

The Project Manager's Guide to Preventing The Big Quit

Proactive Capacity Planning in 2022



Now is the worst time to lose your best employees.

And it's not getting better any time soon. According to the U.S. Bureau of Labor Statistics, the industries with the highest turnover are...

Hospitality Retail Professional Services

Professional services' turnover has doubled since last year. At a project level, the average churn rate is 47%, according to Raven Intelligence, which means project teams are changing almost half of the time.

The pandemic, alone has motivated people to seek change – don't push them over the edge due to:

- Misaligned project expectations (they don't know what is going on)
- Capacity issues (they're overworked)
- Reactive project changes (they have a lack of visibility or say in their routines)
- Poor forecasting (their time is based on best-guess scenarios)

If you're dealing with a project management plan that feels like Russian Roulette...

If you're trying to avoid intra-office fights over people and resource placement...

If you're feeling uneasy with your timeline estimates (and the ramifications)...

If you're on edge because your most competent folks could leave any minute...

...Read on.



Here are a few statistics you're probably familiar with:

50%

of implementations fail to deliver results as planned



because of the people, not the technology

38%

of implementation projects are late



1/2

are late by 2x or more

35%

of implementation projects are over budget

18%

of projects have changed orders due to requirements that were missed during discovery

Projects with no team turnover are

5X more likely

to be delivered on-time

98%

of project plans have fundamental flaws



even plans created by expert project managers

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Rough SWAGs are the root of all evil when it comes to capacity conflicts.

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Capacity Planning

Avoid the myth that SWAG = a hunky-dory plan

Say you are building a project where Susan is a key resource. She isn't working full time on this project. She has a team to lead and responsibilities elsewhere. So, you assign her 40 percent time for 40 hours, four weeks in the future.

She is essential to the project and one of only three engineers with the requisite skills in the company. Everyone okays this plan without hesitation even though this rough SWAG (sophisticated wild ass guess) is the root of all evil when it comes to capacity conflicts.

Sound familiar? “We’re on time, we’re on time, we’re on time” during check-ins until the next milestone arrives. And then the plan goes off the rails.

Let's unpack what's wrong with this calculation. First, **humans don't work at 40 percent**. Susan knows how long this task will take and, when she gets the data she needs, will work on it for that long in a normal, human way. She okays this plan based on her calendar, which says she will have that much time four weeks in the future.

But what if the data she needs is late, or something else pushes the project back? What happens is that the team says 'we're on time, we're on time, we're on time' during check-ins until the next milestone arrives. And then the plan goes off the rails.

There is a delay. There were supply problems, a contractor misses a deadline, or something else comes up that puts the project back a week or three. And that's when Susan has a vacation, is committed to another project, or has scheduled knee surgery because she was told her commitment to this project would be over by then. Now, it's a) too late to hire someone, and b) the project is pushed back until after she returns.

Delays pile on top of delays.





Proactive Capacity Management

Identify future conflicts today

If you don't have an easy way to identify future capacity conflicts both intra-project and across your portfolio, your best-case scenario is an eleventh-hour scramble and sheer employee will power to keep the project from completely falling off track.

The standard way of managing capacity is to broadly estimate resources' time based on percentages, which, as previously discussed, is not a reliable view of availability.

Undetected Capacity Conflicts, the Worst-Case Scenarios:

-  Project Delays
-  Customer Disappointment
-  Employee burn out
-  Turnover (costing up to 230% of that employee's salary)

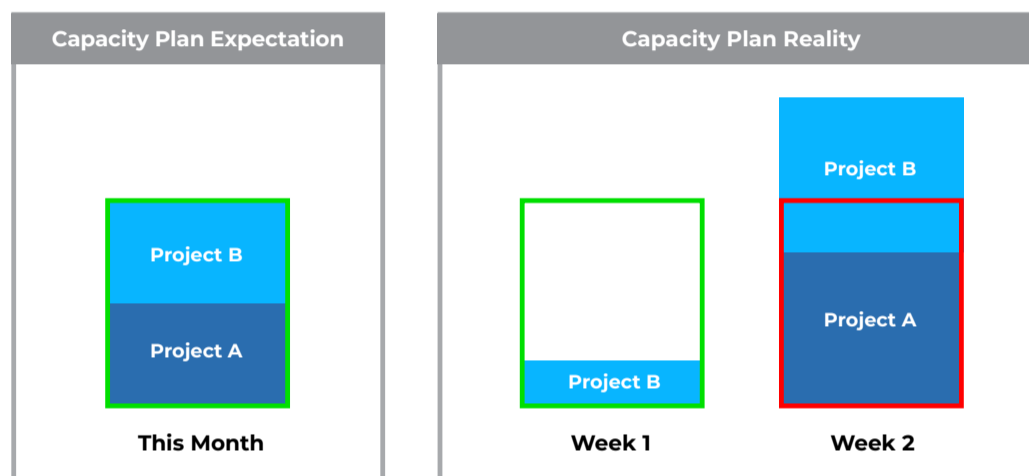
Time requirements need to be tied to work requirements. There are life circumstances outside of plans that need to be factored in as well. (Learn about the importance of dependencies, accurate task due dates, durations, and work estimates [this Smart Guide.](#))

Let's go back to Susan. She is booked 50% on Project A and 50% on Project B this month. The first week, Project A was on hold, and she only had one very small task for Project B. The following week, Project A was ready to kick off and required 80% of her time, while her cohorts on Project B caught up and required 70% of her time as well.

That would require 50% overtime. And he had already been approved for 3 days of PTO to visit his sick grandmother.

The type of employee and contractor capacity management, seen in Figure A below begs for optimization with visibility into real-time availability, so no one is either bored or overbooked. Undetected resource conflicts reduce morale and frustrate management.

Figure A



Why it matters: Capacity management requires accounting for:

- The *actual* time it takes to complete a task
- An individual's time and availability to complete it
- A view into other tasks and ongoing projects

Know When a Hurricane is Coming

A proactive, systematic approach to capacity management

Removing Guesstimates

What if your system had noticed (weeks earlier) when a contractor missed a deadline, all the delays this would cause through the project, and, within seconds, flag the need for someone with Susan's skills before it becomes a fire drill?

Project management with intelligent software is like weather forecasting for capacity planning. It will tell you it's going to rain (or, more appropriately to project management, when a hurricane is coming), so you can prepare. More managers are leveraging technology to detect issues, so they don't have to. They get notified, they see the updated issue, they can manage it in real time. The project moves on. You avoid a visit the heart doctor every three weeks due to elevated stress.

Where the AI Helps

The evolution in project management is enabling instant access to all project data as well as infinite time and the ability to calculate the complexities that go into determining how much of Susan's time – and everyone else's – the project will need

The benefits of intelligent software by your side:

- Go deeper on collaboration – see into projects, portfolios, teams, and departments
- Remove guessing – technology detects conflicts for you
- See live project updates across your portfolio
- Track costs and improve forecasting
- Proactively assess risks and avoid delays

and when, even if things change. And, since it can calculate every time shift the first missed deadline will cause, it can see – long before Susan or the project planner does – that there will be a resource deficit in the future. While we are forced to make wild-but-educated guesses, the AI makes its calculations based on real, up-to-date data, pulled from the source.

And while AI helps to see where conflicts arise, and can help you better forecast or get a more realistic hold on your project timelines...it's not going to make decisions on your behalf..

...But it will empower you to make better decisions.

I've got access to Susan's calendar. I know Susan has to do these twelve things across three projects. I know how long those things will take and that they depend on other things being completed. I also have access to everyone's calendars and commitments so I can analyze all the availability of everyone involved, on all the days in the future.

My time estimates are based on when these actions need to start and how much time these people have told me they will need to do them. I can see if what is scheduled is possible, mathematically.

Feeding the engine this data is easy. It's all entered somewhere. It's in a spreadsheet, on someone's calendar, or in a project.

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Stop guessing because you don't know what else to do.

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I can see that the project is going off the rails and push it back. Project management AI can see, long before anything goes off the rails, that Susan is never going to get this done, and that no one else with that skill is available either. It will tell me, with plenty of time to do it, that I need to hire a contractor with comparable skills for forty hours, five weeks in the future.

Figuring Out Capacity Management Will Be Your Holy Grail

...or at least grail-shaped

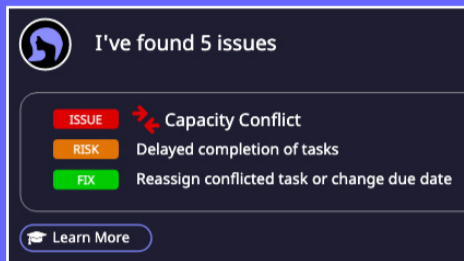
Stop guessing because you don't know what else to do.

Capacity planning alone will not prevent the Big Quit, but it will slow it down and lead to happier teams and customers. When calculating a project's most important resource – people – most plans are based, largely, on creative guesswork. If people's time is calculated at all, it is done very crudely.

Let technology calculate capacity for you. Today, there are ways your software can adjust capacity on the fly so that, when those 47% of people inevitably change during a project, you get instant visibility into your project ecosystem, capacity, and the adjusted timelines.

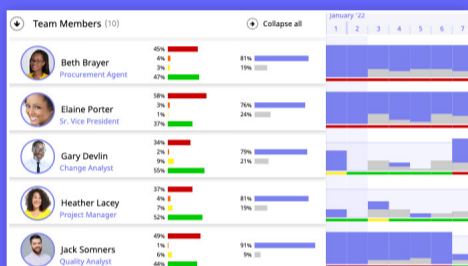
How Do You Monitor Capacity and Identify Bottlenecks?

What if your software could do it for you? (Moovila does.)



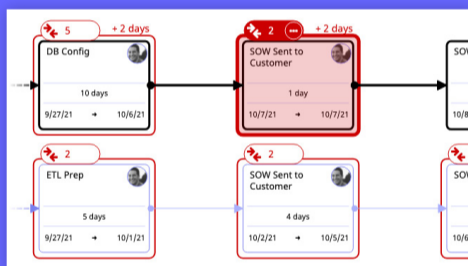
Real-time Capacity Management

Moovila is the only project management system with automated risk detection and remediation tools. Automatically identify and fix capacity conflicts with a system that continuously scans your entire project portfolio for problems. Eliminate surprises. Deliver on time, every time, and avoid scope creep.



A Complete and Accurate Team View

Get a bird's eye view of all team members' project/task assignments, percentage of tasks/projects completed, and availability based on their integrated calendars (including holidays, PTOs, meetings, and other related or unrelated workstreams).



Identify Capacity Bottlenecks Instantly

Spot future capacity bottlenecks and proactively modify workstreams to sustain timelines. With a view across teams, projects, and portfolios, it's easy to quickly shift workloads to folks with more availability.



Easily Gauge Individual Capacity

Optimize productivity and performance (and improve the margins of every project). Moovila calculates resource capacity more accurately than any other work management platform. Eliminate over-burdened workloads, task redundancies, and wasted downtime.

Seeing is believing.

Book a demo today

Because now is the worst time to lose your best employees.