

# 11<sup>th</sup> Annual State of Resource Management



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RMGS 2025



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## RMI Member Benefits

- Access to RMI insight and white papers on RM best practices
- Access to RM market research
- Invitations to RMI events
- Access to recordings of previous RMI events

**www.resourcemanagementinstitute.com**



**Ryan Childers**  
**Managing Director**

## 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.

**11<sup>th</sup> Annual**

# **State of Resource Management**

# Let's Talk About 2024

## Macroeconomic Themes From 2024



# What Did We See in 2024?

01

## Labor Shortages and Skills Gaps

Employers faced hiring challenges due to a scarcity of qualified candidates, with job openings surpassing available job seekers.



**Necessitated targeted upskilling and reskilling programs**

02

## Geopolitical Instability and Economic Volatility

Geopolitical tensions and policy shifts, such as changes in tariffs and regulations, contributed to market volatility.



**Forced to mitigate risks associated with fluctuating economic conditions**

03

## Technological Advancements and AI Integration

The rapid integration of artificial intelligence and other technologies transformed workplace dynamics.



**Enhanced efficiency and highlighted the need for workforce adaptation (including new skills)**

04

## Continued Demographic Shifts and Aging Population

Aging population led to a higher number of retirements, reducing the available workforce and increasing the dependency ratio.



**Intensified the competition for talent and highlighted the importance of succession planning and knowledge transfer**

05

## Evolution of Employee Expectations and Work Models

Shifts in employee expectations, including desires for better work-life balance and flexible work arrangements.



**Required continued adjustment to maintain productivity and employee satisfaction**

## Implications



# What Did We See in 2024?

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## **Evolution of Employee Expectations and Work Models**

Shifts in employee expectations, including desires for better work-life balance and flexible work arrangements.

These underlying issues  
and uncertainties  
required organizations  
to adapt their resource  
management  
strategies.

# Let's Talk About 2024

## Resource Management Themes From 2024

# At RMGS 2024, We Shared This...



## Identity

**2000 – 2014**

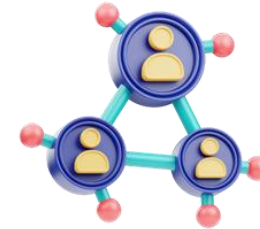
- RM is really a thing?
- Discipline started to form in PS
- Just-in-Time Resourcing® was born in 2007
- Early focus on “staffing”
- Started to see RM functionality introduced in PSA/PPM tools
- RMCP® was launched in 2014



## Maturity

**2015 – 2022**

- RM job descriptions
- Increased focus on skills mgmt, forecasting/capacity planning
- RMOs became the norm
- RMI was formed in 2016
- The first RMGS was held in 2018
- Over 1,000 RMCPs

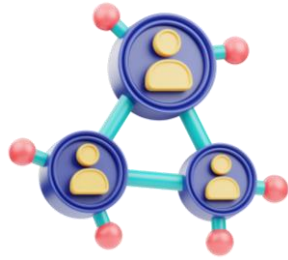


## Expansion Era

**2023 →**

- More talk, more articles, more webinars about RM
- RM becoming a C-level focus
- RM viewed as a vehicle to scale
- RM discipline used across organizational teams
- Rise of RM-only automation tools and AI

# The Expansion Era of Resource Management



## Expansion Era

- More talk, more articles, more webinars about RM
- RM becoming a C-level focus
- RM viewed as a vehicle to scale
- RM discipline used across organizational teams
- Rise of RM-only automation tools and AI

## Expansion Era Opportunities

- Scope and potential of RM increases
- Opportunity to add value to more areas across the organization
- RM skills become even more broadly marketable
- More organizations targeting RMCPs for open RM roles

# Success In The Expansion Era

*The Expansion Era offers opportunity to continue to serve our team while expanding how we impact the overall organization. To be successful, we need to focus on:*

## Pursuit of Excellence

- Continue to improve the efficiency, effectiveness, and quality of what we do
- Strive to improve the way processes operate and create value for our customers, our resources, and our stakeholders

## Commitment to Value

- Continue to demonstrate the value of RM
- Increase our ability to communicate the value of RM
- Using value as a precondition to expansion

## Ambition to Expand

- Greater seat at the table
- Looking beyond traditional plays for resource management
- Seeking the opportunity to provide greater impact and value to the organization

# What Lies Ahead In 2025?



**Opportunity**  
+  
**Challenges**

**Market Dynamics**

**Economy**

**Political Changes**

**Organizational Alignment**

**Continued expansion**

**New skill requirements**

**Better Forecasting**

**RM Process Automation**

**AI evolution**

**AI Integration**

**Process Maturation**

**...and more**

**Through it all, our commitment to effective resource management discipline is going to be paramount to our success.**



# Resource Management Observations, Research & Leading Practices



# Observation 01

**Data is the new oil.**

**The difference between well-prepared RM data and inadequately aligned RM data is the difference between reliable, actionable insights and costly errors that erode trust in resource management.**

# When it Comes to RM Data – What We Still Hear...



Our sales data is not accurate

If only our PMs would maintain their project plans

If we could just get more visibility into extensions

Our business is fluid and changes a lot

We have demand coming at us from many different formats

## Data Issues Persist

**Availability**

**Timeliness**

**Quality**

# When it Comes to RM Data – What We Still Hear...

## We Need to Prioritize Data Governance

85% of the leading inhibitors to RM governance can be attributed to lack of well-defined processes that in turn help support quality data for decision making purposes.

from many  
different  
formats

es Persist

ility

ness

ty

# But Technology (and AI) Can Fix This, Right?

QQ

“The difference between success and failure in AI initiatives is not just about having the right tools or talent—it’s about whether your data is truly AI-ready.”

– David Sweenor  
Director of Product Marketing, Alation

For AI and technology to work, the underlying RM processes and data need to be accurate

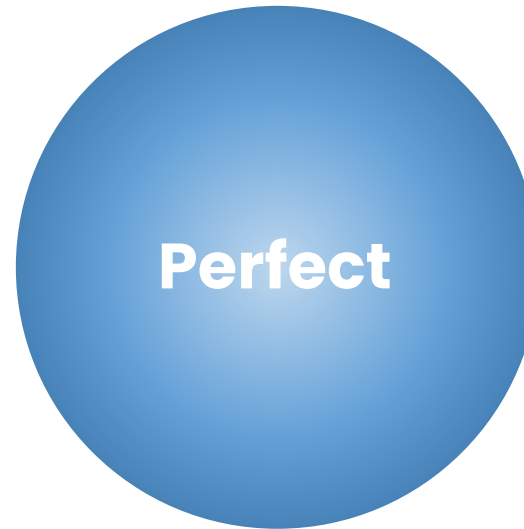
# Implications: Get Started On RM Data Now

**Garbage in, garbage out: without these three steps, our PSA/PPM/RPM tools will produce suboptimal results, or worse, fail to operate as expected.**



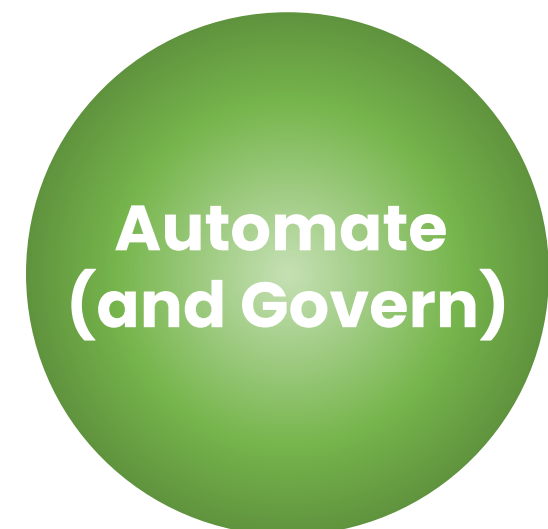
## Capture the Right RM Data

Clearly identify who owns and is responsible for the data? Is it realistic?



## Perfect it for Use Without Question

Use your process framework to iterate through the data to get it right.



## Adopt Automation Brought on by Innovation

Then, look to automate it through your RM automation tools. And don't forget to govern it!

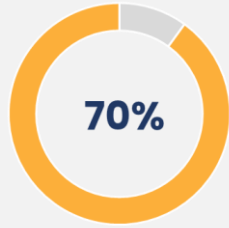
# Get RM Data Right...And Do It Now

**Well-prepared RM data enables reliable,  
actionable insights that build trust and create  
value in resource management.**

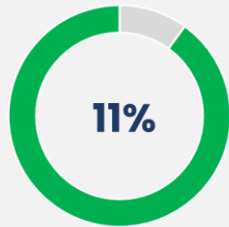


**AI will enable RM to become  
more strategic.**

# Where Are We With AI?



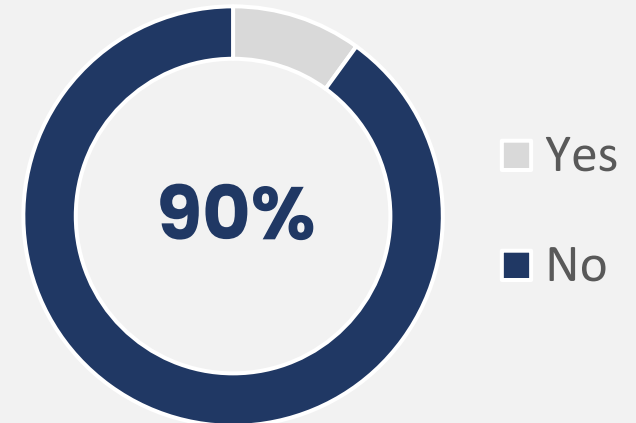
**Over 70% of organizations have implemented AI in at least one business function**



**Despite this, only 11% of organizations have implemented AI at scale**

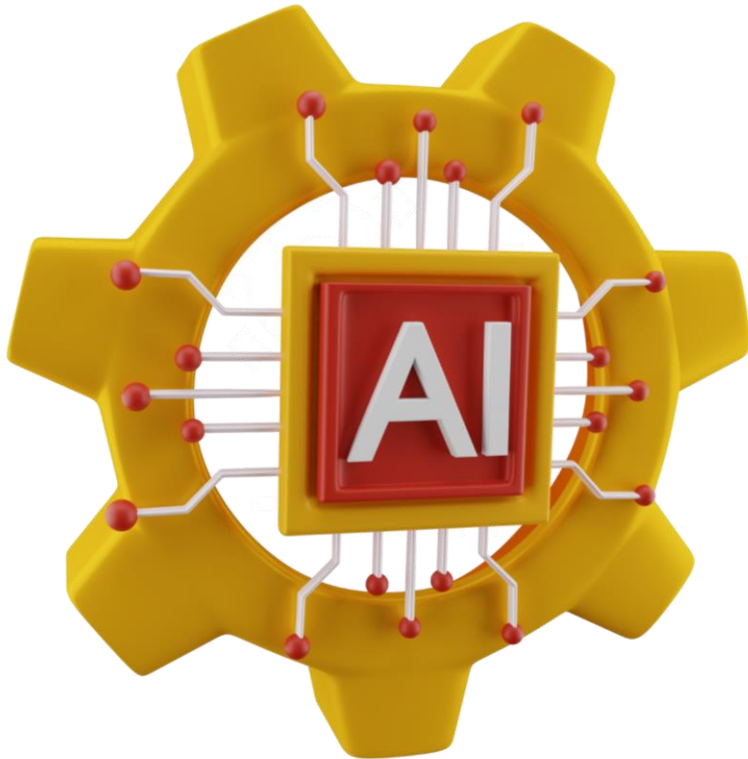
*"How CIOs can scale gen AI" 2024 and "The state of AI in early 2024: Gen AI adoption spikes and starts to generate value." McKinsey & Company.*

**Are you currently using AI features to support your resource management initiatives?**



*\* RMI Survey Series: Inhibitors to Effective RM - Q1 2024*

# The Power of AI: Where Can It Help Us?



## Automation of Routine Tasks

AI will give RM a boost on routine tasks – scheduling, tracking, reporting – creating more time for strategic initiatives.



## Predictive Analytics

Using historical data, AI predictive analytics will help forecast future resource needs with greater accuracy. Greater insight.



## Enhanced Decision-Making

AI can quickly analyze large datasets and predict future trends, enabling more informed, data-driven decisions. Greater value.



## Dynamic Adaptability / Scenario Planning

AI will enable the ability to simulate various scenarios and their potential impacts and adapt to real-time changes. Even greater value.

# RM In A Future with AI

## *How AI impact the RM role?*

**A**

If AI reduces the routine and manual part of resource management, how does that change the role of an RM?

**OR**

**B**

What if we re-imagine what's possible for Resource Managers in the Expansion Era with AI?

**A more exciting future!**

Concedes a diminished view of RMs  
What's going to be left for us?

Allows us shift our focus to how we can create more strategic value  
Enables us to collaborate and innovate in ways technology can amplify...  
...but never replace

# What Should I Start Doing Now To Get Ready For AI?



1. Elevate your awareness of AI
  - In general
  - Through the RMI and your PSA/PPM/RPM provider
2. Start to envision how AI will integrate within your RMO. What use cases will impact your organization?
3. Focus on getting your data and processes right.
4. Think about your professional development – as an RM, what does your skillset need to look like in a future with AI? Where do you need development?

# Observation 03

**Our commitment to  
VALUE must increase**



# 2025 RESOURCE MANAGEMENT GLOBAL SYMPOSIUM

April 7 - 9, 2025 • Indianapolis, IN

# RMGS 2025

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- 6<sup>th</sup> Annual Event
- April 7-9, 2025
- JW Marriott
- Indianapolis, IN

***“Amplifying the VALUE of Resource Management”***



# Demonstrating the Value of RM

To demonstrate the value of Resource Management and elevate its strategic importance within your organization, you'll need 3 things:

01

## **Align RM with Business Objectives**

From RMCP®: Resource Management “needs to be integrated with the overall organizational strategy to ensure effective use of employees and provide better return on investment (ROI).”

02

## **Show Measurable Impact**

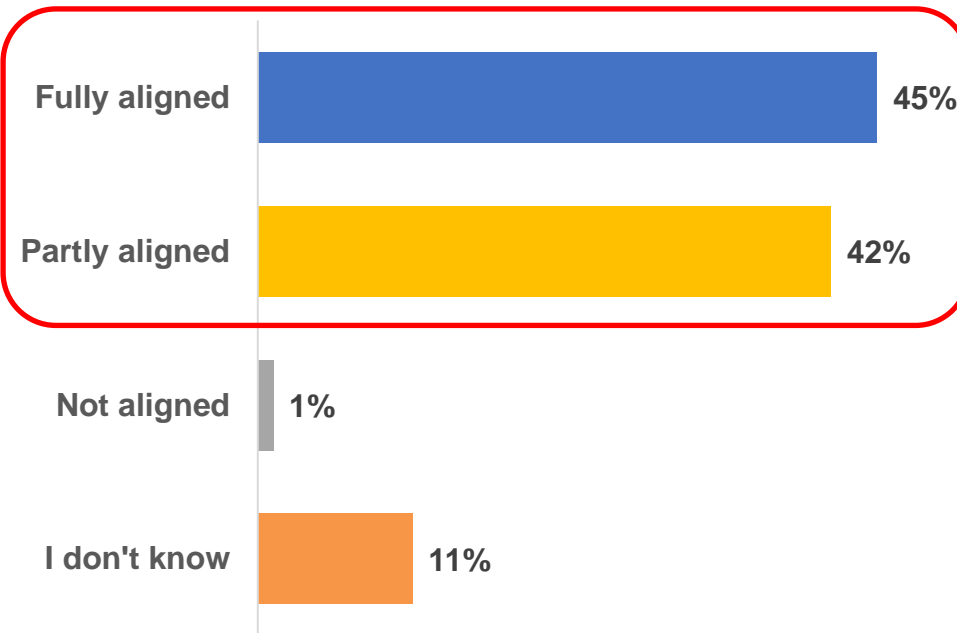
Using data, what impact is RM having on things like utilization (and thus revenue), project performance, customer satisfaction, etc.?

03

## **Communicate the Value Effectively**

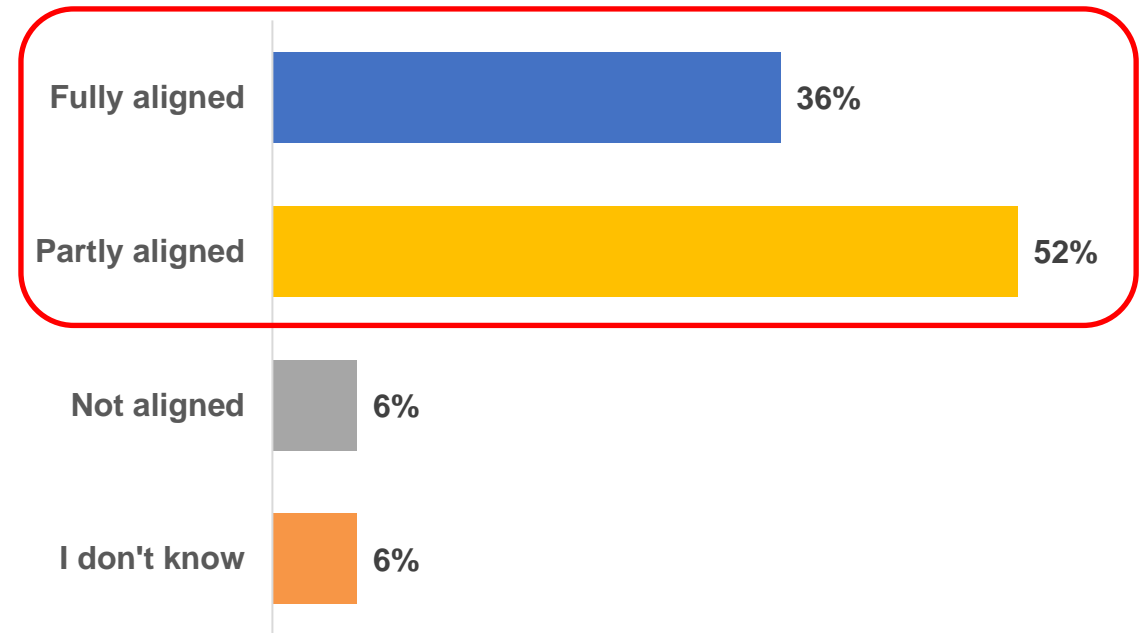
With data in hand, and an understanding of the impact RM is having, can you articulate its value?

**To what extent do your resource management practices align to the strategic objectives of the organization?**



**87% at least partially aligned**

**To what extent are your resource management practices aligned to your organization's revenue objectives?**



**88% at least partially aligned**

## Consider Effective RM:

The ability to consistently and predictably get the right person, in the right place, at the right time

1. Improved project performance (on-time, on-budget delivery with better quality and fewer project failures)
2. Improved utilization of human capital
3. Better customer satisfaction
4. Less chaotic working environment – reduced attrition / improved employee satisfaction

Annual Increase in Marginal Revenue and OI from Utilization Improvement									
MARGINAL REVENUE IMPROVEMENT					MARGINAL OI IMPROVEMENT				
Increase in Utilization by (pts):					Increase in Utilization by (pts):				
FTE	1	5	10	15	FTE	1	5	10	15
50	\$208,000	\$1,040,000	\$2,080,000	\$3,120,000	50	\$104,000	\$520,000	\$1,040,000	\$1,560,000
100	\$416,000	\$2,080,000	\$4,160,000	\$6,240,000	100	\$208,000	\$1,040,000	\$2,080,000	\$3,120,000
250	\$1,040,000	\$5,200,000	\$10,400,000	\$15,600,000	250	\$520,000	\$2,600,000	\$5,200,000	\$7,800,000
500	\$2,080,000	\$10,400,000	\$20,800,000	\$31,200,000	500	\$1,040,000	\$5,200,000	\$10,400,000	\$15,600,000
750	\$3,120,000	\$15,600,000	\$31,200,000	\$46,800,000	750	\$1,560,000	\$7,800,000	\$15,600,000	\$23,400,000
1000	\$4,160,000	\$20,800,000	\$41,600,000	\$62,400,000	1000	\$2,080,000	\$10,400,000	\$20,800,000	\$31,200,000
2000	\$8,320,000	\$41,600,000	\$83,200,000	\$124,800,000	2000	\$4,160,000	\$20,800,000	\$41,600,000	\$62,400,000
<u>Assumptions</u>					<u>Assumptions</u>				
Billable Hourly Rate		\$200			Billable Hourly Rate		\$200		
Gross Revenue		\$200			Loaded Hourly Cost		\$100		
					Gross Margin		\$100		

Small improvements in utilization can have a big impact!

What you say and how you say it determines not only how well your message is understood but also how it is received, remembered, and acted upon.



## Tips from the RM Trenches:

- Use data and quantify the value
- Put it in terms that resonate with organizational stakeholders – make it practical for them
- Use tools like the RMO Charter and Balanced Scorecard as resources to help you communicate and amplify the value of resource management

**Our interpersonal skills will  
be the true differentiator in  
the future of work**

QQ

*"There have been just a handful of moments over the centuries when we have experienced a huge shift in the skills our economy values most. We are entering one such moment now."*

– Aneesh Raman and Maria Flynn  
NY Times, February 2024

# A Well-Rounded RM Skill Set Is Paramount



General  
Business/Company



RM Process and  
Technology Skills

Interpersonal Skills

**General Business/Company** – *“foundational”* – back office, company and HR norms of how does your company conduct business – e.g. time and expense tools/policies, travel and expense reporting, security and HR training, etc.

**RM Process and Technology** – *“required hard skills”* the core of executing the Resource Manager role – knowledge of RM policies, practices, data, and tools

**Interpersonal Skills** – *“necessary soft skills”* – the ART of being a good Resource Manager



# They Said It...

75% of CEOs see empathy and soft skills coming to the forefront as key capabilities in the next five years

9 out of 10 global executives agree that soft skills are more important than ever

85% of job success comes from having well-developed soft and people skills, while only 15% is attributed to technical skills and knowledge

LinkedIn reported: "Communication is the most in-demand job skill for the second year in a row."

## Interpersonal Skills

***"Necessary soft skills"***  
The ART of being a good Resource Manager

As employers face a skills gap in the coming years, 70% are investing in learning and development initiatives to address the deficiency in soft skills

Two-thirds of employers value soft skills more than educational qualifications when hiring. – People Management

89% of recruiters say that when a hire doesn't work out, it usually comes down to a lack of soft skills.  
– SHRM

84% of employees and managers believe it's necessary for new employees to possess soft skills and demonstrate them during the hiring process

# Essential Interpersonal Soft Skills

- **Adaptability**
- **Emotional Intelligence**
- **Creativity and Problem Solving**
- **Strategic Thinking**
- **Data Literacy and Analysis**
- **Analytical Thinking**
- **Communication**
- **Executive Presence**

Future success will depend on our ability to balance technological advancements with human-centric skills.

Considering a boost from AI in efficiency, automation, and data-driven insights, it is the mastery of interpersonal soft skills that will set professionals apart.

By investing in these interpersonal soft skills, we can bridge the gap between technology and human connection, build lasting trust and create unique value. In doing so, RM teams will remain agile, resilient, and indispensable in an AI-driven world.

# Interpersonal Soft Skills



QQ

*"While AI can handle repetitive tasks, the true differentiator in the future of work will be the interpersonal soft skills that build trust, drive relationships, and create positive, memorable interactions. If there is not a focus on interpersonal soft skills, professionals run the risk of getting left behind."*

- 01 **Data is the new oil. We must get our RM data right.**
- 02 **AI will enable RM to become more strategic.**
- 03 **Our commitment to VALUE must increase.**
- 04 **Our interpersonal skills will be the true differentiator in the future of work.**

# RMI 2025: A Look Ahead

# 2025 RMI Events and Research



**RMGS 2025:** Scheduled for April 7–9, 2025, in Indianapolis, IN

## Quarterly Power UP sessions

- Our next Power Up will be Wednesday, March 5<sup>th</sup>  
The focus is on the “RM Charter”
- Additional 2025 Power Up topics: Digital Transformation for RM, Data and Analytics, and AI and Resource Management



## Quarterly market research

- Our Q1 survey: RMO Organizations
- Additional 2025 research topics: The Profession of Resource Management, Skills Tracking and Management, Digital RM Automation Tools



**RMI Connect:** Virtual event scheduled for September 23 and 25, 2025





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# Additional RMI Tools That Can Help



■ **RM Thought Leadership White Papers**



■ **RM Maturity Model**



■ **RMI Surveys and Research Reports**



■ **RMI Quarterly Power Up Series**



■ **RMI CollabCommunity**



■ **\*New\* RMI Advisory Services**





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- 3-day classroom, online instructor led sessions (2 hrs. each), and on-demand format
- Interactive lectures, practical case study exercises
- Certification exam
- RMCP® credential for two years

Just-in-Time Resourcing® (JITR)



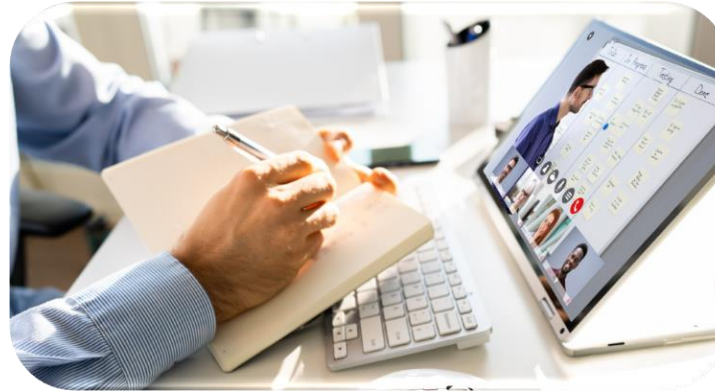
Register today at:

<http://resourcemanagementinstitute.com/apply/>

# Upcoming RMCP® Classes

## Virtual Instructor-Led (Online)

- Starts February 11 (Tues/Thurs)
- Starts April 22 (Tues/Thurs)
- Starts May 21 (Wed)
- Starts July 22 (Tues/Thurs)
- Starts October 15 (Wed)
- Starts December 2 (Tues/Thurs)



## Classroom

- April 7, 9, 10 Indianapolis, IN
- August 19-21 Cincinnati, OH



**On-demand version  
available 7 x 24**

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# Wrap Up

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Kantata, takes professional services automation to a new level, giving people-powered businesses the clarity, control, and confidence they need to optimize resource planning and elevate operational performance. Our purpose-built cloud software enables professional services firms in more than 100 countries to operate with unlimited scale, drive predictable outcomes, and unleash the workforce of the future.

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