

every  
woman

# WORKBOOK

## An introduction to Resource Management



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# ABOUT THIS WORKBOOK

Established in 1999, everywoman advances women in business. Our aim is to ensure women from all over the world fulfil their potential. We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to propel you through your career, at a time and place that suits you.

What does Resource Management mean to you? If you're a team leader, you probably consider people to be your key resources. You might also manage a budget, or rely on knowledge banks, information technology and production equipment, in order to perform at your best. Look through some of these definitions of Resource Management: which resonates strongest?

“Resource Management is the process in which individuals and families use what they have to get what they want.”

*(Encyclopoedia.com)*

“Resource Management is the process of identifying and scheduling the resources required to implement a change initiative.”

*(Association of Project Managers)*

“The process of using a company's resources in the most efficient way possible.”

*(Businessdictionary.com)*

“One of the biggest deciders of project success comes down to how effectively you manage your resources. Misallocate your people, overshoot your budget, and you're in big trouble. Do it right, and you're a hero.”

*(Liquid Planner)*

As some of these definitions testify, Resource Management is an enormous topic. It taps into people management, project management, time keeping, productivity and other essential skills. This workbook is designed to raise your awareness of the

resources available to you and how you can make the best possible use of them so that you, your team and your projects are as successful as possible.

You'll start by taking a quick diagnostic, to get you thinking about where your strengths and weaknesses lie in this domain. In Section II, you'll learn about three tried-and-tested Resource Management techniques. We've chosen these because their ideas and core elements can be applied broadly to all sorts of different careers and projects in every type of industry.

In Section III, you'll pick up some hints and tips for the softer skills needed for successful Resource Management. Finally, we'll ask you to make a personal action plan - along with a commitment to put your learning to use in a way that's guaranteed to lead to success.

We'd love to know how you get on. Share your experience with [karenmax@everywoman.com](mailto:karenmax@everywoman.com). Good luck!

*Maxine & Karen*

The everywoman team

# YOUR RESOURCE MANAGEMENT SKILLS

The Association for Project Management (APM) defines Resource Management as: “The ability to develop, implement and update resource allocation plans (other than finance) for change initiatives, taking account of availabilities and scheduling.”

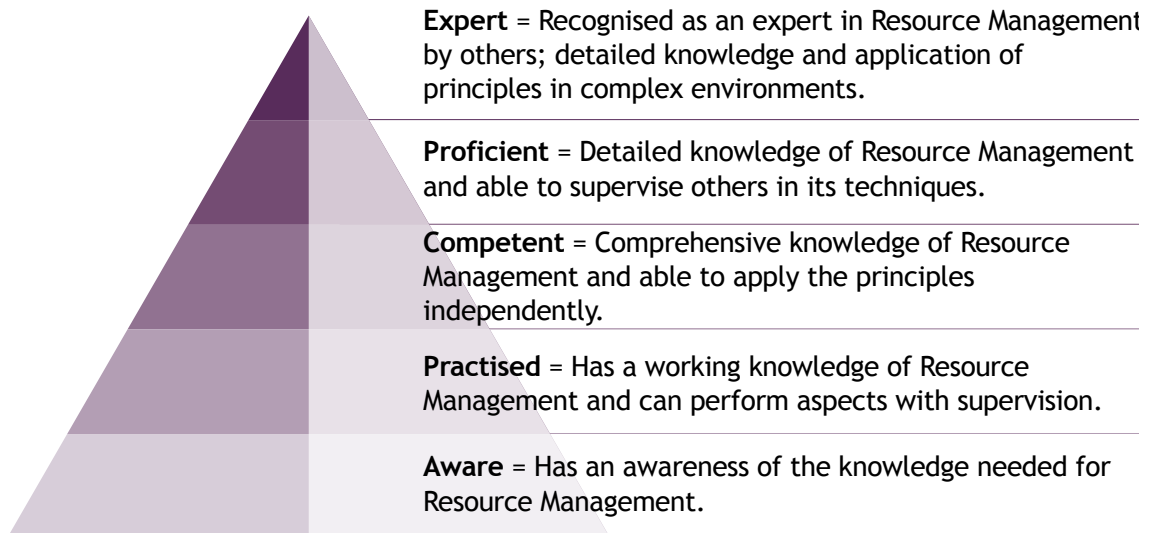
The APM includes Resource Management as one of the 27 competencies of a professional project manager and has designed the APM Competence Framework against which an individual in that role can measure their skillset. We’ve adapted these competencies into the following diagnostic tool, so that you can quickly assess where you might currently sit.

## EXERCISE

Take a look at the statements on the following page. Each one relates to a level of **application** and **knowledge** as defined by the APM. The list starts with more basic competencies and gets increasingly ‘expert’. Work down the list putting a tick or a cross in the column to state whether or not the statement could be applied to you. See how far down the list you can continue to agree with the grouped statements. The further down the list you are able to continue agreeing with the statements, the more advanced your indicative proficiency level is (explained below). Remember, the tool is for project management professionals, so you’re not expected to have all these skills at your fingertips. It is intended to highlight which skills you already possess, and which you could work towards, depending on the needs of your role and function.

		Agree? ✗ or ✓
Aware	When I am given a project to complete, I have a solid grasp of the series of tasks I need to perform in order to meet the deadline.	
	I have a good understanding of which members of my team have the best skills to take on the various tasks.	
	When I'm scoping out a project, I think about similar initiatives I've undertaken and which resources they required.	
Practised	When I'm embarking on a project, I know what resources are at my disposal and their availability.	
	I am aware of various ways I could manage the resources available to me and the advantages of those techniques.	
	At the start of my project I look at any limitations I'm facing in terms of the availability of resources.	
Competent	I conduct an analysis of my available resources to identify any limitations that could impact project delivery.	
	I continually re-evaluate my resource plan and shuffle resources against changing circumstances.	
	If I am running out of time or resource, I highlight the need for either a new delivery date, or additional resources.	
Proficient	I can pull together comprehensive plans for the resources I have available and how and when I plan to use them.	
	I have various techniques at my disposal to help me choose, capture and analyse relevant data concerning project resources.	
Expert	I continually monitor my resources plan, refining it to ensure we stay on goal.	
	I have processes in place to allow me to spot when there is a clash between available resources and tasks requiring attention.	
	When I spot a potential problem I have the tools to implement changes to the resource plan in order to limit the impact on the project.	

The APM has designed the framework below to help you understand what your resource management skills mean in practice. Once you've established where you sit on the diagram, ask yourself to what extent that measures up with the demands of your role. Perhaps an awareness or a basic degree of proficiency is all that's needed. Or maybe you'd be able to better handle the stress of fast-paced projects or keep your team better motivated if you were able to move up a layer in competency. If the latter is the case, ask yourself what resources are available to help you develop further up the triangle. What can you read? What learning can you undertake? Who can you reach out to for advice and guidance?



# ALLOCATING RESOURCES



Your boss: “Stop everything, I have an urgent task for you.”

You: “Is this a bigger priority than the urgent task I’m currently working on?”



Your boss: “Well, actually they’re both top priorities...”

**Does this type of dialogue sound familiar? One of the biggest challenges going into any project is how to allocate resources (mainly people, but also budget, technologies and any other tools at your disposal) in the most effective way.**

A looming deadline might motivate a panicked manager to instruct his or her employee to stop everything and refocus all their time and energy on this new task. Often the boss feels able to do so because they’ve no real visibility of who is doing what. When that is the case, as it so often is in busy organisations, allocating resources can become little more than a guessing game.

Before you can begin to manage your resources (using some of the techniques we’ll cover in this workbook) you must first allocate them effectively and accurately.



## EXERCISE

To start your thinking around some of the challenges, jot down an example of when you've experienced resources being allocated both effectively and not so effectively. Note what was done and what the outcome was.

	How we allocated resources	Outcome
Effective	e.g. Chunks of team meeting time allocated to participants sharing their availability over coming week.	e.g. Manager knows who has availability to help out with ad hoc tasks - and who is at maximum capacity.
Ineffective	e.g. Implemented rota system for generating weekly departmental reports so that no one employee is over-burdened with the task.	e.g. Rota system doesn't take into account workload, so an employee's week on duty can fall during their busiest period.

## A case study in allocating resources

For a well-known drugs company, the problem with resource allocation is this: How do you make good decisions in a high-risk, technically complex business when the information you need to make those decisions comes largely from the project champions who are competing against one another for resources?

Previous approaches involved long, intensive sessions of interrogating project champions and, in the end, setting priorities by a show of hands. The goal was to devise a process of allocating resources that would be credible to all of the interested parties, including top management, dozens of project teams, the heads of four major therapy areas and executives from key functions.

### Phase I: Generating alternatives

One of the major weaknesses of most resource-allocation processes is that project advocates tend to take an all-or-nothing approach to budget requests. Project leaders would develop a single plan of action and present it as the only viable approach – especially if they suspected that doing so might mean a cutback in funding.

And so we insisted that each team develop at least four alternatives: the *current* plan (the team would follow the existing plan of activity),

- a *'buy-up' option* (the team would be given more to spend on the project),
  - a *'buy-down' option* (the team would be given less to spend on the project),
- and
- a *minimal plan* (the team would abandon the project while preserving as much of the value earned to date as possible).

### Phase II: Valuing Alternatives

We needed a consistent methodology to value each one of the project alternatives. For each alternative, we constructed a decision tree, using the most knowledgeable experts to help structure the tree and assess the major uncertainties facing each project.

### **Phase III: Creating a Portfolio and Allocating Resources**

With 20 major projects – each of which had four well-conceived alternatives – the number of possible configurations was enormous. We appointed a neutral analytic team, rather than the project advocates, to carry out a systematic approach to identifying the highest-value portfolio based on return on investment.

*Source* <sup>3</sup>

Some of the key takeaways from the case study anecdote include:

- Brainstorming viable alternatives to any resource allocation plan before the final decision is made.
- Assessing uncertainties and challenges of any resource-heavy project before embarking on a plan.
- Enlisting the advice of a neutral third party when deciding which projects to allocate resource to.

## EXERCISE

Note down any other lessons from this case study that resonate with how you or your business operates. What practices can you adapt to be effective for how you assign work to your team or plan your own projects?

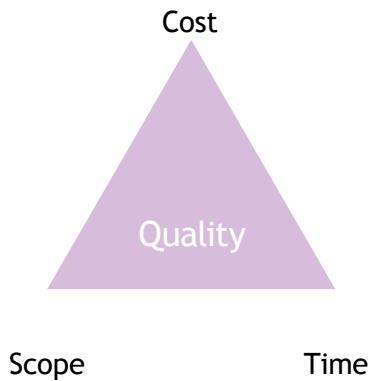
### Three key tips for effective resource allocation

1. Design a system or process that shows you where and how your resources are allocated through the life-cycle of your project – from the planning phases all the way to delivery. This way you can steer your team and their work through obstacles and change requests as they come up – adding and subtracting resources as needed.
2. Establish a single, centralised, shared resource pool in which all plans and schedules are based. To have a realistic view of your team's availability, start by establishing how many hours a day or week each team member is really available for project work. Remember: Even when resources are allocated full-time to a project, they'll rarely spend all their time working on it, as they'll have non-project demands on their time. Be realistic if you want to avoid overly optimistic scheduling – and burnt out employees.
3. To be an affective resource allocator, you need to account for all the work being done, i.e. put names to every task and make sure that work is distributed. In other words, no task that has been approved should remain unassigned. Part of managing resources effectively is making sure that all team members know what their expectations and priorities are, exactly what needs to be accomplished and who's responsible for getting which tasks done.

*Adapted from 5 Best Practices To Manage Project Resources Effectively (Liquid Planner: 2015)<sup>4</sup>*

**In summary:** In this introductory section you've gained an understanding of the importance of effective resource allocation and some ideas and tips to get you thinking about how you can apply the principles of effective resource allocation to your daily working life. In the next section, you'll learn three key techniques commonly used to manage resources.

# THE IRON TRIANGLE

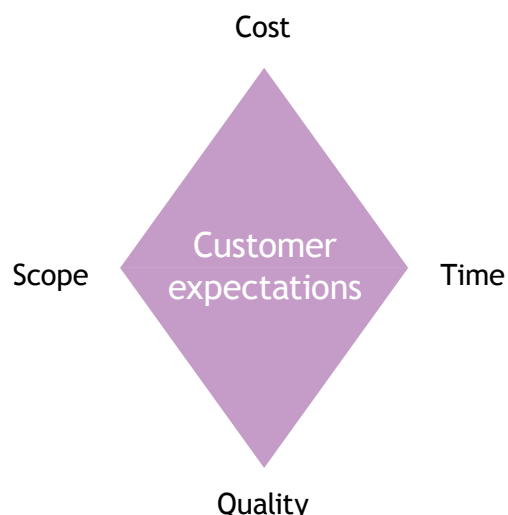


**IN A NUTSHELL:** Also known as The Triple Constraint, the Iron Triangle is a framework for helping you make decisions about the budget, scope and schedule of any project you're working on. These three constraints are considered an Iron Triangle because you can rarely change one of these factors without it impacting the other two, either positively or negatively. You might hear project managers quoting the old saying "If you want fast, cheap and good, pick two". In other words, if you want to deliver a project quickly and cheaply, it

probably won't have a quality outcome; if you deliver it quickly and to a high standard, it won't be cheap; or if you deliver well and cheaply, it won't be quick. As you embark on a project, or as circumstances change within a live project, asking questions about each corner of the Triangle can help you make decisions about the way forward.

**ORIGINS:** The Iron Triangle was defined in 1969 by UK engineer Dr Martin Barnes, in an academic course he named 'Time and Money in Contract Control'. More recently, some businesses use an Iron Diamond, placing quality as a fourth pillar to be considered, with 'customer expectations' as the central consideration. The 'customer' stands for every different type of stakeholder and in the Diamond you can ask questions about cost, scope, time and quality against the expectation of each of your key stakeholders.

**IN PRACTICE:** You're managing the launch of your business's new website. Halfway through the project your lead coder falls ill. You can either wait until she returns to work, find a temporary replacement who'll take a while to get up to speed, or draft in the support of an agency. Each of those options has an impact on your budget, your timeline and potentially the quality of the finished website. By using this framework,



you can work through all potential scenarios and agree a way forward based on knowledge of the likely end result of your decision.

**ADVANTAGES/DISADVANTAGES:** The Iron Triangle is sometimes considered an overly simplistic troubleshooting tool, but many project managers still use it as a framework for asking important questions about a resource issue.

### KEY POINTS

- When faced with a resource problem, ask yourself how changing the timings, budget or scope of the project will ultimately impact quality. How acceptable the answer is to each stakeholder can help you make decisions.
- The types of questions to ask include: What happens if I change the timeline? What happens if I take things out of scope? What happens if we spend more or less?
- Once a decision has been made using the Iron Triangle, the original project plan should be updated to reflect the new cost, timings or scope.

### EXERCISE

Think about a problem you're currently facing in your organisation and use the Iron Diamond to brainstorm the various options and how they impact customer expectations.

First, read the example below, then brainstorm how to solve your own problem.

Problem	The Sydney Opera House build is running behind schedule due to budget and poor planning.
Cost	To complete the build to a high standard we must have more money.
Time	To complete the build to a high standard we must extend the timeline.

Quality	We want the Australian people to be proud of the end product.
Scope	We can't change scope - all aspects of the original scope must remain in place.
Decision	The most important thing in this project is that the end user is happy, i.e. the Australian people. In order to achieve that, everything originally in scope must stay. That means that cost and time must be the varying factors - we need more money and an extended deadline.
Outcome	Ultimately the Sydney Opera House took 10 years to build (against a projected four) and came in at nearly 1,500% over budget. The building was universally adored, however, and despite the logistical nightmare of its origins, few now remember it as a project management failure.

## YOUR BRAINSTORM

Problem	<i>How would you sum up the problem at hand to someone outside your organisation without any specialist knowledge?</i>
Cost	<i>What are the budget constraints and what are their repercussions?</i>

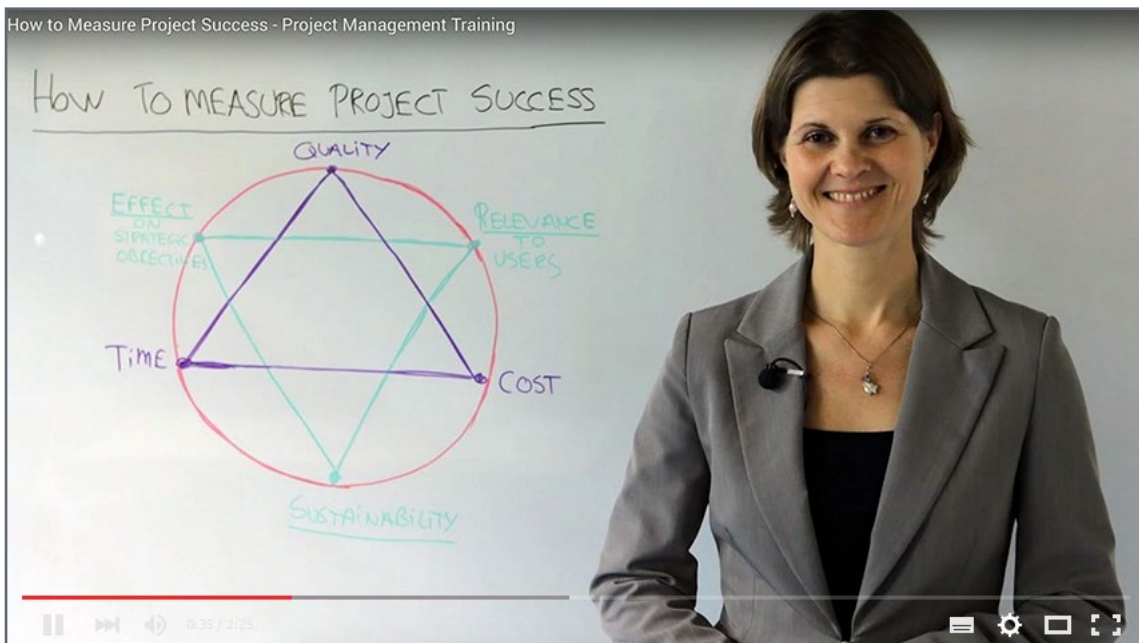


Time	<i>When must the project complete and what barriers are in place to hitting the deadline?</i>
Quality	<i>What is preventing this project from being the best it can possibly be?</i>
Scope	<i>What tasks must be performed in order for the project to be successful? What tasks do not detract from success?</i>
Decision	<i>Based on your answers to the above, what can you deduce about which factors must change in order for success to follow?</i>
Outcome	<i>If you make these changes, what is the likely consequence?</i>

## DELVE DEEPER

**Watch** this short video about some of the limitations of the Iron Triangle and how you can make the most of it as a decision-making tool.

<https://www.youtube.com/watch?v=X8TDVFRxjgM>



# RESOURCE LEVELLING

**IN A NUTSHELL:** Resource Levelling is the art of utilising all your available assets in the most efficient way possible - drafting in additional help or applying resources to different projects if your project is over-subscribed, so that you meet your deadline. In more simplistic terms, Microsoft defines Resource Levelling as “the act of taking a project with people assigned to a bunch of tasks and making it so they don’t have to work overtime”. In short, it’s a continual balancing act, which requires careful observation and on-going flexibility.

**IN PRACTICE:** In 2011, Georgia State University was awarded a grant to digitise some of its library records. An audit concluded that the volume of documentation amounted to 179,000 scans. It was estimated as taking a six-strong team, 20 months to complete - too long. The project manager used the Iron Triangle in the scoping stages of the project. He concluded that that budget and time were unmovable constraints (there was no additional funding available, and human resources were available for a limited time only). Therefore, the scope would need to change. This took the form of ‘task decomposition’, whereby large tasks were broken down into bite-size chunks. This would allow for Resource Levelling: instead of a production line approach, each member of the team was given responsibility for different aspects of the scanning process, allowing them to work in unison rather than one after the other. This creative scheduling relieved the anticipated bottleneck and allowed the project to be completed on time and budget.<sup>5</sup>

**ORIGINS:** For as long as human beings have worked, they have deployed the principles of Resource Levelling. The construction of the Great Wall of China is an early example: according to historic data, the Emperor Qin Shihuang drafted in millions of prisoners to complete the project when work fell behind.

## GLOSSARY

**Task decomposition**  
The division of a larger (root) task into smaller, more manageable or sub-tasks to deal with the root task at the lowest possible level and therefore with higher simplicity.

*taskmanagementguide.com*

## GLOSSARY

**Utilisation rate**  
A percentage calculated to show if there is any slack in a team or business. A UR of 100% would mean that all available resources are being used at maximum capacity. Your organisation or team’s optimal UR rate will depend on many factors.

**ADVANTAGES/DISADVANTAGES:** Resource Levelling is considered crucial to business success - having either over-subscribed or under-utilised staff can impact profit as well as customer and workforce satisfaction.

## KEY POINTS

- Resource Levelling requires careful observation of the availability of your resources and how this measures up against tasks needing to be performed.
- If you are under-resourced, Resource Levelling might involve borrowing additional help from other departments or reassigning or putting on hold the other projects your resources are working on.
- If you are over-resourced, creative Resource Levelling could mean bringing forward your project's deadline or assigning your resources additional work.
- You might also hear about something called Resource Smoothing. This is different to Resource Levelling. Resource Levelling means tweaking your resources so that you finish on time. Resource Smoothing means moving back a deadline so that you don't overburden your resources.
- Gantt charts, designed by engineer Henry Gantt in 1910, are project diagrams which show your 'critical path' - the order or sequence of activities taking place over a specific time frame. The chart allows you to see, at a glance, where there might be potential resource issues. Charts such as these are often used for Resource Levelling and Resource Smoothing. By adjusting either your resources availability or your timings on your Gantt chart, you can see the various different outcomes and how they affect your project's deadline.

**TIP:** Resource Levelling is easier to perform if you define accurate times against each task to be performed at the outset of the project. It allows you to see at a glance if there are issues around the corner.

**TIP:** Building some contingency into your resource plan is a good idea. It gives you some flexibility if a 'Plan B' is needed.

## EXERCISE

### Test your knowledge

1. Which of the following techniques would not be performed as part of Resource Levelling?
  - a. Drafting in interns from another team to help with basic tasks, allowing managers to get on with other elements of the project.
  - b. Loaning out an employee to another department because he or she is currently not needed for your project.
  - c. Asking a team to work overtime until project completion because there aren't enough regular work hours to ensure tasks are completed.
  
2. Resource Levelling can include analysing a resource issue and then deciding to move the timings accordingly.
  - a. True
  - b. False
  
3. If you assess that your project's current utilisation rate as 80%, it means that you have some contingency built into your plan should tasks run over or take longer than expected.
  - a. True
  - b. False

### ANSWERS:

1. c (only a and b are examples of Resource Levelling techniques).
2. False: this is called Resource Smoothing; Resource Levelling involves tweaking resources to hit an unmovable deadline.
3. True: A UR of 80% means that your resources are not at maximum capacity and would therefore have time for other tasks should the need arise.

## EXERCISE

What are the techniques used in your business or team to ensure the right resources are being utilised in the most efficient way?

*e.g. Shifts are organised to start at the times of the lowest customer demand, so that outgoing staff are able to hold handovers with incoming employees.*

Where there are inefficiencies, what creative techniques could be deployed to Level or Smooth Resources?

*e.g. Shift handovers could take the form of quick stand-up meetings involving the entire outgoing and incoming employees, so that everyone is aware of developments or problems in a shorter timeframe.*

## DELVE DEEPER

**Watch** this short video for a practical demonstration of Resource Levelling in an organisation.

<https://www.youtube.com/watch?v=dAFbfX6B3Yc>

The video player displays a slide with the following content:

### Resource Leveling

*May be possible to utilize overtime to complete all **E** activities on the same day*

A dependency diagram shows activities A, B, and D leading to C, which then leads to E.

Below the text are icons for various activities, each with a person icon and a colored border:

- Activity A1 (purple border)
- Activity B1 (teal border)
- Activity C1 (orange border)
- Activity E1 (red border)
- Activity A2 (purple border)
- Activity B2 (teal border)
- Activity D1 (green border)
- Activity E2 (red border)
- Activity E3 (red border)

The video player interface at the bottom shows a progress bar at 0:35 / 2:25 and standard playback controls.

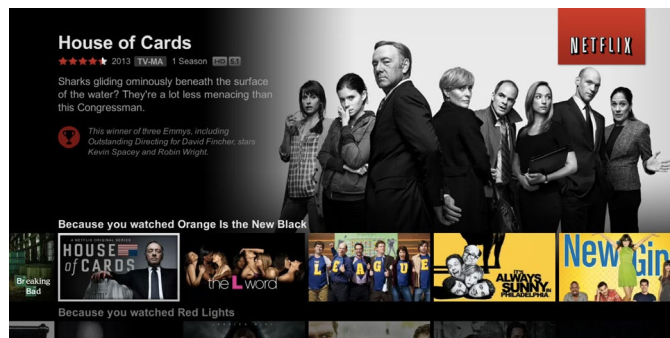
Discover more about Gantt charts at [apm.org.uk/blog/using-gantt-chart-manage-project-schedule](http://apm.org.uk/blog/using-gantt-chart-manage-project-schedule)



# AGILE PROJECT MANAGEMENT

**IN A NUTSHELL:** Imagine a high street branch is launching a new app to bring banking-on-the-go to its existing customers and attract new customers. All the other banks are launching similar initiatives, to varying degrees of customer satisfaction, so the bank must act fast in order to avoid losing customers and to gain new ones. Various different types of customers want different things from the app, so the bank must experiment. Rather than scope out the app design and build in full, they decide to quickly build lots of different prototypes in tandem, each of which offers different functions. Each prototype will be used by a customer panel, who will offer feedback. Revisions are then made; some functionality is dropped whereas other functionality is built up until the bank is confident they have a great product to launch with. This relates to Resource Management because it is a way of keeping teams fluid and flexible in response to feedback and new ideas as they come along.

**IN PRACTICE:** Netflix.com has grown from nothing to serving almost six million customers who subscribe to the all-you-can-watch online movie/TV show rental. The business updates its website every two weeks - adding new features like social media sharing buttons and



changes to the account management areas - realising that some of the changes will stick with customers but many won't. Those that fail are simply dropped from the site. A major benefit of fast iteration, says the organisation, is you also fail fast. "Failing fast means you invest less time in the things that don't work." This fast iteration also means design teams learn quickly and stay motivated and the risks associated with large-scale design overhauls, brought about by customers' natural resistance to change, are limited<sup>6</sup>.

**ORIGINS:** In 1986, Hirotaka Takeuchi and Ikujiro Nonaka published an article in the Harvard Business Review, in which they outlined a new way of developing products that resembled a rugby match. Just as players would on a rugby pitch, team members would work towards a goal by constantly re-evaluating the situation and responding accordingly. Later, in 2001, a group of project and product managers took Takeuchi



and Nonaka's ideas and applied them to an Agile Project Manifesto<sup>7</sup>.

**ADVANTAGES/DISADVANTAGES:** Agile Project Management works well in fast-growing or fast-changing business environments. It gives teams flexibility and autonomy to change how they work and it creates confidence in products as they have already been refined based on feedback as they've evolved. It's helpful for urgent projects that can't wait for the time it takes to draw up traditional project plans and methodologies. The drawbacks are that the finished product can be very different from what was visualised, making it difficult to draft a business case. Additionally, the constant need for testing and gathering feedback can be labour intensive. Finally, some managers might struggle to adopt Agile if they are uncomfortable 'feeling their way' towards a solution.

## KEY POINTS

- Team members work in small bursts (typically two weeks) on small but functioning products. These are called 'sprints'.
- Each component part of a product is tested against customer expectations, rather than a full beta product being launched at the end of a project. The final product might be very different from the one that was expected, but because it has been refined over time by customer feedback, the team knows it will be successful.
- Communication is very important in Agile Project Management. A team meets regularly to discuss progress and to refine a project and resources plan accordingly. These meets are called Scrums and generally happen daily for around 15 minutes during the life cycle of a Sprint. The team is free to change its approach or allocation of resources according to progress or new ideas.

## EXERCISE

### Test your knowledge

1. Agile Project Management isn't the best methodology to use if your project has a defined budget, deadline or deliverable.
  - a. True
  - b. False
  
2. Which of the following are advantages of Agile?
  - a. Products have already been user-tested before they've launched.
  - b. Teams stay motivated because they work in short bursts or Sprints rather than on very long projects.
  - c. Time isn't wasted producing products that fall short of user expectations.
  
3. The Scrum is a crucial component of communication in Agile Project Management. How often do practitioners advise these should be held?
  - a. Daily - for 15 minutes
  - b. Daily - for one hour
  - c. Fortnightly
  - d. Every 30 days on the day of a product release

ANSWERS: 1. True: Agile works in environments where the budget, timeline and product is constantly in flex according to customer feedback. 2. These are all advantages of Agile. 3. a: In Agile Project Management, teams gather for 15 minutes each day to discuss progress and agree changes to the plan.

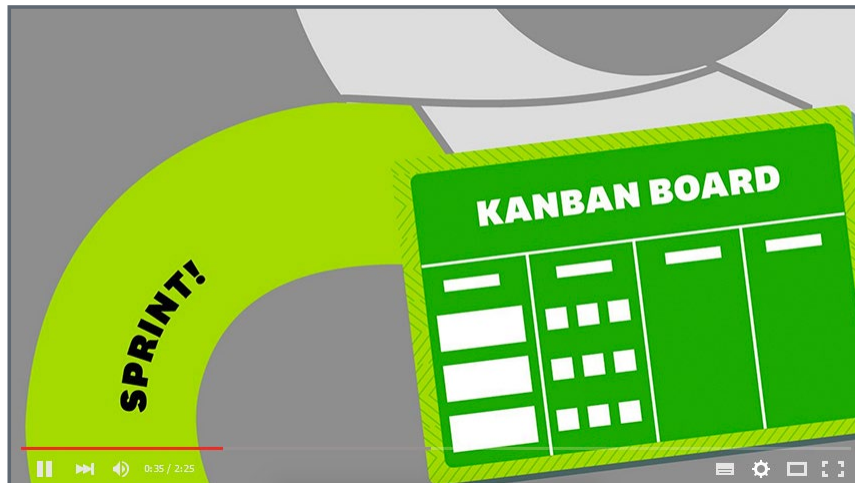
## EXERCISE

Which principles of Agile could be incorporated into your style of working or team practices? e.g. Rather than a monthly session to analyse sales figures, we could hold a daily scrum to track progress and agree any urgent measures which should be taken.

Are there any principles of Agile Project Management, which would not work so well in your team organisation? If so, why not?

## DELVE DEEPER

**Watch** a short animation outlining the key principles of Agile Project Management. <https://hbr.org/video/4846148015001/a-quick-introduction-to-agile-management>



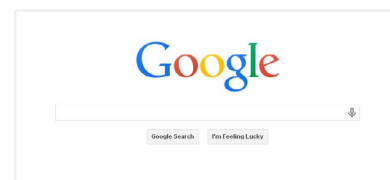
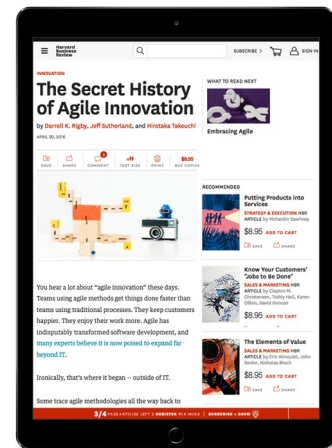
**Read** an article exploring the evolution of Agile Project Management, in which the author argues that the methodology originated outside of the technology industry.

[hbr.org/2016/04/the-secret-history-of-Agile-innovation](https://hbr.org/2016/04/the-secret-history-of-Agile-innovation)

**Read** the Harvard Business Review article which launched the principles of Agile Project Management. [hbr.org/1986/01/the-new-new-product-development-game](https://hbr.org/1986/01/the-new-new-product-development-game)

**Read** the original Agile Manifesto Principles defined in 2001 [Agilemanifesto.org/principles.html](http://Agilemanifesto.org/principles.html)

**Discover** lots of examples of how organisations are using Agile Project Management to stay competitive and efficient. [scrumcasestudies.com/](http://scrumcasestudies.com/)



# PUTTING THE 'HUMAN' IN HUMAN RESOURCES

Though resource management refers to various different types of assets, including information, technology and budget, people are ultimately what will make a project succeed or fail.

Resource Levelling can help ensure your teams aren't overburdened and Agile can improve collaboration and creativity. But many other factors are needed to keep people inspired and motivated. So-called 'soft skills' like emotional intelligence, communication and leadership are essential ingredients.

Here are some key things to remember and the everywomanNetwork resources that can help you on the journey.

“Resource Management is typically discussed with charts and graphs... the most important nuance is almost always overlooked: Resources are usually people. In the end, all the histograms in the world won't actually increase your team's productivity.”

*Liquid Planner*  
(see Further Reading)

## 1. Keep people informed

To keep teams engaged in their projects, it's essential that you find methods to visualise and share information in a way that is accessible and meaningful. Encourage your teams to get involved in the processes you'll use; brainstorm different techniques you could use to build a central repository of information; task your team to research the wide variety of resources - free apps and software for example - which could be used to aid communication in a project.

**TIP**  
Develop a skills library associated to resources to ensure that you have the necessary capabilities when developing a team to deliver on your project. -

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If you've 5 minutes: [8 golden rules for running brilliant brainstorms](#)

If you've longer: [Workbook: Brainstorming](#)

## 2. Collaboration increases productivity

Research shows that teamwork fosters healthy competition and ultimately greater results. Hold team brainstorms and group people together on tasks then watch as your team's bond goes from strength to strength. Give and encourage feedback (to individuals and teams) as often as possible - this too has been proven to have a motivational effect on staff.

If you've 5 minutes: [The 5 questions that will make your team more powerful](#)

If you've longer: [60 minutes to improving your communication skills as a team](#)

## 3. Build trust

Foster transparency in your team and your colleagues will develop trust in you, the project and one another. Set clear priorities and use your 1-2-1 to examine the relevance of tasks and priorities as work progresses. Create a safe environment in which your employees can feel comfortable sharing their concerns and problems.

If you've 5 minutes: [The truth about honesty in the workplace](#)

If you've longer: [Workbook: Developing your emotional intelligence](#)

#### 4. Get comfortable with risk

At points in many projects, risks will need to be taken. Work together as a team to calculate the probability that the risk could lead to a successful outcome and work out what you will do to mitigate any negative results.

If you've 5 minutes: [Where are you on the risk-aversion scale?](#)

If you've longer: [Workbook: Risk taking for greater success](#)

#### 5. Value hard work and commitment

Use your 1-2-1 space to understand what motivates each of your team members and use this knowledge wisely when you're allocating resources to projects. What motivates individuals might be different to what motivates them when they're working as a team, so use team meetings to assess the best way to raise the collective.

##### TIP

Develop an employee incentive program that will limit turnover and help build continuity in your resource pool for better planning.

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If you've 5 minutes: [Quiz: How motivated is your team?](#)  
and Lessons for line managers: [7 ways to make employees feel valued](#)

If you've longer: Workbook: [60 minutes to motivation](#)

# YOUR PERSONAL ACTION PLAN

Use the space below to draw up your personal action plan.

What ideas and tips have you picked up for allocating resources in a more effective way? What will you start to do and by when?

Thinking about a current problem you're facing, in what ways can the Iron Triangle/Diamond help you move forward?



How can you begin to employ some of the ideas behind Resource Levelling to make your team and projects more efficient? What will you do and when?

What other ideas for efficient and effective Resource Management can you begin to explore? What further reading can you commit to?

Under each of the 'soft skills' in the final section, we've included some short and more in-depth resources for development. Indicate which you'll invest time in and by when.

	5-minute option	In-depth option
Keep people informed		
Collaboration increases productivity		
Build trust		
Get comfortable with risk		
Value hard work and commitment		

# EVERYWOMAN EXPERTS

Everywoman creates workbooks on topics that matter most to our Network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily work lives ahead of those important performance reviews.

## Maxine Benson MBE & Karen Gill MBE



Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, launched in 2013, serves as a truly global tool to enable members the world over to propel their careers through online membership.

## everywoman workbook team

Rebecca Lewis, Associate Editor  
Victoria Pavry, Head of Content  
Kate Farrow, Senior Client Manager

Any topics you'd like to see covered on the everywomanNetwork?  
We'd love to hear from you: [victoria@everywoman.com](mailto:victoria@everywoman.com)

## FURTHER READING:

everywomanNetwork workbook: *Developing leadership behaviours*

White paper: *Five Best Practices To Manage Project Resources Effectively*  
(Liquid Planner: 2015)

*5 Key Principles to Resource Management* by Nick Smith  
(Liquid Planner Blog: March 2014)

## ENDNOTES

1. [liquidplanner-wpengine.netdna-ssl.com/assets/ebook/LiquidPlanner-Five-Best-Practices-to-Manage-Project-Resources-Effectively.pdf](http://liquidplanner-wpengine.netdna-ssl.com/assets/ebook/LiquidPlanner-Five-Best-Practices-to-Manage-Project-Resources-Effectively.pdf)
2. [apm.org.uk](http://apm.org.uk) (Competence Framework last updated June 2015)
3. Adapted from: 'How SmithKline Beecham Makes Better Resource-Allocation Decisions' (Harvard Business Review: March/April 1998) [hbr.org/1998/03/how-smithkline-beecham-makes-better-resource-allocation-decisions](http://hbr.org/1998/03/how-smithkline-beecham-makes-better-resource-allocation-decisions)
4. [liquidplanner-wpengine.netdna-ssl.com/assets/ebook/LiquidPlanner-Five-Best-Practices-to-Manage-Project-Resources-Effectively.pdf](http://liquidplanner-wpengine.netdna-ssl.com/assets/ebook/LiquidPlanner-Five-Best-Practices-to-Manage-Project-Resources-Effectively.pdf)
5. [scholarworks.gsu.edu/cgi/viewcontent.cgi?article=1107&context=univ\\_lib\\_facpub](http://scholarworks.gsu.edu/cgi/viewcontent.cgi?article=1107&context=univ_lib_facpub)
6. [articles.uie.com/fast\\_iterations/](http://articles.uie.com/fast_iterations/)
7. [hbr.org/1986/01/the-new-new-product-development-game](http://hbr.org/1986/01/the-new-new-product-development-game)
8. [agilemanifesto.org/principles.html](http://agilemanifesto.org/principles.html)

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