



The State of Resource Management in 2025

Insights from Runn's Resource Management
Unfiltered survey



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Runn helps businesses connect resource planning to strategy. We surveyed 100+ resource management professionals to uncover 2025's biggest challenges, compiling the insights into this report.

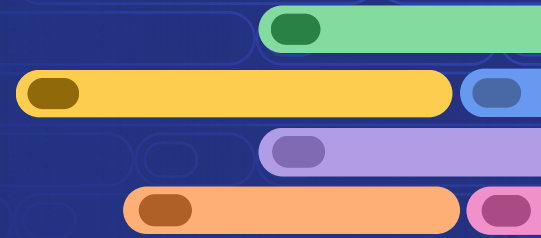


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Executive summary

Resource management is emerging as a critical discipline. As businesses face increasing complexity, the need for effective allocation and utilization of people and skills is becoming more urgent. However, resource management often remains sidelined, lacking the visibility and support needed to thrive, while teams struggle for recognition.

We surveyed 100+ resource management professionals to understand their challenges and priorities for 2025. What we found reinforces the sense that advancement is being held back by legacy processes and uncertainty about resource management's strategic role. Responses shed light on how caution around tech adoption and AI is impacting agility.

Organizations must rethink how they support resource management if they want to stay competitive. That means redefining its place within businesses, investing in fit-for-purpose tools, and embracing new approaches. In this report, we'll explore what these trends mean for professionals and offer insights into how organizations can unlock resource management's potential as a driver of agility, resilience, and long-term value.

Key takeaways

- **Capacity planning is top priority, but legacy tools limit accuracy.** 27% named capacity planning their primary objective for resource management, but outdated tech undermines accuracy.
- **Resource management is growing, yet professionals feel underappreciated.** Almost half say their RM function has grown in the past year, yet many feel their contribution is undervalued.
- **A lack of trust in data quality is preventing teams from realizing the potential of real-time visibility.** Only 10% report having complete faith in their data.
- **More guidance is needed to support AI adoption.** Very few resource management teams are currently using AI, though there is a marked interest in its advancement.

We're answering your pressing questions



What challenges do professionals want to solve with resource management?



Are businesses using AI to support their resource management processes?



What is holding resource management teams back from achieving their full potential?

The 2025 reality check

We asked 100+ resource management professionals how they feel about the state of resource management in 2025. Here's how they responded.

There's excitement around AI, but also caution



We're looking at how AI can help with the process, or automated processes.



With the advancements in AI, Resource Management would have a new shape.



RM role cannot be handled by coding... it needs to consider emotions.

Sentiment on whether resource management is valued is mixed



I think more and more companies are embracing resource management as a necessary function for growth.



Resource management is still underestimated, both in terms of financial benefits (profit) and qualitative benefits (employee satisfaction, potential for employee development, etc.)



Underused and abused. I think most people have no real idea what resource management entails.

Resource management is building identity and structure



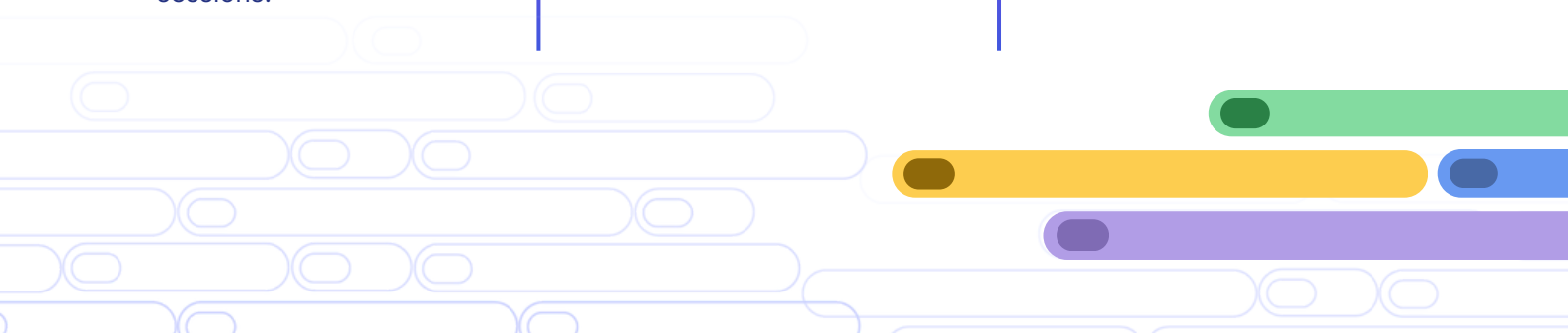
Perhaps there's a space for setting up a community of best practice, with informal resource management coffee sessions.



I'm excited to be part of RM as the function grows throughout the labor market.



RM is getting more data driven... it should be bifurcated between front and backend work to formalize processes.



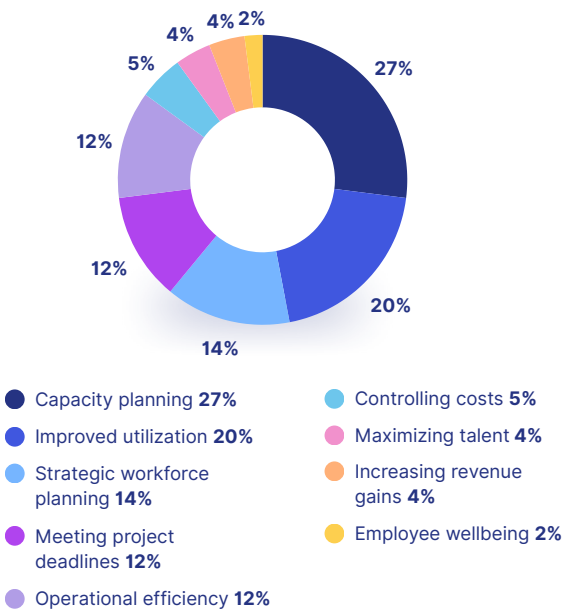
Learning 1: Capacity planning is a top priority, but legacy tools limit accuracy

Capacity planning and improved utilization top the 2025 agenda

In a space characterized by unpredictable demand, talent supply problems, and economic pressures, it's no surprise that capacity planning and great utilization have become critical to business success.

Almost half of respondents named tasks relating to matching supply to demand as their top resource management objective, pointing to a growing maturity in the discipline. Financial and people-centric goals languish lower on the list, suggesting a shift towards using resource management to align talent with future demand, not just today's delivery needs.

What is your primary objective with resource management?



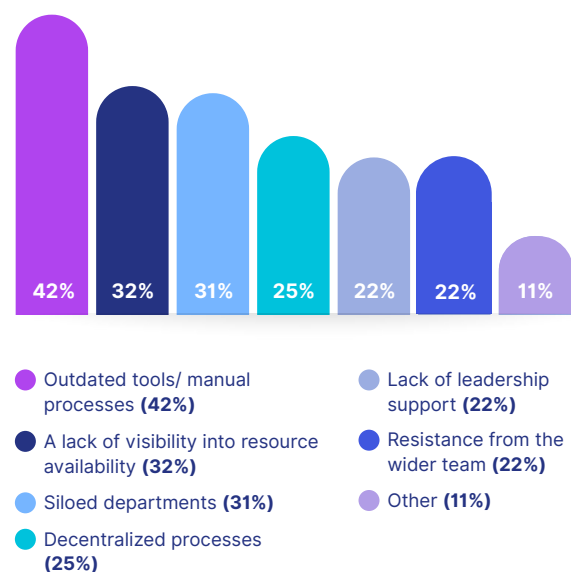
96 survey answers

Clunky tools and siloed structures hold back resource management efficacy

Unsurprisingly, outdated tech and manual processes are major barriers to [effective resource management](#) for almost half of businesses surveyed. A third (32%) blame poor visibility — an issue easily overcome with the right tools. This disconnect between strategic intent and operational investment needs addressing if businesses are to unlock better performance.

Beyond the tech gap, structural issues like siloed departments and decentralized processes reduce cross-functional efficiencies, while a lack of leadership support and internal resistance only further collaboration challenges.

What are the biggest inhibitors to effective resource management in your organization?



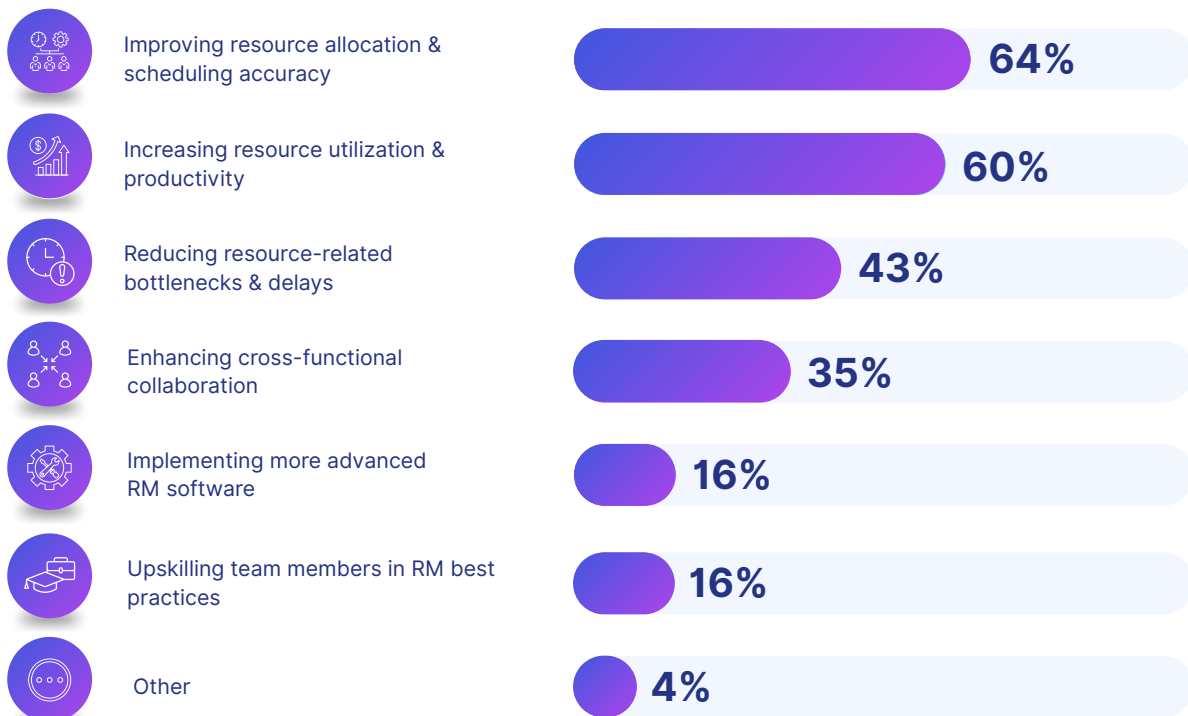
93 survey answers

Despite struggling with outdated tools, technology takes a back seat

Most organizations are focusing on tactical improvements to immediate operational needs, with improving scheduling accuracy, increasing productivity, and boosting utilization topping our list of priorities for the year. Minimizing project delays caused by [resourcing challenges](#) and improving cross-functional collaboration are secondary goals, suggesting coordination challenges persist.

Notably, fewer than one in five organizations cite implementing advanced resource management software as a priority, despite almost half stating that outdated tools and processes are dampening their effectiveness. This raises important questions: is this due to cost, complexity, or a strategic blind spot?

Which of the following are resource management priorities for your organization in 2025?



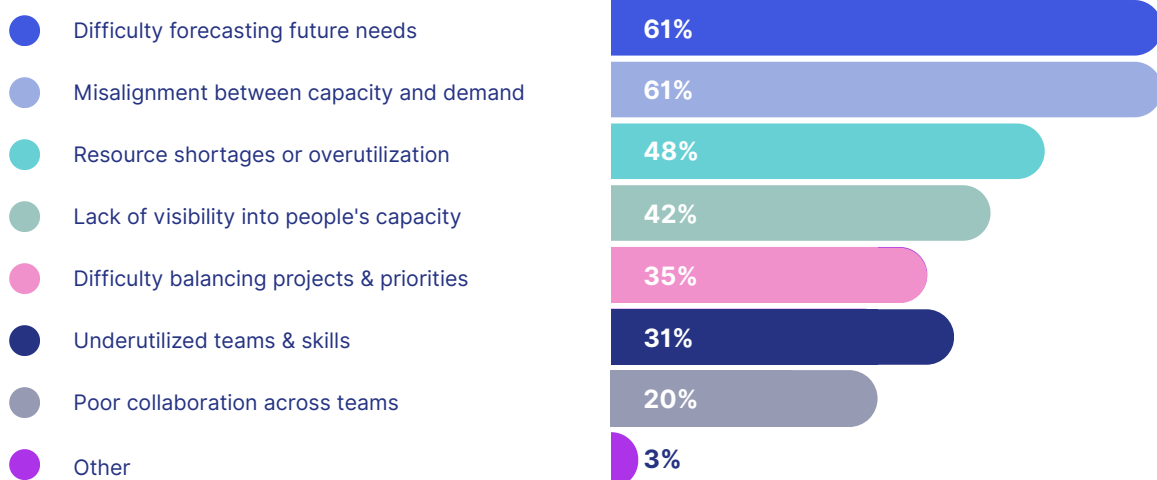
98 survey answers

There is a demand for future-telling tactics

When asked what challenges they most want to solve with resource management, two-thirds of respondents highlight the difficulty of [forecasting future needs](#) and misalignment between capacity and demand. These issues go hand-in-hand: without the ability to predict future needs, aligning talent supply to project demand is guesswork at best.

A more data-informed approach to [forecasting](#) and [allocations](#) can help organizations overcome all these challenges, as well as improve utilization and gain better visibility into where people's time is spent.

What are the top three challenges you want to solve with resource management?



101 survey answers

Resource management is reactive. We need better planning tools which can easily project/forecast at a seasonal level in a repeated way.

I'm very interested to see how the evolution of Artificial Intelligence will start to affect and improve RM tools and forecasting methods.

Learning 2: Resource management is growing, yet many feel undervalued

While many organizations are growing their resource management functions and laying foundations for [improved maturity](#), this hasn't translated into a universal appreciation for the practice. As effective resource management relies on collaboration and centralization, understanding isn't a nice to have: it's critical.

Businesses are on the path to greater maturity

Using the RMI's [Resource Management Maturity Model](#), we asked respondents to assess their process maturity.

Nearly half (43%) rated themselves at Level 3 — operationally sound but seeking to elevate resource management to a strategic function — while a modest third placed themselves at a Level 2, pointing to reactive allocations and a fragmented approach. Few placed themselves at either extreme: just 4% at Level 1, where resource management is ad hoc, or Level 5, where resource management is fully integrated with strategic goals.

How mature are your resource management processes?

Level 5

Resource management is fully integrated and predictive, aligning seamlessly with strategic goals.

Level 4

Advanced tools and data analytics enable proactive, optimized resource allocation.

Level 3

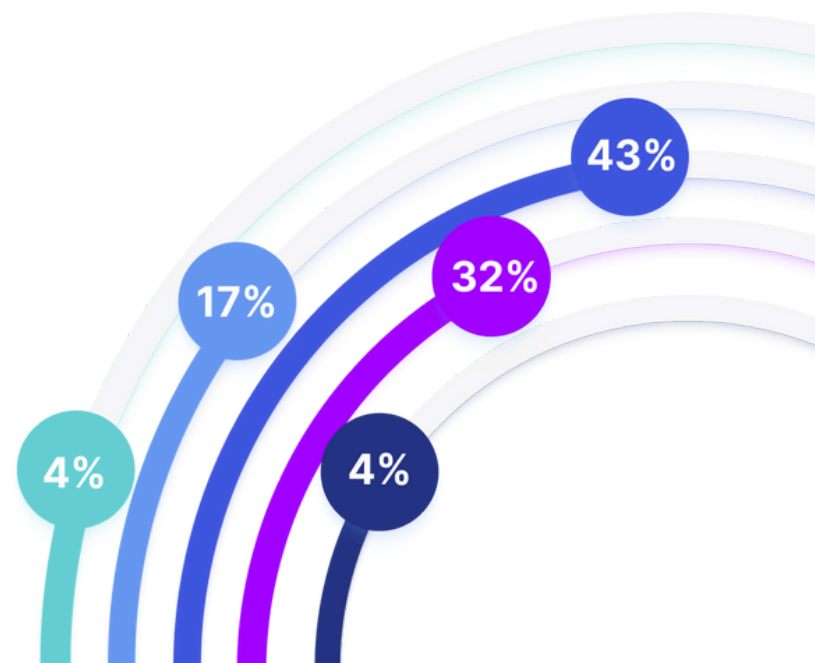
Standardized and documented processes drive regular, structured resource planning.

Level 2

Basic processes exist, but planning is inconsistent and lacks centralized oversight.

Level 1

Resource allocation is ad hoc and reactive, with little formal structure.



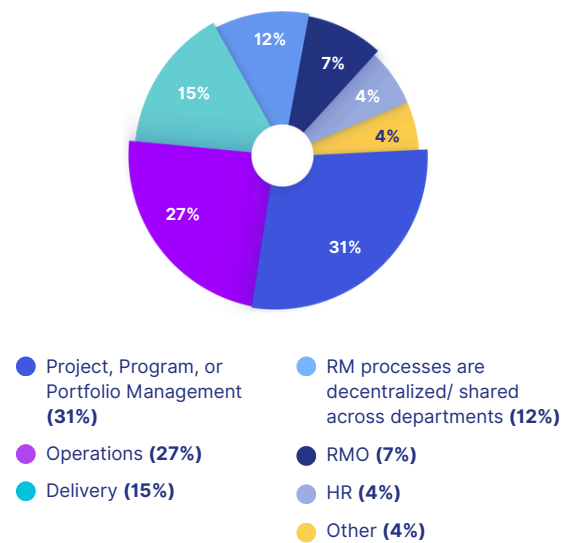
98 survey answers — 'I'm not sure' excluded

Resource management is looking for a home

In three quarters of organizations (73%), resource management still sits within operational functions, including project management, operations, or delivery. While effective for day-to-day execution, this setup can limit [longer-term strategic focus](#). Less mature organizations often spread resource management across teams, leading to siloed efforts and inconsistent processes.

A minority of organizations have a dedicated Resource Management Office ([RMO](#)), which brings governance, standardization, stronger strategic focus, and greater maturity. For these organizations, the challenge is balancing structure with agility as business needs evolve.

Where does the role of resource management sit in your organization?



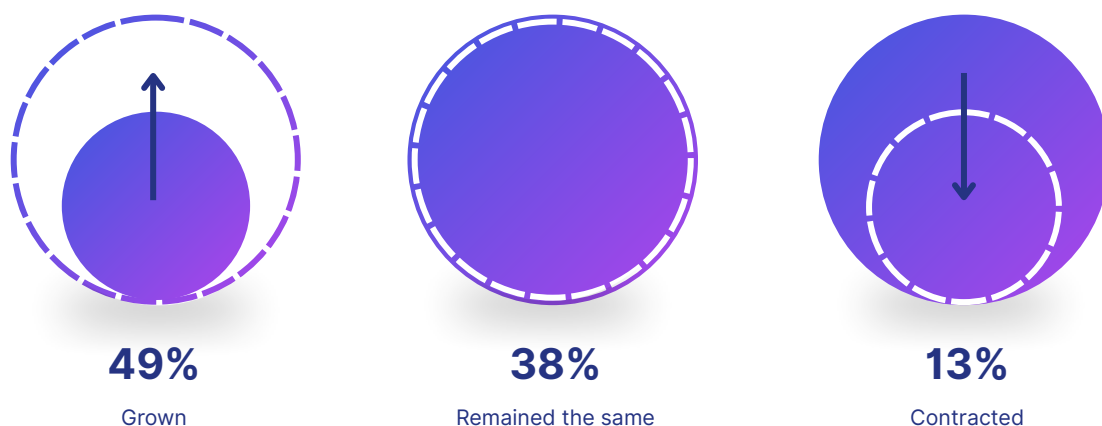
95 survey answers

Resource management is growing!

Here's some good news — over four in five resource management functions have remained stable or grown in 2025. Almost half of respondents say their organization's function has grown in the last year, suggesting greater recognition of the benefits it brings to business. A further 38% reports seeing no change.

The minority of businesses that have seen their function contract may reflect wider [organizational downsizing](#) or cuts in response to economic pressures. Rather than cut resource management roles, forward-looking businesses should empower them with the support and tools they need to fully unlock true efficiency.

In the past 12 months, would you say your resource management function has grown, contracted, or remained the same?



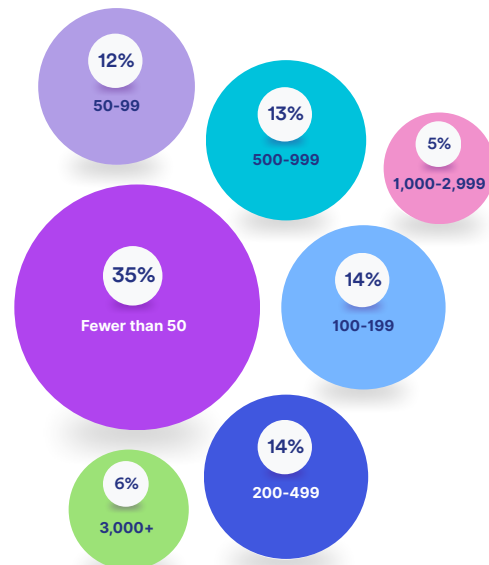
86 survey answers — 'I'm not sure' excluded

Resource pools come in all shapes and sizes

It's a common misconception that resource management is only a requirement for bigger teams. However, over a third of our respondents said they manage resource pools of fewer than 50 people.

At the other end of the scale, a small number are tasked with managing thousands of resources. Whatever the number of resources managed, a key success factor is the [ratio of resource managers to resources managed](#). When resource managers have space to truly get to know the talent they manage (not just their skills but also their interests and career aspirations), that can significantly elevate the accuracy and long-term impact of allocations.

How many resources does your resource management function oversee?



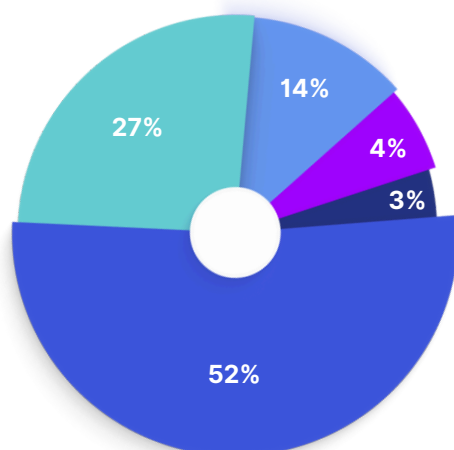
98 survey answers

Value is finally being understood across businesses

Collaboration and buy-in are key to the [centralization and standardization](#) that drive true resource efficiency. Thankfully, only a fifth work in organizations where resource management isn't valued or understood at all.

A vast majority (79%) say the importance of resource management is understood by 'some' or 'everyone', a heartening reflection of the discipline's rising star.

Do people in your organization understand the value of resource management?



- Some people understand its importance (52%)
- Everyone understands its importance (27%)
- People don't understand what resource management is (14%)
- Resource management is not valued (4%)
- I'm not sure (3%)

94 survey answers

Pulse check:

How are resource management professionals feeling about the state of the discipline?



Buoyant. Resource management is starting to be seen as a core pillar of optimizing operations management and the tools are allowing the business to proactively define how its workforce is best utilized.



I think more and more companies are embracing resource management as a necessary function for growth.



Resource management is still underestimated, both in terms of financial benefits (profit) and qualitative benefits (employee satisfaction, potential for employee development, etc.)



Resource management can be a daunting and lonely task, especially when it wasn't done before and the organization is growing.

Learning 3: Lack of confidence in data remains a barrier to better decision-making

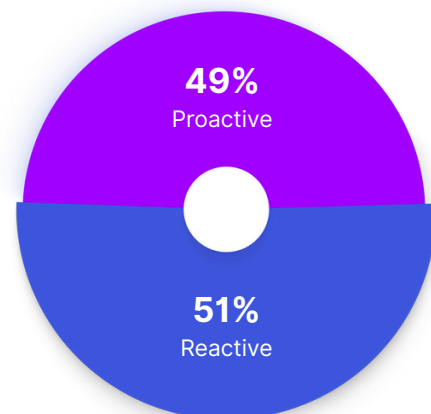
It's a simple fact: accurate, current [data is critical to resource management](#). Yet many teams still rely on fragmented systems and manual inputs, undermining trust in their data. As interest in strategic planning grows, pointing to a shift toward more proactive, strategic resource planning, organizations must address the [data quality](#) and accessibility issues holding them back from confident decision-making.

Resource management is still largely reactive

More than half of respondents report their organization takes a [reactive approach](#) to resource management. Reactivity often stems from deeper issues, such as outdated tools, untrusted data, and excessive time spent on manual processes.

Without the systems and insights needed for forward planning, teams are left scrambling to respond to shifting demands. The result is a cycle of short-term fixes that undermine long-term efficiency and strategic alignment.

Is your approach to resource management reactive or proactive?



93 survey answers - 'I'm not sure' excluded

Only half of professionals trust their data

The full benefits of resource management depend on data-driven decisions. Yet trust in that data is far from universal. Just over half of respondents mostly or wholly trust their data; the rest have only partial or no confidence, preventing them from building that all-important foundation of trust.

To what extent do you feel you can trust your resource data?

47%

say their data is mostly accurate

35%

somewhat trust their data

10%

wholly trust their data

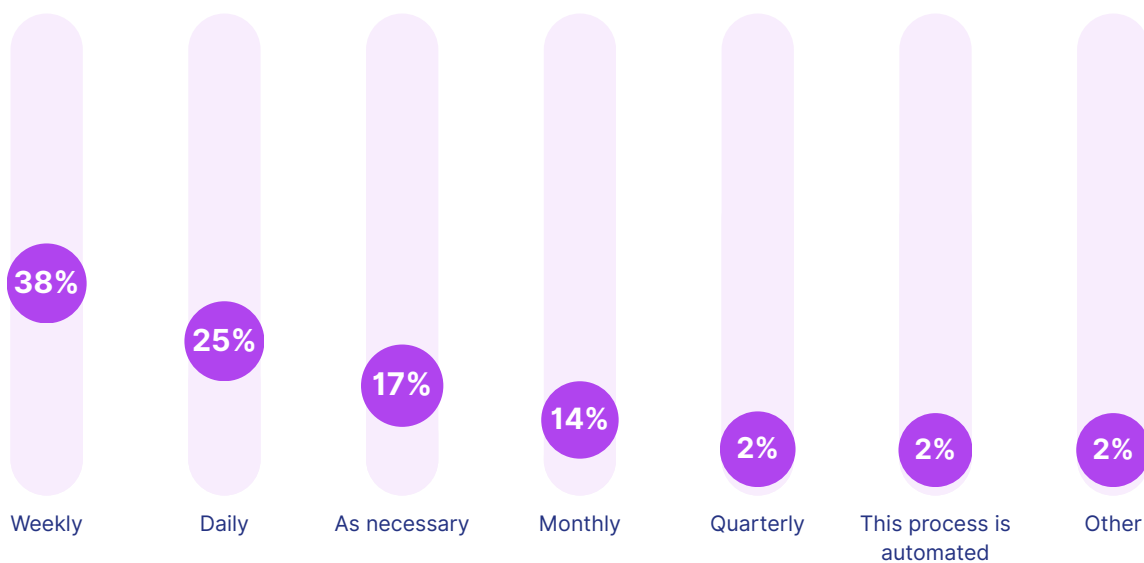
8%

don't trust their data at all

93 survey answers - 'I'm not sure' excluded

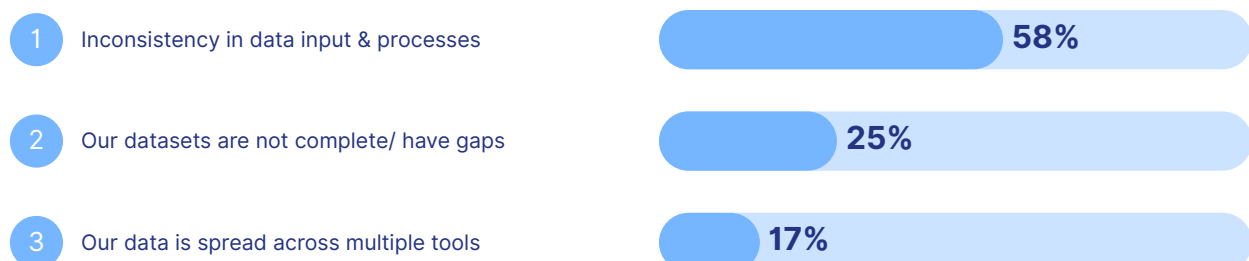
Frequent supply-and-demand data updates suggest data availability isn't the issue. Instead, the main concerns for those lacking trust are completeness, accuracy, and decentralized access. Siloed systems and fragmented records lead to decisions based on incomplete information, while manual, non-standardized inputs increase the risk of errors. To improve trust, organizations must prioritize data centralization and standardization, and invest in tools that automatically capture and calculate key metrics like capacity and utilization.

How often do you update your supply and demand data?



95 survey answers

What's preventing you from trusting your data?



36 survey answers — asked to those who answered 'I somewhat trust our data' or 'I don't trust our data at all' to 'To what extent do you feel you can trust your resource data?' — 'Other' excluded

There's room for greater confidence in forecasting

Given that more proactive planning is a goal for many organizations, it's encouraging to see most engage in some level of [capacity forecasting](#). While nearly half do so regularly, others take an ad-hoc approach, suggesting

challenges with consistency and forecasting capabilities, rather than intent. Worryingly, one in five say their forecasting capabilities are 'not effective', and only 13% feel they are 'extremely effective'.

Are you currently doing capacity forecasting?

Yes, I regularly do forecasting

47%

I occasionally do forecasting

34%

I never do forecasting

12%

I rarely do forecasting

6%

97 survey answers

How effective are your current forecasting capabilities?

Our forecasting capabilities are somewhat effective

65%

Our forecasting capabilities are not effective

21%

Our forecasting capabilities are extremely effective

13%

I'm not sure

1%

78 survey answers— Asked to those who answered 'Yes' to 'Are you currently doing capacity forecasting?'

One day a week is spent on reporting

Reporting is always going to be part of the role for resource managers, but it shouldn't feel like a full-time job. Over half of respondents spend between one and five hours per week on reporting activities, one fifth spend between six and ten hours, and 15% between 11 and 20 hours. A few report spending over 21 hours a week on reporting, revealing a significant burden in certain organizations.

When asked which roles depended on or found value in the resource function's data and forecasts, the most frequently mentioned roles were **finance, delivery, leadership, project managers, and general managers**.

These functions consistently appeared across responses, highlighting their central role in both strategic and operational aspects of resource planning.

Average time spent on reporting
7.5 hours

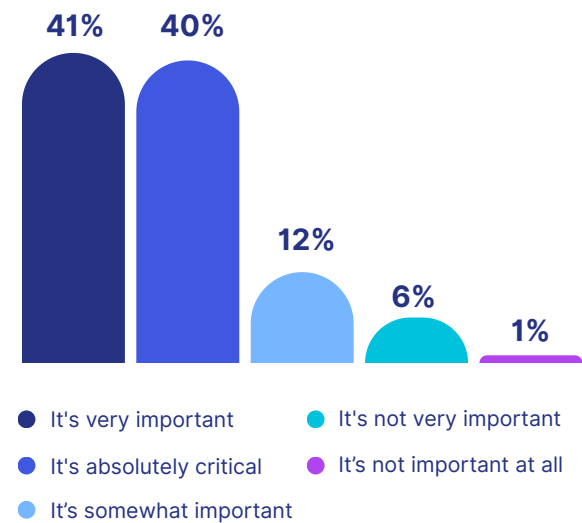
88 survey answers — one outlier excluded

Visibility is not negotiable

There's a strong consensus that having real-time visibility into people's time is important, if not critical. This is not surprising considering one-third of respondents reported experiencing challenges caused by a lack of visibility into employee availability.

Without clear insight into who is available, when, and for how long, teams can face coordination issues, underutilization, or even burnout due to overbooking. Improving transparency around scheduling and availability is likely to remain a continual priority for companies striving to [optimize operational efficiency and productivity](#).

How important is it for you to have real-time visibility over your people's time?



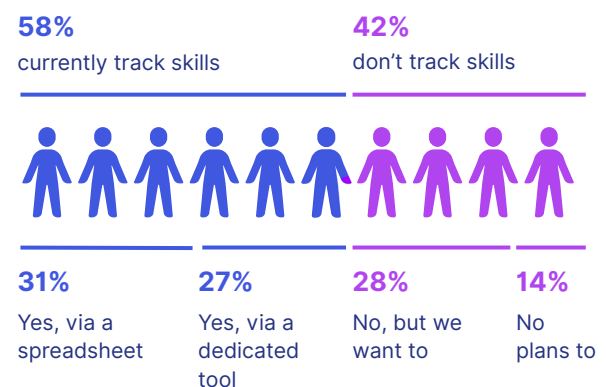
98 survey answers

Skills tracking takes center stage

Increasingly, organizations see the value of tracking skills — over half already track skills, while a further third intends to do so in the future. Yet, over half of those currently tracking skills do so in spreadsheets, which offer limited insight and aren't able to connect skills data to the real-time resource visibility organizations say is critical.

What activities is this data seen as most valuable for? Two-fifths rely on [skills data](#) to boost allocation accuracy, while 20% hope to achieve [improved workforce planning](#). Other desired outcomes include workforce development and optimized hiring. After all, managers can't allocate talent that doesn't exist.

Do you track skills?



95 survey answers

What is the top outcome you hope to achieve with skills tracking?



82 survey answers

Pulse check:

Are our data and forecasts fueling the strategic decisions that matter most?

Executives, finance, sales, and operations rely on data for strategic decisions. Forecasts help optimize budgeting. Every department benefits from data-driven insights for efficiency and growth.

The organization depends on my data and forecasts for everything. The more comprehensive and accurate the data, the better I can become and the more value I can provide.

Learning 4: No one knows how to make the most of AI. Yet.

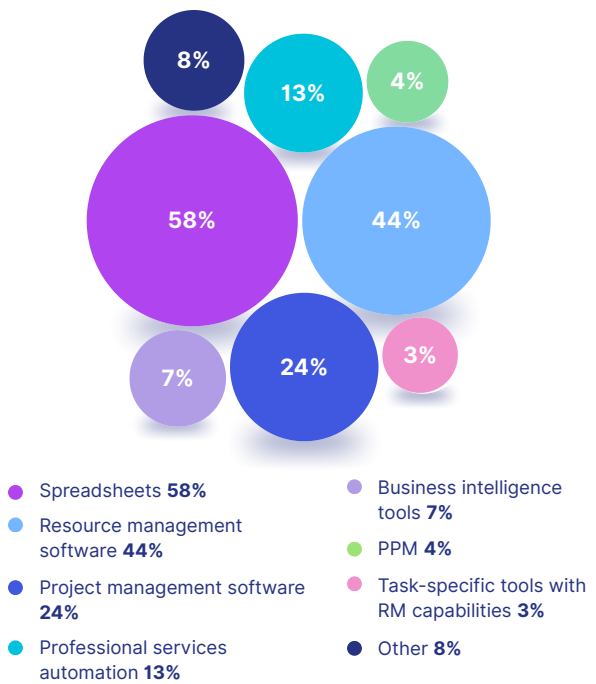
While we can't ignore the appetite for AI in all industries, the adoption of transformative tech is slow among resource managers. Our survey finds most teams still work with outdated tools. This tech maturity gap needs to be addressed before they can fully and effectively leverage the power of AI.

Spreadsheets still dominate despite disadvantages

Despite the growing availability of dedicated resource management tools, the humble spreadsheet remains a staple for over half of resource managers. For low-maturity organizations, [spreadsheets are a good way to get started](#) — yet, as resource management processes evolve, most teams will benefit from investing in fit-for-purpose tooling to support critical activities.

Almost half of respondents have adopted fit-for-purpose resource management software, and 38% of those using spreadsheets also use a dedicated resource management tool. Until organizations [transform their tech](#), the efficacy of their resource management efforts will be artificially capped, and the full potential of AI will remain out of reach.

How do you currently manage your resources?

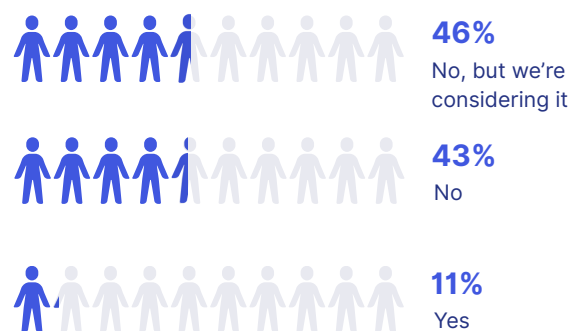


AI: High hopes, low adoption

Artificial Intelligence is high on the agenda in most industries, promising to transform and modernize business operations. In resource management, uptake is slow. Though nearly half are considering adopting AI, only one in ten currently use it in their workflows.

Among early adopters of AI, applications tend to be operational or data-led. Day-to-day, AI is used to match resources to projects based on availability and skills, and automate formerly manual workflows, while predictive analytics are helping resource managers identify trends in data sets and make faster, more confident decisions.

Are you using AI to support your resource management processes?



How are you using AI to support your resource management processes?



Smart match based on skills and availability



Reports, tasks, options to consider, hypothesis validation



Generating real time data



Overall, AI can play a crucial role in optimizing resource management in the development and operation of large language models, reducing costs, improving efficiency, and promoting sustainability. The key is to leverage AI to automate tasks, predict future needs, and make data-driven decisions.



We use AI to optimize supply chains, forecast demand, and reduce waste. Machine learning enhances decision-making by analyzing trends and automating workflows. AI-driven insights improve efficiency, cost savings, and sustainability efforts.



Suggestions for resources based on availability

Asked to those who answered 'Yes' to 'Are you using AI to support your resource management processes?'

Proactivity is the great hope for AI

When asked about advanced AI applications, respondents were most excited by features supporting forward-planning and proactivity. Predictive analytics and automated assignment recommendations were deemed the most valuable, both areas where teams may benefit from greater efficiency but lack the time or headcount to execute effectively.

Organizations using dedicated resource management platforms can look forward to seeing more AI integrated into their existing tools, with intelligent features set to save organizations from the cycle of reactive staffing and project firefighting.

How valuable do you find the following advanced technology capabilities?

	Extremely valuable	Somewhat valuable	Not valuable
Automated forecasting of skill gaps	39%	46%	15%
Automated recommendations for project assignments	49%	40%	11%
Workforce modelling	35%	54%	11%
Predictive analytics (e.g., forecasting workforce needs)	59%	34%	7%

94 survey answers

From reactive to ready for anything: overcoming barriers to better resource management

Our research highlights a growing momentum around resource management, as organizations look to become more proactive and improve planning accuracy.

There's clear intent to improve planning accuracy, elevate forecasting, and give skills management a more central role; all signs that resource management is evolving from a reactive function into a [strategic enabler](#). However, low trust in data undermines this shift. Many teams are burdened by manual processes and siloed systems that limit visibility and confidence. Without reliable insights, even the most well-intentioned strategies will fall short.

To close this gap, technology must take center stage. A centralized resource management platform doesn't just improve efficiency, it can also unify fragmented data, reduce reliance on spreadsheets, and equip resource managers with the real-time visibility needed to make smarter, faster decisions. The path to maturity is clear: with the right tools, organizations can transform resource management into a confident, proactive capability that's ready to meet today's complexity and tomorrow's opportunity.

Now's the time to invest in future-ready technology that can scale with your ambitions. If greater proactivity and visibility are your goals, it's time to equip your resource managers with the tools needed to deliver them.

Ready to power strategy with real-time resource management?

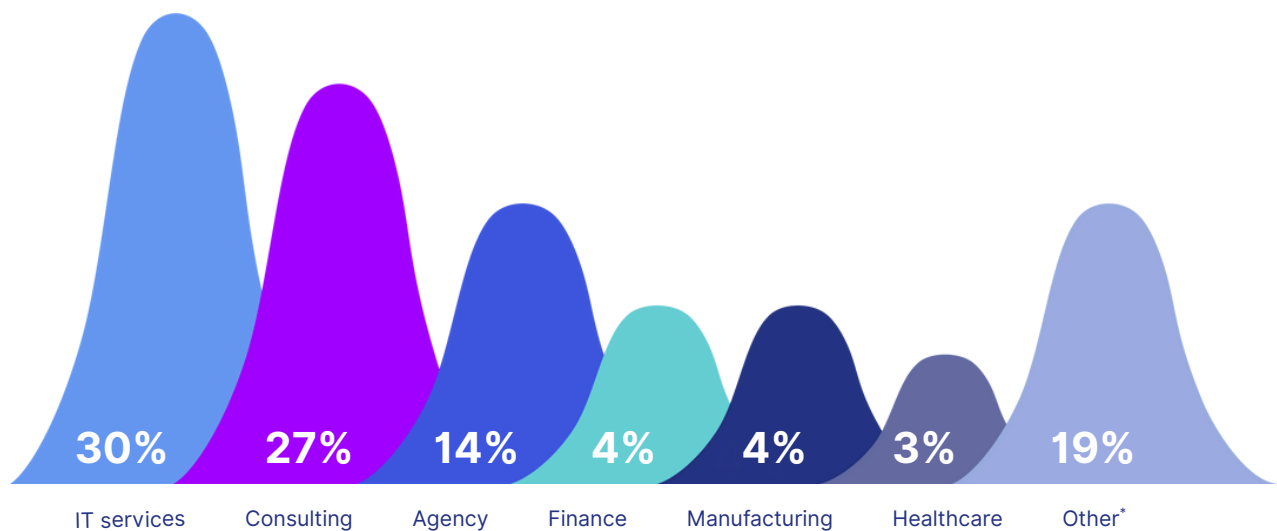
[Talk to an expert](#)

Methodology & demographics

We invited resource management professionals and those in relevant roles within strategy, operations, and delivery to participate in an online survey. We collected anonymous responses from 100+ participants in March 2025, with individuals hailing from a range of industries, job levels, and company sizes. In some cases, percentages might not add to 100% due to rounding.

Industry

What industry do you work in?

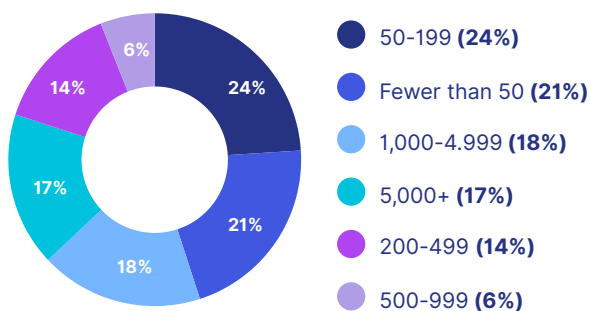


101 survey answers

*Other industries include architecture, non-profit, media, and education.

Organization size

How big is the organization you work for?



100 survey answers

Roles

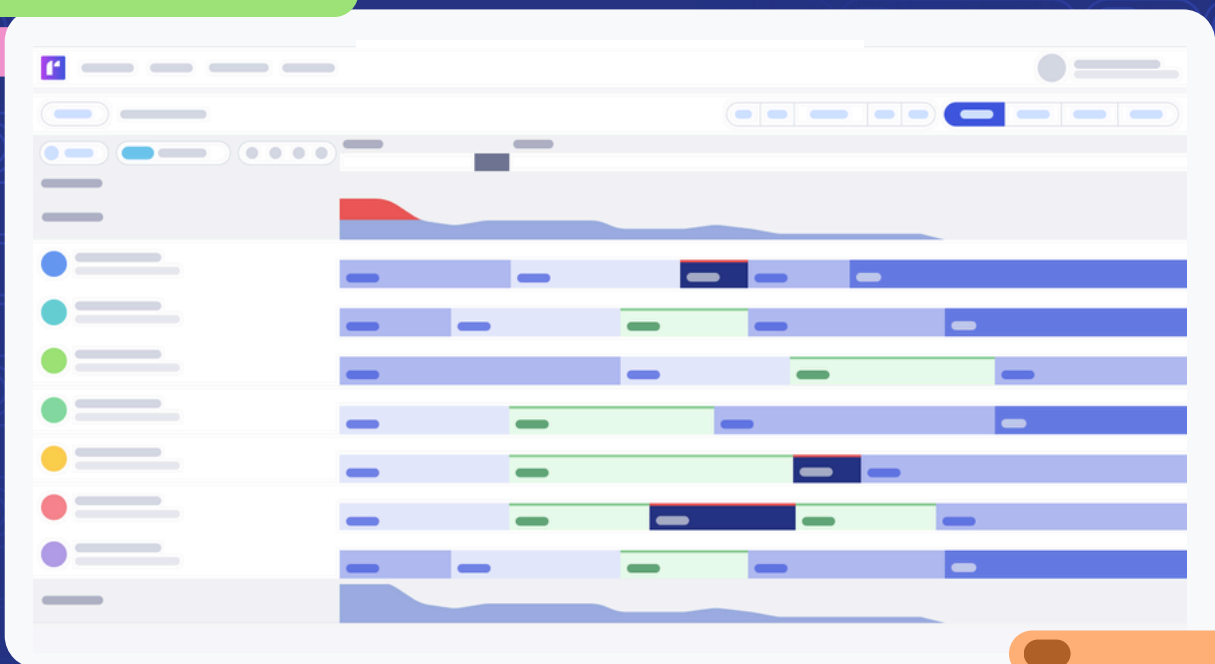
The diversity of roles highlights the interdisciplinary nature of resource management.

While **'Resource Manager'** is the most frequently listed title, involvement spans from **delivery and operations** to **executive leadership and HR**.



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Runn helps businesses connect resource planning to strategy — assigning the right people to the right projects in real time. With over 28,000 projects staffed, 35 million hours scheduled, and 32,000 people managed, Runn is a trusted partner for strategic resourcing that drives clarity, alignment, and real operational impact.



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