

The Emergence of AI and Intelligent Resource Management

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PS/CS - Professional/Consulting Services
AATA - Accounting/Audit/Tax/Advisory
MA - Marketing Agencies
LF - Law Firms
E/IT - Enterprise/IT
PD - Product Development
E - Engineering

Background

Artificial intelligence is rapidly emerging as a significant area of interest across Resource Management, creating new opportunities to improve workforce planning, resource allocation, forecasting, decision-making, and operational execution. As organizations explore the potential of AI-enabled capabilities, they are evaluating a wide range of applications, technologies, investment strategies, and adoption approaches to support evolving business needs. This study examines how organizations are approaching AI within Resource Management today, including current adoption patterns, areas of application, organizational readiness, perceived barriers, and future priorities. It also explores how organizations define intelligent Resource Management and what outcomes they hope to achieve through AI-enabled capabilities. This benchmark enables organizations to assess their position relative to peers, better understand emerging trends in AI adoption, and identify opportunities to advance their Resource Management capabilities.

Insights for this study were gathered from a diverse group of professionals, including services executives, resource managers, resource management office (RMO) leaders, project managers, and delivery leaders. Participants represented 106 organizations across a broad spectrum of industries, including Professional and Consulting Services; Enterprise IT; Product Development; Marketing Agencies; Accounting, Audit, Tax, and Advisory Firms; and Law Firms.

Survey Questions

- 01 What type of organization do you represent?**
 - a) Professional or Consulting Services
 - b) Marketing Agency
 - c) Accounting, Audit, Tax and Advisory
 - d) Law Firm
 - e) Enterprise/IT
 - f) Product Development
 - g) Engineering
- 02 What is your level in your organization?**
 - a) Individual Contributor c) Director
 - b) Manager d) Executive
- 03 Which option best describes your role?**
 - a) Resource Manager f) Operations
 - b) Project Manager g) HR
 - c) RMO Leader h) C-level/Executive
 - d) PMO Leader i) Other
 - e) Delivery Leader
- 04 How many resources in total does your organization manage as part of a resource management process or function(s)?**
 - a) <50 d) 200-499 g) 3000+
 - b) 50-99 e) 500-999
 - c) 100-199 f) 1000-2999
- 05 Where is your Resource Management function along the AI adoption curve?**
 - a) Awareness d) Systemic use
 - b) Education e) AI-native
 - c) Experimentation
- 06 Are you currently using any kind of artificial intelligence (AI) features to support your resource management initiatives?**
 - a) Yes
 - b) No
- 07 How would you describe your organization's current maturity in using AI in Resource Management areas (such as skills management, resource matching, forecasting, scenario planning, etc.)?**
 - a) Not using AI
 - b) Exploring options
 - c) Piloting select use cases
 - d) Established use in specific areas
 - e) Advanced and fully integrated across RM
- 08 In which areas of Resource Management is your organization currently using or piloting AI or advanced analytics? (Select all that apply)**
 - a) Automated resource matching
 - b) Predictive forecasting (demand/supply)
 - c) Skills inference or automated skills tagging
 - d) Workload prediction and burnout prevention
 - e) Scenario / what-if planning using AI
 - f) AI-assisted scheduling
 - g) AI-supported project risk prediction
 - h) Other (please specify)
- 09 What are the primary drivers for adopting AI in Resource Management? (Select up to 3)**
 - a) Improve forecast accuracy
 - b) Increase utilization
 - c) Reduce manual effort
 - d) Improve decision speed
 - e) Enhance strategic workforce planning
 - f) Executive mandate / innovation push
 - g) Improve project performance
 - h) Increase customer satisfaction
 - i) Better employee engagement
 - j) Reduce delivery costs
 - k) Accelerate revenue and margin realization
- 10 What impact has AI had on your RM outcomes so far?**
 - a) No measurable impact yet
 - b) Small improvements in efficiency
 - c) Moderate improvements in both efficiency and accuracy
 - d) Significant improvements in RM performance outcomes
 - e) Transformational impact on RM processes and decisions
- 11 How frequently are RM decisions in your organization supported by data-driven or AI-generated insights today?**
 - a) Never d) Often
 - b) Rarely e) Always
 - c) Sometimes
- 12 What are the biggest barriers to adopting AI-driven Resource Management in your organization? (Select up to 3)**
 - a) Data quality issues
 - b) Lack of tools or technology
 - c) Limited internal expertise
 - d) Cost constraints
 - e) Change resistance
 - f) Lack of bandwidth
 - g) Unclear ROI
- 13 How would you rate your organization's data readiness to support AI-driven Resource Management?**
 - a) Very poor d) Strong
 - b) Poor e) Very strong
 - c) Average
- 14 What level of investment does your organization plan to make in AI-enabled Resource Management over the next 2 years?**
 - a) No planned investment
 - b) Minimal investment
 - c) Moderate investment
 - d) Significant investment
 - e) Major strategic priority
- 15 What level of impact do you expect AI to have on RM performance in the next 2 years?**
 - a) Minimal
 - b) Moderate
 - c) Strong, but incremental
 - d) Transformational
 - e) Unsure
- 16 Which outcome would define "intelligent Resource Management" for your organization? (Select the most important)**
 - a) Fully automated scheduling and allocation
 - b) Predictive and scenario-based planning
 - c) Real-time optimization of workforce decisions
 - d) AI-assisted strategic workforce planning
 - e) Integrated RM across the enterprise

Executive Summary

Artificial intelligence adoption in Resource Management is accelerating, but most organizations remain in the early stages of maturity. While six in ten organizations report using AI in some capacity within RM, the majority are still experimenting with tools and workflows rather than operating with integrated AI capabilities. AI is delivering measurable efficiency improvements; however, transformational business outcomes remain uncommon.

Across both external client-serving and internal client-serving organizations, reducing manual effort emerged as the dominant driver for AI adoption. Organizations are primarily focused on improving efficiency, increasing decision speed, and enhancing workforce planning rather than pursuing autonomous Resource Management capabilities.

The findings reveal that data quality, data readiness, and organizational capability remain the primary barriers to broader AI adoption. Most respondents rate their data environments as average at best, creating constraints on AI effectiveness and limiting organizations' ability to move beyond pilot initiatives into enterprise-scale deployment.

Despite these challenges, future expectations remain exceptionally strong. More than 64% of respondents expect AI to have a strong or transformational impact on Resource Management within the next two years, and the majority anticipate increasing investment. This growing gap between current results and future expectations highlights AI's emergence as a strategic capability that organizations believe will fundamentally transform workforce planning, resource allocation, and decision-making.

Key Insights

1 AI Adoption has Reached the Mainstream, but Maturity Remains Early

While 60% of organizations report using AI to support Resource Management, most remain in experimentation mode. Half of respondents place themselves in the experimentation stage, while fewer than 15% report systematic use and only 2% describe themselves as AI-native. Adoption is spreading, but most organizations are still determining how AI can be operationalized and scaled across RM functions. Organizations have moved beyond awareness, but enterprise maturity remains limited.

2 AI is Primarily Being Used to Improve Efficiency Rather than Transform Decision-Making

Reducing manual effort is the dominant driver for AI adoption, selected by more than 80% of respondents. Current AI use cases are concentrated around resource matching, skills inference, and forecasting support. This indicates organizations are initially leveraging AI to automate and streamline existing processes rather than redesigning resource planning and allocation practices. Most AI value today is operational rather than strategic.

3 Data Quality has Become the Greatest Obstacle to Intelligent Resource Management

Data quality was identified as the most significant barrier to AI adoption, followed by lack of tools, limited expertise, and bandwidth constraints. At the same time, most respondents describe their data readiness as average or below average. This suggests that achieving intelligent Resource Management is increasingly a data challenge rather than a technology challenge. Organizations cannot fully leverage AI without stronger data foundations.

Key Insights

4

Organizations Supporting Internal Customers are Demonstrating Greater AI Maturity than their External Counterparts

Organizations supporting internal customers report higher levels of systematic AI use, greater maturity, and stronger outcome realization than organizations serving external clients. Internal teams are more likely to report established AI practices and moderate performance improvements, suggesting they may have fewer commercial pressures and greater opportunities to standardize AI-enabled processes before scaling them broadly.

5

Expectations for AI Significantly Exceed Current Results

Most respondents report only small efficiency gains from AI today, yet nearly two-thirds expect strong or transformational impact within the next two years. This optimism suggests organizations view current adoption efforts as foundational investments rather than indicators of AI's long-term value. The challenge moving forward will be converting experimentation into measurable business outcomes and strategic workforce advantages.



RM Functions Serving:

External Clients

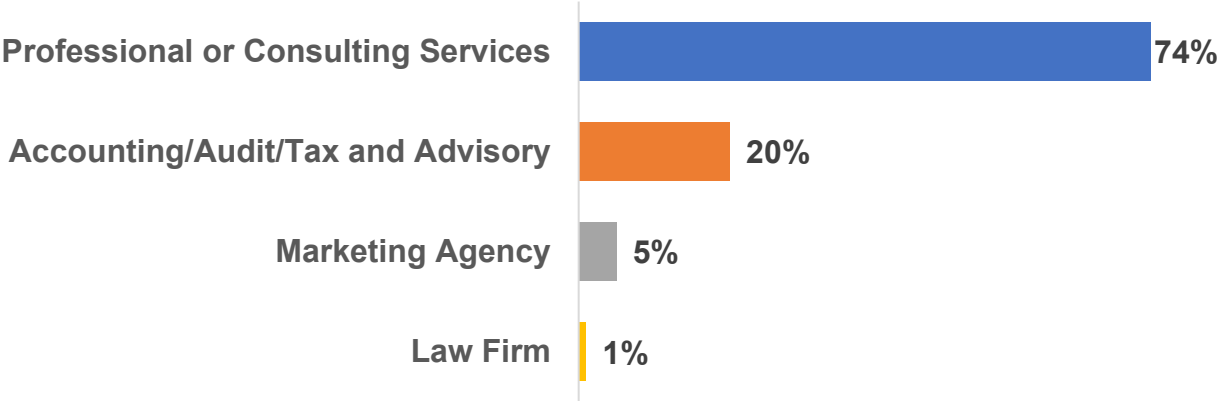
Professional/Consulting Services (PS/CS)

Accounting/Audit/Tax/Advisory (AATA)

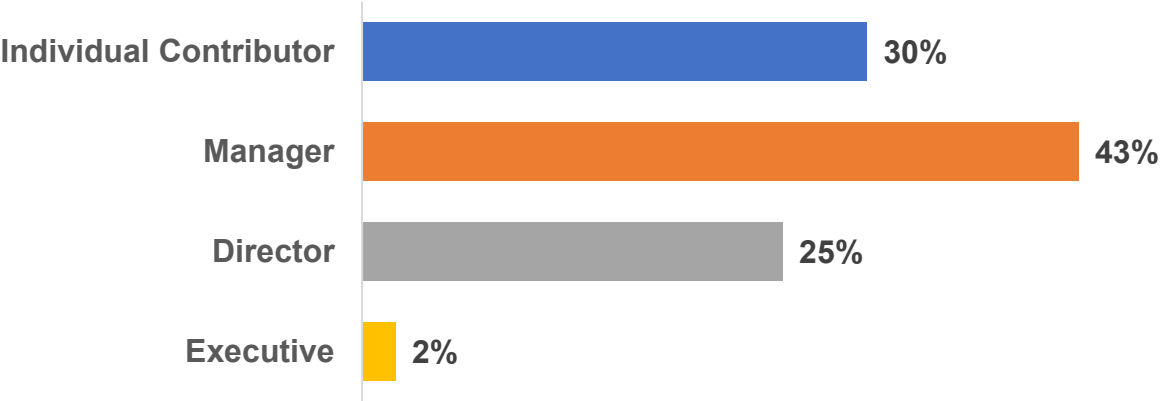
Marketing Agencies (MA)

Law Firms (LF)

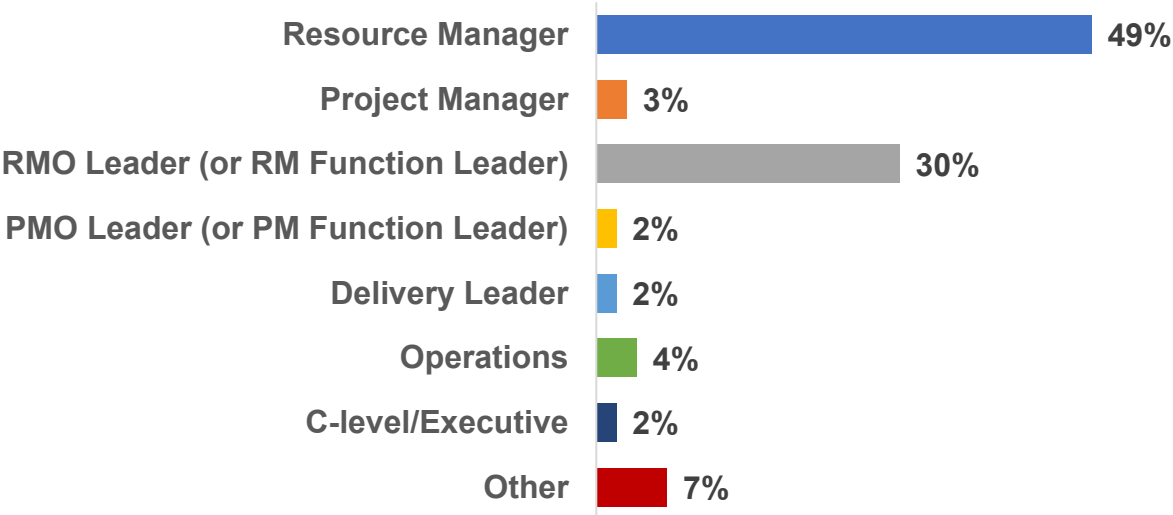
Domain



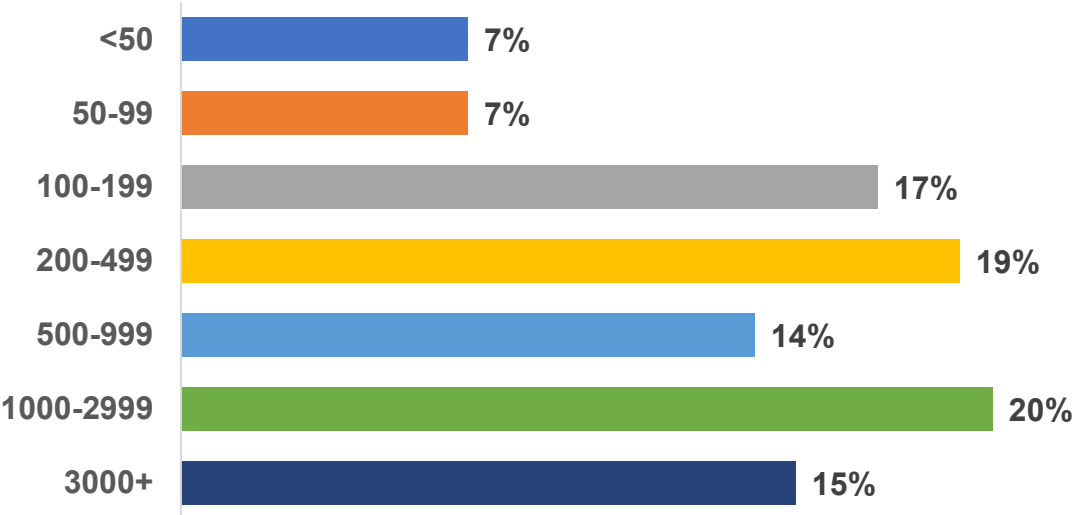
Level in Organization



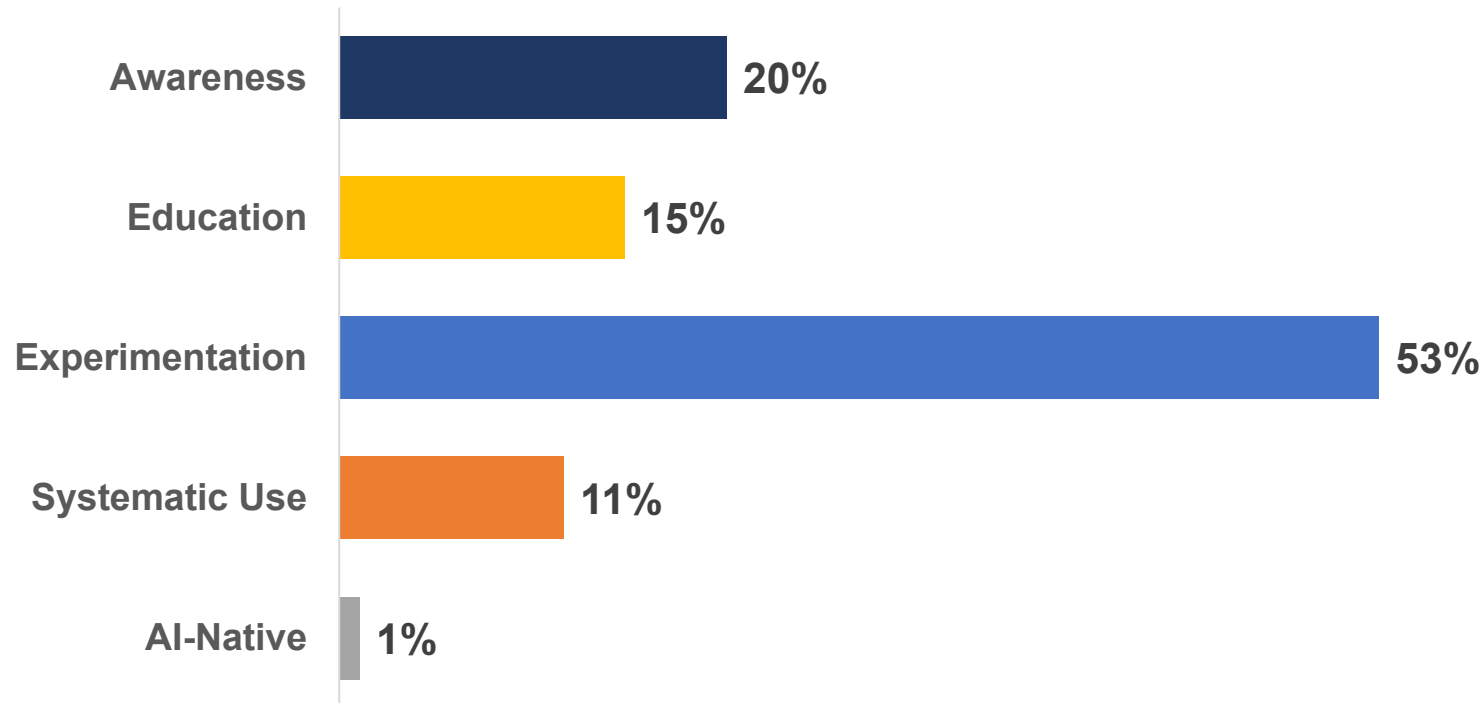
Role



Number of Resources Managed



Q5. Where is your Resource Management function along the AI adoption curve?

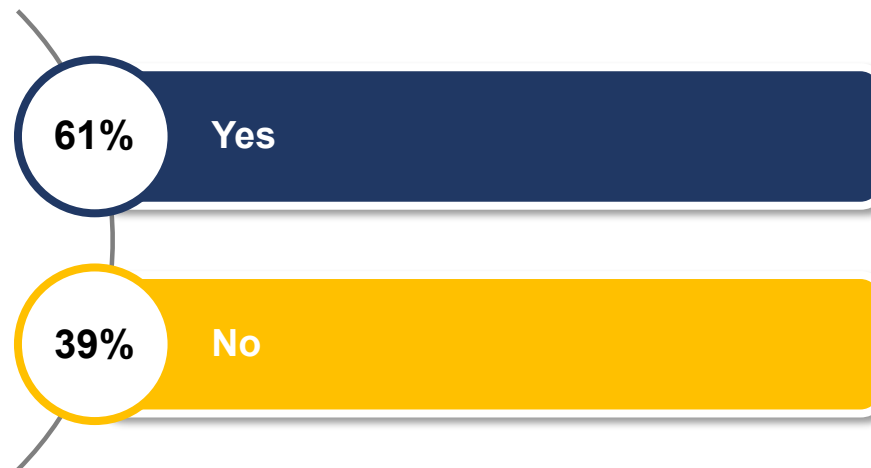
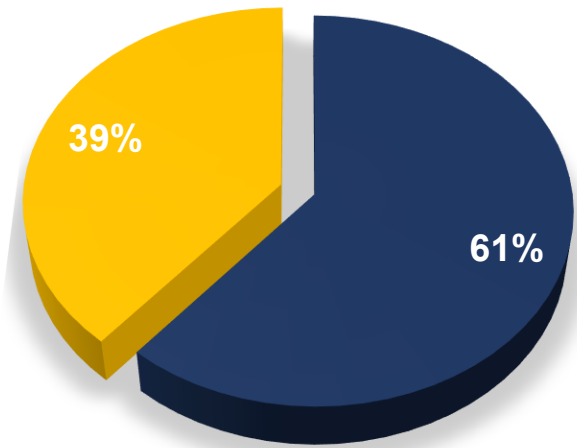


53% of organizations remain in experimentation, while only 13% report systematic or AI-native use. Despite growing adoption, AI has not yet become part of day-to-day Resource Management operations for most organizations. Many teams are actively testing tools and use cases but have not established repeatable processes, governance, or workflows that consistently embed AI into planning and decision-making.

Implication: Organizations are exploring AI, but most have not operationalized it within Resource Management.

Awareness - We are aware of AI concepts and tools but are not actively using them in Resource Management.
Education - We are learning about AI and how it could apply to Resource Management (e.g., through training, research, or discussions).
Experimentation - We are testing AI tools (e.g., ChatGPT, Copilot) in limited or ad hoc Resource Management use cases.
Systematic use - We regularly use AI in Resource Management workflows to support planning, forecasting, decision-making, or collaboration.
AI-native - AI is fully integrated into Resource Management, with advanced capabilities such as automation, co-creation, or proactive insights.

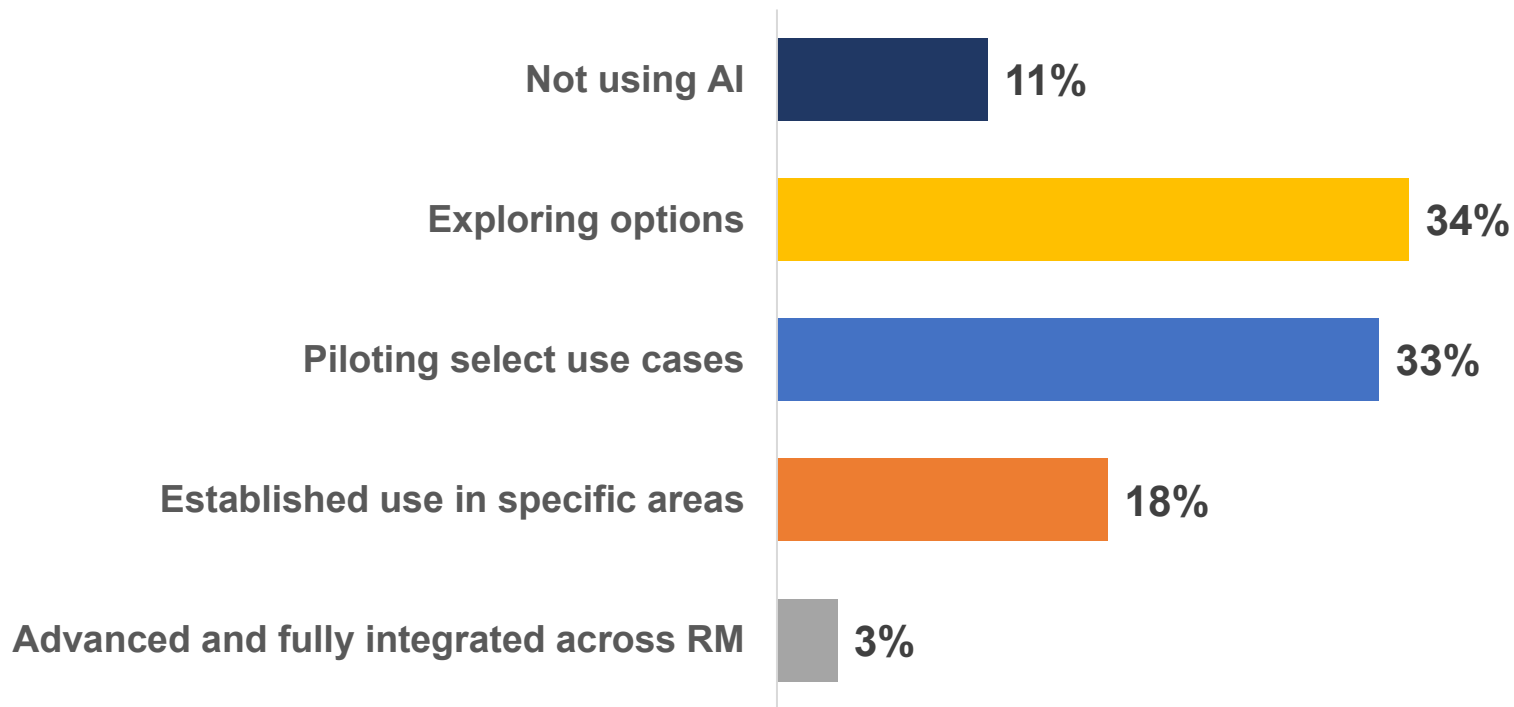
Q6. Are you currently using any kind of AI features to support your RM initiatives?



61% of organizations report using AI to support Resource Management initiatives. AI adoption has moved beyond the early adopter stage and is becoming a mainstream capability within Resource Management. However, adoption alone does not indicate maturity. The gap between usage levels and AI maturity suggests many organizations are experimenting with AI tools without yet realizing their full operational or strategic value.

Implication: AI adoption is increasing faster than organizational capability and process maturity.

Q7. How would you describe your organization's current maturity in using AI in Resource Management areas?



Most organizations remain in the exploration and pilot phases, with only 21% reporting established AI use and very few achieving enterprise-wide integration. This indicates that organizations are still validating AI applications and determining where value can be created within RM. Large-scale deployment remains limited, suggesting many organizations have yet to develop the data, governance, and operating models required for broader adoption.

Implication: AI maturity remains constrained by organizational readiness.

Q8. In which areas of RM is your organization currently using or piloting AI or advanced analytics? (Select all that apply)

		% Selected*
1	Automated resource matching	52%
2	Skills inference or automated skills tagging	48%
3	Predictive forecasting (demand/supply)	42%
4	AI-assisted scheduling	31%
5	Scenario / what-if planning using AI	25%
6	AI-supported project risk prediction	19%
7	Workload prediction and burnout prevention	19%
8	Other	17%

AI adoption is concentrated around resource matching, skills intelligence, and forecasting. Organizations are primarily applying AI to improve staffing efficiency and workforce visibility rather than more complex capabilities such as predictive planning, risk identification, or workforce optimization. Current usage patterns suggest organizations are focused on solving operational challenges before pursuing broader strategic applications.

Implication: AI is enhancing execution more than transforming workforce strategy.

* Multiple responses allowed. Percentages may total to more than 100%

Q9. What are the primary drivers for adopting AI in Resource Management? (Select up to 3)

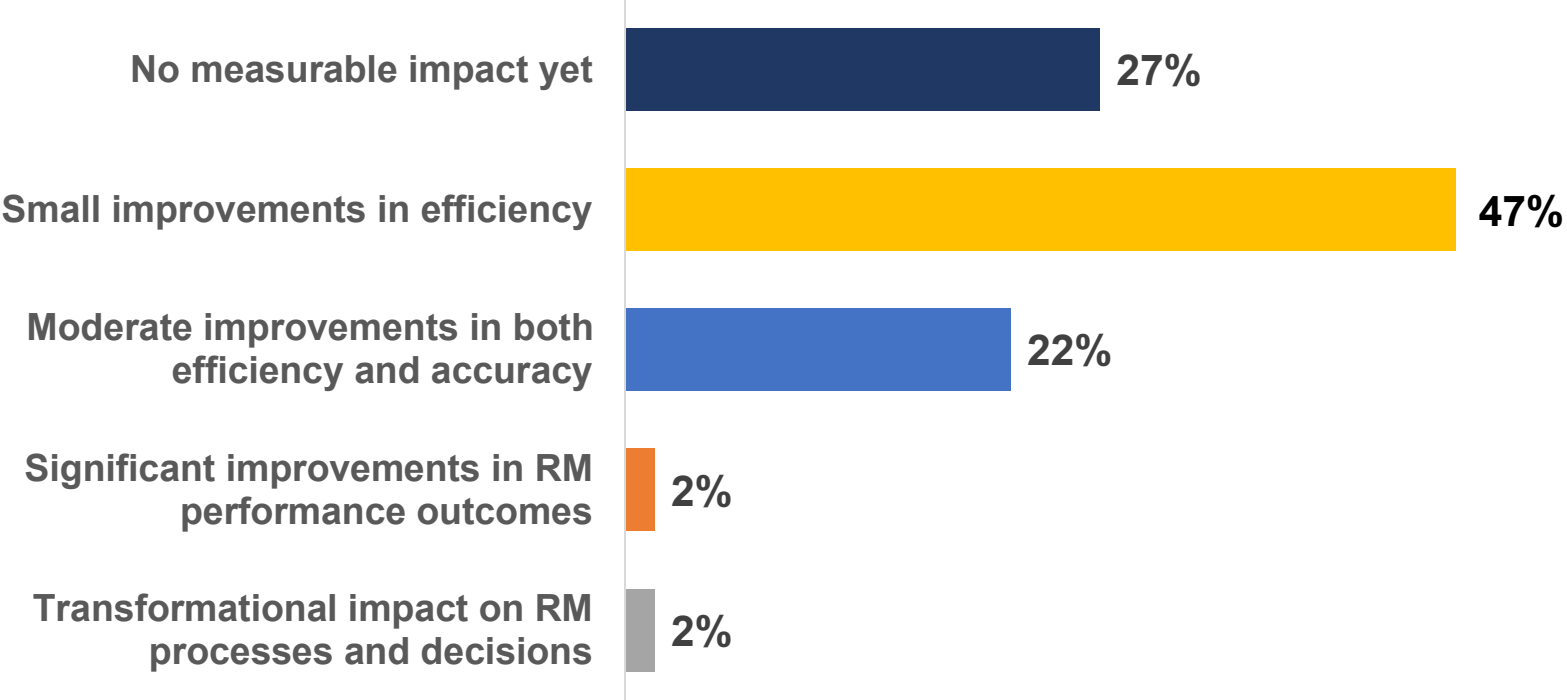
		% Selected*
1	Reduce manual effort	85%
2	Enhance strategic workforce planning	35%
3	Improve forecast accuracy	35%
4	Improve decision speed	32%
5	Increase utilization	28%
6	Executive mandate / innovation push	23%
7	Accelerate revenue and margin realization	13%
8	Reduce delivery costs	8%
9	Increase customer satisfaction	7%
10	Better employee engagement	5%
11	Improve project performance	3%

Reducing manual effort overwhelmingly dominates all other adoption drivers. Organizations are currently turning to AI primarily to automate administrative work and improve productivity, with workforce planning and forecasting serving as secondary objectives. This reflects a near-term focus on efficiency gains rather than broader workforce transformation.

Implication: Most organizations are pursuing AI for productivity rather than competitive advantage.

* Multiple responses allowed. Percentages may total to more than 100%

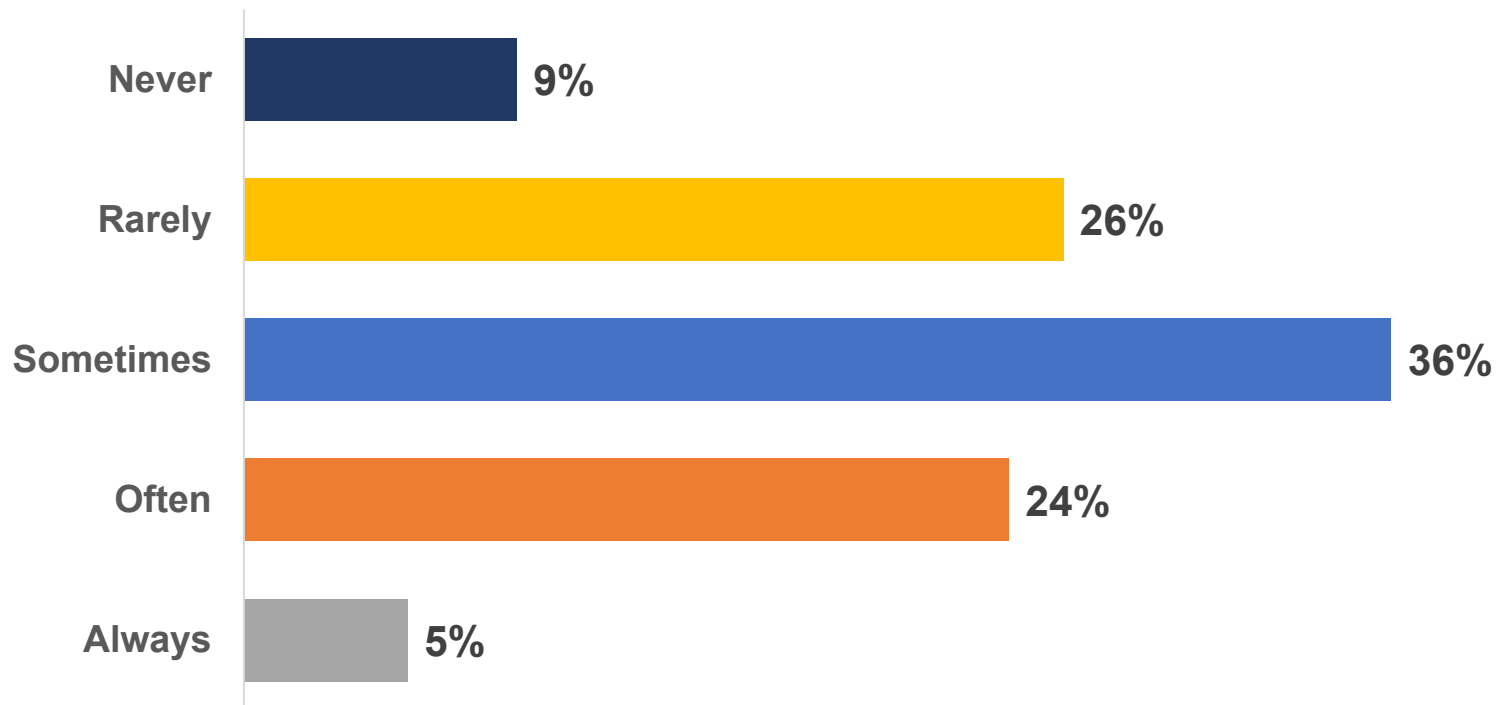
Q10. What impact has AI had on your RM outcomes so far?



Most organizations report efficiency gains, but transformational outcomes remain rare. The largest group reports small improvements, while a meaningful percentage reports no measurable impact at all. These results suggest organizations are still in the early stages of value realization and have yet to fully leverage AI's potential within Resource Management.

Implication: AI is creating incremental value but has not changed how RM operates.

Q11. How frequently are RM decisions in your organization supported by data-driven or AI-generated insights today?



Most RM decisions are only occasionally informed by AI-generated insights. While data-driven decision-making is becoming more common, AI remains a supplemental capability rather than a core component of workforce planning and allocation decisions. Human judgment continues to be the dominant decision driver across most organizations.

Implication: AI is supporting decisions but not yet influencing them at scale.

Q12. What are the biggest barriers to adopting AI-driven Resource Management in your organization? (Select up to 3)

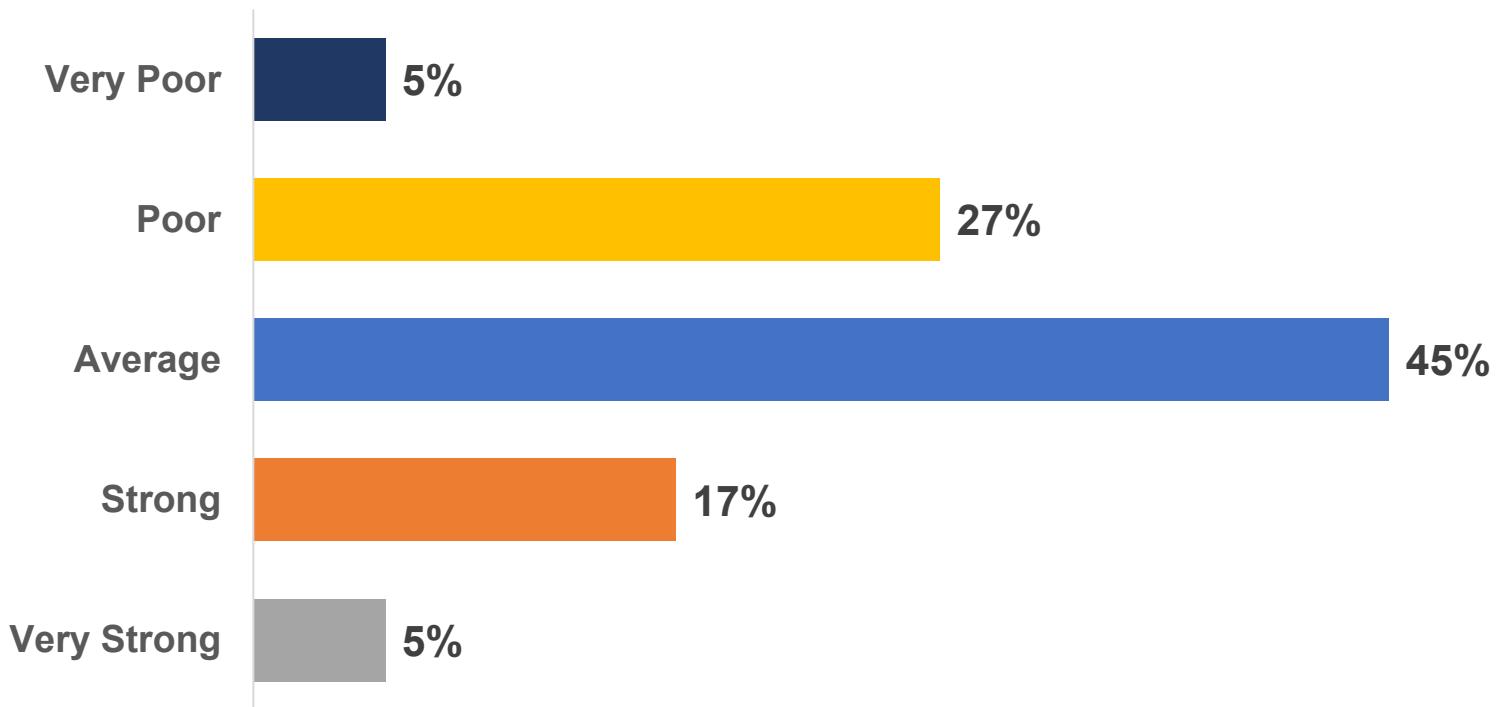
		% Selected*
1	Data quality issues	56%
2	Lack of tools or technology	47%
3	Limited internal expertise	40%
4	Lack of bandwidth	30%
5	Change resistance	27%
6	Unclear ROI	24%
7	Cost constraints	14%

Data quality remains the single greatest obstacle to AI adoption. Technology limitations, expertise gaps, and organizational capacity challenges also constrain progress, but the prominence of data issues suggests most organizations have identified information quality rather than AI capability as the primary barrier to success.

Implication: Data maturity is becoming the limiting factor for AI maturity.

* Multiple responses allowed. Percentages may total to more than 100%

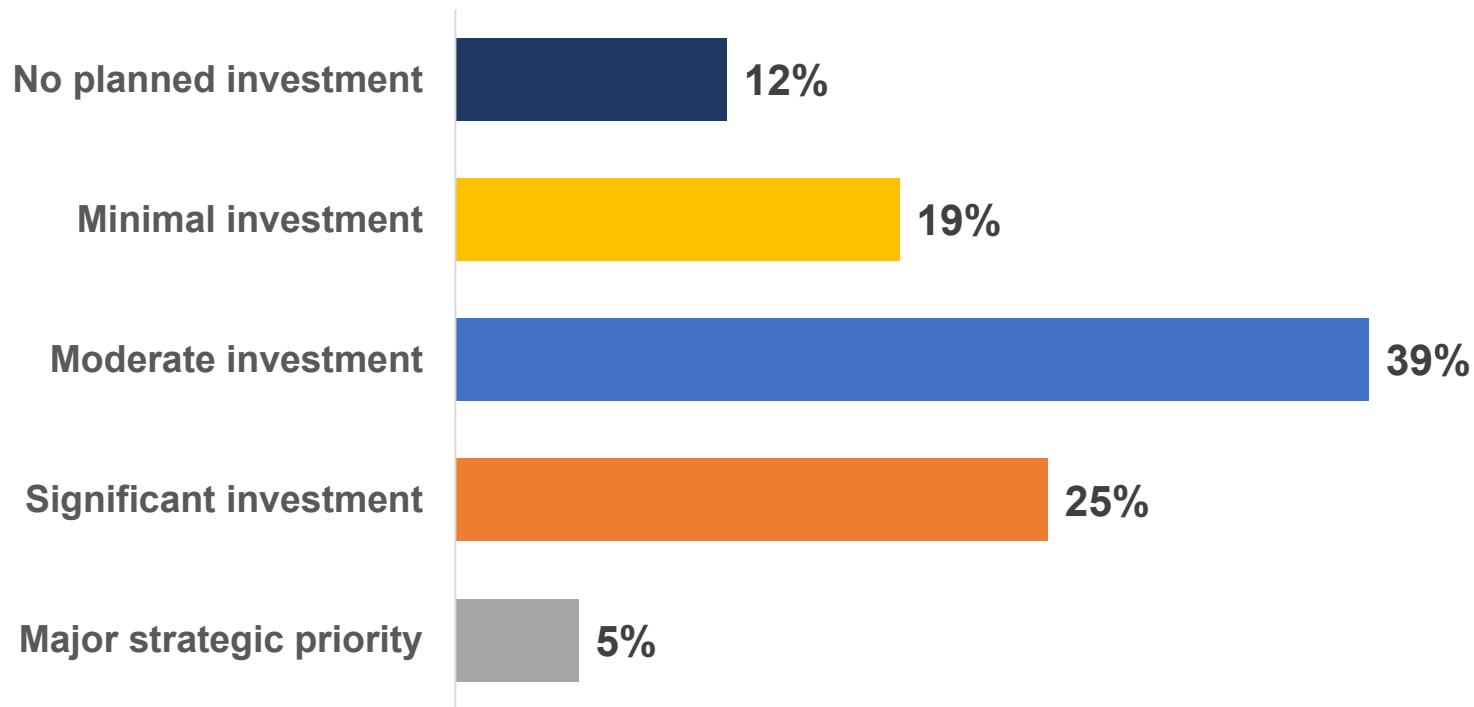
Q13. How would you rate your organization's data readiness to support AI-driven Resource Management?



Most organizations rate their data readiness as average or below average. This indicates that many Resource Management functions lack the consistent, reliable workforce information necessary to fully support AI-enabled planning, forecasting, and optimization. The gap between AI ambition and data readiness may slow future adoption efforts.

Implication: Many organizations are attempting to implement AI on incomplete foundations.

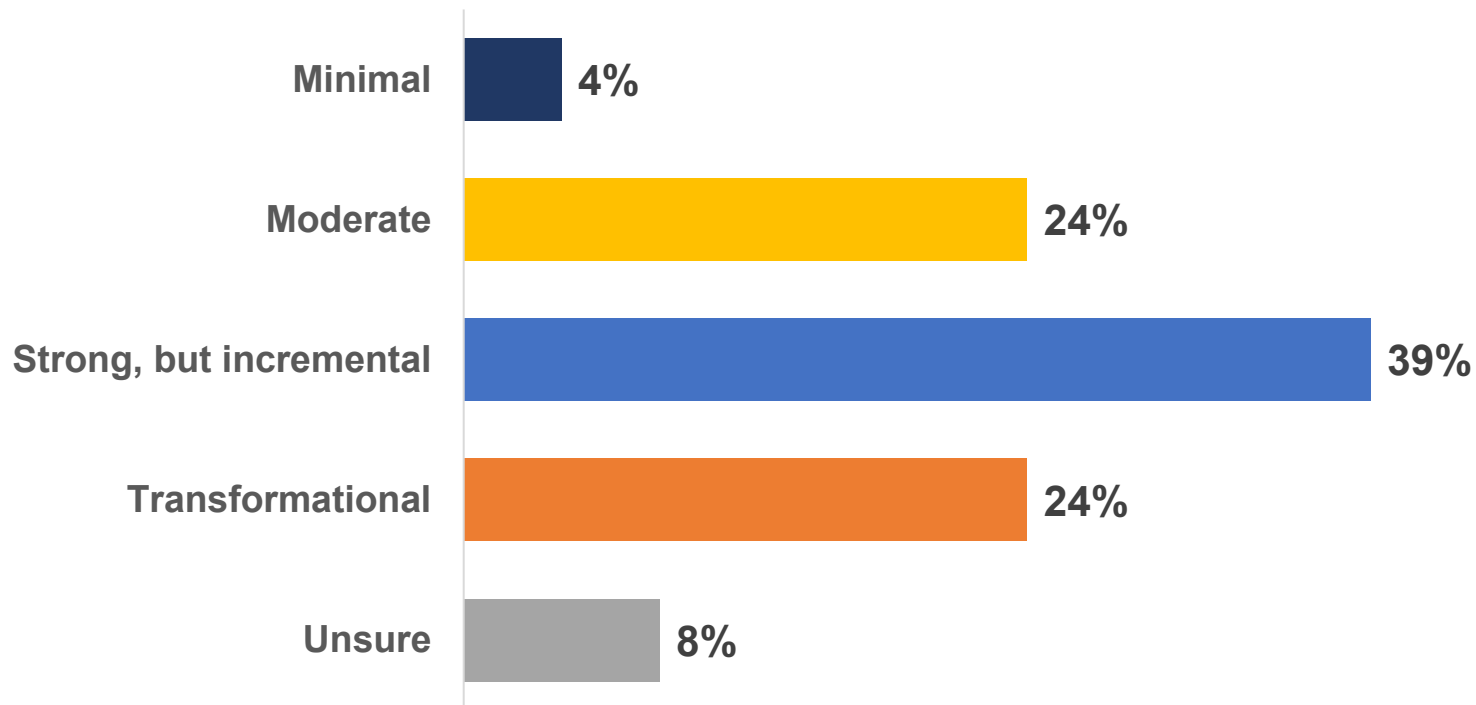
Q14. What level of investment does your organization plan to make in AI-enabled RM over the next 2 years?



Investment activity reflects growing organizational commitment to AI-enabled Resource Management. Most organizations expect moderate or significant investment over the next two years, signaling increasing confidence in AI's long-term potential despite relatively modest benefits achieved today.

Implication: Organizations view AI as a strategic capability rather than a short-term experiment.

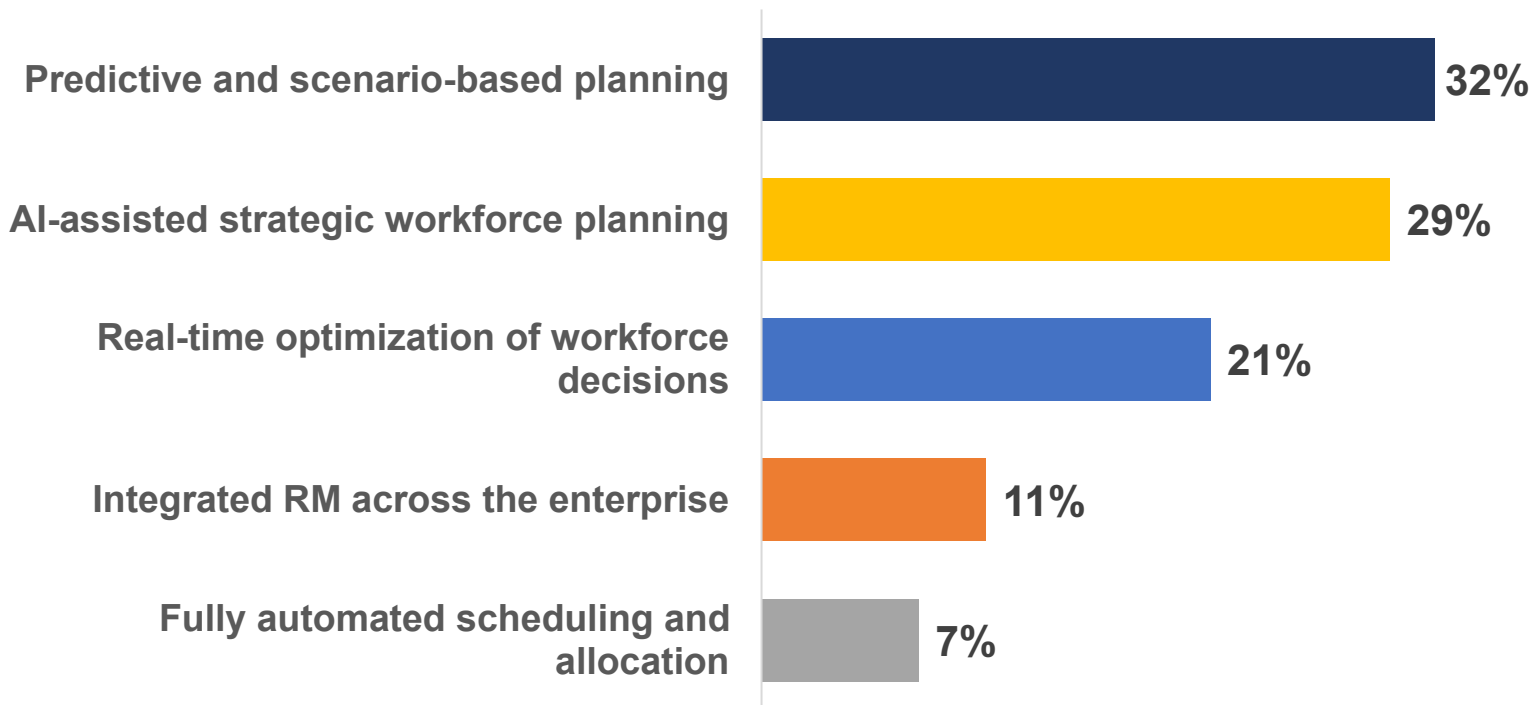
Q15. What level of impact do you expect AI to have on RM performance in the next 2 years?



Expectations for AI significantly exceed current results. While organizations report mostly incremental gains today, most anticipate strong or transformational impact in the near future. This optimism suggests organizations believe current adoption efforts are laying the groundwork for more meaningful performance improvements.

Implication: Future expectations are creating pressure to accelerate AI maturity.

Q16. Which outcome would define “Intelligent RM” for your organization? (Select the most important)



Organizations most frequently define Intelligent Resource Management as predictive planning and AI-assisted workforce strategy. Far fewer respondents associate intelligence with fully automated scheduling. This suggests organizations view intelligence as improved decision quality and workforce foresight rather than simple task automation.

Implication: The vision for intelligent RM is centered on better decisions, not fewer people.



RM Functions Serving:

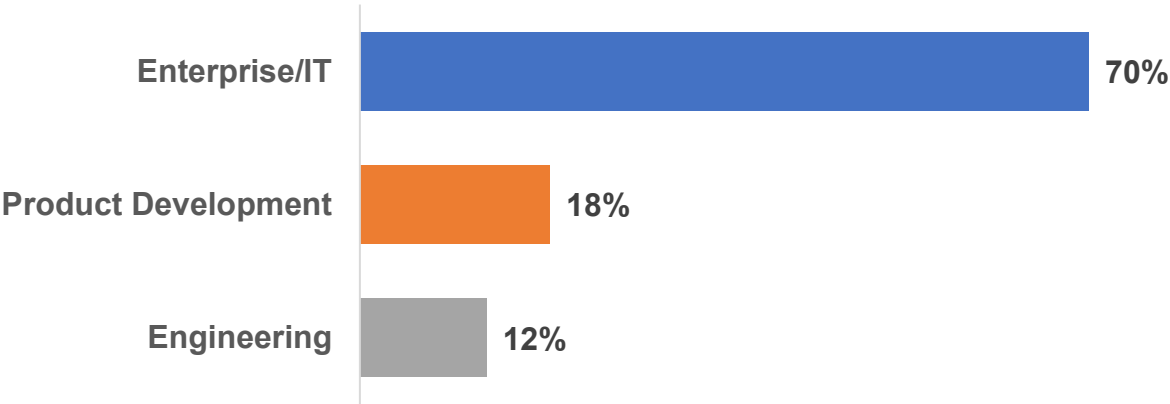
Internal Clients

Enterprise/IT (E/IT)

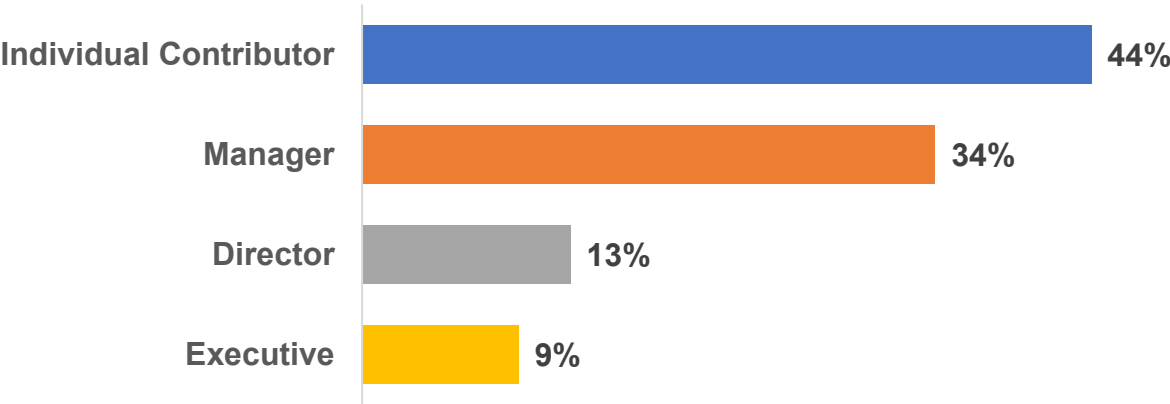
Product Development (PD)

Engineering (E)

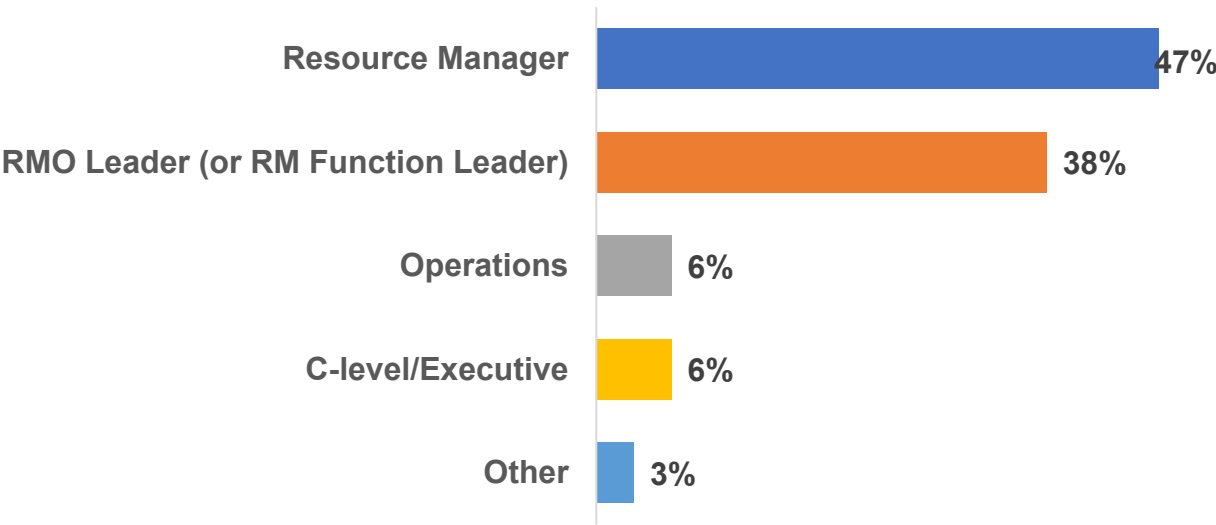
Domain



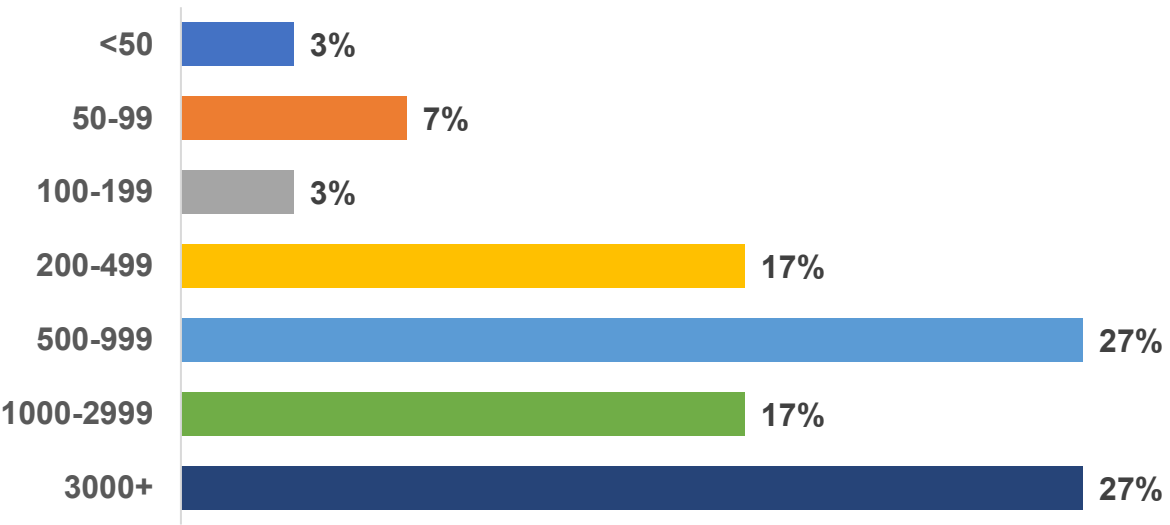
Level in Organization



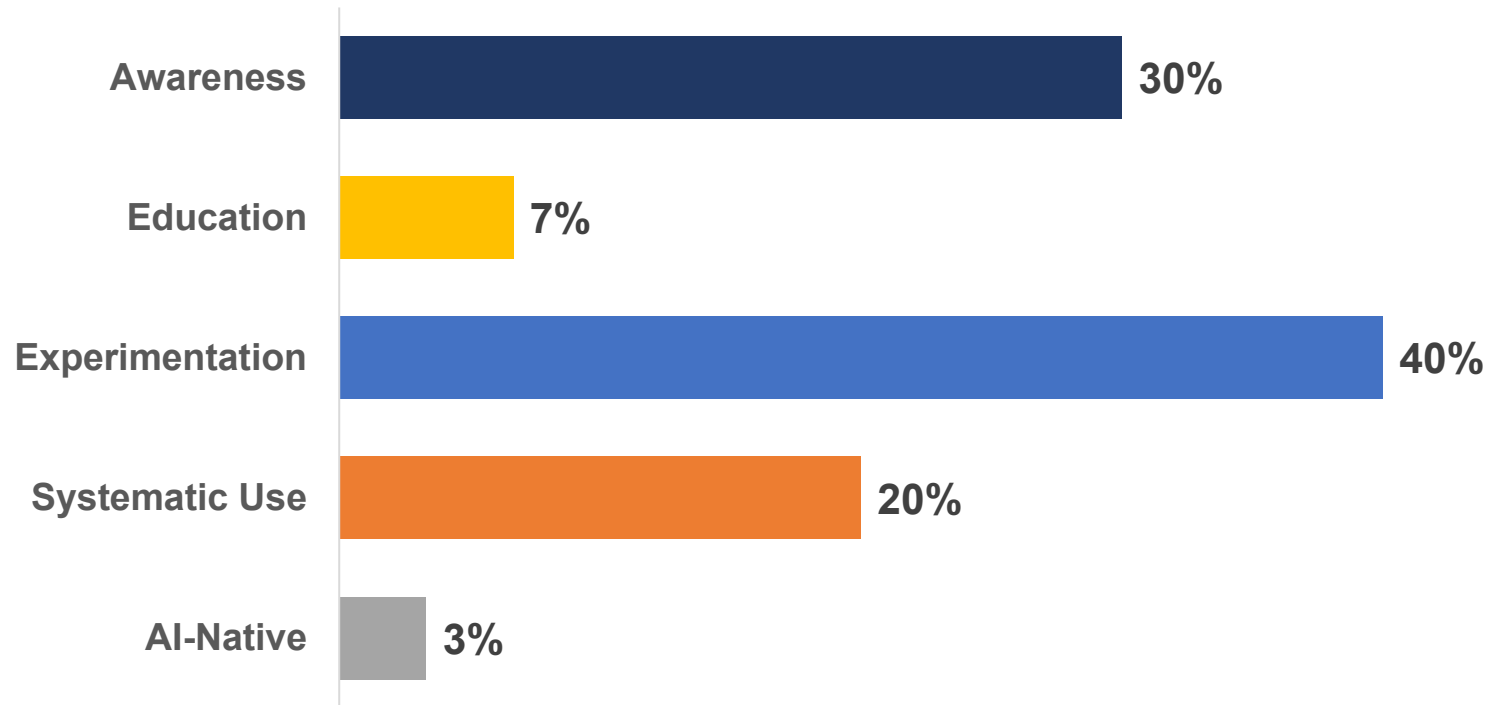
Role



Number of Resources Managed



Q5. Where is your Resource Management function along the AI adoption curve?

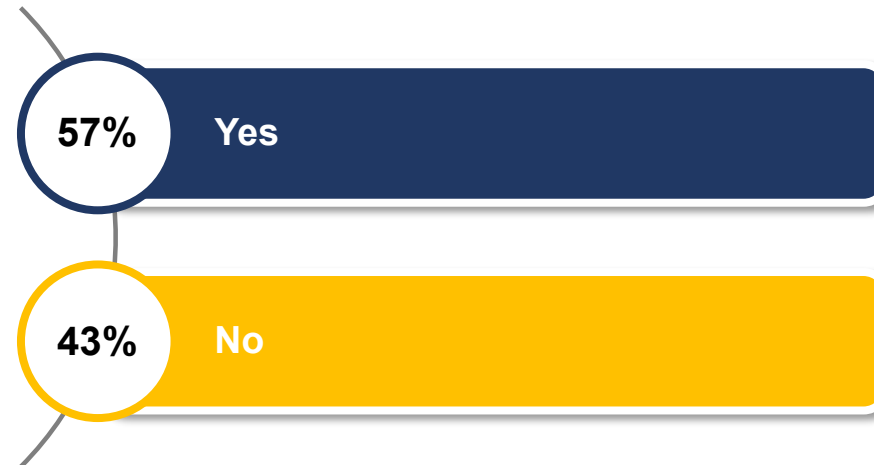
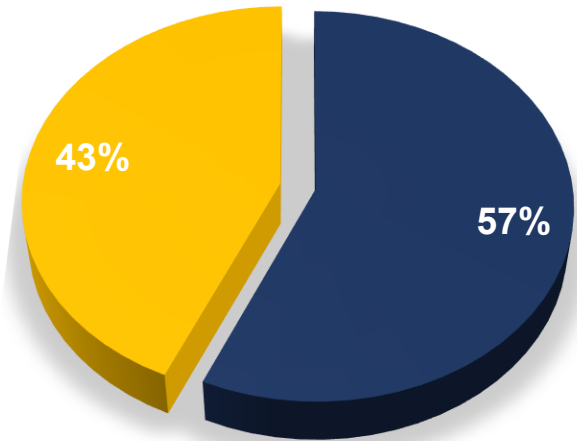


40% of organizations remain in experimentation, while nearly a quarter report systematic or AI-native use. Compared to the broader market, internal Resource Management functions appear to be progressing more quickly beyond the awareness stage and into operational adoption. While experimentation remains the dominant approach, the presence of more mature organizations suggests that AI is beginning to move beyond isolated pilots and into repeatable workforce management processes.

Implication: Internal organizations are advancing toward operational AI adoption faster than many of their external counterparts.

Awareness - We are aware of AI concepts and tools but are not actively using them in Resource Management.
Education - We are learning about AI and how it could apply to Resource Management (e.g., through training, research, or discussions).
Experimentation - We are testing AI tools (e.g., ChatGPT, Copilot) in limited or ad hoc Resource Management use cases.
Systematic use - We regularly use AI in Resource Management workflows to support planning, forecasting, decision-making, or collaboration.
AI-native - AI is fully integrated into Resource Management, with advanced capabilities such as automation, co-creation, or proactive insights.

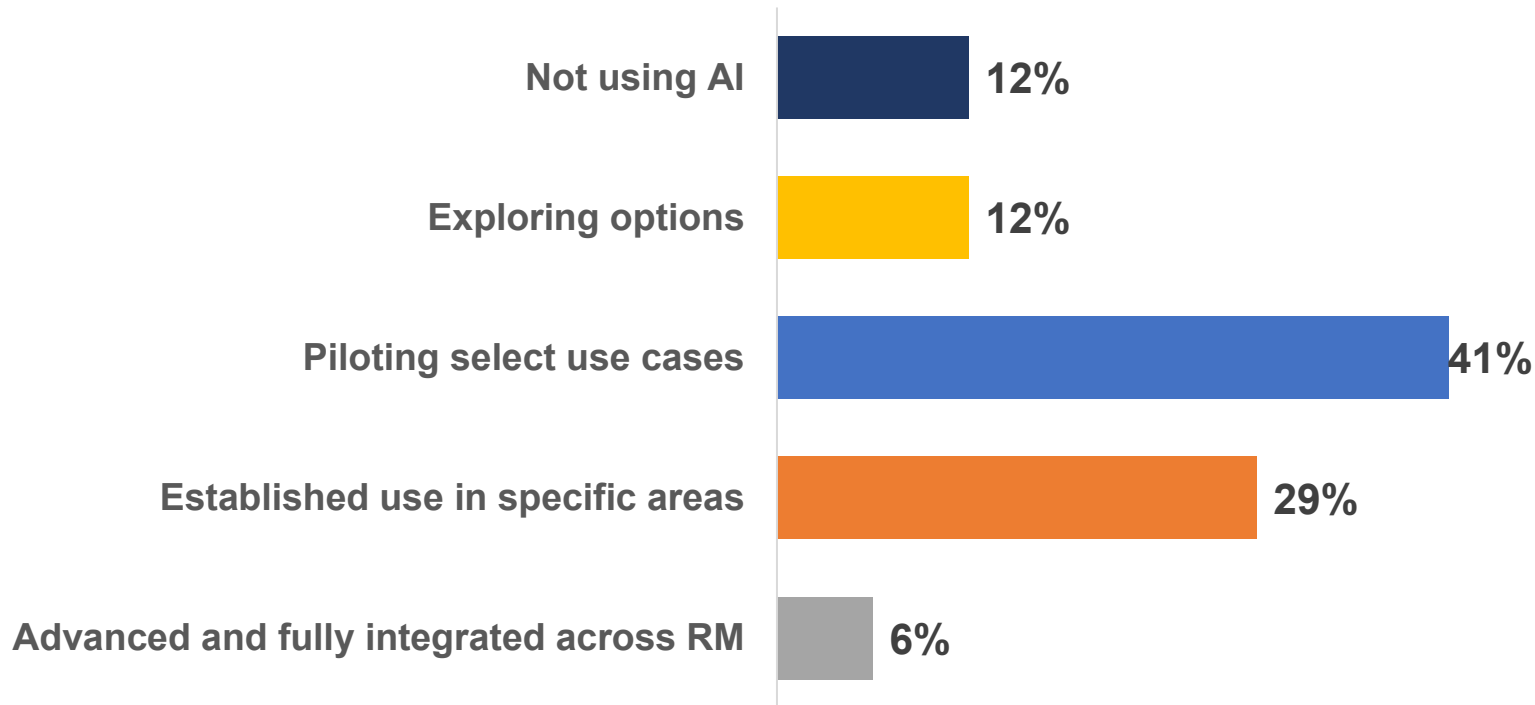
Q6. Are you currently using any kind of AI features to support your RM initiatives?



More than half of organizations report using AI within Resource Management today. AI adoption has become increasingly common among internal Resource Management functions, signaling growing acceptance of AI as a resource management capability. However, adoption remains uneven, indicating that many organizations are still determining where AI can deliver the greatest value and how it should be incorporated into existing operating models.

Implication: AI has achieved meaningful adoption, but organizational maturity remains inconsistent.

Q7. How would you describe your organization's current maturity in using AI in Resource Management areas?



Over one-third of organizations report established or advanced AI usage, while the largest segment continues piloting select use cases. This indicates many internal Resource Management teams are moving beyond exploration and beginning to integrate AI into specific planning and decision-making activities. The results suggest a growing focus on operationalization rather than simple experimentation.

Implication: Internal organizations are beginning to convert AI experimentation into sustained business practices.

Q8. In which areas of RM is your organization currently using or piloting AI or advanced analytics? (Select all that apply)

		% Selected*
1	Automated resource matching	44%
2	Skills inference or automated skills tagging	44%
3	AI-assisted scheduling	25%
4	AI-supported project risk prediction	19%
5	Predictive forecasting (demand/supply)	19%
6	Workload prediction and burnout prevention	19%
7	Scenario / what-if planning using AI	13%
8	Other	25%

AI usage is concentrated around resource matching and skills intelligence, with substantially lower adoption across forecasting, scenario planning, and risk management. Organizations appear to be targeting areas where AI can immediately improve workforce visibility and staffing efficiency before expanding into more advanced predictive or optimization-oriented capabilities.

Implication: AI is primarily being used to improve workforce visibility and allocation effectiveness rather than strategic planning capabilities.

* Multiple responses allowed. Percentages may total to more than 100%

Q9. What are the primary drivers for adopting AI in Resource Management? (Select up to 3)

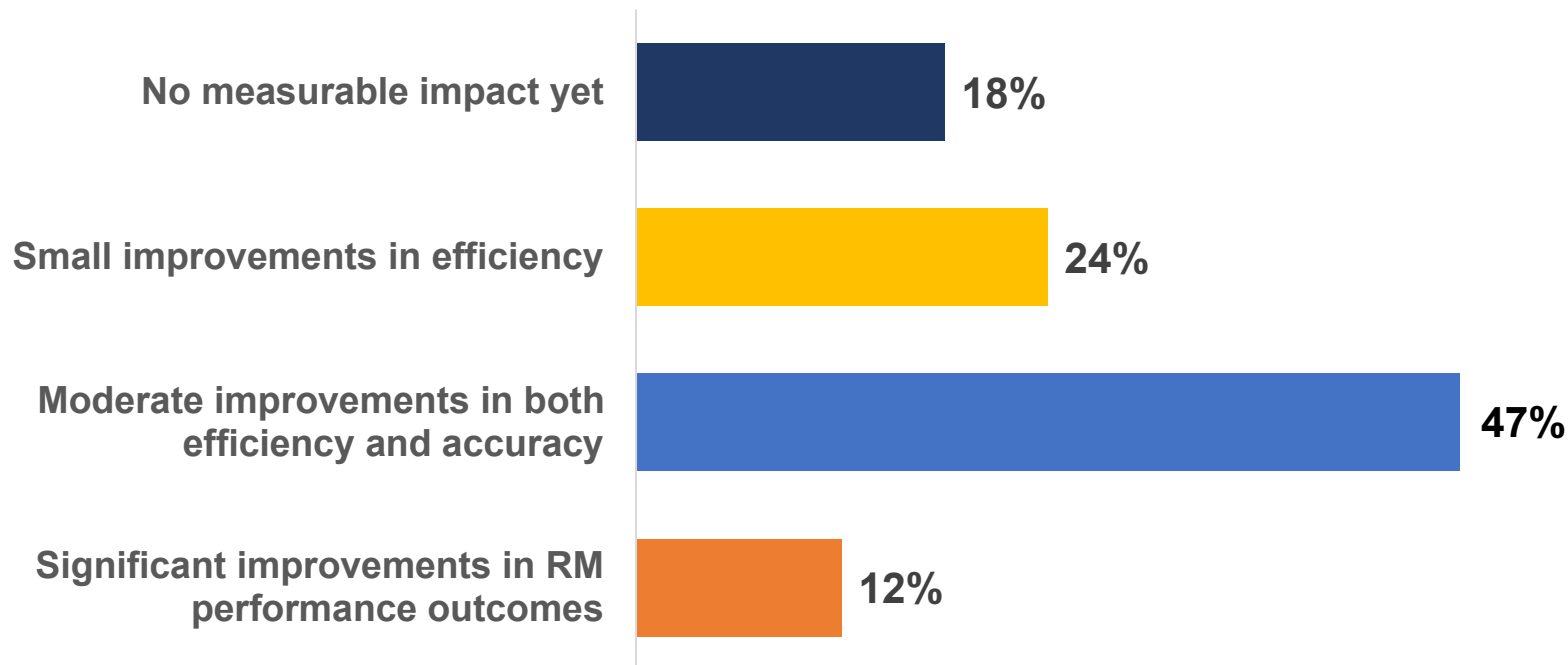
		% Selected*
1	Reduce manual effort	71%
2	Enhance strategic workforce planning	35%
3	Improve decision speed	35%
4	Improve project performance	35%
5	Improve forecast accuracy	24%
6	Increase utilization	24%
7	Better employee engagement	18%
8	Accelerate revenue and margin realization	12%
9	Executive mandate / innovation push	12%
10	Reduce delivery costs	6%

Reducing manual effort is the dominant adoption driver, far exceeding all other priorities. Organizations also cite decision speed, workforce planning, and project performance improvements as important considerations. This indicates that AI investments are currently being justified through operational efficiency and productivity gains rather than solely through long-term transformation objectives.

Implication: Internal organizations view AI first as an efficiency enabler and second as a strategic planning capability.

* Multiple responses allowed. Percentages may total to more than 100%

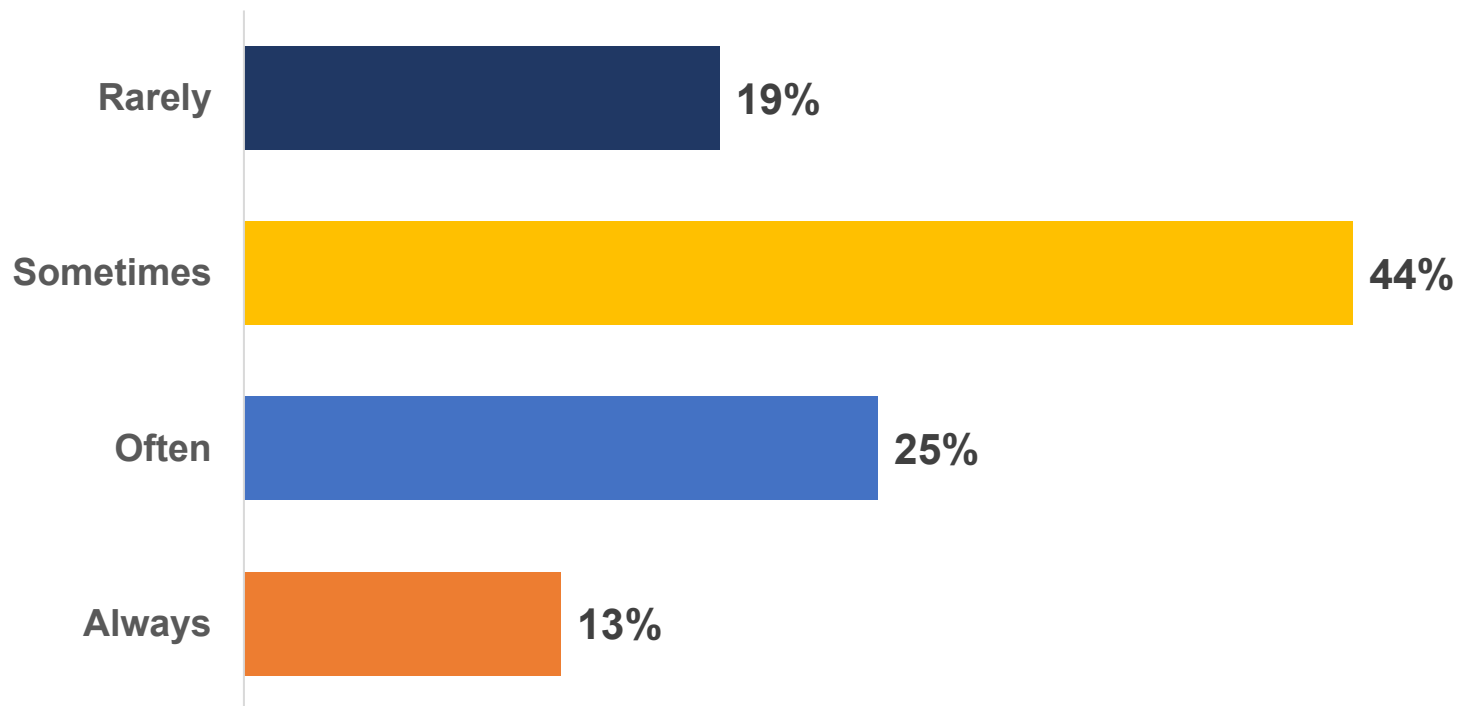
Q10. What impact has AI had on your RM outcomes so far?



Nearly half of organizations report moderate improvements in both efficiency and accuracy, while additional respondents report significant performance gains. Unlike many organizations in the broader market, relatively few report no measurable impact. These findings suggest that organizations actively using AI are beginning to realize operational benefits and may be progressing beyond simple productivity use cases.

Implication: AI is beginning to generate measurable business value within internal Resource Management functions.

Q11. How frequently are RM decisions in your organization supported by data-driven or AI-generated insights today?



Most organizations indicate RM decisions are supported by data-driven or AI-generated insights at least sometimes, with over a third reporting frequent usage. Notably, no respondents report never using AI-supported insights. This suggests that analytics and AI are becoming increasingly embedded in workforce decision-making, even when final decisions remain human-led.

Implication: AI is becoming a routine input into workforce decisions, though it is not yet consistently driving them.

Q12. What are the biggest barriers to adopting AI-driven Resource Management in your organization? (Select up to 3)

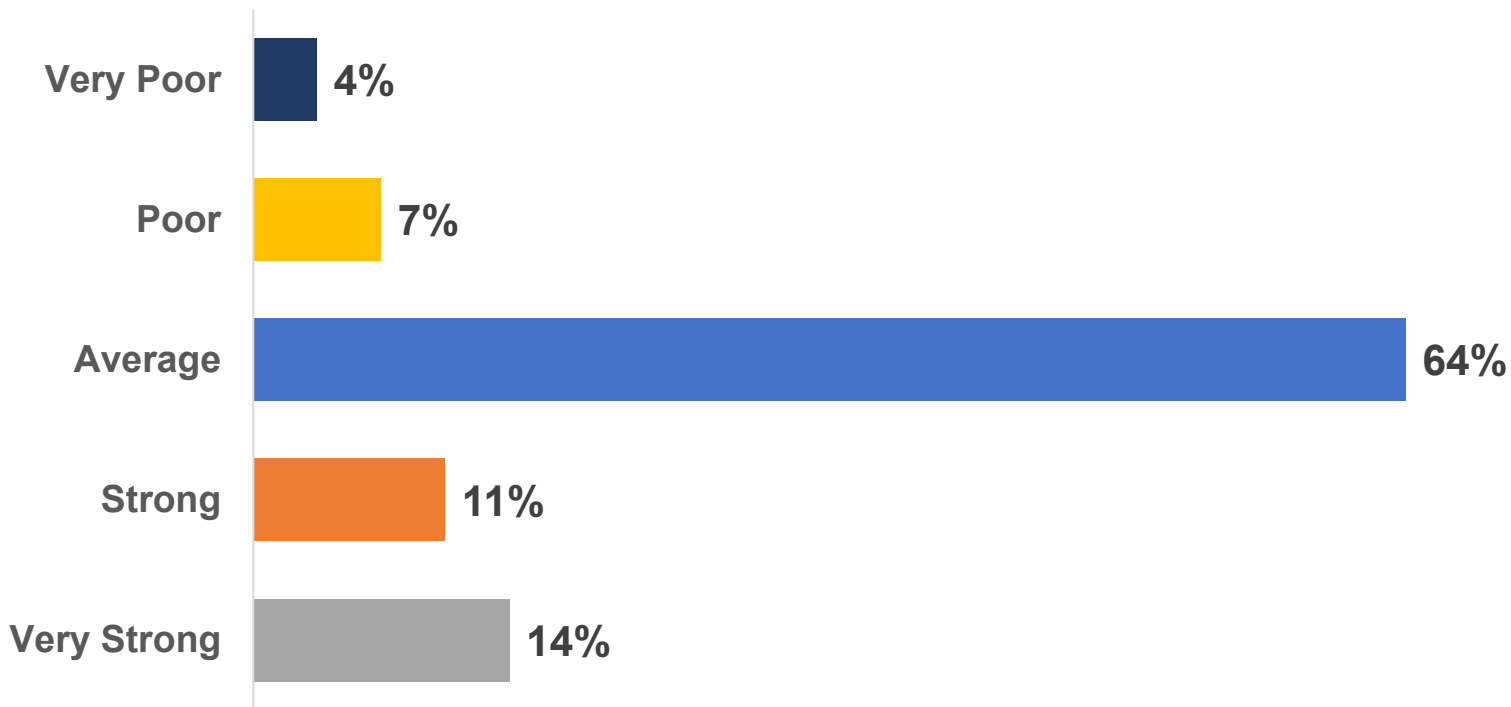
		% Selected*
1	Data quality issues	61%
2	Lack of bandwidth	43%
3	Limited internal expertise	39%
4	Lack of tools or technology	25%
5	Unclear ROI	25%
6	Change resistance	18%
7	Cost constraints	18%

Data quality remains the most significant obstacle, followed by bandwidth constraints and limited internal expertise. Compared to technology-related barriers, these challenges reflect organizational readiness issues rather than limitations in AI capabilities themselves. Many organizations appear constrained by the capacity and skills required to successfully scale AI initiatives.

Implication: Internal adoption is being limited more by organizational capabilities than by available technology.

* Multiple responses allowed. Percentages may total to more than 100%

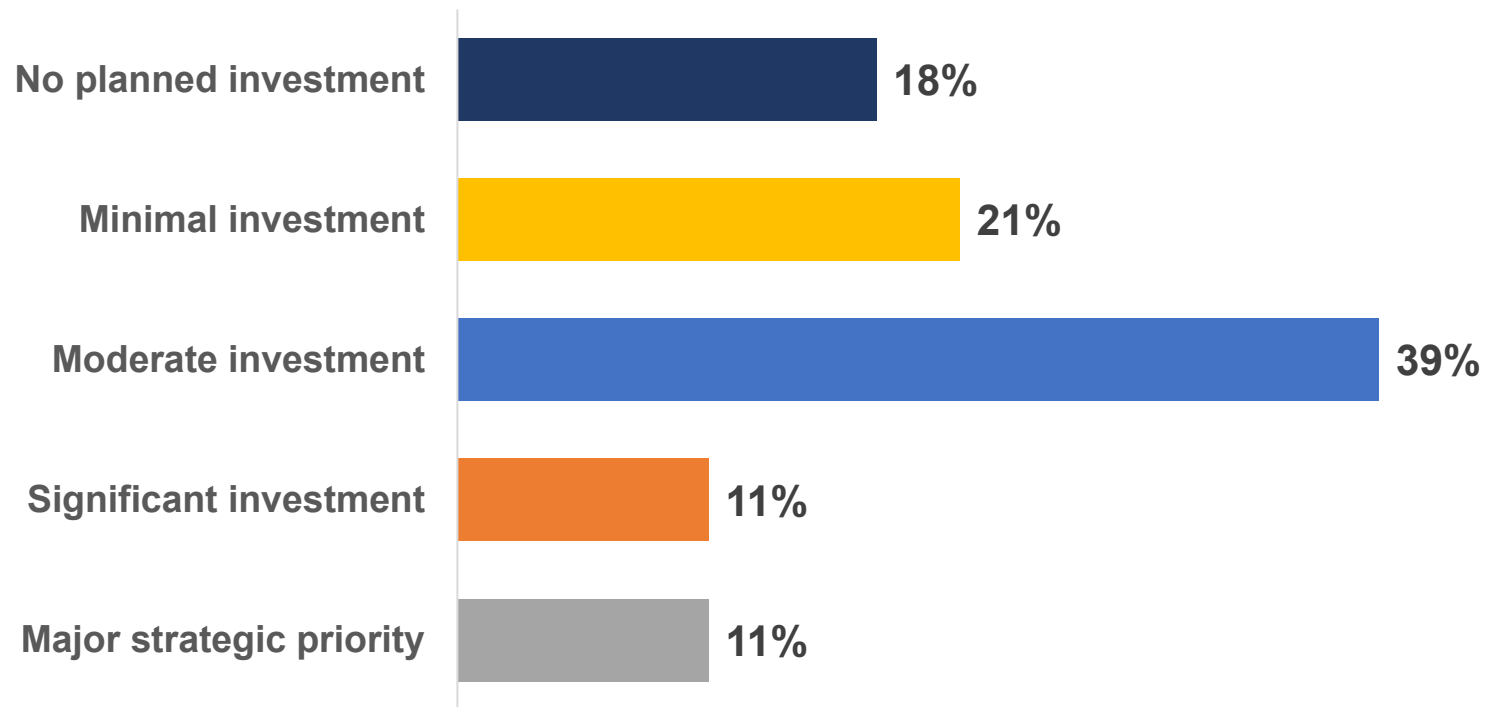
Q13. How would you rate your organization's data readiness to support AI-driven Resource Management?



Most organizations rate their data readiness as average, while a smaller but meaningful group reports strong or very strong readiness. Although data maturity remains a challenge, these findings suggest some organizations have established a stronger foundation for AI-enabled planning and workforce optimization than is commonly seen across the broader market.

Implication: Data readiness is improving, but many organizations still lack the foundation required for advanced AI capabilities.

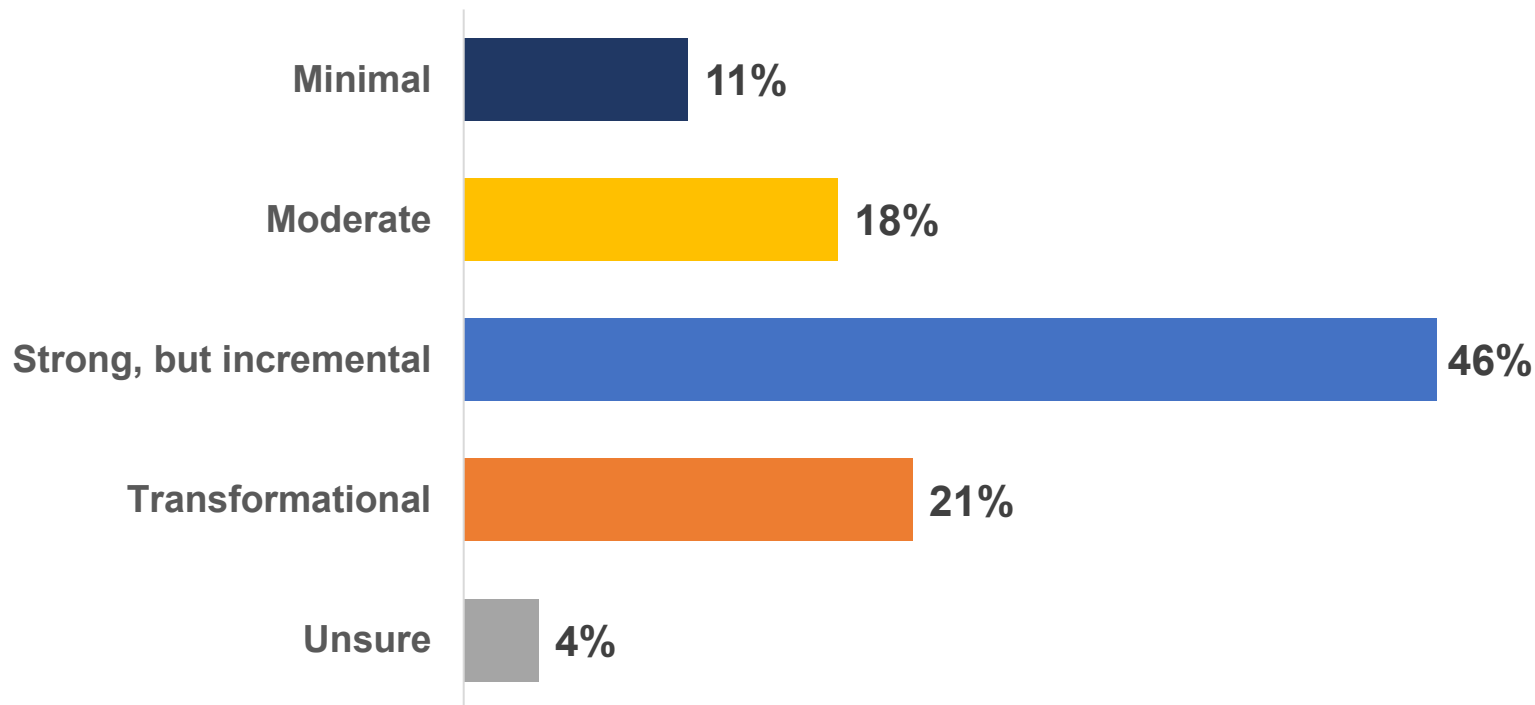
Q14. What level of investment does your organization plan to make in AI-enabled RM over the next 2 years?



Most organizations anticipate moderate investment, while a smaller group identifies AI as a significant investment area or strategic priority. These results indicate continued commitment to AI-enabled Resource Management despite ongoing maturity and readiness challenges. Organizations appear focused on building capabilities gradually while evaluating where the greatest value can be achieved.

Implication: Organizations are investing for long-term capability building rather than pursuing rapid transformation.

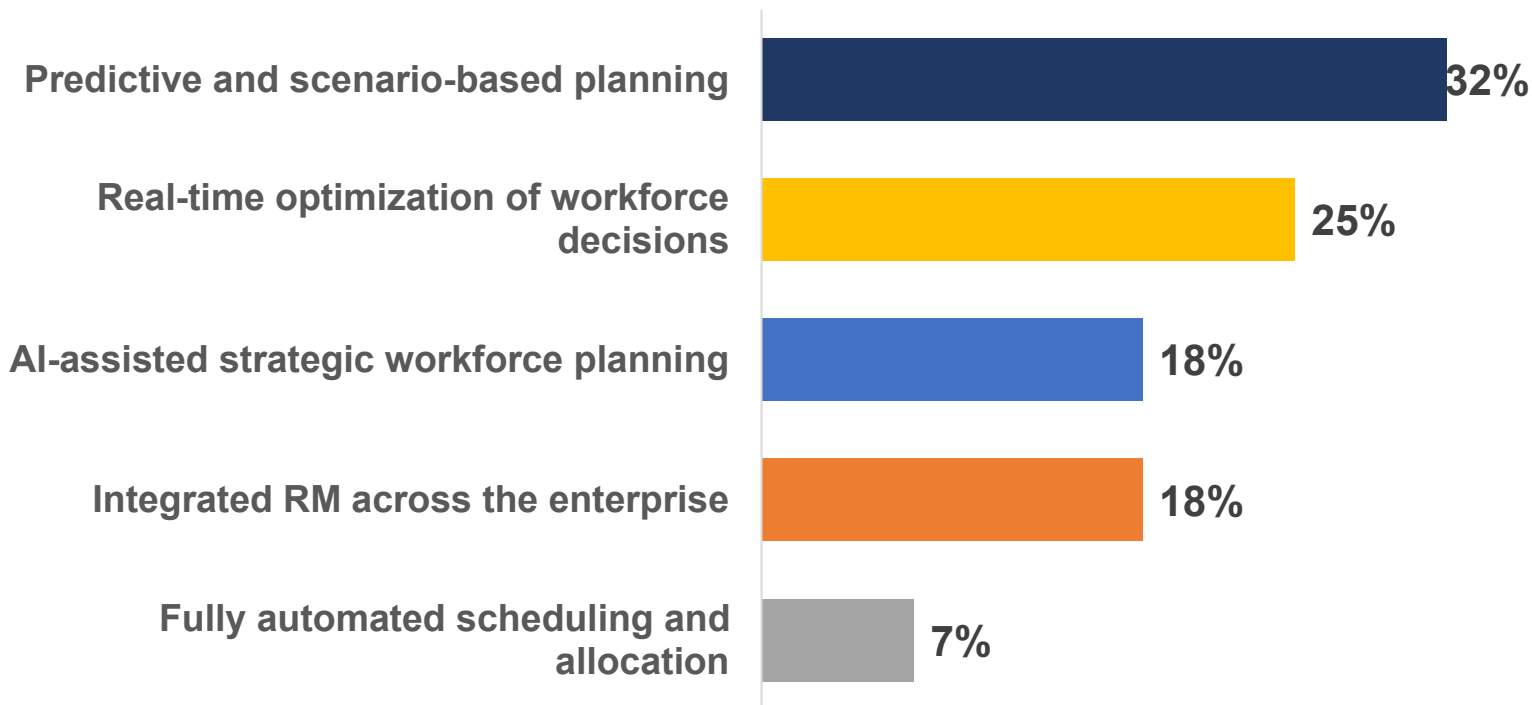
Q15. What level of impact do you expect AI to have on RM performance in the next 2 years?



Nearly 70% of organizations expect AI to deliver strong or transformational impact within the next two years. This optimism contrasts with the more modest gains being realized today and reflects growing confidence that improvements in data, adoption, and organizational maturity will unlock greater value over time.

Implication: Future expectations are placing increasing importance on accelerating AI maturity and adoption.

Q16. Which outcome would define “Intelligent RM” for your organization? (Select the most important)



Organizations most frequently associate Intelligent Resource Management with predictive planning and real-time workforce optimization rather than automated scheduling. This suggests that internal Resource Management leaders view AI primarily as a tool for improving decision quality, foresight, and organizational agility rather than simply automating existing tasks.

Implication: The vision for intelligent Resource Management centers on better workforce decisions, not workforce automation.

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