

Q3 Power UP

The Business of Resource Management

01 The Business of RM

02 RMI Member Case Study:
Palo Alto Networks

03 RMI Updates and Resources



We want to hear from you!

**Please send questions via
Zoom Q&A icon.**

**We will address questions
offline following the event.**

Dedicated to the advancement of resource and workforce management thought leadership, best practices and standards. Our purpose is to elevate how the world plans and manages its people.

Methods



Best Practices and Standards

Leveraging the Just-in-Time Resourcing (JITR)[®] framework to enable efficient, scalable, and real-world implementation of best practices.

INSIGHTS



Market Research

Providing actionable market research and benchmarking data to empower organizations to assess performance, identify trends and gaps, and drive continuous improvement.

COLLABORATION



Industry Events

Collaborative events and forums that connect resource and workforce management professionals, foster knowledge exchange, and inspire collective growth.

EDUCATION



RM Training and Certification

Equipping individuals and teams with the skills, knowledge, and confidence to lead and execute resource and workforce management at the highest level.

ADVICE



RM Advisory Services

Enabling organizations to build their resource management capability or accelerate their journey to a mature RM function in pursuit of RM excellence.

• **ESTABLISHED IN 2016** •

The Business of Resource Management

What is every services organization trying to achieve?

Predicable revenue growth

Healthy margins

Successful project delivery

Accurate forecasting

Engaged employees

Scalable growth

What Do These Outcomes Have in Common?

All depend on one critical factor:

**Having the right people available at the
right time for the right work.**

**This is the business challenge resource
management exists to solve.**

The Hidden Link Between Strategy and Results

Organizations build strategies to achieve business outcomes.



Resource management doesn't create strategy.

It doesn't deliver projects.

It determines whether the right talent is available to execute both.

**Resource Management
Connects Strategy to Results**

Why Resource Management Is Often Overlooked

Most leaders and executives rarely experience resource management directly.



That can make it difficult to recognize the role RM plays in producing those outcomes, and as a result, resource management is often viewed as an operational activity rather than a strategic business capability.

What Leaders See vs. What's Driving It

Leaders See	And Call It	What's Often Behind It
		Aligning Talent with Business Demand

**The challenge isn't recognizing the outcomes.
It's getting everyone to understand what's really driving them.**

Understanding the Business of RM

This is why we created the Business of Resource Management initiative. Its purpose is to help organizations understand:

1. How talent deployment influences business outcomes
2. Why resource management is more than staffing and scheduling
3. How RM helps connect strategy to execution
4. Why RM should be viewed as a strategic business capability

***Get your
free copy:***



Resource management is not valuable because it helps us assign people to work.

It is valuable because it helps organizations achieve better business outcomes through the effective deployment of talent.

So what should we do about this?



Understand How RM Creates Business Value



Connect RM to:



- Revenue realization



- Margin performance



- Delivery predictability



- Forecast accuracy



- Employee experience



Help Leaders Connect RM to Business Outcomes



Shift conversations from:

- Staffing
- Scheduling
- Utilization



To:

- Growth
- Profitability
- Execution
- Workforce effectiveness

The Business of RM: Palo Alto Networks



Chris Nakovics
Director, Global Technical Services RMO
Palo Alto Networks

Chris Nakovics is the Director, Technical Services Resource Management Office (RMO) at Palo Alto Networks. Palo Alto Networks is the global cybersecurity leader, committed to making each day safer than the one before with industry-leading, AI-powered solutions in network security, cloud security and security operations. Chris has more than two decades of experience in Resource Management, Operations, and Delivery, specifically in Professional Services and Customer Support. His expertise encompasses establishing robust partner frameworks, fostering significant skills development initiatives, and implementing continuous process improvements. He holds an MBA in Information Systems Management from Dowling College, a BBA from Hofstra University, and an RMCP® certification.

62%

The Strategic Disconnect

report that resource management is only partially aligned to enterprise strategy.

”

"Survey data from the RMI's Q2 2026 study on the Economic Impact and Value of Effective Resource Management reinforces this disconnect. It showed that while most organizations recognize that resource management influences growth, margin, and delivery, the majority (62%) report that it is only partially aligned to enterprise strategy, leaving significant value unrealized."

— Ryan Childers, Managing Director, RMI

Source: The Business of Resource Management Part 1: Resource Management is Not Scheduling. It Connects Strategy to Results.

Two-Year Transformation Journey

From Operational Baseline to Strategic Value

Year 1 Baseline

01

RMO Framework

Drive a consistent global operating model across all GEOs.

02

Vendor Structure

Focus on establishing centralized vendor structures and align standard governance.

03

Data Management

Focus on data hygiene to establish clean and reliable operational baselines.

04

Financial Governance

Centralized control over spend and establishing standard budget governance.

Year 2 Scale

01

Rapid Portfolio Growth & Expansion

Hyper-growth driven by organic expansion and M&A.

02

Scale Vendor Ecosystem

Focus on structured outcome-based delivery models to scale resource capacity and drive execution.

03

The Strategic Insight Gap

Leveraging AI, predictive analytics, and forward-looking insights to drive real-time decision-making.

04

CapEx & Program Management

Strategic investments tied to HC & capacity require centralized oversight.

Elevating the Team into a Strategic Engine

How We Bridge Strategy to Results



Bridge Strategy to Outcomes

01

Aligning strategic initiatives directly with measurable business results to ensure maximum value delivery.



Strategic Ecosystem Governance

02

Establishing robust governance structures across vendors and internal teams to streamline delivery.



AI-Driven Proactive Workforce Operations

03

Leveraging predictive analytics and developing AI/Automation use cases to shift from reactive tasks to proactive operations.



Trusted Executive Partner

04

Serving as a dependable partner to leadership, driving strategic business alignment with Delivery.

Workforce Planning & Delivery Intelligence

Four Pillars



Workforce Planning

Comprehensive GEO level alignment to connect capacity directly with delivery.

Capacity Model Calibration
Strategic Vendor Allocation
Headcount Plan Alignment



Operational Excellence & Data Intelligence

Automating workflow friction and transforming raw delivery data into forward-looking decision systems.

AI Automation Use Cases
Agent & BOT Creation
Predictive Capacity Analytics



Vendor Management

Orchestrating our global vendor ecosystem to transition to a structured vended model.

Vendor Management
Milestone SOW Governance



Workforce Operations & Shared Services

Delivery process governance, rigorous data hygiene, and end-to-end operational enablement.

Bootcamp/Readiness Mgt
Capacity & Delivery DB
Reporting & Analytics

Measurable Leadership Value

01

Margin Expansion & Profitability

Implementation of rate optimization strategies and transition toward structured vended delivery models to maximize efficiency.

02

Revenue Predictability

Synchronized regional capacity planning models aligned directly with business backlog and pipeline forecasts.

03

Delivery & Operational Velocity

Automated delivery schedule hygiene, self-service tools, and consolidated vendor management processes.

04

Talent & Partner Quality

Optimized vendors supported by structured enablement programs and milestone-based governance.

RMI Updates

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.





STRENGTHEN THE DISCIPLINE:

Strengthen Resource Management as a strategic capability through stronger practices and greater impact.



ADVANCE THE PROFESSION:

Explore how organizations are formalizing Resource Management, building consistency, and elevating the profession to drive business performance.



ENGAGE THE INTELLIGENCE:

Discover the intelligence advancing Resource and Workforce Management through data, analytics, and emerging technologies.



DAY ONE

TUESDAY, SEPTEMBER 22, 2026



11:00 – 12:00 PM ET

OPENING KEYNOTE

Engaging the Future of Resource Management



12:00 – 1:00 PM ET

RMI MEMBER-LED BREAKOUTS

- Siemens
- Grant Thornton
- KSM
- DocuSign



1:00 – 2:00 PM ET

RESOURCE MANAGEMENT MYTH BUSTERS

Separating Fact from Fiction



DAY TWO

THURSDAY, SEPTEMBER 24, 2026



11:00 – 12:00 PM ET

KEYNOTE

Resource Management in the Age of Intelligence



12:00 – 1:00 PM ET

AI IN ACTION SESSIONS

- Beeye
- Dayshape
- Kantata
- Teamwork



1:00 – 2:00 PM ET

VIRTUAL ROUND TABLE DISCUSSIONS

Engage. Share. Solve.



Two days. One community. Infinite opportunities to engage, learn, and lead the future of Resource Management.

#RMIconnect2026

Upcoming RMCP® Classes



Online RMCP®

- **Starts October 14, 2026**
 - \$1,995
- **Starts December 1, 2026**
 - \$1,895 now through November 1, 2026
 - \$1,995 after November 1, 2026
- **Starts February 2, 2027**
 - \$1,895 now through January 2, 2027
 - \$1,995 after January 2, 2027
- **Starts March 2, 2027**
 - \$1,895 now through February 2, 2027
 - \$1,995 after February 2, 2027



Next Level RM and RM Soft Skills Courses

- **Strategic RM**
 - \$499 on-demand
- **Advanced RM**
 - \$499 on-demand
 - Offered exclusively to RMCPs
- **RM Soft Skills**
 - \$499 on-demand



Learn More



RMCP® ON-DEMAND VERSION AVAILABLE 7 x 24 FOR \$1,895



Learn more at:

<http://resourcemanagementinstitute.com/certification-process/>



Thank You!



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