

Skilled Resources Management: Seven “C’s” for Success in Professional Services

Bob Giacometti, VP and Managing Partner, Human Resources and Talent Management, The *INSIGHT* Group

Services and solutions-led businesses require individuals and organizations who can apply “Customer Valued Skills” to help solve client problems and improve business results.

A Skilled Resources Management Process enhanced and aligned by the 7 “C’s”...

- ✓ Culture
- ✓ Careers
- ✓ Customer Focus
- ✓ Competencies
- ✓ Capability
- ✓ Collaboration
- ✓ Context

...further enables Professional Services Organizations to fully utilize the talents of all their people, working collaboratively to solve client problems - and to achieve success in services and solutions sooner!

OVERVIEW

A Professional Services Organization (PSO) needs to continually acquire, develop, and rapidly deploy “customer valued skills” for developing and delivering profitable services and solutions to solve client problems.

PSO’s must also build capabilities for future growth by assessing evolving strategies, technologies and target market trends, along with the needs of current and potential customers.

The challenge is determining which competencies are needed to remain competitive.



*The *INSIGHT* Group – helping clients create “customer value” through the talents of all your people!*

A strategic end-to-end Skilled Resources Management (SRM) process, with a robust skills and professional development program, can help address that challenge, and help to improve opportunity management and delivery processes. Companies like IBM Global Services and Accenture, among others, have modeled the way for continually investing in, developing, and deploying customer valued skills using highly effective SRM processes.

Also contributing to PSO success are Human Resources and Talent Management processes aligned with the SRM process for recruiting, engagement and contribution, rewards, staff transition, and collaborative leadership development. *To learn more about HR’s Strategic Partner role go to [HR White Paper - Six Keys to Success in Services: HR’s New Role](#).*

WHAT IS SKILLED RESOURCES MANAGEMENT?

A strategic “End-to-end” Skilled Resources Management (SRM) process can help to:

- ✓ Determine the right skills and talents to meet evolving customer needs
- ✓ Develop new skills and build the right capabilities for future growth
- ✓ Dynamically allocate skilled resources to the right engagements
- ✓ Maximize billable time utilization / billing rates of all client-facing staff
- ✓ Generate higher revenues, maximize profits, and enhance customer satisfaction

Skilled Resources Management

The SRM process requires tight integration with the strategic business planning cycle, services marketing, sales, delivery, skills and profession and development, and business support teams such as HR, Finance and IT.



Key SRM elements include:

Assessment → Determining the skills needed to achieve strategic and tactical business plan objectives for highly probable customer opportunities. Assessment includes determining the demand for your current skills (Needs) versus your current supply (Haves) to identify the skills shortfall (GAPs) you need to close to achieve your plan.

Planning → Developing a plan and set of actions to close those Skills GAP's through engagement roll-overs, hiring, acquiring, partnering, subcontracting, etc., to meet the "customer valued" skills demand ... within the organization's desired "dedicated" strategic and tactical skills mix.

Developing → Ongoing skills and professional development opportunities for services professionals of customer valued skills within a well-defined structure of common professional services jobs, titles, roles, and professional career paths.

Deploying → Skills management process for rapidly deploying the right talent to identify, sell, and deliver client services and solutions in time and competitively priced to maximize win rates, return, and customer satisfaction and loyalty.

Through first-hand experience working with many of the top global services companies, such as Avnet, BMC, Dell, DuPont, EMC², HP, IBM, Johnson & Johnson, Motorola, Oracle, Siemens, Xerox and many others, *INSIGHT* has identified "Seven 'C's' for Success in Professional Services".

SEVEN "C's" FOR SUCCESS IN PROFESSIONAL SERVICES

Skilled Resources Management

These key elements help to further enable an effective SRM process for delivering “customer value” through the talents of your people!

1. Culture

The services culture is driven by client wants, needs, and preferences and is characterized by collaboration, teaming, shared learning, customer valued skills, adaptability, devolved decision making, dynamic resource allocation, accountability, desired behaviors and results, and shared success. It is an achievement focused culture and rewards individuals and teams that design and deliver profitable services and solutions that meet or exceed client expectations, and improve customer satisfaction and loyalty.

Organizations such as IBM, HP, Xerox, and others continually seek ways to prioritize, balance, and embrace diverse organizational cultures, strategies and structures, as the old and new units compete for the organization’s limited people and financial resources, while advancing the interests of customers.

2. Careers

A framework of common (cross-organizational) Job Families with common Job Descriptions, and Titles, with well-defined Career Development “Roadmaps” that outline the specific customer valued skills and experiential knowledge required for continuous and consistent performance on customer engagements, business area processes, global solutions methodology development, professional development and career growth.

3. Customer Focus

Driving the organization’s evolving culture and product, services and solutions design, development and delivery processes from the customer view – becoming market-driven rather than an internally focused and process-driven organization.

4. Competencies

Customer valued skills and experiential knowledge in place to meet rapidly changing market and customer needs. This requires a continuous Skills Assessment process to evaluate trends in technology, marketing, and customer needs to determine both tactical and strategic skill sets and workforce needs.

5. Capacity

Having the right amount of customer valued skills and experience in place to meet changing trends in technology, market, and customer needs, as determined by an integrated common Skills Planning Process. In addition to the current skills demand, PSO’s must continually assess their ongoing capacity to also meet planned high probability opportunities in the strategic services business plans. And a sourcing strategy.

*Skilled Resources Management***6. Collaboration**

Engaging others inside and outside of the organization and formal control structures to inspire innovation and cross-boundary cooperation and resources to achieve common goals and high performance – despite differences in cultural values and operating norms.

7. Context

The right services methodologies and processes for consultative selling, opportunity management, solutions development and delivery required to effectively and profitably design and deliver leading edge customer services and solutions.

With the right SRM process in place to continually assess ongoing capacity to meet planned “high probability” opportunities, you can better prioritize and align allocation of investment and organizational support, minimize competition, and maximize shared resources. This is especially important in product companies moving toward more services and solutions offerings to insure their success in services.

About The Author

Bob Giacometti has extensive “hands on” HR leadership experience designing and implementing new HR initiatives for highly successful services companies. Bob was the HR Executive for IBM Global Services and held key leadership roles during a 32 year IBM career. He was Vice President, National Action Council for Minorities in Engineering, and Vice President for Human and Financial Resources at the Rockefeller Foundation. Bob leads INSIGHT’s HR/Talent Management Practice. Contact Bob at bgiacco@insight-group.com or (203) 746-4171.