

Resource Management FAQ:

Your Top Resource Management Questions, Answered

Fully booked teams aren't always well allocated. Resource trouble often looks like strategic work that slips while teams run at capacity, bottlenecks that surface only after delivery is underway, and leaders who can't say with confidence what the organization can realistically take on next.

Only 20% of executives are confident that resources are properly allocated to execute strategy. Closing that gap requires capacity, demand, skills, and priorities to be visible together – before commitments are made.

AI has shifted where the hard questions surface. But that timing advantage only holds when the underlying data is trusted and current, and that still requires deliberate decisions about what to measure, how to connect resources to strategy, and who makes the final call.



WE ALREADY TRACK UTILIZATION. ISN'T THAT ENOUGH?

Utilization measures how busy people are. It doesn't tell you whether the right skills are available at the right time, whether workload connects to strategic goals, or whether a team running at 110% on low-priority work is the actual problem. Connecting workload to demand, skills, timing, and priority is what surfaces that.



WE ALREADY USE SPREADSHEETS. WHAT WOULD CHANGE?

Spreadsheets work until the data is spread across teams, priorities shift faster than updates can follow, and leaders need an enterprise-wide picture of what's available, what's committed, and what's at risk. At that point the question becomes whether the view is current enough to drive the next decision.



IF TEAMS ARE OVERLOADED, SHOULDN'T WE JUST HIRE?

Sometimes. But adding headcount before identifying the constraint often just moves the problem. Is the issue total capacity, a scarce skill, poor sequencing, uneven allocation, or work that should be stopped or delayed? Visibility lets leaders rebalance, develop skills internally, bring in outside capacity, or hire with a clear sense of which option fits the specific constraint and what it will cost.





HOW DO WE MANAGE CAPACITY ACROSS TEAMS THAT DON'T ALL WORK THE SAME WAY?

Shared visibility makes this possible. When capacity, skills, timing, and committed demand are visible in one place, leaders can make staffing decisions and trade-offs across teams whether those teams run agile sprints, milestone-driven phases, or something in between. How each team delivers becomes secondary to understanding what each team can take on – and when.



HOW DOES AI CHANGE RESOURCE MANAGEMENT IN PRACTICE?

The shift is in timing. Conflicts that used to appear mid-delivery now surface in planning, when there's still room to act. AI makes this possible at the portfolio level: demand against capacity across concurrent initiatives, overallocations across dozens of teams, staffing gaps on future work. The judgment calls stay with the leaders who make them.



WHERE SHOULD WE START?

Identify one decision that's already causing friction like approving new work, staffing a critical initiative, or responding to a shift in priorities. Define the minimum information needed to make it well: what capacity exists, what skills are required, what's already committed. Build a shared view of those inputs, use it in the next real decision, and improve from there. Most organizations find that getting one decision right reveals more about resource constraints than months of planning in isolation.

WHERE ARE YOU TODAY?

Reactive and fragmented.

Work gets committed before capacity is confirmed, and conflicts surface after delivery is already underway.

Visible but manual.

Resource and capacity data is shared, but keeping it current demands constant manual effort.

Integrated and AI-assisted.

Capacity, demand, skills, and priorities are visible in one place, with AI surfacing patterns and first-pass recommendations while leaders make the call.

Wherever you are, the next step is the same: make capacity visible before the next commitment.



See what manual resource management is costing your organization.

Run the Cost of Inaction calculator and get a personalized summary:

[USE THE CALCULATOR](#)



Learn how to break up delivery bottlenecks.

Explore how leading organizations connect capacity, demand, and skills to keep strategic work moving:

[EXPLORE THE PLATFORM](#)