

FOR AEC EXECUTIVES AND OPERATING LEADERS

From Resource Management to AI Operational Intelligence

Four executive answers: forecast, go / no-go, resource match, and the action to take today.

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Resource management answers who is assigned and who is available. AI operational intelligence connects those answers to the work you are pursuing, the projects you must deliver, and the financial outcomes your decisions can still influence.

For architecture, engineering, and construction firms, the goal is a shared operating picture: business development sees delivery capacity, operations sees coming demand, project leaders see labor pressure, and finance sees the assumptions behind the forecast.

The four answers every executive needs

Decision	Executive question	A useful answer includes
Forecast	What is coming, and can we deliver it?	Demand, capacity, timing, uncertainty, and emerging gaps.
Go / no-go	Should we invest in this pursuit?	Client fit, delivery readiness, financial assumptions, and conditions.
Resource match	Who is the right fit, and when?	Experience, qualifications, availability, timing, and cost.
Action today	What should we change now?	Evidence, options, an accountable owner, and a follow-up date.

How intelligence becomes an operating decision

Company facts establish what is known. Calculations quantify demand, capacity, hours, and cost. AI explains the conditions and recommends options with supporting evidence. Your leaders review the assumptions and approve the action.

A useful answer identifies the source and freshness of the data, separates assumptions from facts, and states what should be verified before commitment. An unexplained recommendation is not enough.

Use this guide in your next leadership meeting

Bring one active pursuit, one staffing constraint, and one project with a changing labor forecast. Use the following four questions to test whether your team can reach an agreed decision without rebuilding the picture from separate reports.

Forecast

What work is coming—and where will capacity or labor cost face pressure?

A company-wide forecast should connect active project commitments with likely new work. It should show when demand changes, which roles are affected, and whether available people can meet the need.

Connect the evidence

Review opportunity start dates, pursuit probability, project phases, required roles, existing allocations, expected roll-offs, actual labor hours and cost, and the remaining forecast. Confirm the update date and owner of each source.

Expect an answer you can act on

View	What leaders should see
Committed demand	Existing project obligations by period, role, and team.
Potential demand	Upcoming work shown separately, with probability and timing assumptions.
Capacity gaps	Where demand exceeds available capacity—and where skills or location constrain delivery.
Labor outlook	Actuals to date plus the remaining forecast, with changes against the agreed plan.

Test the uncertainty before committing

Compare a base case with an earlier start, a delayed start, or several pursuits being won together. A probability-weighted forecast helps planning; a full-win scenario tests whether the company could actually deliver the work.

ILLUSTRATIVE EXAMPLE A pursuit needs 800 labor hours and carries a 60% win probability. Its probability-weighted contribution is 480 hours. If it is won, the team must still deliver all 800 hours. Review both views before treating the capacity as available.

Ask your team

“If our two most likely pursuits start in the same month, which roles become constrained, and what options do we have?”

Decision to leave with

Agree on the planning scenario, the specific gaps to address, the owner of each response, and the date to refresh the forecast. Hiring, reassignment, pursuit timing, and project sequencing should follow the same assumptions.

Go / no-go

Should we pursue this opportunity—and under what conditions?

A promising opportunity can still be a poor operating choice if the company cannot assemble the team, meet the schedule, or deliver the expected financial outcome. Bring business development, operations, and finance into the decision before pursuit effort grows.

Review four dimensions together

Dimension	Evidence to review
Client and strategic fit	Relationship history, relevant project experience, client expectations, and alignment with the firm's priorities.
Win likelihood	Current pursuit stage, known competition, differentiators, and documented probability assumptions.
Delivery readiness	Required expertise, start-date confidence, existing commitments, location, and critical staffing dependencies.
Financial fit	Expected fee or revenue, labor plan, delivery cost, and commercial assumptions requiring review.

Make the recommendation explicit

Record one of three outcomes: go, conditional go, or no-go. State the reason, the information still missing, and the conditions that must be satisfied. A conditional go should have an owner and a deadline for each unresolved condition.

ILLUSTRATIVE EXAMPLE An attractive pursuit requires a senior specialist during a period when that person is already committed. A conditional go could depend on confirming an alternative qualified person or agreeing to a revised start. The decision changes when that dependency is resolved.

Ask your team

"What makes this work right for us, what could prevent successful delivery, and which assumption could change our decision?"

Decision to leave with

Approve a pursuit recommendation, assign responsibility for unresolved conditions, and define a review trigger. Revisit the decision when scope, schedule, staffing, or commercial terms change.

Where AI helps

AI can organize the available evidence, explain capacity implications, and surface options for review. Leadership remains responsible for the commercial judgment and final commitment.

Resource match

Who is the right fit—and can they deliver within the required window?

Availability is only part of the answer. The right assignment combines relevant experience, qualifications, timing, location, workload, and labor cost. Make the reasoning visible so project leaders can compare team options.

Evaluate fit across five factors

Factor	What to confirm
Experience and qualifications	Relevant project type, role, scale, skills, and required licenses or certifications; verify profile currency.
Timing and availability	The actual delivery window, current allocations, expected roll-off dates, and any transition overlap.
Delivery constraints	Location, business-unit requirements, client needs, and continuity on current assignments.
Labor cost and team mix	Expected cost of the proposed assignment and the balance of senior and developing staff.
Dependencies	Manager approval, uncertain project dates, qualification verification, or a backfill requirement.

Compare options, not just names

Review a preferred team and a credible alternative. Explain why each person fits, what availability assumptions support the match, and what tradeoffs the assignment creates elsewhere. If no suitable internal option exists, identify the recruiting or external support need.

ILLUSTRATIVE EXAMPLE Two candidates have relevant experience. One is available immediately but requires support; the other offers stronger experience and becomes available two weeks later. Compare a supported early start with a staged transition before choosing the team.

Ask your team

“Why is this team the best fit, what existing commitment changes, and what must we verify before the assignment is approved?”

Decision to leave with

Approve the selected team or staffing path, confirm dates and workload, and assign responsibility for any backfill or transition. Keep the agreed allocation and project forecast aligned after the decision.

Where RM ONE connects the work

People, RES profiles, allocations, project schedules, and forecasts provide the shared context for comparing experience and availability. AI Decision Support helps explain options; managers review and approve the assignment.

The action to take today

What changed, why does it matter, and what should we do next?

An exception becomes useful when it leads to a clear operating decision. Prioritize issues by expected impact, urgency, and the ability to intervene. Focus attention while the team still has options.

Turn the signal into a short action brief

Brief element	What the executive should receive
What changed	The affected pursuit, project, or team; the change from the agreed plan; and when it was identified.
Evidence and impact	Supporting facts, data freshness, calculated hours or cost, and assumptions that need validation.
Options and recommendation	Practical alternatives, their tradeoffs, and why the proposed action deserves review.
Owner and approval	The accountable person, required decision, and completion date.
Follow-through	The measure to review and the date to check whether the action worked.

ILLUSTRATIVE EXAMPLE A project has 2,000 actual labor hours and 800 forecast remaining hours: 2,800 estimated hours at completion. Against a 2,500-hour plan, the variance is 300 hours. At an assumed constant \$90 labor cost per hour, that is \$27,000 above the labor plan. Validate the remaining forecast, compare corrective options, and assign a response owner. This is an illustration, not a forecast of project profit.

Ask your team

"Which decision needs our attention today, what evidence supports it, and when will we know whether our response worked?"

Create a leadership rhythm

Review urgent exceptions as they arise. In the weekly operating meeting, revisit forecast changes, pursuit conditions, staffing conflicts, and previously approved actions. Record owners and follow-up dates so decisions carry through to execution.

Bring one decision to your RM ONE demo

Choose a forecast question, a pursuit decision, a resource match, or a labor exception. Ask to see the evidence, compare options, and review the next action using a shared operating picture.

Make better decisions earlier. Protect project margin.

We Build Profit. One platform. Your whole company aligned.

Explore RM ONE and request a demo at rmone.com →