


# **Technical Resource Management: What Delivery Managers Really Think.**



**Prodigi**



# How do delivery leaders build and run successful technical teams?

We spoke with a number of managers including those from *Schroders Personal Wealth*, *Evri* and *Purple* to understand their challenges and proven solutions.

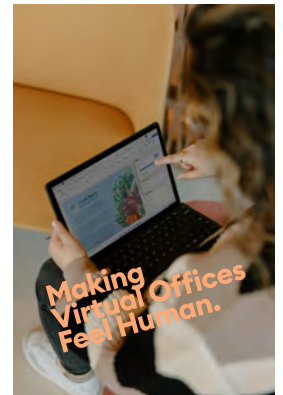
From virtual offices to flexible resourcing, they share honest insights about what actually works when managing technical teams.

**"When you're spending half a million pounds monthly on a programme, every delay has significant financial implications,"** observes *Mark Shimmin*, whose portfolio encompassed 86 concurrent projects at *Barclays*. In enterprise environments, project costs could fluctuate by **£1,000,000** in a single day—highlighting the value of effective resource management.



Technical Resource Management: What Delivery Managers Really Think. 01

# Making Virtual Offices Feel Human.



*Evary* has found a way to make virtual workspaces work like real offices. *Marina Marcos, Delivery Lead*, noticed that remote teams can miss the small, casual moments that happen naturally in an office, so she set out to bring them back. "We maintain virtual rooms where team members can drop in and out, just as they would in a physical office," she explains. "When you want to focus, you can log out, but when working collaboratively, you can shout someone's name just as you would across a physical space."

The team treats their virtual rooms as their main workspace, where people come and go throughout the day. "We log in for morning stand-ups in the virtual room. People can stay and listen to understand what's happening across the company." This approach has been especially helpful for teams spread across different time zones. "The virtual office creates organic collaboration opportunities. Having people working remotely regardless of location, enables true collaboration wherever they are located."



**Marina Marcos**  
Delivery Lead, Evary  
Tech



Their developers get the quiet time they need to code, but they also get to know their teammates as real people.

Marina's team also uses *Slack* for work and social conversations: "We have channels called *Random* where people share holiday pictures, and *General* for articles and industry news. While our technical teams often prefer focused interaction, creating space for non-work conversation helps build stronger connections."



With teams split between home and office, it's important to review ways of working. *Ashley Marino, Delivery Manager at Prizeout* puts it well: "It's easier for those in person to drive the conversation, so we make a point of bringing in remote voices first. During stand-ups, we start with remote team members before the room dynamics take over."

« While there are plenty of methodologies someone can try to implement to balance workloads based on metrics and velocity, I think building relationships and trust with your team is the foundation to any successful workload management. »



—Ashley Marino  
Delivery Manager at Prizeout



## Technical Resource Management: What Delivery Managers Really Think. 02

# Dynamically Scaling Teams.

Every delivery manager knows the feast-or-famine cycle of project work. "It's sometimes harder to utilise a team during downtime than to handle overburden. You don't want to let people go because work is coming, but you need meaningful tasks in the interim."

New business makes this even harder to manage. "Sometimes we have multiple demos to deliver. We have to redeploy people from client work to prospective client projects," Marina explains. "If you have a bench from a trusted outsourcing company, knowing that we might have periods where we need two additional developers, periods where we need one developer, periods where we need three developers—that partnership allows us to be more organised across different opportunities."





« We focus on what we're saying 'not now' to, rather than just saying 'no'. This keeps the team motivated even during significant pivots. »



**Ashley Marino**  
Delivery Manager,  
Prizeout



**Mark Shimmin**  
Technology Delivery  
Manager, Schrodes  
Personal Wealth

Some teams are finding fresh approaches to these swings in demand. "We focus on the team we have and make sure they feel valued," explains *Ashley Marino*.

When new priorities emerge, Marino's team takes a balanced approach: "We focus on what we're saying 'not now' to, rather than just saying 'no'. This keeps the team motivated even during significant pivots."

*Mark Shimmin*, Technology Delivery Manager at Schroders Personal Wealth, has seen this challenge at enterprise scale: "When switching on 120 contractors, mobilisation took three months. With proper project initiation processes, like those used in nuclear, we could have started on day one."



## Technical Resource Management: What Delivery Managers Really Think. 03

# Making Tools Work for Teams.

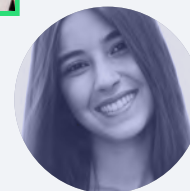


Companies spend a lot on new tools, but many teams still rely on spreadsheets. "I've implemented everything from JIRA to Microsoft Project", notes Shimmin. "But Excel's flexibility proves invaluable. You can tailor the model to reflect exactly how each organisation operates."

This is especially true for teams with niche skills. "You might have Salesforce administrators who can do certain things, Salesforce developers, configurators experts in particular areas," Shimmin explains. "When you get to very specific roles, you end up with a spreadsheet tracking 20 different roles."



*Irina Ribeiro, Delivery Manager at OLR* has found a mix that works: "We use JIRA for task mapping, Kimble for resource planning, and Notion for documentation. But most importantly, we maintain open calendar systems so everyone can see availability."



**Irina Ribeiro**  
Delivery Manager,  
OLR



Technical Resource Management: What Delivery Managers Really Think. 04

# The Need for Technical Managers.

As a former developer now managing *Primark's* retail app project, *Irina Ribeiro* spots problems others might miss. "I usually see these gaps with managers that are not very technical", she explains. "The disconnection would come from higher management being so outside the technical scope and team values."

Her own team shows what's possible with the right approach: "We started with eleven team members and now operate efficiently with seven. The reduction reflects changing project needs, while maintaining productivity through better coordination."





## Technical Resource Management: What Delivery Managers Really Think. 05

# Better delivery forecasts.

At *Purple*, Agile Delivery Manager, *Mattie McDonagh* changed how teams delivered projects by using data-driven forecasting. "When I joined, deliveries were inconsistent", McDonagh explains. "We introduced Monte Carlo simulations based on historical performance data. Now we can tell stakeholders there's an 85% chance of delivery by specific dates—and we hit those targets."

The approach needs solid preparation: "You need several months of team performance data. We track throughput, velocity, predictability, and cycle time. With a new team, you have to build that data out. But with a few months' experience, you can forecast with accuracy."

The data-driven approach helps provide reliable delivery predictions, letting everyone plan with greater confidence in timelines.



**Mattie McDonagh**  
Agile Delivery Manager, Purple



# Monte Carlo in Project Management

Monte Carlo estimation predicts project completion dates by running thousands of simulations using historical team data.

## —The Process

1

**Collect team performance data**  
(Completion times , velocity)

2

**Run simulations sampling from this data**

3

**Generate probability-based delivery dates**

## —Result

**Instead of saying "delivery on July 1st," teams can say "85% chance of delivery by July 1st"**

### Key advantage:

Predictions based on actual team performance data rather than best guesses.



Technical Resource  
Management: What Delivery  
Managers Really Think. 06

# Getting to Know Your Team.

*Jorge Orrubia, Agile Practitioner at One Beyond uses his "personal maps" methodology to help teams connect. "We create a mind map with six branches", he explains. "Only one can be work-related. The other five branches focus on personal interests, with team members interviewing each other to populate the maps."*

It helps teams know each other better: "Because usually in the eight working hours of a day, we are only focussing on work related interactions. Even with teams that have been working face-to-face, you don't really get to know much about that person unless you go for lunch. The personal maps process is a way that massively enhances team bonding and cohesion."





The method reveals important team dynamics. Onrubia shares an example where he mediated between a lead developer and team member: **"Through one-on-ones and profiling, I realised one was very insecure but trying to be assertive, while the other had significant ego but needed more experience. Understanding these dynamics enabled better communication."**

Personal maps work well in remote teams where quick coffee chats aren't always possible. The shared conversations help people get to know the real person behind the screen.



**Jorge Onrubia**  
*Agile Practitioner,  
One Beyond*



## Technical Resource Management: What Delivery Managers Really Think. 07

# Building Team Trust.

*Ashley Marino* puts relationships at the heart of managing team workload. **"While metrics and velocity measurements matter, building relationships and trust with your team forms the foundation of successful workload management."**

Solid team bonds lead to better planning: **"From the team's perspective, they feel more comfortable expressing concern about being overburdened. From management's perspective, you can trust their estimates, which helps plan workload more accurately."**

When teams feel safe being honest, they flag issues early. They share concerns openly, adjust plans together, and find solutions that work. This open dialogue helps managers spot risks before they affect delivery.

She also likes to take a distinctly human approach, moving away from traditional corporate language: **"I never really like to call them resources. These are real people, not just machines that turn out work."** This approach covers everything from daily stand-ups to project planning, where the team takes a moment to connect before diving into updates.





## Technical Resource Management: What Delivery Managers Really Think. 08

# Sizing Work Together.

At Purple, McDonagh brings the whole team into estimation: "When it comes to a project, we start with T-shirt size estimates as a team. Then we break down tasks in JIRA, using story pointing collectively."

This group approach balances different views. "If someone suggests three points while everyone else thinks eight, we'll discuss it openly", McDonagh notes. "The team levels each other out naturally."

Marina believes in dedicated planning time: "Weekly resource review meetings create a space focused exclusively on resource management. People must commit to their 'demand' or their 'offer', putting resource discussion firmly on the table."

Teams catch problems early when everyone shares their thoughts on sizing. Their combined experience leads to better plans.





# T-Shirt Sizing in Project Estimation

T-shirt sizing gives a quick way to classify work size:

**XS** ●

Quick fix or update

**S** ●●

Single focused task

**M** ●●●

Multiple tasks,  
clear scope

**L** ●●●●

Complex work,  
multiple areas

**XL** ●●●●●

Major undertaking,  
lots of unknowns

## **Benefits:**

- Quick first assessment
- Starts sizing discussions
- Highlights complexity early



Working across time zones takes careful planning. "You have to match meeting times carefully and ensure people have meaningful work during non-overlapping hours", *McDonagh* explains.

Irina shows what works: "Our India team works in our time zone. This creates true collaboration despite geographical distribution. We've optimised from eleven team members to seven while maintaining productivity through better coordination."

Good handovers and clear tasks help teams work around the clock. With a bit of overlap for key meetings, teams can keep work moving 24/7.

**Technical Resource Management: What Delivery Managers Really Think.**

# Time Zones That Work.



Technical Resource Management: What Delivery Managers Really Think. 09

# Saying Yes to Change.

*Ashley Marino* focuses on trade-offs: "When project timelines and scope shift, we identify what we will be saying 'not now' to, so we can say 'yes' to new scope. Focusing on 'not now' versus 'no' keeps the team motivated even during significant pivots."

Being flexible helps with resourcing too. Marina knows the value of backup plans:

Having reliable resourcing partners means teams can scale quickly when needed.



“ Different projects require different approaches. Each demands unique dynamics, different approaches, different methodologies. ”

—Jorge Onrubia  
Agile Practitioner, One Beyond

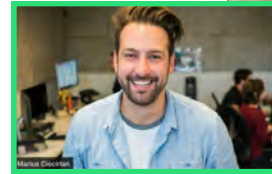




# Technical Resource Management: What Delivery Managers Really Think. 10

## Tools and Implementation.

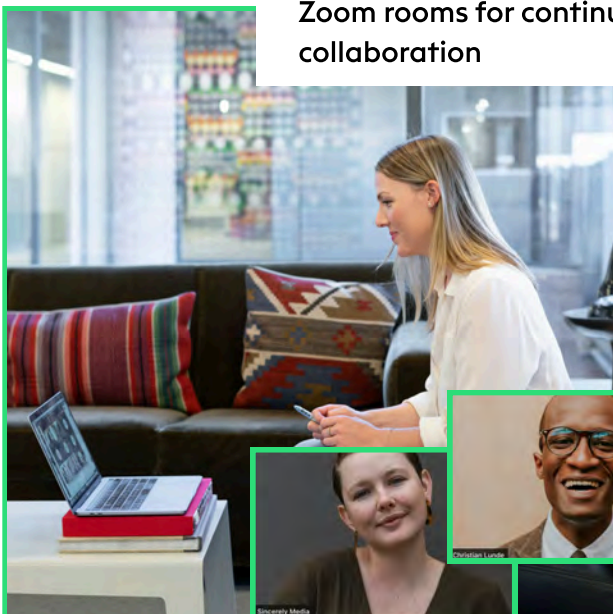
The research revealed diverse tool adoption across organisations:



## Communication and Collaboration



- **Virtual Office Environments:**  
Zoom rooms for continuous collaboration



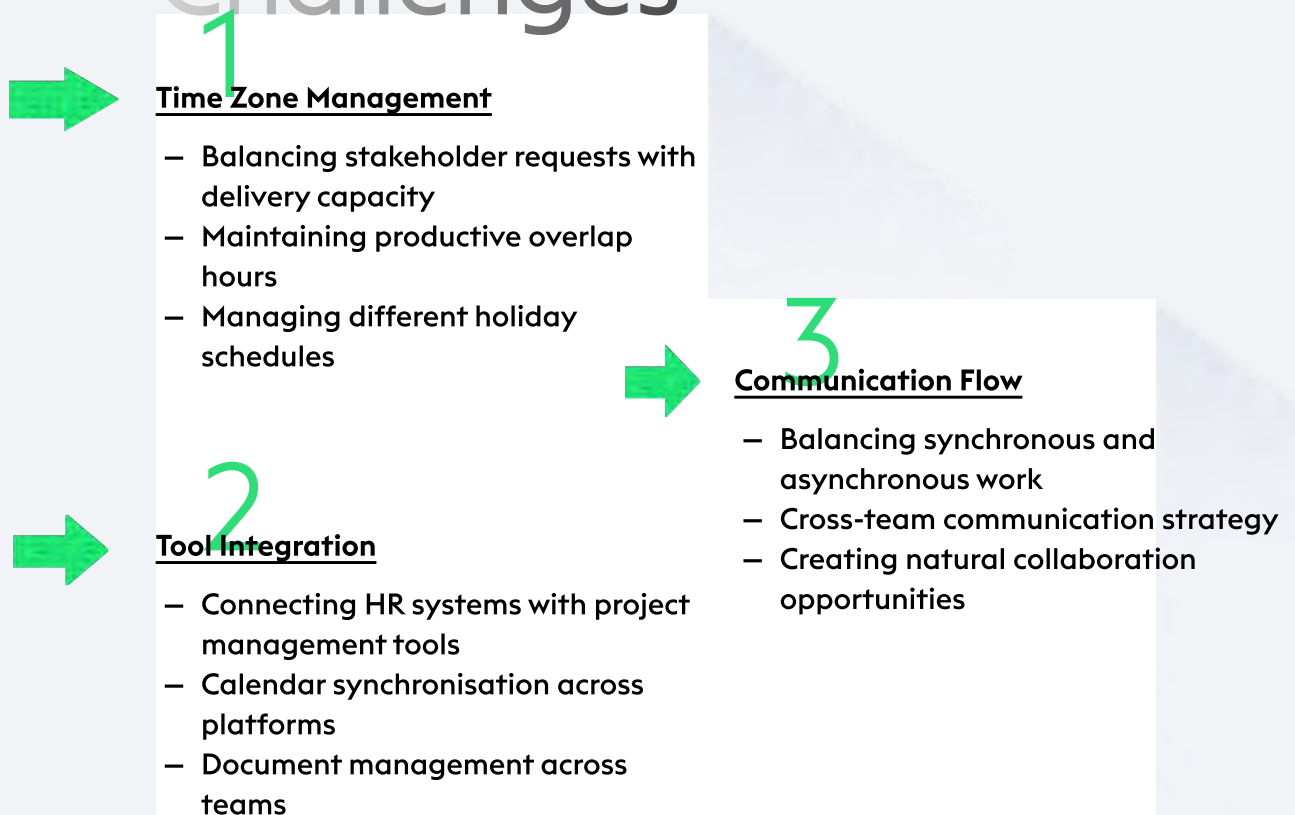
- **Slack Channels:**  
Project-specific and social communication
- **Microsoft Teams and Google Meet:**  
Enterprise communication
- **Open Calendar Systems:**  
Visibility of availability across time zones



# Project Management

- JIRA with Agile Project plugin for Monte Carlo simulations
- Custom Excel models for resource profiling
- Float for team allocation visualisation
- Kimble and Notion for documentation

## Implementation Challenges





## Technical Resource Management: What Delivery Managers Really Think. 11

# Looking Ahead.

Our research shows what works best for tech leaders building successful global teams in 2025 and beyond:



## Immediate Actions

### 1

#### Establish Virtual Office Environments

- Create dedicated virtual spaces for organic collaboration
- Maintain balance between focused work and team interaction
- Implement both work-related and social communication channels



### 2

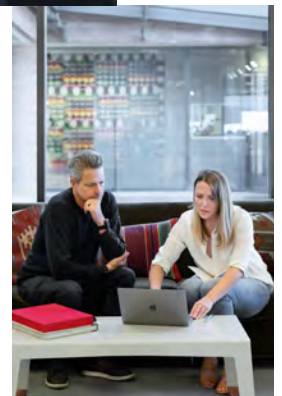
#### Implement Structured Trust-Building

- Adopt personal maps methodology for team connection
- Create regular virtual engagement opportunities
- Balance technical and social interaction

### 3

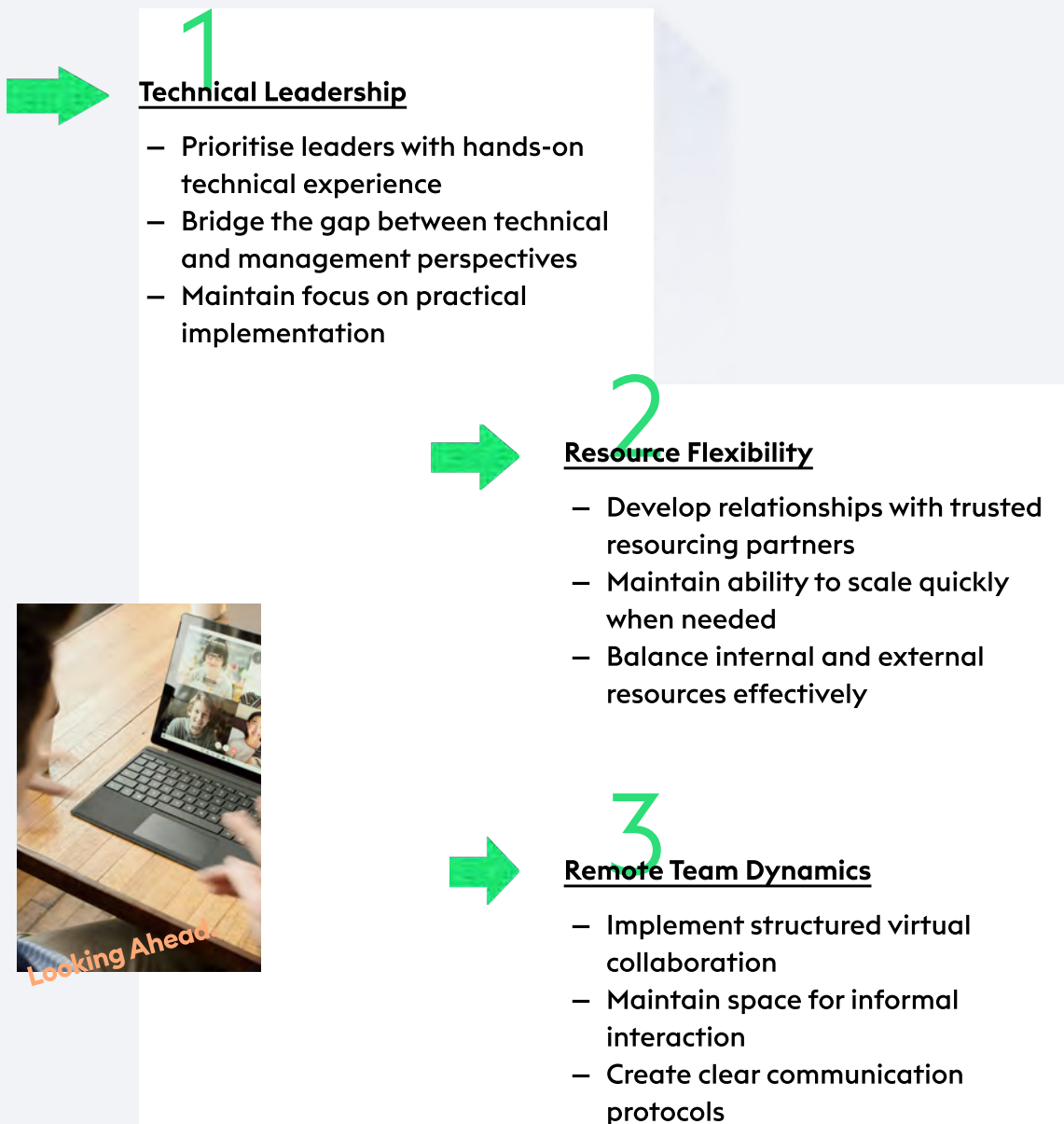
#### Adopt Probabilistic Forecasting

- Begin collecting historical performance data
- Implement Monte Carlo simulations where appropriate
- Maintain focus on accuracy and continuous improvement





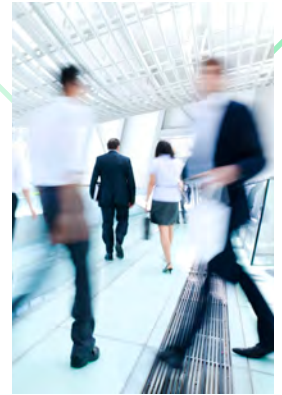
# Strategic Considerations





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# Building Resource Partnerships.



Modern delivery management requires a delicate balance between technical capabilities and human factors. *Mark Shimmin's* experience with major financial institutions highlights a crucial insight: "Sometimes you need to switch on resources very quickly. The simple answer is paying enough to get people quickly, but that's bad planning. Better preparation prevents resource emergencies."

Marina's perspective adds crucial context: "You need partnerships that understand your business cycles. They need to know you might need two resources now, none in three months, but more work will come. That understanding enables long-term success."

The key is finding partners who understand your organisation's rhythms and needs. This preparation helps avoid rushed decisions and ensures stable delivery even as demands shift.





# Prodigi.



*Prodigi* connects organisations with highly skilled offshore technical professionals, from developers and designers to project managers and digital marketers, helping businesses maintain the flexibility needed for effective resource management with individual teams.

Find out more at [Prodigi.team](https://prodigi.team) or email us [hello@prodigi.team](mailto:hello@prodigi.team)

« Having on demand resources available from trusted partners allows better organisation across opportunities, maintaining quality for both existing and potential clients. »

—Marina Marcos  
Delivery Lead, Evari Tech

