

Halderstone



Training module

Resource Management

Ensure management systems are supported with sufficient people, time, budget, infrastructure and external support



Are fragmented or insufficient resources undermining the effectiveness of your management system?

Overview

Management systems frequently falter due to implicit resourcing, unclear budgets, and ad-hoc support, leading to fatigue and inconsistent execution.

This module addresses the critical issue of resource adequacy by teaching participants how to systematically plan and govern resources across people, time, budget, infrastructure, and external support. It enables them to distinguish between implementation and operational resourcing, categorize needs, make assumptions explicit, and establish clear decision-making and monitoring processes to ensure the sustained effectiveness of their management systems.



Target audience

- Management system implementers and coordinators
- Executives and department heads accountable for management system performance
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Auditors seeking insights into management-side best practice (not audit technique)
- Management consultants working with management system design, governance, or improvement

Is this module for you?

It is a good fit for you if you...

- are responsible for ensuring that people, time, budget, and tools support a management system.
- rely on implicit or “side-of-desk” resourcing rather than explicit decisions.
- experience gaps between system commitments and available resources.
- need clearer accountability for who decides, provides, and monitors resources.
- want resourcing decisions to be transparent, defensible, and sustainable over time.

It may be less suitable for you if you...

- already operate a clear, realistic, and consistently working resource model.
- have no mandate or interest in influencing how resources are planned or prioritised.
- need detailed operational procedures rather than principles and decision logic.
- are looking for budgeting, procurement, or tooling deep dives.

Learning outcomes



Key outcomes

- Distinguish resource needs for implementation projects from ongoing system operation
- Structure resource requirements into clear categories
- Define and document decision responsibilities for resourcing

Additional capabilities

- Identify common resourcing failure modes
- Build a transparent resource plan with explicit assumptions and constraints
- Establish routine checks and early-warning signals for resourcing adequacy

Agenda

Why resources decide system effectiveness

How typical resourcing failure modes undermine management systems and why resource adequacy is both an operational and a governance concern

Resource needs driven by system design

How scope, obligations, and objectives determine resource demand, and how to distinguish one-off implementation effort from ongoing operation and improvement load

Resource categories and what “adequate” means

How to assess adequacy across people and skills, time and attention, budget, infrastructure and tools, and external providers, including coverage and resilience considerations

Planning resources for implementation

How to estimate effort and sequence design and rollout activities, and how to make hidden or implicit project work visible in planning and approval decisions

Planning resources for ongoing operation

How to plan for recurring activities and predictable workload peaks, and how to manage risks related to single-person dependency, absence, and turnover

Governance of resource decisions

How to define decision rights for approving, funding, and reallocating resources, and how to document assumptions, constraints, and trade-offs to support transparent decisions

Interfaces to HR, procurement, and IT

How to align role expectations, capacity signals, and external support boundaries, and address tooling and service support needs without overengineering the stack

Maintaining adequacy over time

How to apply practical checks and early-warning signals for under-resourcing, and how to reprioritise or simplify when constraints tighten

Case-based workshop

Applying the learned concepts, methods, and approaches in a realistic case setting

Included materials

Learning materials

- Slide deck
- Participant workbook

Templates & tools

- Resource management process including key role definitions
- Resource planning matrix
- Implementation vs. ongoing operation resourcing overview
- Resource decision & responsibility matrix
- Early-warning checklist for under-resourced systems
- Simple resourcing business case outline

Confirmation

- Confirmation of participation

Preparation guidance

Assumed background

This module assumes general familiarity with management system concepts and basic organisational governance. No prior standard-specific knowledge is required.

Helpful background includes:

- Understanding of how your organisation assigns roles and responsibilities
- Basic awareness of budgeting/capacity planning cycles and operational constraints
- Familiarity with typical management system activities (planning, operation, evaluation, improvement)

Preparatory modules

Foundation (depending on background)

Useful if you are new to the underlying concepts

- Governance Design

Supporting (optional)

Helpful but not required to participate effectively

- System Leadership

Logistics



Available languages

- English
- German

Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



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