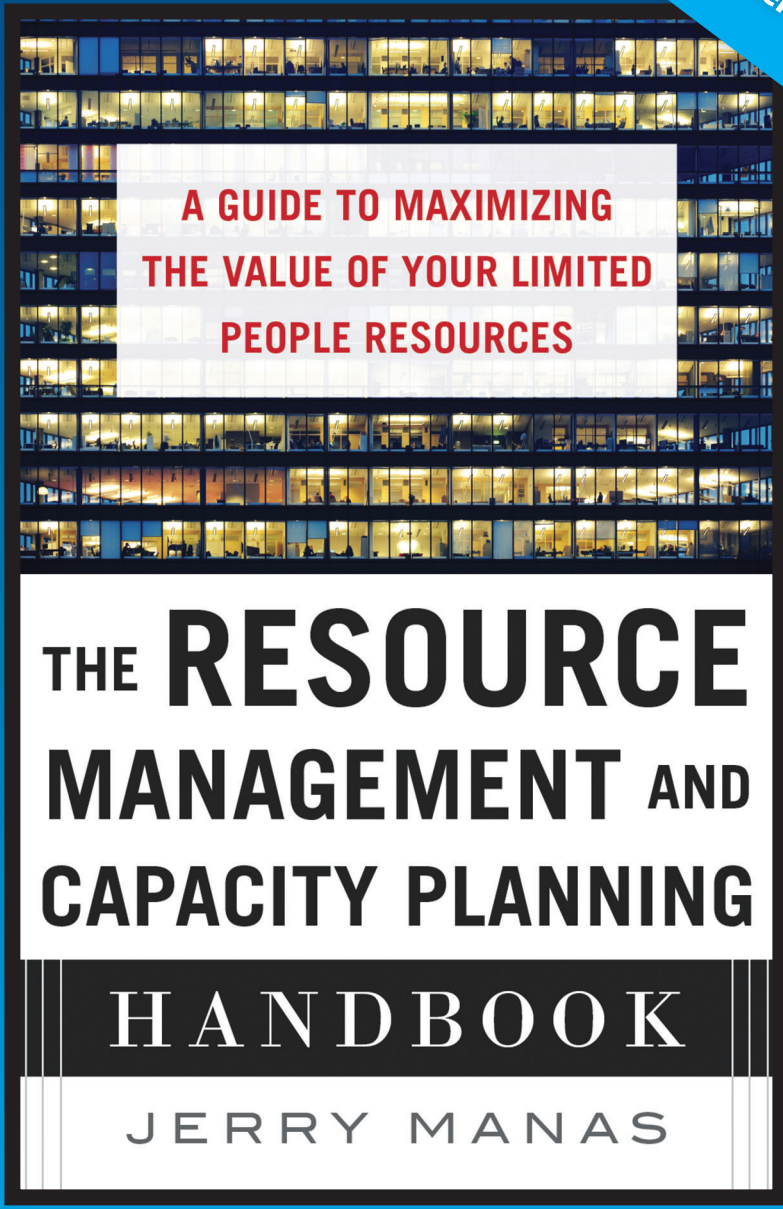


Excerpt from best-selling  
business author Jerry Manas'  
latest book

Available in stores and  
online **September 2014**



Brought to you by



## THE DEFINITIVE GUIDE TO MAXIMIZING LIMITED RESOURCES TO INNOVATE AND GROW

Trying to accomplish too much with too few resources has become almost customary in business today. More often than not, though, all that we “accomplish” is delayed projects, mass confusion, and missed opportunities – not the achievement of business goals.

*The Resource Management and Capacity Planning Handbook* helps you tackle the critical challenges of resource management and capacity planning head on by providing a proven tool for making the leap from chaos to control: the Capacity Quadrant, a framework for addressing visibility, prioritization, optimization of existing resources, and integrated planning and governance.

*The Resource Management and Capacity Planning Handbook* demystifies the complexities of resource capacity and demand management and offers clear ways for maximizing your limited resources to drive business growth and sustainability.

### **This groundbreaking guide includes:**

- The latest benchmark data from a comprehensive study of resource management
- Case studies from organizations that have used the book’s methods with great success
- Tools for overcoming common barriers and making decisions involving time capture, resource assignments, and competing priorities
- Recommendations on ownership of the organization’s resource management and capacity planning functions
- Considerations for addressing the human side of resource management and capacity planning

*The Resource Management and Capacity Planning Handbook* gives you the information, insight, and proven methods to take your company where it has never been before.

This exclusive preview of Jerry Manas’ latest book is courtesy of Planview.  
The book will be available September 2014.

**[Pre-order Your Copy at Amazon.com](#)**

## **Introduction: A Bigger Boat or a Smaller Shark**

Any organization, no matter how large or small, faces the same fundamental issue. It's a deceptively simple, but loaded question: How do I make the best use of my limited resources? The challenge is the same whether you're looking at a stock portfolio and trying to maximize your limited funds toward retirement or whether you're running an organization and want to be sure you're making the best use of the people you have.

People are an organization's most precious asset. They're how work gets done; how products get made; how financial targets are met; how customers are attracted; how ideas are generated; how cultures spread; and—well, you get the idea. If people are the fuel on which an organization runs—and how it accomplishes its goals—then what burns that fuel?

Demand.

Demand represents the influx of work and other activities that consume people's time. But demand has many faces. Demand can include:

- Strategic major initiatives that can catapult an organization forward
- Large projects and programs that improve processes, products, or services
- New ideas, some riskier than others, deemed worth doing

- Mandatory initiatives required by a regulatory body
- Small planned improvement efforts
- Small ad-hoc requests for minor work efforts
- “Keep the lights on” operational work
- Ongoing support work or consulting
- Unplanned emergencies or firefighting
- General staff meetings and administration
- Personal time, such as checking personal email, taking snack breaks, ordering show tickets, or making the occasional personal phone call

All of these items are legitimate and unavoidable forms of demand. Of course, some leaders try to micromanage, in a desperate, but futile attempt to control how people spend their time. This often backfires and ends up reducing productivity. A better approach is to employ a number of other levers for maximizing the use of limited resources, including, but not limited to:

- Reducing the volume of demand;
- Staggering the demand in a prioritized fashion;
- Allowing time for minor interruptions;
- Increasing the number or strategic use of resources;
- Increasing productivity; and
- Reducing waste

Many organizations take on new demand the way a broken dam takes in water. They open the floodgates to any and all initiatives without regard for the timing or availability of resources to

accomplish the work. People are then overloaded, which decreases productivity and compounds the problem. Then projects get delayed, which consumes even more resources as new work continues to come in. It's a vicious circle.

Making matters worse, demand across all industries is increasing as everyone strives to compete in a tough economy. Technological advances, process innovations, mergers, and other variables force organizations to innovate or die. And so, the demand piles on.

As if that isn't enough, the pressure to reduce costs across all sectors leads to cutting back resources, so "doing more with less" has become a mantra in today's economy—the curse of our times.

To recap this sad state of affairs, today's leaders and managers live in a world of increasing demand; a general reduction in resources; and precious little visibility of the volume, breadth, or priority of incoming work—or the capacity to take it on. And on top of all of this, there's constant change to deal with; new initiatives needed to address market shifts, organizational changes, or competitor advances; or reshuffling of resources due to project delays or unforeseen problems. As a result, hours are spent in meetings each week—and sometimes daily—reviewing hundreds of projects in attempts to determine how to staff them, reschedule them, or resolve conflicts. As Yogi Berra said, "It's like déjà vu all over again."

The bottom line is that, with limited resources, management simply can't keep up with the shifting priorities, emergent

activities, and sheer complexity of trying to manage resource workload across an entire organization. This book is meant to address that challenge, and help you conquer the complexities of resource and demand management.

In Steven Spielberg's classic film, *Jaws*, landlubbing police chief Martin Brody, played by Roy Scheider, frantically entered the cabin of the *Orca*, a fishing boat captained by fearless shark hunter Quint (Robert Shaw), and ad-libbed the now famous line, "You're gonna need a bigger boat." Brody had just had a first-hand look at the 25-foot great white shark that had been eating up the town. "We're getting a bigger, boat, right?" he added.

There are many organizations that have a similar reaction when faced with a large volume of requests and an overworked and underpowered staff.

Let's speculate for a moment. What if, somehow, in addition to the "bigger boat" option, there was a way to arrange for a smaller shark? That would be a little less intimidating, wouldn't it?

When it comes to demand, organizations can and do have multiple options. You can certainly get a "bigger boat" by adding resources. This usually isn't an option though, just as it wasn't for Chief Brody out in the middle of the ocean with a deadly shark and an equally determined shark hunter unwilling to turn back. In the case of an organization, requests for more resources are likely to be met with rejection, laughter, or both.

But, unlike Chief Brody, you can indeed control the size and

impact of the “demand shark,” either by limiting the volume of demand or reducing its impact—often through better prioritization and planning. You can also take a number of actions to boost productivity and reduce waste, which further tilts the odds in your favor. And some of these actions aren’t apparent to most managers, but nevertheless have a direct impact on people’s morale, efficiency, and effectiveness.

In essence, what is needed is a toolbox of approaches, and that’s what this book offers—a selection of proven approaches for maximizing the use of limited resources and minimizing the impact of demand.

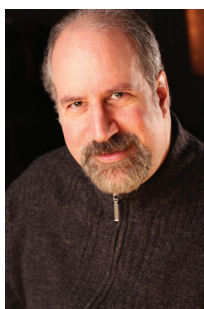
We’ll hear from a variety of organizational leaders who have broken through the barriers of chaos and complexity and have achieved control and optimization on a consistent level. We’ll explore benchmark study results, summarized from the responses of more than 600 participants from around the globe from a variety of industries and backgrounds. We’ll look at proven paths to maturity and best practices for managing resource capacity and demand. And we’ll examine various tools and techniques for success, including the Capacity Quadrant, a breakthrough model for organizational capacity planning that addresses the four lenses of visibility, prioritization, optimization, and integrated planning.

Ultimately, *The Resource Management and Capacity Planning Handbook* is a book about innovation, productivity, and value. Indeed, the recommended techniques and approaches included

in this book will enable your organization to take on more innovation initiatives through a balanced demand portfolio; drive greater productivity through better utilization of resources; and supercharge value delivery by focusing people on work that matters.

We'll begin with some basic definitions of Capacity Planning, Resource Management, and Demand Management, and take a closer look at the current state of affairs in these areas, both from a comprehensive 2013 benchmark study and from several leading organizations. You'll hear first-hand some of the challenges companies have faced—many of which might sound all too familiar—as well as the benefits they realized once they made improvements. You'll also learn about the risks of doing nothing—a caution these organizations have wisely chosen to heed. These companies have managed to conquer complexity and tackle the demand shark, and soon, you'll be equipped to do the same. Let's dive in.





### About the Author

Jerry Manas is the best-selling business author of *Napoleon on Project Management* and *Managing the Gray Areas*. His latest book, *The Resource Management and Capacity Planning Handbook* from McGraw-Hill is slated for release September 2014.

At Planview, Jerry develops and promotes best practices in the areas of leadership, planning, execution, and value delivery.

To find out where you can find his latest book and related content including white papers and webcasts with insights and practical advice from Jerry Manas for maximizing your resources and driving value in your organization, visit:

**[RMCP.Planview.com](http://RMCP.Planview.com)**



## PRAISE FOR THE RESOURCE MANAGEMENT AND CAPACITY PLANNING HANDBOOK

"There are lots of leadership books, scores of human resources books, and plenty of project and portfolio management books. This is the first book dedicated to what is essentially the drivetrain of organizations – the effective use of its people toward its most important activities. This is Manas' best and most ambitious book yet."

– **Judith E. Glaser**, CEO, Benchmark Communications, Inc.; Chairman of The Creating WE Institute; and author of the bestselling Conversational Intelligence

"Jerry's book and the Capacity Quadrant model he outlines give you a realistic view of your workforce and an approach to maximizing the 'people power' in your organization that's easy to understand and apply. It could very well help transform your company and make you a hero in the process!"

– **Dave Garrett**, President and CEO, ProjectManagement.com

"Unlike lifeless products, people skills and capacity are difficult to measure and vary widely between 'good' days and 'bad' days. Manas steps nimbly through this minefield with solid evidence and practical advice – all laced together in an easy-to-read style."

– **R. Max Wideman** FCSCE, FEIC, FICE, FPMI

"It didn't take me too long into reading when I realized how much we really needed this book. I wish we had it when we started implementing Resource Capacity Planning and Investment Planning. I will make sure all of my staff members have copies."

– **Gary Merrifield**, PMP, Manager, IT Project Delivery and Quality Assurance, Blue Cross Blue Shield of Louisiana

"A great guide to the most important topic in management: how to maximize your limited people resources."

– **Hans Heuschkel**, Senior Business Intelligence Analyst/Project Manager, Swiss insurance company

To download the electronic version of this excerpt visit:  
**[RMCP.Planview.com/handbook](http://RMCP.Planview.com/handbook)**