

PANEL OF EXPERTS

	What emergent trend do you think has had the largest impact on the project management space in the last year?	What practices would you most like to see adopted in the next five years?
 <p>Richard Pharro CEO, The APMG</p>	<p>Without doubt it is agile. Organisations are under great pressure now to respond to change dynamically. But part of being able to respond means trusting people to do the right thing in changed circumstances. The agile framework is so popular because it helps people make good decisions within a constructive but flexible environment. Traditional project management guidance is still important — what it teaches us about roles and responsibilities, lifecycle, documentation and key decision points — is as relevant as ever. But we need to recognise that organisations have to deliver transformational change faster, at reduced cost and with lower risk by continuous realisation of benefits.</p>	<p>For me the most important thing is communication with a growing realisation that trust is very important. Project and programme managers need to understand that communication is not about broadcasting change; it is about listening to and engaging with everyone associated with the project. The better PMs understand their stakeholders, the greater the chance of their project succeeding. I also think the whole agile movement demonstrates that organisations recognise they need to trust their people. This is really empowering for professional programme and project managers. But they need to be able to make good decisions that their organisation ultimately supports. This is where frameworks come in — to help them make good decisions</p>
 <p>Steve Wake Chairman, Association for Project Management (APM)</p>	<p>The growing realisation in all sectors and levels that success is a combination of good technique, superb behaviours and talented leadership in a welcoming and enabling environment — toolset plus mindset and a lot of focus. As is frequently noted by leading figures in project management, it is people who deliver projects. It is the mindset that is so important. The way a project professional thinks, acts and interacts, how they use or adapt their skills, knowledge and experience to best effect, how they communicate with others and their ability to lead by great example are now rightly acknowledged as equally — if not more — crucial as technical skills and software to create the complete package.</p>	<p>Proper, joined up portfolio, programme and project management, linking them in an effective way that focuses on the achievement of benefits rather than adherence to traditional time and cost parameters. I would also like to see greater honesty and transparency in contracts and estimating and a realisation that you don't need a 'Big Six' consultant to fix or manage problems. You need properly trained, skilled and developed people who will repay your trust and encouragement with a long-term and successful commitment in an inspiring and creative environment.</p>
 <p>Maria Willis Chartered Project Management Surveyor, RICS</p>	<p>In construction, the biggest impact is coming from the increasing adoption of building information modelling (BIM), which uses digital models to ensure everyone involved in a building project uses the same information. As a project manager your team looks to you for information, so project managers must understand the implications of BIM. Also the recession has meant that all project managers must now increase their focus more closely on robust risk management, ensuring all the correct processes are in place to mitigate risks.</p>	<p>I think we are on the cusp of positive changes within the industry, we have lost a lot of people in the recession and we need to promote what we do to young people. I would love to see more open, honest, positive communication and less blame culture and as project managers, we can lead this process. There is a lot of stress in the workplace and we need to notice more. I also think more social media has a big part to play, let's get the message out there that we work in a great industry and sing each other's praises when we've done a good job.</p>




Surveying: a passport to a top profession

Fancy building the 2022 world cup stadium in Qatar? Perhaps being part of the Disaster Emergency Committee tasked with rebuilding Haiti following the earthquake?

With unprecedented demand for project management surveyors in the UK and around the world there really never has been a better time to choose chartered surveying as a career.

Join the conversation on Twitter [#SurveyingtheFuture](#)

Join today **t** 02476 868433 **e** join@rics.org **w** rics.org/join