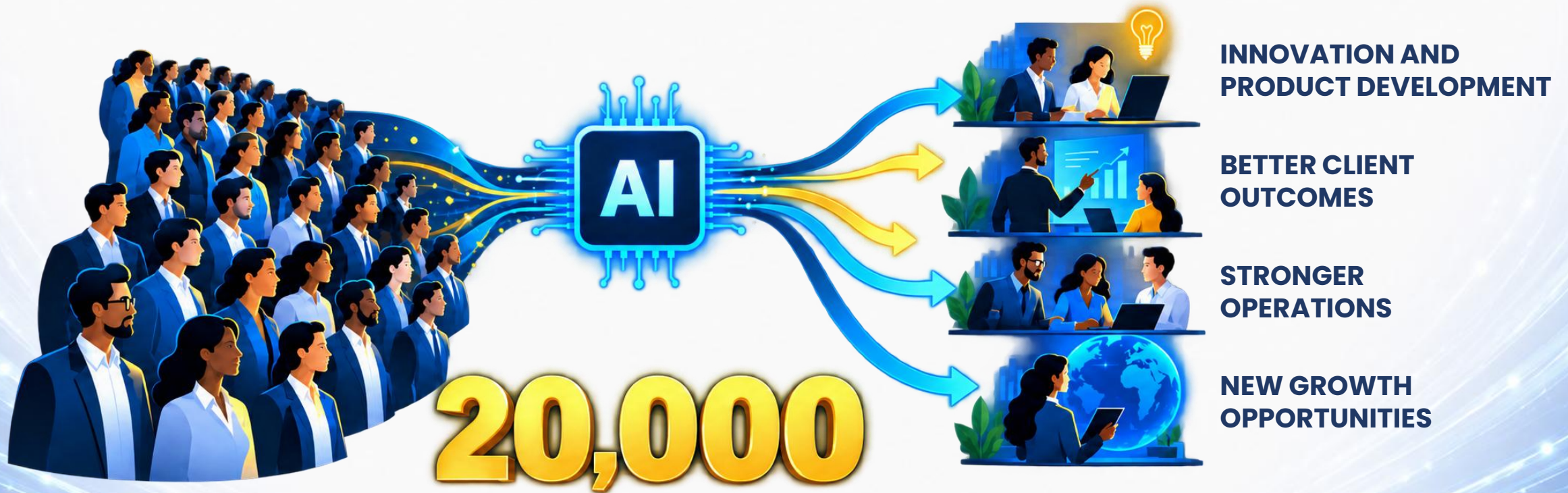


Which leaves us with a much bigger **question** than who gets staffed on a project...

**Who decides where your
organization's capacity goes?**

AI Created 20,000 FTEs of Capacity

Wipro reports that its AI initiatives freed up capacity equivalent to the output of 20,000 workers and that capacity was redeployed across the organization.



If 20,000 FTEs of capacity suddenly appeared in your organization, would you know what to do with it?



— ENGAGE —

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IGNITE

IGNITING the New Age of Resource Management

The new age of Resource Management is defined by the discipline and powered by a profession that will be amplified by a new generation of intelligence that is purpose-built to support it.

Intelligent Resource Management

Intelligent Resource Management

The future of Resource Management will not be shaped by technology alone.

It will be shaped by how we strengthen the discipline, advance the profession, and engage new forms of intelligence.

**Strengthen
the Discipline**

**Advance the
Profession**

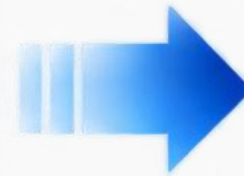
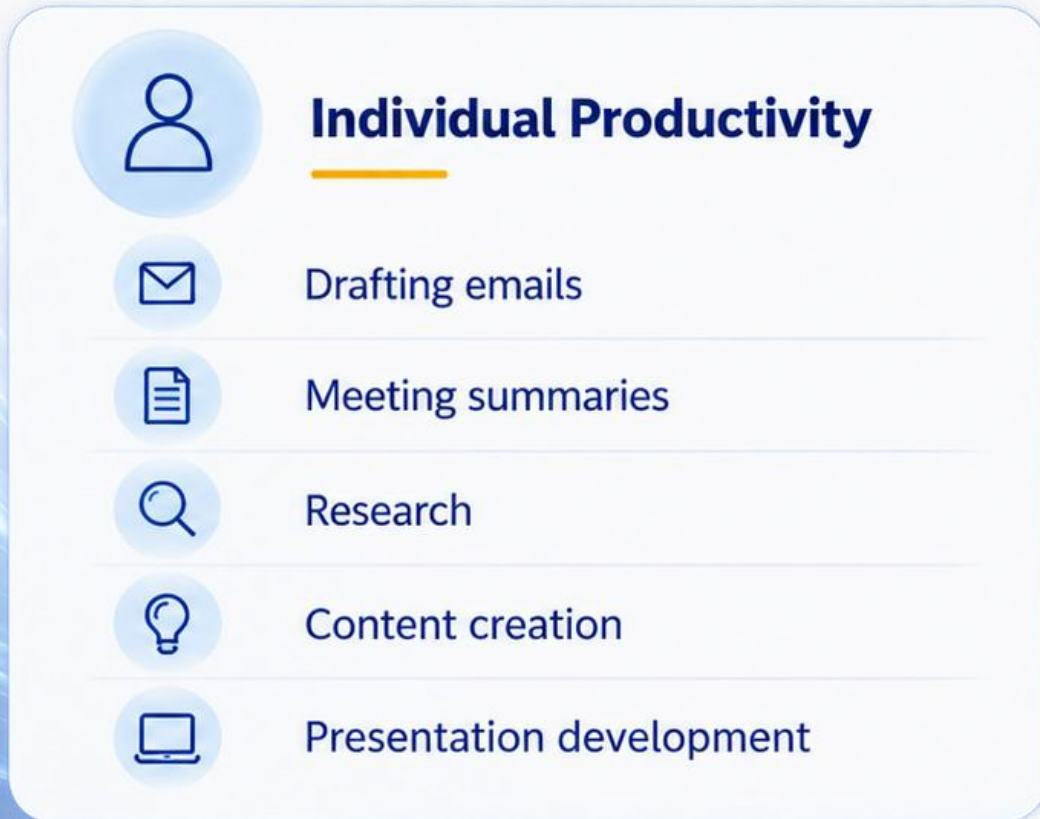
**Engage
the Intelligence**



Engage the Intelligence

The Current State of AI in RM

Organizations are moving beyond using AI as a personal assistant and beginning to use it as a decision-support capability.

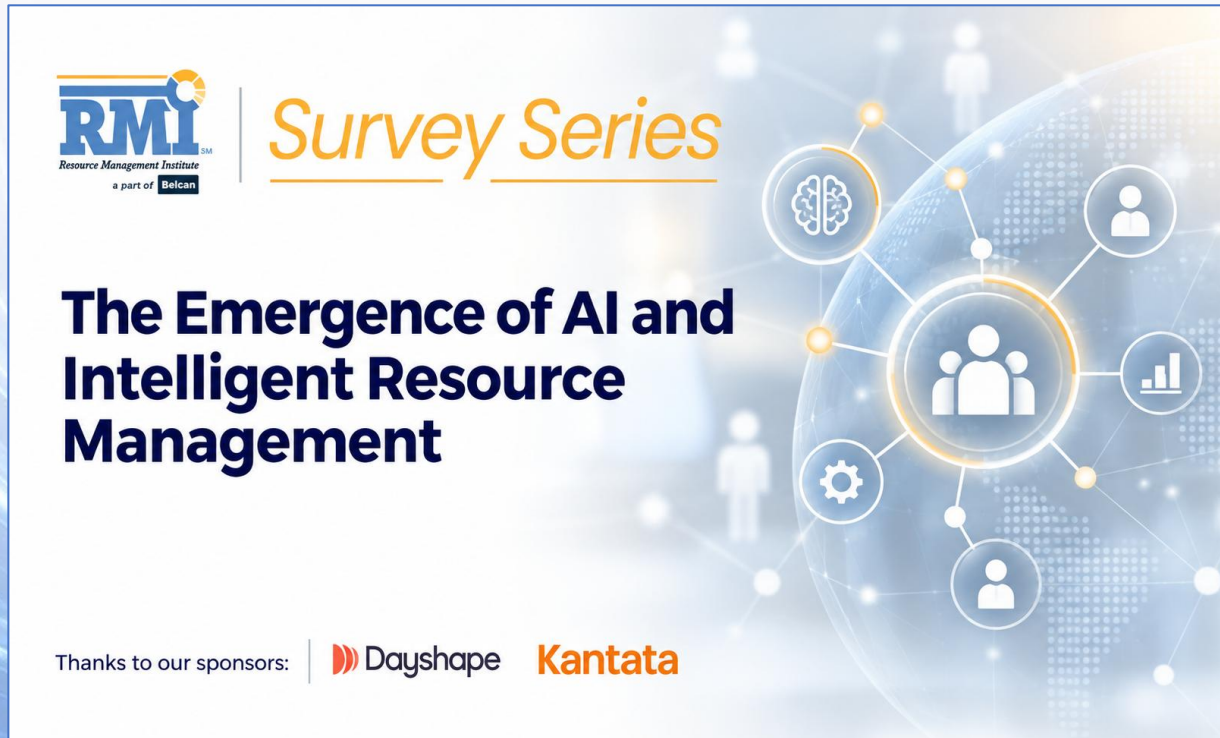


FROM
ASSISTANCE
TO IMPACT



The Current State of AI in RM

What does RMI research show about the Intelligent Age of RM?



STUDY SNAPSHOT



Conducted in **Q3 2026**



Cross-functional participants including services executives, resource managers, RMO leaders, project managers, and delivery leaders



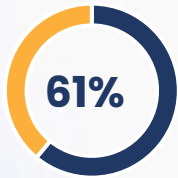
Insights gathered from **106 organizations**



Broad industry representation across Professional & Consulting Services, Enterprise IT, Product Development, Marketing Agencies, Accounting / Audit / Tax / Advisory Firms, and Law Firms

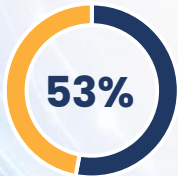
The Current State of AI in RM

Organizations are actively integrating intelligence into Resource Management, but maturity levels vary significantly.



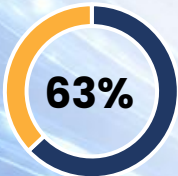
Using AI Today

AI adoption has moved beyond awareness and become mainstream across Resource Management.



Actively Experimenting

Most organizations are focused on operational use cases and discovering where AI creates the most value.



Expect Strong Impact

Organizations believe AI will significantly reshape RM performance within two years.



Top Use Cases



Automated Resource Matching (52%)



Skills Inference / Tagging (48%)



Predictive Forecasting (42%)



AI-Assisted Scheduling (31%)



Scenario Planning (25%)



AI in Action Sessions



beeye



Dayshape

Kantata

teamwork.com



STRENGTHEN
the Discipline



ADVANCE
the Profession



ENGAGE
the Intelligence



Poll Question

Where is your organization today on the journey to Intelligent Resource Management?

- A. We're learning
- B. We're experimenting
- C. We're operationalizing
- D. We're scaling intelligence

What the Research Is Telling Us



KEY INSIGHTS

1.

AI adoption in Resource Management is growing, but organizational maturity remains low. Most organizations are still experimenting with AI, with limited systematic or enterprise-wide adoption.

2.

Current AI value is primarily operational rather than strategic. Organizations are using AI mainly to improve efficiency through resource matching, skills inference, forecasting support, and reduction of manual effort rather than transforming decision-making.

3.

Data quality is the primary barrier to realizing AI's potential. Weak data foundations, limited readiness, and data management challenges are restricting organizations' ability to scale AI and achieve intelligent resource management.

4.

The path to intelligent Resource Management requires both AI adoption and stronger data foundations. Technology is advancing faster than organizational processes, governance, and data capabilities, making data readiness a critical prerequisite for future AI-driven transformation.

The background is a light blue and white graphic. It features a world map on the left with several small inset images showing various scenes like a person in a boat, a globe, and a person in a suit. On the right, there is a large, stylized image of a computer monitor and keyboard. The text 'Strengthen the Discipline' is centered in a large, bold, dark blue font.

Strengthen the Discipline

Understanding Discipline

A discipline is a body of knowledge and proven practices that consistently produce desired outcomes.



Medicine achieves consistent outcomes through a disciplined practice.



Accounting is a discipline built on established principles and consistent methods.



Project success depends on disciplined planning and execution.



Engineering transforms ideas into reality through disciplined practice.

Understanding Discipline

A discipline is a body of knowledge and proven practices that consistently produce desired outcomes.

Resource Management Excellence

The capability to consistently and predictably get the **right person** in the **right place** at the **right time**.



RIGHT PERSON



RIGHT PLACE



RIGHT TIME

Championship Teams Don't Skip Fundamentals



Great teams don't win because they discover a magic play. They win because they master the fundamentals.

- They practice them relentlessly.
- They execute them consistently.
- They improve them continuously.

Resource Management Excellence isn't built on heroics.

It's built on discipline.

The Discipline of Resource Management

Resource Management is often talked about as a role, a function, or a process. But before any of those things, it's a discipline. And that discipline is our foundation.

Our Fundamentals to Master

-  **Practices**
-  **Processes**
-  **Data**
-  **Governance**
-  **Continuous improvement**

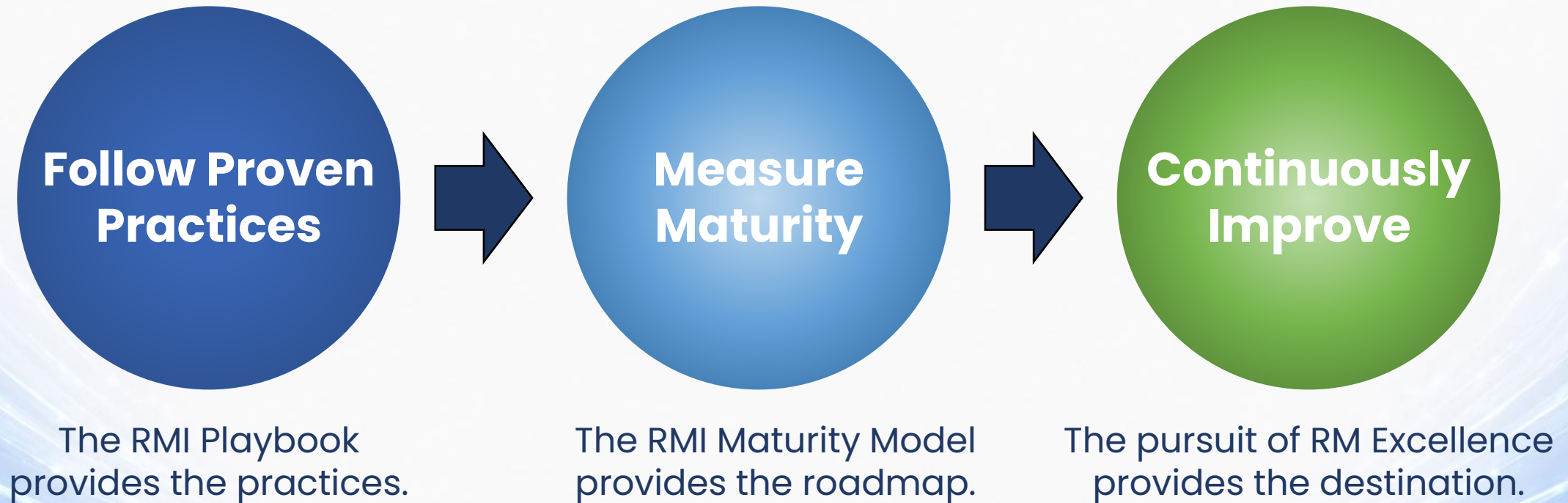
RM as a Discipline

The discipline is bigger than any one methodology, platform, or company. It is the collection of practices that help organizations consistently make better workforce decisions.

-  Understanding skills and capacity
-  Forecasting demand
-  Aligning supply and demand
-  Making informed assignment decisions
-  Maximizing organizational value through talent deployment

Strengthen the Discipline

How do we create the foundation for better decisions?



Follow Proven
Practices



PLAYBOOK

- 01 Secure and cultivate **executive support for RM** and ensure proper organizational positioning
- 02 Build and operate a **Resource Management Office (RMO) with a clear charter**
- 03 Define and adopt an **enterprise Resource Management process** with supporting documentation and training
- 04 **Characterize your supply** with well-defined roles, skills inventory, and profile data managed centrally across the organization
- 05 Use a **proactive staffing process** that balances priorities for project allocations and the need for business efficiency (utilization) with transparent visibility enterprise-wide to all available resources
- 06 Leverage a **robust forecasting and capacity planning capability** to meet the dynamic needs of the business
- 07 Utilize a **sourcing and development strategy** that supports the definition of actions necessary **to align resource supply with forecasted demand**
- 08 **Automate RM processes in best-of-breed technology** that integrates with your technology ecosystem
- 09 Institute a robust **governance framework** to monitor adherence to RM process standards, ensure quality data, and measure RM effectiveness
- 10 Invest in the **ongoing development of Resource Managers**

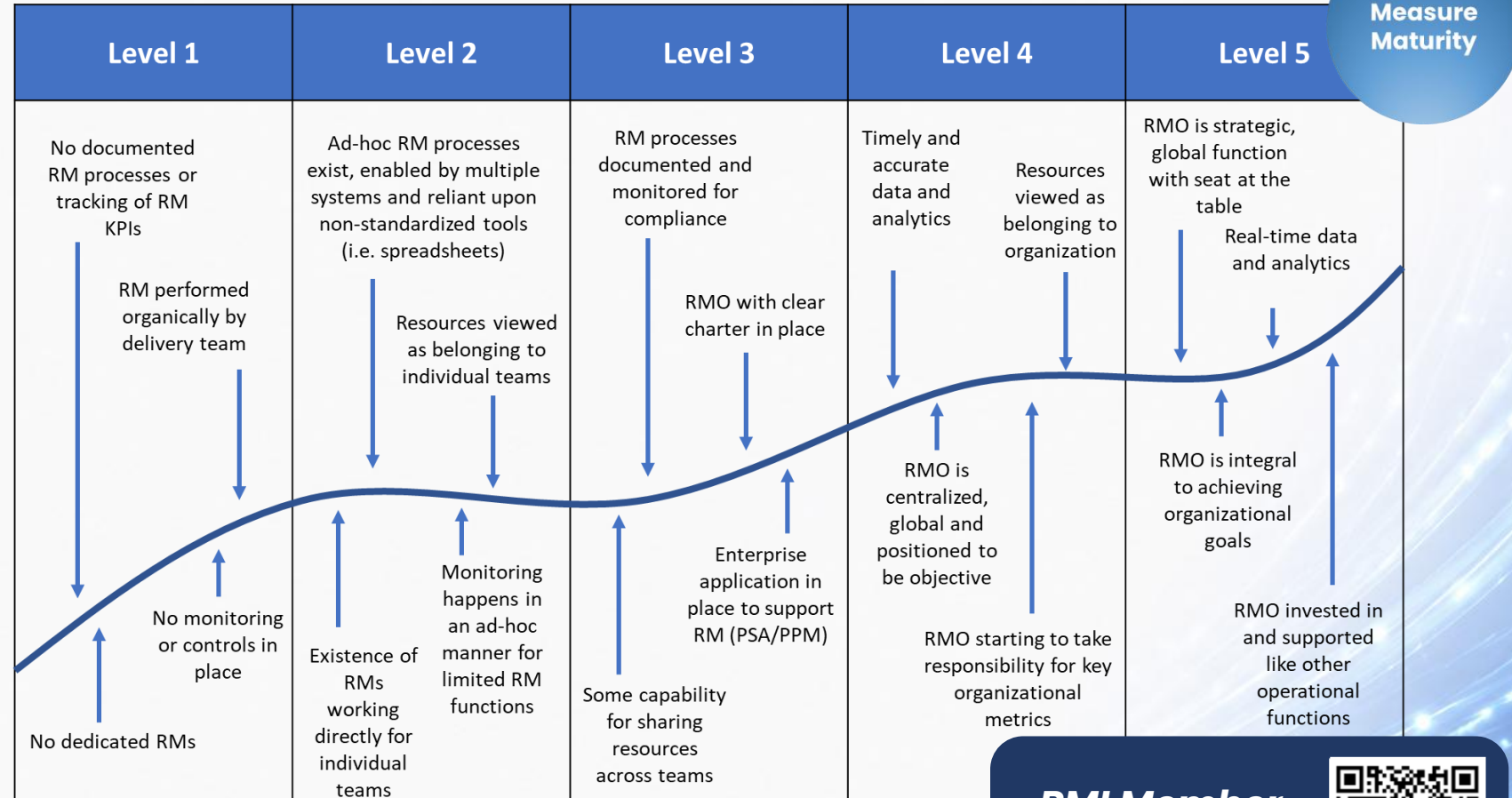
The RMI's Maturity Model

• The RMI's Maturity Model

- A framework to drive organizational self-assessment of RM capabilities
- It is structured around the RMI's Just-in-Time Resourcing® process solution
- Free for RMI members

• Why use it? It helps you:

- Visualize what good RM looks like
- Understand where your organization stands relative to maturity 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:



Introducing the Resource Management Industry Benchmark

A comprehensive new study of Resource Management practices, capabilities, and outcomes.

Compare your organization with industry peers, uncover opportunities for improvement, and better understand the practices associated with high-performing Resource Management organizations.



What the benchmark examines



Forecast
Demand



Allocate
Resources



Manage
Capacity



Optimize
Utilization



Develop
Workforce
Capabilities



Leverage
Technology



Align with
Business
Objectives

Measure.

Compare.

Improve.

Advance the Profession

Increase our influence and strategic impact.

**From coordinators...
to strategists.**

**From schedulers...
to trusted advisors.**

**From operational support...
to operational leadership.**

Advancing the Profession

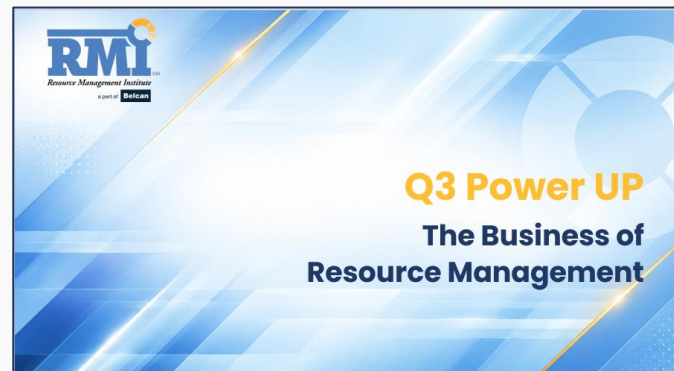
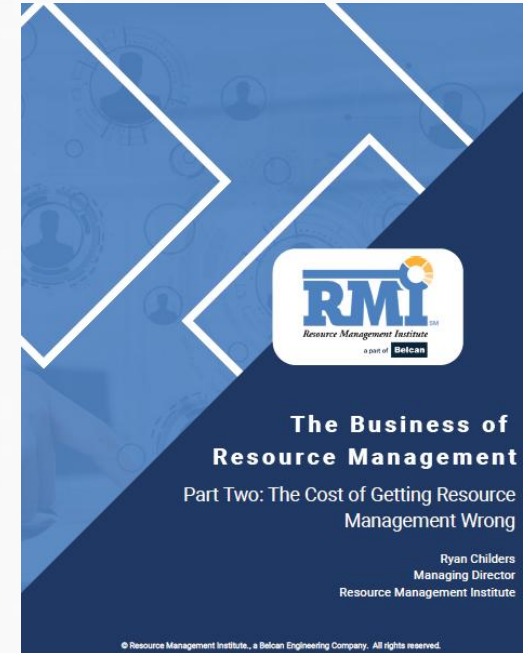
Increase our influence and strategic impact. What does that look like?
And how do we do it?

	Understand the Business of RM	Demonstrate and Evangelize Value	Develop Advisory Skills	Become a "Builder"
Practice Guidance	• Understand how RM creates organizational value • Connect RM outcomes to business outcomes • Understand the financial, operational, and delivery drivers of success	• Connect RM outcomes to organizational performance • Share success stories and business impact • Educate stakeholders on the value of RM • Position RM as a driver of business success	• Communicate trade-offs with confidence • Frame decisions in business terms • Build trust through relationships and expertise • Think and act as a Trusted Advisor	• Take what you learn and put it into practice • Build processes, governance, and operating rhythms • Improve how decisions get made • Create repeatable and scalable ways of working
Why?	Resource Managers who understand the business of RM make better recommendations and earn greater credibility.	Functions gain influence when their value is visible and understood.	Strategic influence is earned through communication, credibility, and consistency.	The profession advances when Resource Managers stop consuming best practices and start building them into their organizations.

Deeply Understand the Business of RM

New from the RMI: The Business of Resource Management initiative.

Check it out:



The Future of RM Belongs to Trusted Advisors

If you're not already thinking and talking about how to evolve into a trusted advisor, you're not thinking big enough.

The future of Resource Management will not be defined by who fills roles fastest. It will be defined by who can:



Shape better decisions



Influence business outcomes



Navigate trade-offs



Build trust across stakeholders



Guide leaders through complexity

The Future of RM Belongs to Trusted Advisors

AI Creates Capability. Trusted Advisors Create **Value**.



AI CAPABILITIES



Analyze data



Automate repeatable work



Identify patterns and risks



Generate options



Accelerate execution



Create capacity



TRUSTED ADVISOR BEHAVIORS



PROVIDE THE RIGHT INPUTS

- Frame the right problem
- Add business context
- Set objectives and constraints
- Apply experience and judgment



TURN OUTPUTS INTO OUTCOMES

- Interpret and challenge
- Translate insight into recommendations
- Influence decisions
- Drive action and adoption
- Connect work to measurable value



QUALITY INPUTS



AI-POWERED WORK



INFORMED JUDGMENT



BUSINESS OUTCOMES



Poll Question

**Quick pulse: is your organization talking
about developing advisory skills?**

**In the Intelligent Age of Resource Management,
AI will produce answers, options, and capacity.
Trusted advisors ensure it starts with the right
problem, includes the right inputs, and ends
with the right outcome.**

Intelligent Resource Management

The future of Resource Management will **not** be shaped by technology alone.

It will be shaped by how we **strengthen** the discipline, **advance** the profession, and **embrace** new forms of intelligence.

These three priorities provide a framework for the **conversations**, **ideas**, and **opportunities** we will explore together over the next two days.



STRENGTHEN
the Discipline



ADVANCE
the Profession



ENGAGE
the Intelligence





— ENGAGE —

THANK YOU

Ryan Childers | Managing Director | Resource Management Institute