



Tempus Resource
by ProSymmetry



Nine Steps for Implementing Resource Management



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Nine Steps for Implementing Resource Management



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Tempus Resource is the only purpose-built resource forecasting and capacity planning platform. We help companies move off of Excel and achieve their resource management goals in weeks. Test drive Tempus Resource today with your Excel data. Contact us today for a free trial.

Implementing a high quality, easy to use Resource Management (RM) system makes sense for any company with a shared resource pool. Even in environments that rely primarily on fixed teams for their development and support, there's always a critical and difficult-to-manage shared service component.

It also makes sense because almost anything must be better than maintaining a manual Excel spreadsheet with data on who is assigned to what project. Excel doesn't interface with a company's time tracking system, so at the end of the week, the spreadsheet doesn't show that Joe worked on something completely different than his planned assignment. It also doesn't show that Sally was out sick. Excel requires what we refer to as the "dreaded Monday morning meeting," where this week's view of the world is updated to show that Sally's absence will probably push the whole project out a week and that Joe is going to stay with his "new" project, and someone will have to be found immediately to backfill Joe.

For small resource teams under 50 people, Excel is the tool of choice. Between 50 and 100 people, it starts to become onerous to use, and for over 100, an integrated resource management system is required. These general rules have always been true, but in the past, resource management software only came in two flavors.



The first flavor was a large standalone system designed to meet a professional service company's needs, with thousands of users, a full skill database, and the ability to schedule down to half a day. The second flavor was the resource management capability that was part of an enterprise project management system. For whatever reason, the resource capabilities in a large PPM package generally proved so difficult to implement successfully that organizations simply gave up trying to use them.

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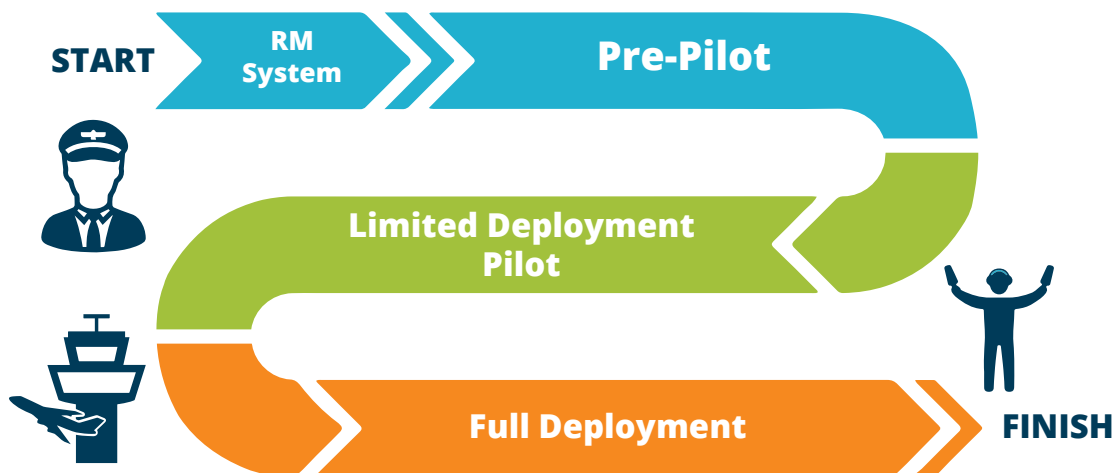
Today, we do have technology that works. The trick now is getting the technology implemented correctly and establishing the right lightweight business processes to keep the system operating effectively. The starting point for most organizations will be a hodge-podge of “tools.” A time reporting system leftover from a failed implementation of a large PPM tool a decade earlier; Jira for their agile team; one or more collaborative work applications and at least one organization Microsoft Project, either online or desktop; a ticketing system (in IT); and Excel being used for resource management. Even if the right answer is to ultimately phase some of this technology out, the immediate solution is to replace Excel with a resource management system that can be integrated with all the other systems

The new world of simple technology and disciplined change

SaaS applications and APIs have changed the world of enterprise software. What used to take six months to a year can now be done in weeks. The only part of the process that hasn't changed is the people side. No matter how easy it might look to rip out the spreadsheets and put in a new lightweight system, people must be enculturated if you want to make a significant change.

Most organizations begin with a small pilot and can quickly prove that all the features and functions work as advertised. They then go directly to implementation, after which they tell the PMs and the RMs to use the new system. Easy-peasy, as the British would say. **The only problem with this assumption is that it assumes that the previous Excel system had perfect data integrity, which it never does. For this reason, we strongly suggest assuming there is a change component that underlies a successful adoption of resource management and to plan accordingly.**

Based on experience, we've seen organizations be successful when they break their project up into three phases:



The first is what we would call the pre-pilot (using the demo database), the second is a limited deployment pilot, and the third is a full deployment. Why three phases? It's always best to get a very small group of people (like 3 or 5) to kick the tires. This team should consist of someone from your resource manager group, a project manager who will represent your prototypical user, the prospective future PM, and someone with a good eye for technology. Pick this team very carefully and make sure they all desperately want a resource management system. Any system they can all agree on at this stage should have a 90% probable success rate. As we go through this implementation guide, we will continually be stressing the value of enlisting as large a group of advocates as possible.



Step one: Agree on the core value of the system with all your stakeholders

The first rule of change management is always to answer the “what’s in it for me” (WIIFM) question for all your stakeholders. We’ve seen even the best program managers get so overwhelmed with technical details that they almost missed considering how their program would impact the work-life balance of the average human being in their company. For this reason and because you always need to keep your benefits top-of-mind, the first place to start is with the value cube. See Figure 1.

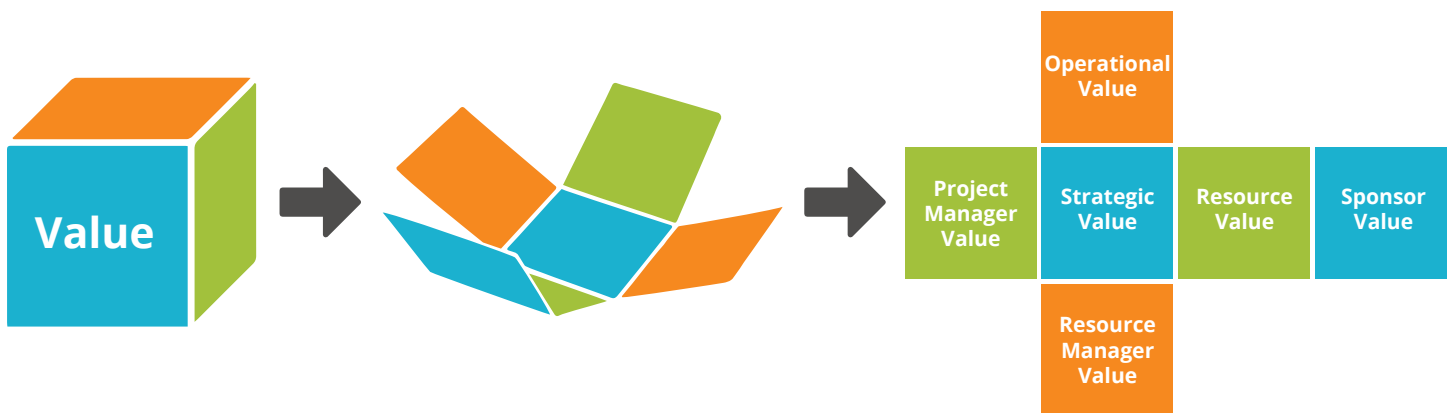


Figure 1 Value Cube

We like the value cube approach because no side of the cube is more important than any other. To succeed, you need to satisfy the requirements of all six user communities. Unfortunately, their needs and goals are different enough that lumping them into a list called “stakeholder engagement” is an approach that is guaranteed to satisfy no one. We recommend doing this exercise before you even begin the pre-pilot. Again, experience and neurocognitive research have shown that when you understand what people want and need at the beginning, your unconscious mind will help you as you consider alternatives. This doesn’t mean you’ll always be able to satisfy everyone. What you will be able to do is make well-considered tradeoffs when required and explain your choices or recommendations.

Returning to the value cube, the cube itself consists of four stakeholder roles and two functions. We like to start with the functional value and then move onto role value because the functional value will be the most objective measure. We suggest beginning with the list below:

- Value to operations
- Value to strategic objectives
- Value for the project manager
- Value for the resource manager
- Value for the resources/employees themselves
- Value for the sponsor



Operational value

The operational value of resource management means you can ensure:

1. Necessary operations work is being done as effectively and efficiently as possible because the right people are doing the work
2. Operational work is not over-consuming scarce strategic resources

In the case of IT, operational work would be defined as break-fix, small enhancements, core system support, and IT ops. Historically, these areas are generally well run, but Gartner recently pointed out as part of its COVID-19-oriented smart-spending initiative that many organizations have gotten lax in the last several years. In a case study, one organization found that it had been outsourcing too much work and that it was cheaper to bring it in-house, where they had more control over the quality and the timelines (an area resource management can help with once the change is made).

On the applications side, Resource Management can keep the investment in operational work proportionate to its value by using a model like Gartner's Pace-layer approach. This approach aims to minimize, as much as possible, investment in systems that do not directly produce revenue or improve gross margin. The model breaks the application system down into three unique categories:

1. Systems of innovation – unique competitive advantage (new products)
2. Systems of differentiation – systems that give a temporary competitive advantage (generally business model/process improvements)
3. Systems of record – necessary for operations but no competitive advantage

The goal is to ensure that people's time isn't consumed by changing and fixing the systems of records. According to Gartner, IT organizations spend at least 70% of their money on run-the-business issues. We believe it isn't the money that is the problem; it's the people who aren't available to create a new product or build the supporting structure for a new business model that is the true problem. Luckily implementing a good RM system can make this issue crystal clear.

The same tool can also help deliver more revenue-producing products when used in product engineering. One organization shared with us the difficulty they'd been having in getting an appropriately customized product to their paying customers. The same engineers that designed new products also designed and engineered customizations. Without a resource management system, they were constantly struggling with getting the right people to the right work at the right time (something so common we call it the R3 problem).¹



Use Tempus to categorize projects, resources, assignments and other work as required by your organization with an unlimited set of easy-to-configure attributes. Use supply-demand analytics, heatmapping and what-if analysis to understand the effects of your resource management decisions on your scarce resources.



Strategic value to the company

Strategic value gets shortchanged because people rarely understand why something is strategic or why it isn't.

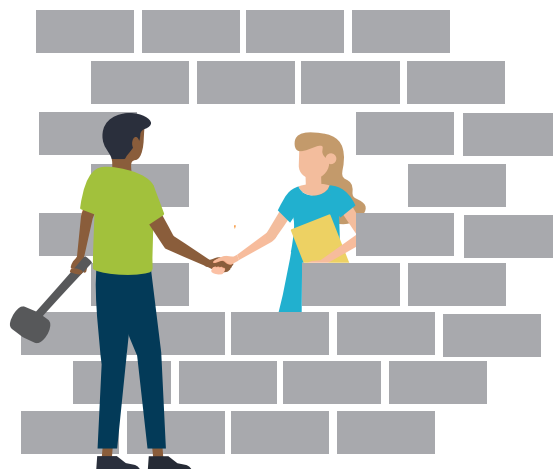
Donald Sull, et al, in their HBR article "why strategy execution unravels and what to do about it" clearly lay out all the traps companies fall into on their journey to execute strategy.² For this paper's purposes, we'll only focus on myth 5: Strategy Execution Should Be Driven From The Top. To summarize, only the people "on the ground" can make the decisions that need to be made in the moment. From a resource management perspective, we need the right people assigned to work they understand and can help steer. The resource management system also ensures that those decisions are not made in a vacuum and can be synchronized throughout the organization. The military calls this power to the edge.³

A fully integrated resource management system can serve as an organizational control system that ensures bidirectional communication. We freely admit most organizations haven't reached this conclusion yet and we understand why. Resource Management is one of the few software systems that supports the movement from the hierarchy to the new emerging view of the future operating as a network.⁴

If you are the project manager in charge of rolling out this system, should you care about changing models of work and changing organizational structures? After all, no one is going to ask for your opinion on the topic. What if we asked the question a different way? What if you could enable your company to choose to be a market leader? To choose to be innovative? Whether or not they take advantage of the opportunity isn't up to you, but delivering an implementation that would allow them to reach such lofty goals is entirely in your control. Strategic value lies in possibilities, and resource management provides those possibilities.



Use Tempus Resource to consolidate and fully integrate resource management decision making. Surface resource attributes, skills and competencies along with availability when planning new work, replacing resources or when approving resource assignment.





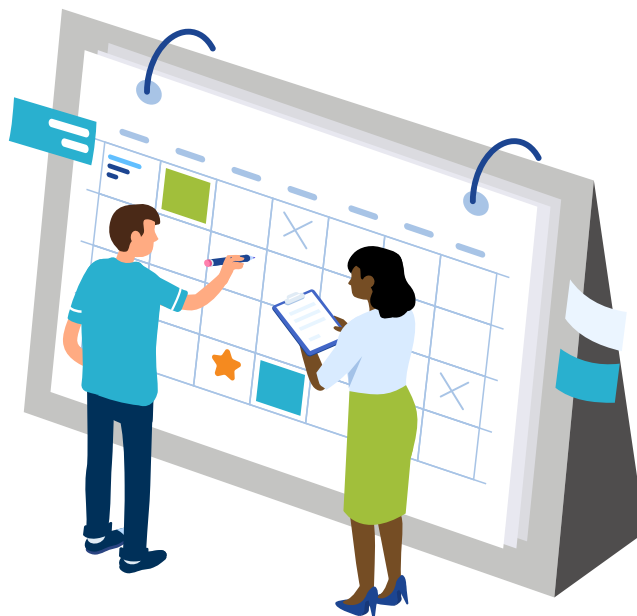
The value to the resource manager

We chose to focus on the resource manager role next because not all organizations have this role. Many smaller organizations leave the job of keeping the Excel spreadsheet up-to-date to a project manager while assigning the role of choosing which person to make available for an assignment to the group resources' line manager. The key difference between these two roles is what they are being judged on in their review. A resource manager is responsible for assigning the resource who is the best fit for the work, while a staff manager takes a very different view. In many organizations, the staff manager takes in all work for their area and assigns it "off-book," so to speak. We strongly recommend meeting with each of these individuals to find out what their value proposition truly is and how you can deliver what they need and want. You need resource management support to be successful.

The value to the project managers

To answer a value-oriented question, you need to consider your organization's expectations of its project managers. After hundreds of conversations with PMO leaders, it's clear there is a very wide range in what it means to be a PM today. There are, effectively, three very different roles a PM can play. At the low end, there is the role of project coordinator. There is also the most common role, which is that of a multi-project "manager who supervises a group of people working on assigned tasks." The final role is the traditional one of an individual leading a team to complete a specified objective. How do you tell the difference? Ask yourself if people are assigned to a project with an assumption that they will be sharing responsibility with the rest of the team to successfully deliver the product of the project (i.e., the result). If so, this is a traditional project. If people are being assigned to complete a specific task, then odds are it's a multi-project environment.

One of the reasons we explained the concept of pace-layerings in our earlier section on operational value was to give you a logical structure for understanding how to answer this question. If the work the people are assigned to is primarily operational, multi-project management is appropriate. If they are assigned to work on systems of differentiation, then a team and a project manager are the best solution. If it's innovation, the right assignment is usually a project coordinator.





One of the key differences between an assignment to a task and an assignment to a project is who does the initial estimation. In the first case, it's usually the technical lead/resource manager for the function, and in the second case, it's the individual themselves.

A multi-project manager is always at the mercy of a single bad estimate/bad assignment. One wrong decision and the entire "project" is both late and over budget. So, what would a multi-project manager consider of value? We would assume they would like better risk and complexity adjusted estimates at the task level.⁶ How can a resource management system ensure this happens? We would suggest that once the system is up and running and people are used to using it, it would be possible to insert a step where the person doing the work reestimates the duration. After all, the individual doing the work is the only one who knows how long it will take.

What about a classic project manager? Based on discussions with the "owners" of installed resource management systems, the answer is the project manager wants the resource managers to not pull resources off the project. On the other hand, the resource managers need the project manager to have a better estimate of the length of time they will need the resource for.

It should be obvious from the above that no system can fix these problems overnight. They are people and process problems, but a good resource management system can make the problem visible, and companies have successfully resolved the issues.

Value to the resource

People want a better relationship with their work. Employee disengagement is very different from employee mental health. Much of what HR is focusing on today in our ongoing pandemic environment is mental health, which is right and appropriate. Employee disengagement is centered around an employee's sense of satisfaction with the job or the work they are being asked to do. The solution to that problem is a better work assignment, and the only way we know to accomplish that at scale is through better resource management. The skills and capability functions in the RM tool can help ensure that an employee gets the right assignments, that their background and knowledge are considered, and more importantly, that they can chart a visible course for career growth.



Using Tempus Resource individuals and their managers can both play a role in managing skills and competencies. Enable top-down and bottom-up approaches to managing resource skill matrices. Use skills and competencies to build better teams and make optimal resource assignment decisions.

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Value to the sponsor

Sponsor value is probably the least straightforward of the six faces of the value cube we've defined because it's completely based on determining what a single individual judges to be of value for themselves, their company. In the next section we'll explore this topic in more depth.

Step two: Find the right sponsor

We've continued the sponsor value discussion into the second step. If you have done all the work necessary to have five clear value statements, you can hand this to the sponsor, and he or she will instantly have 80% of their value equation. The other 20% is usually things that are negotiated directly between your sponsor and their manager (like potential bonuses). Do not accept a sponsor who doesn't care. You are better off with a lower level but well-connected sponsor than an executive who won't give you the time-of-day. To help ensure you and your sponsor are aligned, we suggest giving them this article, entitled "The Hard Side of Change Management." According to the authors, the success or failure of a project is determined by:

- Its duration and the frequency of project reviews (how often your sponsor reviews what's happening on your project)
- The quality of leadership and the capabilities of the project team (that's you and your team)
- The commitment of management and project participants (the sponsor's peers)
- How much effort the average employee will have to put in to feel successful in the new situation.

Only you can tell if you will need help with the last of the four recommendations. There are some projects where even the best project manager needs a GREAT change-manager to walk the floors and soak up the atmosphere. Even if you have this talent yourself (and good PMs do), assume you'll be too busy and get help early. If the people, whose lives you are trying to improve, think you are making their lives harder, you will have failed.





Step three: Recruit the right advisory committees

Most organizations fail to make use of the advisory committee. They set up steering committees. The belief is that the steering committee (with the ability to direct the project) ensures everyone gets an equal voice. There are a few cultures where this might work, but in general, it's expensive, it's slow, and you always end up making more enemies than friends.

Advisory committees are a much more practical alternative. Everyone gets their say, but the PM does NOT have to take the advice given if it would jeopardize the project in some way. Unhappy advisory committee members are still free to escalate directly to the sponsor (which is why you need to pick your sponsor so carefully).

Another advantage of these advisory committees (and yes, we recommend more than one) is that they do 90% of your communication and change management for you. Several years ago, Gartner researched effective communication, and found employees were most comfortable hearing about changes from their manager. The value of that communication becomes even more important if the manager can say they are members of the advisory committee and agree with everything being done regarding the new resource management system.

The second group to set up is project managers. As we discussed in the section on the value to the project manager, PMs don't all do the same type of work. You need to get a mix of those who do multi-project management, those who manage new product or systems of differentiation projects, and those that manage large change programs.

Your goal is to create teamwork between the two advisory committees on how best to set up an integrated system. Implementing the software is easy. Getting human beings thinking in terms of how the software can make their lives better, with just a little bit of change effort, is where you need to apply your magic or get your grade A superstar change manager to do the work.

The third group you should plan on organizing is what you've heard called an "influencer network." You'll need to identify the informal leaders in all your technical and business user communities. The influencer network is the shadow hierarchy that exists in every organization. Some people are just better at understanding the implications of change than others. Every group has its favorite "translator." Find these people and involve them so that they can carry the messages you want to be communicated back to their constituency.

Our recommendation:

- Establish a resource manager advisory committee
- Establish a project manager
- Establish an influencer network⁷





Step four: Document lessons learned from the pilot

It's all too easy to focus on getting the data into the system and then celebrating a job well done. The problem is that the true value lies in how well the software system is used. At the beginning of the pilot, you should have had several use cases you wished to experiment with.

Another challenge you will most likely encounter in the pilot is data integrity. Everyone does the best they can, but sometimes things just get messed up. The trick with data integrity is to know when to tackle it. We know of several very large programs where the willingness to handle the data integrity issues early was, in hindsight, the entire reason the program succeeded. Are we recommending you get all your data clean before you enter it? No. Are we suggesting that you ask every spreadsheet owner to at least look at their spreadsheet with a critical eye before giving you the go-ahead to import it? Yes.





Once you've tried to get all the obvious problems solved, you will need to work out a process for resolving these common errors:

- Two or more spreadsheets had different names for the same project
- Two or more spreadsheets had different names for the same person
- Project start and end dates do not reflect the planned or actual assignments
- People were doing work on a project that was not reflected in the system
- A person was working on a project they weren't assigned to in the spreadsheet
- A person was not working on a project they were assigned to
- A new person has joined a project but isn't in the system



Tempus includes web based import tools to rapidly migrate data from Excel. Audit features seamlessly correct common Excel data issues at time of import. Get started quickly with pre-built templates for attributes, projects, resources and assignment data.

This effort will produce information on two different issues. The first, of course, is dirty data. But don't let this derail your efforts. Data quality will improve over time, and even if your data quality isn't anywhere near perfect during the early stages, they still represent the best planning data available! Resource forecasts, project estimates, and similar measures are never going to be scientifically precise and attempting to achieve this level of precision has an exceptionally high marginal cost, and focusing on it too much will stall your efforts.



Step five: Develop your deployment plan

The deployment of the software and the new process should be very quick. You've been communicating with your advisory committee for the entire pilot, you've confronted and resolved the worst of the business process problems, so in theory, your plan is as follows:

1. Clean up data in advance (if possible).
2. Import data.
3. Involve the appropriate people in cleaning up data that didn't get fixed upfront.
4. Conduct training on the new tool and on the latest business practices.
5. Keep a small team in place to handle problems that happen in real-time.
6. If you are doing a phased rollout – repeat steps 1-5.

The following are just a few reminders of things we all know but can forget in the heat of the implementation.

Remember that all systems are evolutionary. The problem you are solving today is both solved and transformed by your solution. What that means is that no matter what people tell you they want, once you give it to them, they will tell you that they now need some permutation of more, better, or different. Understand your company's tolerance for change. If your environment supports a high change factor, then you can easily move a large system along the "more, better, different" line of requests. If your company is change-resistant, then you'll have to move more slowly and spend more time getting people involved than might be your preference.



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Staff your project to support quick response to your users after the system is deployed. Are they telling you there are a few skills missing? Add them and get the word out. Did you not spend enough time explaining the difference between skills, certifications, and preferences? Update your training material. Realize that flexibility during the post-implementation phase is what makes a good implementation great.

Your final activity in step five is to celebrate success. You and your team have enabled a massive upgrade in capabilities by replacing Excel. You aren't done yet (unfortunately), but there is nothing wrong with letting the new process settle in for a while. The gap period between one phase of a project and the beginning of a second phase requires a few interim activities:

1. Once it's possible to see that Jane really is the bottleneck (single skilled or knowledgeable resource), start working with the managers to identify who can be upskilled to fulfill the same role that Jane fills on other projects. Elise Oldling of Gartner recommends picking four people with most of Jane's skills, assigning them to the projects, and allowing Jane to mentor them until they are all up to speed.
2. Start working with a few PMs and RMs to test what happens when people are assigned to no more than two projects. Consider this a trial run on the benefits of doing resource capacity planning.

Step six: Work with project managers to validate project end dates

Most organizations are very clear about their top five projects for the year. These projects are usually staffed correctly (they have a project team and a project manager). Some organizations might even have extended this to the top 10 projects. Below that lies the "messy middle."

The only way to make sense of the messy middle is to use a two-fold approach. First, get someone in the PMO to do a health-check on the top projects to ensure that they are staffed correctly and that the schedule is focused on rapid delivery to ensure the value is realized as soon as possible. If this causes you to move people from a lower value project into higher priority projects, pay very close attention to who moved and the full set of skills that they have. Even if you aren't yet ready to set up skills, which we recommend at this point, YOU need to keep very careful notes on what skills your organization was short on. You'll need this knowledge later to help make a case for continuing to implement your fully integrated resource.

Once the top projects are back on track (with the right resources at least), find out what projects are most important to upper management, or ask every divisional GM your organization supports what their personal top pick is (hint: we strongly recommend doing this if possible – you need those relationships if you don't already have them.) Work with the PMs and the RMs to do the same level of review as you did for the top projects. Based on experience, we recommend avoiding any project that is really in trouble. You should also cherry-pick an important project that could be completed the fastest if it just had dedicated resources to work on it without interruption. That will give you a quick win.

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Your goal is to show that task switching⁸ and having too many projects for the number of resources available really is as counterproductive as all the research claims. **Your goal with these projects is to MODEL how much performance can be improved by rescheduling project due dates and staffing accordingly.**

- Look at your chosen projects and have the project manager prepare a new schedule that shows how quickly the project can be completed with the right staff.
- Assign the right people full time or, at worst, half time (for as long as their skill set is required) to those projects.
- Look carefully at what other projects are impacted. Based on discussions with thousands of companies, there are always projects that are in trouble or have already delivered sufficient value that can be canceled. If you can, use these projects as your unofficial resource pool.⁹
- Once you have finished scheduling the second batch of important projects, you have two options. Leave the space of the next quarter's projects, or continue the exercise for the remainder of the portfolio year.
- Compare the two portfolios. You should see a massive improvement in value-based delivery.





Step seven: Define your skills and competency approach

You've now defined your roles, and you're ready to tackle the skills. Most organizations have kept their approach to skill identification very minimal. After all, at an early resource management level of maturity, the goal is to have as many people as possible who can be assigned rather than getting the "right" person assigned.

From a maturity standpoint, most organizations need to first go through the "Ah-ha" moment of realizing that they can improve productivity and achieve better capacity planning before they are ready to tackle skills and competencies as the next level of productivity improvement.

So, begin with those skills that are necessary to resource the projects you have in your portfolio. You will find that different projects can require different skills, so you will need to set up a process for adding skills as they become necessary. For example, according to Burning Glass, the top five most in-demand skills for 2021 are:

- Knowledge of software development methodologies
- Cloud technologies
- Proactive security
- IT automation
- Machine learning and AI

Using knowledge of various software development methodologies is a skill you want to universally measure; you need to identify which ones are important. Is it Kanban, Scrum, large scale Scrum, SAFe, lean agile, or something new like radically collaborative patterns? Or do you just add them all?



With Tempus, rapidly and with ease map your organizations data. Tempus allows for an unlimited number of resource attributes, skills and competencies. Simple, web-based configuration and/or Excel import make building out your resource pool a breeze.



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Our recommended approach is to add the ones you think most people know and then ask your team if there are any others they think should be on the list. Based on experience in the world of skills and competencies, we've learned that a top-down, bottom-up approach is the recipe for success. HR might have an approved list of skills (top-down), but experience has shown that there will be multiple times when the skill you need resides in someone knowledgeable about something your organization rarely, if ever, does. The only way you can get access to that data is if you allow people to share what they think their skills are (bottom-up)

Remember, part of why skills and competencies can be so culturally transformative is that it allows people to share all of who they are – rather than just what they are constrained to be now.

An alternative approach (if you are further up the maturity curve) is to start with your top performers and then ask them questions about their skills and competencies. This is where you can begin to get hints about what “soft-skills” really define top-level performance.

Our recommendation: don't try for perfect results the first time. Define your skills, refine your skills through interviews, and then refine your skills throughout your initial pilot phase.

Step eight: Develop a governance committee

Just having a system does not mean human beings won't revert to long-established behavior patterns. Resource Managers, who are technical experts, might make decisions about where to assign people, in a pinch, that do not conform to either the company's priorities or the project manager's needs. Companies have told us they have consistently seen assignment swapping, when one person's skills set is better suited to a new project that just started. While we understand why this might occasionally be a great idea, we believe it is also disruptive to the ongoing project. Project managers can be just as guilty of inefficiencies when they are less than diligent about ensuring that project team members don't waste time “waiting to do work” because a dependent task has not been completed.

None of the above situations should be surprising. It takes organizations a while to build the “behavior patterns” that support a high productivity culture. In the meantime, you'll need a governance committee that is willing to break the log jams when they occur. This committee will need to meet weekly to ensure things don't go too far-off course in the interim. The meeting will generally take 15 to 30 minutes. If it takes longer, then assign someone to find out why more problems than normal are occurring.



Step nine: Tips and techniques for supporting your new RM system

One of the first steps we recommended for deploying your RM system was communicating to all affected parties. It shouldn't be a surprise that we also feel maintaining that same level of communication with the ultimate system user is a key component of a successful implementation. Fundamentally, you want to lay the groundwork for the end users of the system to be actively involved in the system's future once your implementation program ends. For example, we've seen internal RM user task forces formed that meet regularly and provide users with the opportunity to voice their concerns, suggestions, and success stories.



Contact us to today to learn how Tempus Resource can help you achieve your resource management goals. Learn more about our platform and get access to a free trial and test drive with your data!

As is appropriate for a SaaS system, we've seen RM user web sites that include documentation for the first-time user or more experienced users. We have also had companies develop written business process guides for resource management and detailed reporting guides, which explain reports and include real-life business examples. We have also seen templates and detailed instructions that explain how to request new skills or new user accounts and provide a list of resource manager key contacts across all business lines.

The key concept to understand is while the software works as intended, people very rarely do. After years of working with organizations in this space, we can safely say the real secret is building a collaborative support structure that everyone trusts and that will solve problems quickly, no matter what type of problems they may be.



Bibliography

¹ The Siemens case study also recounts a similar situation.

² HBR March 2015

³ https://en.wikipedia.org/wiki/Power_to_the_edge

⁴ <https://jarche.com/2014/10/building-the-network-era-organization/>

⁵ Want to Reduce Your Resource Management Conflicts?

⁶ <https://www.prosymmetry.com/resources/helvetia-case-study/>

⁷ Identify and Engage Your Internal Influencers

⁸ <https://dzone.com/articles/waste-6-task-switching>

⁹ We know of one program manager who had a failing project that management refused to abandon for political reasons. "Under the table" he reassigned 13 of his 17 resources to other projects rather than put them at risk by being understaffed.



More Information

Tempus Resource allows users to:

- Run powerful “what-if?” scenarios in real time
- Quickly gauge over and under-allocations of resources
- Create fast, intuitive infographic data
- View the full project portfolio in one place
- Work stand-alone or synchronize with PPM/HCM/HRIS systems

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About Tempus Resource

Tempus Resource by ProSymmetry is the only resource management solution for mid-size to large enterprises that combines innovative ‘what-if?’ scenario modeling with a user-friendly, Excel-like interface for data input. Purpose-built to help resource management and planning professionals balance available resources, critical projects and future growth, Tempus Resource offers integrations with many PPM solutions and internal systems.

To learn more about Tempus Resource, visit prosymmetry.com

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