



# Power UP

Centralized vs. Decentralized Approaches to Resource Management: What is Best For My Company?"

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- Employee engagement/retention

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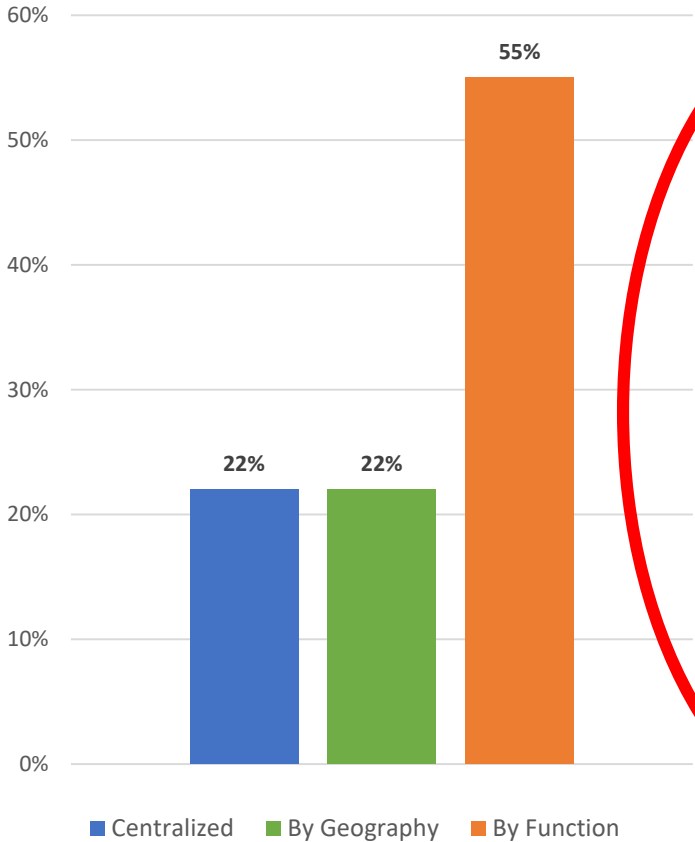
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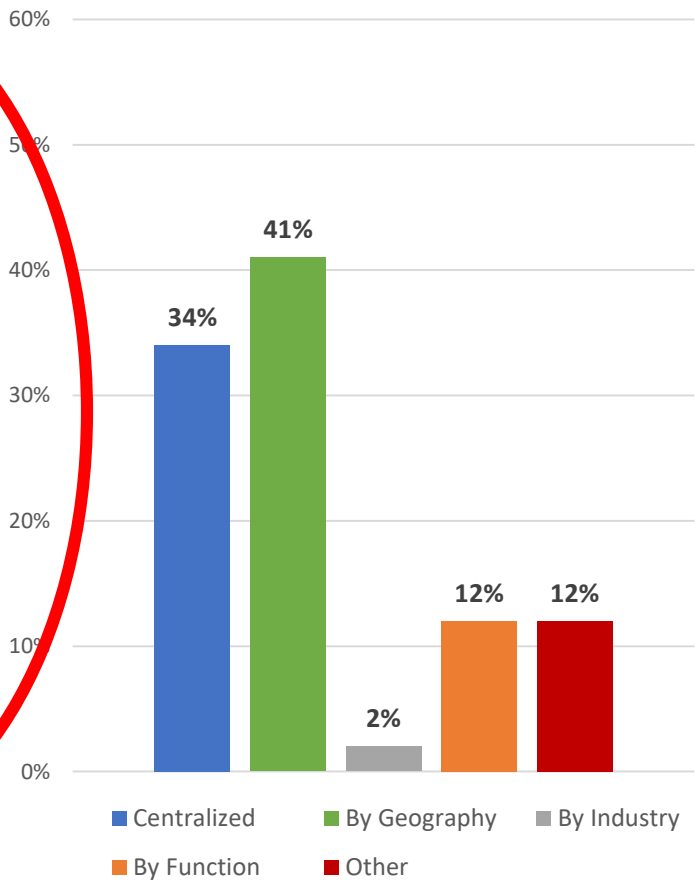
# Centralized vs. Decentralized Approaches to Resource Management: What is Best For My Company?"

# RM Organization Approach (from 2018 RMI Research)

## Enterprise/IT



## PS/CS



RMI research shows these entities nearly **40%** more likely to have **lower** utilization when managed de-centrally

**Best practice #1:**  
Use a centralized approach to RM with transparent visibility enterprise-wide to all available resources and properly position and support an RMO.

## Why? Some reasons include:

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- Organizational silos that 'trap' resources
- Lack of visibility to a broader range of staffing choices
- Lack of critical mass at sub-organizational levels e.g. departments limits strategic resource planning
- Smaller departmental pools limit proactive deployment opportunities (e.g., 10 web developers are available next month...let's go sell a web service or finally finish the project that accounting wanted us to do)

Does this mean we have to centralize everything for RM?

# No, but...

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- There needs to be fact-based rationale to decentralize
- Some examples of where a decentralized approach might make sense:
  - Critical mass exists at sub-enterprise level e.g. very large pools of resources (tens of thousands for example) exist in departments or geographies and thus minimizing incremental value of centralizing
  - Completely different skill sets negate the value of centralization

Are there still benefits to centralizing if we fit these scenarios?

# Yes! Centralized RM Offers These Potential Benefits:

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1. **Improved utilization of human capital thereby improving company profits**
  - By freeing up 'trapped resources'
  - Avoiding unnecessary hiring or third party contracting
2. **Better project performance leading to happier customers (external and internal)**
  - The major driver of poor project performance is ineffective resource management – simply cannot get the right person in the right place at the right time
  - Having visibility to 'what's possible' across the enterprise speeds time to staffing
3. **More proactive employee engagement**
  - A centralized view gives management the flexibility to explore project assignments meeting both the company need and employee career aspirations
  - Better employee engagement leads to improved employee morale



# Defining Centralized vs. De-centralized RM

- **What it is:**

- Creates a transparent view (skills data base) of all enterprise resources available as candidates for projects – who's available, when, what competencies they have, career aspirations, etc.
- Centralizes staffing processes so project staffing is optimized at the enterprise level, not the department (or other sub-enterprise structures) level
- Via agreed processes allows for management involvement in staffing for special circumstances but should be more exception cases
- Creates a centralized approach and organization to development, deployment and governance of RM processes and supporting automation - Resource Management Office (RMO)
- Centralizes enterprise-wide planning for project-based human capital

# Defining Centralized vs. De-centralized RM

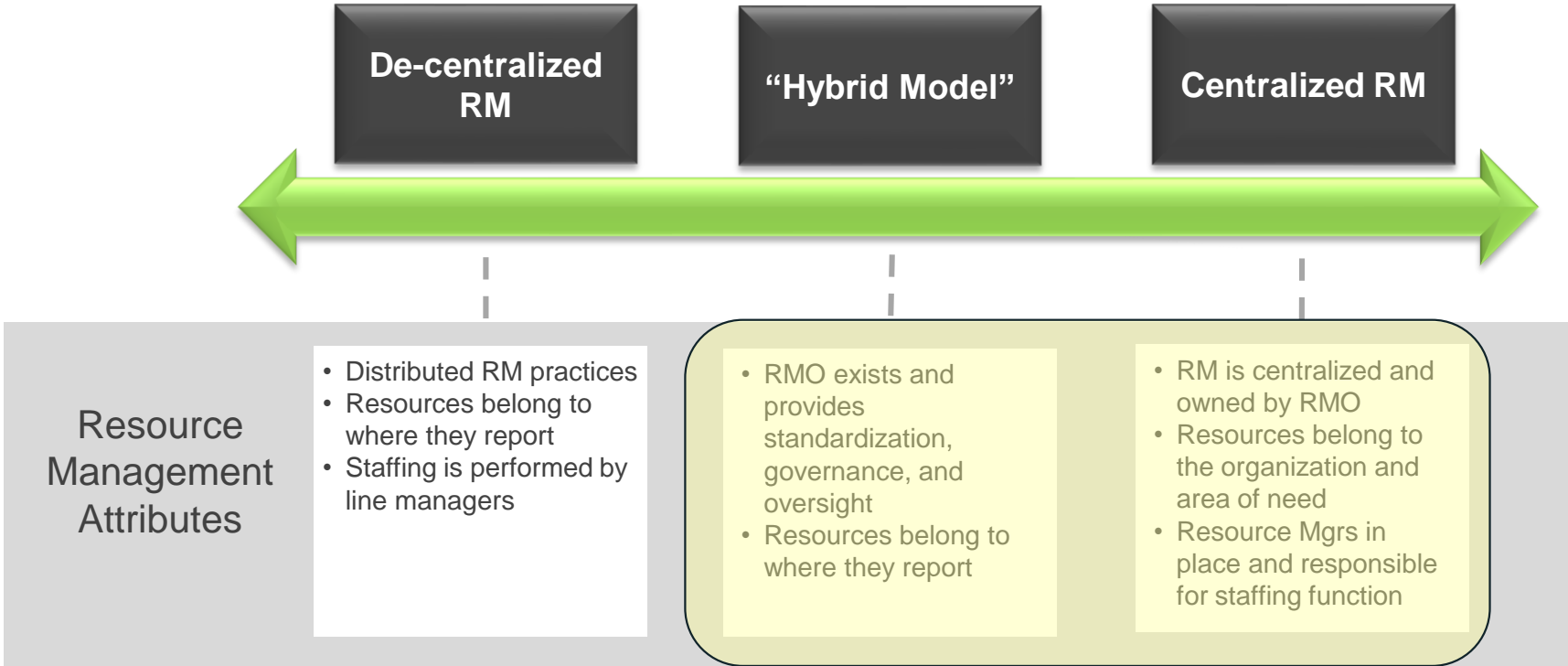
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- **What it is not:**

- A centralization of traditional management practices e.g. hiring, firing, developmental planning, compensation planning, etc. – people still report to a ‘people manager’
- A replacement for traditional HR support and processes – HR and the RMO should work collaboratively on employee engagement strategies
- A complete removal of the people manager from staffing choices – exception cases should still be possible (but not the norm)

# Comparing Centralized vs. De-centralized RM Models

Resource management typically is organized in a centralized or de-centralized model, or a hybrid variation of the two, depending on the organization. This has an impact on who is involved in the staffing process, how it is performed, and how effective it is.



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Guest Speaker:  
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