The robot professional?
The role of project professionals in the digital future

THE CHARTERED BODY FOR THE
PROJECT PROFESSION

apm

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1. Foreword

Nobody can be in any doubt that technology is an increasingly important driving force for the future. As a new Chartered profession, we need to address the implications of technology for project management as a whole, and for individual professionals, not only for the benefit of the economy, but also for society itself.

Digital change is so important to a profession that is already at the heart of managing transformation and change. We need as a profession to understand the opportunities and threats it creates, particularly to the profession itself.

There is a major debate emerging about the role of artificial intelligence (AI) specifically, and a number of professions already feel threatened about its potentially disruptive impact to the very existence of professions as we know them. In the next decade, AI's disruptive nature may threaten a number of traditional professional roles, but it might also create new opportunities. As a new profession, project management should be at the heart of this debate and try to anticipate the implications, both good and bad.

This Chartered paper – the fifth in our series – looks at some of the emerging themes, sets out some principles for consideration, and shares practical examples to help inform the debate that we all need to understand in order to adapt to and influence the change that is coming.

David Waboso
APM president

2. About this series

This paper is the fifth in a series of Chartered thought-leadership papers – 'The Road to Chartered' – being prepared by APM to help build its capacity as a Chartered body. The series is being published over the 12 months to spring 2018.

This paper focuses on the importance of technology and big data, and the advent of AI and how it might impact our profession, work, society and the economy more generally. We are grateful to Ben Hart, partner at business futures practice Atmosphere and professor of marketing at Hult International Business School, for the content in this paper.

As this series progresses, it will provide members with insight into how APM will develop and what this will mean for them, and crucially how members can be involved in this evolution. It will also signal to the wider public the intent of the project management profession to play its part in the development of the social and economic well-being of the UK – a contribution that, we believe, has for too long been underappreciated.

More details on the other papers in the series are in section 7 (page 15).

We hope you will find the series informative and, whether you are a member, prospective member or interested external stakeholder, that it provides a proper context to this important phase in the development of our profession.

3. Introduction – The digital world we now live in

"By 2020, it is believed that 40 per cent of incumbent companies will be displaced by digital disruption"[1]

What is digital disruption?

Digital disruption is a product of adoption, acceptance and, ultimately, the change that technology brings in the way that people interact with each other, brands, products and services.

In 1965, Gordon Moore, the Silicon Valley pioneer, observed the reduction in size for transistors, and therefore the number available on a single chip, and the direct impact on computing power. Moore's law predicted that computing power would continue to effectively double every two years into the foreseeable future.[2] The march of digital has obeyed this law in the 50 years since his observation, with everything digital benefiting from an underlying increase in computing power, while creating profound effects on our lives.

"With more computing power in our hands than ever, we are now faced with an abundance of choice, access and ways of connecting"

It's hard to know what we'd do without email in the cloud, the ability to chat with friends abroad easily and cheaply online, Netflix on a stay-in evening, and an app on tap to aid just about anything that we might want to achieve in going about our daily lives. Nearly half of the world's population now own a smartphone and, with more computing power in our hands than ever (one iPhone has more computing power than was used in the Apollo space programme), we are now faced with an abundance of choice, access and ways of connecting. The scale of change can be demonstrated by the fact that the five biggest firms in the world by market capitalisation are well-known US technology giants (Apple, Alphabet (Google's parent), Microsoft, Amazon and Facebook), having toppled the banks, oil companies and car companies of the previous decade.

Digital disruption, in practice, is everywhere. Without any shadow of a doubt, the high street is in decline, with e-commerce now accounting for 16 per cent[3] of all retail transactions. Uber has on its books a fifth of all private hire and taxi drivers,[4] and according to Morgan Stanley, more than 25 per cent of us are expected to book Airbnb accommodation at least once this year as consumers continue to choose homely alternatives to hotel beige.

The drivers of change around digital are real, accelerating unabated, and demand respect and attention.

Cue digital transformation

Only 10 per cent of companies currently describe themselves as fully digital,[5] while 42 per cent of CEOs have begun the process of digital transformation.[6]

In a world of democratised and instant communication, pervasive connectivity, and an increased propensity to share, the rewards for propositions that delight customers are huge, while the impact on propositions that don't deliver to heightened customer expectations can be swift and damaging.

Programmes of digital transformation work to address the threats of digital disruption and help their commissioners realise the digital opportunity. Arguably no longer optional, digital transformation projects aim to positively impact collaboration, innovation, technology, efficiency and, ultimately, culture. Beyond all, the end user (be it customer or employee) stands to benefit.

[1] www.cisco.com/c/dam/en/us/solutions/collateral/industry-solutions/digital-vortex-report.pdf

[2] Moore's law refers to the number of available transistors, which initially was in direct relation to computing speed. As the computing speed of circuits has itself improved, the effect of Moore's law on computing speed has been further multiplied.

[3] www.ons.gov.uk/businessindustryandtrade/retailindustry/bulletins/retailsales/june2017

[4] www.ft.com/content/c4ded228-1910-11e6-bb7d-ee563a5a1cc1

[5] Economist Intelligence Unit, *Digital Evolution* report (2016)

[6] www.gartner.com/newsroom/id/3689017

The impact on the professions

The professions are far from immune to digital disruption. Algorithms, with increasing effectiveness as AI and machine learning improve, can now perform many of the administrative tasks that have underpinned professional services. Joshua Browder, at 18 years old, built an automated chatbot that has since appealed over 175,000 parking fines and saved motorists more than £5m.[7] At JPMorgan, machine learning is parsing financial deals that once took lawyers 360,000 hours each year,[8] displacing entire workforces.

The interface to the professions is also changing. Consultants can now offer up their expertise globally for short hourly bites of value on platforms like Maven,[9] and software-as-a-service enabled by cloud computing (and more processing power) has dramatically transformed how we work. Salesforce is worth $61bn and now helps the majority of sales people worldwide build more effective relationships with their future customers. Project management tools like Basecamp, Asana and Trello now mean that anyone can become more effective at managing the tasks teams need to achieve in order to deliver results. The learning curve to use digital tools is diminishing, barriers to entry such as cost/benefit are tumbling, and expectations of digital experience are growing.

Edutech, fintech, lawtech, biotech and any one of many new names for sector-based innovation will continue to disrupt traditional business models and challenge the incumbents. The robots are coming and everything we know of work will be impacted in some way by the rise of the machines, which with all that processing power are now smarter and more able than ever.

Opportunity within change

"If the rate of change on the outside exceeds the rate of change on the inside, the end is near" Jack Welch, CEO, General Electric (1981–2001)

It's almost too easy to focus on the downsides of all this change, with jobs being lost to AI and many of yesterday's bastions of strength failing to keep up. The next generation is more in tune with technology than most digital immigrants can ever hope to be, and generational anxiety and uncertainty can prevail as professionals question how to act in response, individually and institutionally.

There is no doubt that tomorrow's organisations will be required to move to a state where change and improvement are the only constants, continually striving to keep up with the pace of external change. They will be required to be more agile, value led, customer centric, explorative and efficient to remain robust and relevant.

Enabling these shifts will require that project professionals become keen champions of digitally enabled ways of working, and not just about using the tools. Digital transformation touches every aspect of the organisation (or at least should to succeed) and, crucially, requires new cross-functional behaviours of adapting, testing and learning.

Cultures that celebrate trial and experimentation, and evolve by leveraging rich seams of data and learning, will triumph – but only if they can evolve their positions by leveraging existing assets to accelerate into uncertain futures to protect against newer and more nimble market entrants.

This paper presents seven principles to arm project professionals with insight as to the dynamics that successful digital transformation must address for success.

"The next generation is more in tune with technology than most digital immigrants can ever hope to be"

[7] www.theguardian.com/technology/2017/mar/06/chatbot-donotpay-refugees-claim-asylum-legal-aid

[8] www.bloomberg.com/news/articles/2017-02-28/jpmorgan-marshals-an-army-of-developers-to-automate-high-finance

[9] www.maven.co

4. The principles

Attention

"Start your digital transformation programme by looking from the outside in, and plan your strategy accordingly"

In the digital economy, attention is a critical value metric. The average person touches their phone 2,617 times a day,[10] and studies suggest we're exposed to up to 5,000 advertising messages in a single day.[11] In the digitally enabled attention economy we now live in, apps, colleagues, friends and intruders interrupt us constantly throughout our days in the form of alerts, chat windows and emails.

How are people consuming what you're creating? What else are they looking for? Start your digital transformation programme by looking from the outside in, and plan your strategy accordingly.

Appealing to and gaining customer attention focuses our efforts on an exchange of value. Consider when and where people are spending time, and become relevant, given this context, to gain those precious measures of attention that can lead to engagement and, in time, loyalty. If, and only if, we continue to deliver value, we will benefit in the exchange of our customer's choice to give us their attention.

How do we appeal to people's attention in a meaningful way? Through an understanding of customer needs, desires, motivations, objections and preconceptions.

Quality actions

- Gain a deep understanding of **who your customers are**, and when and where they spend time.
- Move beyond profiling to a deep understanding of **motivations**, **needs** and **behaviours**, informed by data.
- Link your value to this understanding to **appeal**, gain and offer return in exchange for their attention.
- Be prepared to quickly **learn** and **adapt**; people's expectations of digital experience change all the time, and so should your tactics.
- Weave **customer understanding** through projects; it should be ever present, rather than solely a starting point.

[10] blog.dscout.com/mobile-touches

[11] www.mediadynamicsinc.com

Trust

"83 per cent of consumers trust recommendations from their peers over advertising"[12]

Trust is hard won and easily lost. Following accounting, emission and corruption scandals, scrutiny is higher than it has ever been. We've recently witnessed a large number of high-profile examples of major corporations eroding consumer trust.

Trust is the foundation of any relationship. Trust lives well beyond the transaction. In a multichannel world where people traverse websites, apps, social media and a plethora of owned and third-party content, there is a multitude of opportunities to increase trust or, equally, to rapidly and dramatically lose it.

Across the digital transformation journey, future-fit organisations will fight to earn trust in the same way that they used to fight to have their TV adverts remembered through being the most creative.

How intimate are you with your customers online? Are you loved or are you just respected? Are you offering an inviting place for people to spend their time?

Trust will become a product of being able to demonstrably illustrate differentiated value, meet end-to-end expectations across the customer journey, and be relevant rather than intrusive (or worse, obtuse). Earned trust will result in genuine customer endorsement, which will, in turn, attract more customers when communicated with clarity and authenticity.

"In a multichannel world, there is a multitude of opportunities to increase trust or, equally, to rapidly and dramatically lose it"

Quality actions

- Think about not only how to sell your product or service, but also how to ensure that what occurs either side (pre- and post-sale) is a **joined-up** and **value-added experience** for the customer.

- **Be present** where people spend time online; signpost value and guide them to help them answer their needs.

- Relentlessly drive improvement across the **customer experience** – their expectations of digital experience are the same as yours: quick, slick, personal and outcome-led.

- Put yourself in the shoes of your customers and aim to remove any sign of internal structures and departmental silos. For example, the migration from web through contact form to call centre and into store is optimal from the customer perspective when it is **entirely seamless**.

[12] www.nielsen.com/eu/en/press-room/2015/recommendations-from-friends-remain-most-credible-form-of-advertising.html

Reputation

Seventy-eight per cent of people who complain to a brand via Twitter expect a response within an hour,[13] and there is an incredible 500 hours of content uploaded to YouTube every minute.

How can brands who are required to enter this space cut through and gain reputation?

If trust is the foundation of any relationship, then reputation is earned through exchange and dialogue. Digital provides the means for this exchange to be tailored and personalised as data informs more relevant exchanges of value. Meanwhile, digital news, fake or otherwise, can spread wider and faster than ever before and affect brand sentiment.

Online reputation is created by content, and content remains king. To tell their story, to engage well beyond a list of features and benefits, and to bring to life points of difference, organisations are required to create digital content assets that not only work across a number of channels, but also get noticed and shared.

However, it's not that easy. With seemingly everyone now in the content game, with blogs, LinkedIn posts, tweets and shares, leveraging content to develop and build reputation requires a strategic understanding of how to connect it with the people who matter. Only by ensuring that it is consumed and makes a difference can you deliver the desired outcomes of improved (or protected) reputation through your content.

Quality actions

- **Involve** the audiences you are looking to reach in the development of your content, ask them what they'd value from you, and **only create content that matters**.

- Consider the creation of content assets as merely the starting point for reputation. Inviting feedback and comments, and **syndicating** and **promoting** content across your digital channels, are essential for earning readership and interest.

- **Engage in dialogue** with customers off-site; relying on your audiences to come to your owned and carefully crafted website misses a large proportion of online opportunity.

- Develop your tone of voice for digital beyond brand guidelines, as exchange is a **conversation**, and reputation is built off the back of multiple exchanges.

- **Empower** people throughout the organisational hierarchy and structure to engage directly with customers. Build light and enabling governance that allows for **character** and **personal connection**.

[13] www.lithium.com/company/news-room/press-releases/2013/consumers-will-punish-brands-that-fail-to-respond-on-twitter-quickly

> *"The robots are coming; there's a decent likelihood they'll be doing significant amounts of the work that we now do, and organisations and our profession need to understand the impacts to realise the benefits"*

Artificial intelligence

"Over time I think we will probably see a closer merger of biological intelligence and digital intelligence. It's mostly about the bandwidth, the speed of the connection between your brain and the digital version of yourself, particularly output" Elon Musk, CEO, Tesla and SpaceX

Human intelligence has got us an awful long way. Digital disruption, though enabled by computing and the internet, has always been incepted and built with human ideas and endeavour. Until recently.

There is much noise about AI bleeding out of the technology press and into the mainstream. The UK parliament has just set up an inquiry to look at the impact of AI. At its most extreme, AI is a threat to the jobs of cab drivers (self-driving cars) through to any of the more laborious manual tasks that we can imagine the now-sophisticated machines will undertake. With debate around what happens when AI becomes more mainstream beginning to talk to universal basic income through to huge swathes of the workforce needing to reskill, it may not be the utopia some imagine.

However, a more positive view provides for a world where, while the AI performs much of the back office, we can optimise our time to do what we're best at: creative thinking and imagining a better future.

What does the future of your organisation look like in a future state where the machines complete many of the repetitive and administrative tasks?

The advantage will rest with those that choose to benefit and allow human capital to redeploy. Although many of the significant developments are still in research and development (R&D), or manifest themselves as small and limited pilots, the capital and innovation is certainly in play for AI to be a future-defining tool for the digitally enabled profession or organisation.

The robots are coming; there's a decent likelihood they'll be doing significant amounts of the work that we now do, and organisations and our profession need to understand the impacts to realise the benefits.

Quality actions

■ **Explore and discover**. There are new innovations in AI on an increasingly regular basis, and future-fit organisations must ensure they are up to speed and have the knowledge to review the benefits and assess the impacts.

■ IBM's Watson (its software-as-a-service AI) recently launched a free trial version. This is just the beginning. **Experiment** with the capabilities of AI as part of personal development and R&D. Only with **knowledge** can the opportunities be gained.

■ **Pilot, test** and **learn** to establish customer value – be they internal or external customers, the opportunities to optimise value exchange are already significant, and small-scale trials in the wild will provide valuable insight from **learning in practice**.

■ **Be brave**; it's a whole different way of thinking about the means to engage and build business. Step into it and make of it everything you can.

Innovation

"Inspiration without execution is hallucination" Thomas Edison

Digital ideas and innovations in today's global marketplace for talent can come from anywhere. In fact, the biggest source of digital disruption has not been the enabling technology, but the people that have decided to use it to innovate, creating new and often game-changing ideas, and bringing them to market faster than most incumbents can.

Technology has also spurred the start-up economy to its current high profile, size and scale. Start-ups are worth an estimated £196bn to the UK, and 40 per cent of all active enterprises (in volume) operating here are start-ups that have launched in the past three years.[14]

How can you help to create frameworks, processes and cultures where innovation becomes business as usual?

Many companies try to innovate to leapfrog the competition with their own game-changing ideas. However, the reality is that most structures are not set up for innovation; bottom-up ideas get lost among the layers of hierarchy, corporate governance prevents speed to market, and three-year business plans squash innovative new ideas before they make it off the whiteboard.

Of course, this is starting to change. Leadership is recognising the need to move faster and that business as usual simply might not cut it in the digital future. Culture and enablement are therefore key to allowing innovation to flourish. To be innovative, we must think well beyond innovation as a department or job description. Rather, to spark improvement along the digital transformation journey, it must become an integrated way of behaving and operating.

Quality actions

- Create the **time** and **space** for new ideas to flourish – cultures where people feel that they can contribute beyond their job descriptions and put forward ideas.

- Provide frameworks for ideas to be promoted to **pilots**, and provide the **resources to enable** the best and most appropriate of these to see the light of day.

- Assess and apply the best of what is being leveraged by start-ups to create products and ship quickly, adapting methodologies such as **lean** and **agile**.

- Pursue innovation as a business-as-usual activity, pushing **well beyond** the department or the roles or responsibilities of the few.

- **Embrace the digital natives**. Empower the next generation to contribute to and inform strategy, plans and progress, for they will be your future customers (and will likely understand Snapchat).

Networks

Digital networks now often gather people around a shared purpose – to conquer the next challenge in a multiplayer game, to talk golf or cars (or just about anything), to provoke change by lobbying en masse, and many other instances relevant to collective interest.

Many have tried to create branded communities and failed – the problem is that most people don't want to hang out with their soap-powder preference, energy company or professional-services provider. People also only have so much time to give to networks, and with platforms like Facebook, Instagram and Twitter dominating social networking, the clue is in the name; the most successful online networks are predicated around social dynamics.

However, networks matter more and more for digital business. By focusing on why we're engaging in networks, we can enter with the right content to engage and derive outcomes. For example, a B2B provider of enterprise hosting solutions might only sell to a handful of the largest companies, and in those companies, the end decision-maker is the chief technology officer. Networking these people around a sales agenda simply won't work. However, by understanding that their biggest concerns are cybersecurity and return on investment, we can engage thought leaders to network among peers that can share and transpose the latest ideas and solutions, benefiting everyone.

Many successful start-ups manage to get people sufficiently excited about their new product launches so much so that they happily sign up to beta programmes to test and develop new versions, openly sharing feedback, helping the product to improve. Meanwhile, new ideas are being crowd-funded by networks of supporters in exchange for rewards, providing these enterprises with a ready-made grouping of already invested and engaged customers to sell to and to support their progress.

Finding the right ways to promote, leverage, and deliver results in exactly the right places requires an ongoing commitment to nurture the behaviours to connect and amplify.

Quality actions

■ **Connect audience interests** with plans, inviting their feedback, listening, responding and acting – and offer a reward in exchange.

■ Leverage the **power of the crowd** – they might just have the idea that makes the difference. To do so authentically, become **humble**, acknowledging that we might not have all the answers.

■ Being part of something requires **shared interest**, **goals** and **purpose.** Find ways to join networks that exist meaningfully.

■ Understand who the **influencers** are in the networks that you wish to be in. Find them and build **quality relationships** that allow them to endorse you because they believe in you.

■ Be active and engage where you can **assist**, **share knowledge** and **support others**. This, in turn, will substantiate your place and, subsequently, the ability to connect your message in an authentic way.

People first

If technology enables, content fuels and networks connect across the digital transformation journey, then it is people that power them.

Digital transformation is not about changing the way we do technology, it's about changing the way we do business. A digital mindset is required to remove the constraints of how we used to do business, and to accelerate towards digitally enabled and digital-first business.

Digital leadership must start from the top, because the C-suite needs to be on board, not only with the need for change, but also to drive it through into action. However, top-down vision and enthusiasm for change must be communicated and cascaded in a way that creates and supports bottom-up energy.

Creative digital thinkers are already within your organisation, operating at all levels. These catalysts become change makers when their actions and behaviours are amplified and celebrated.

Successful transformation means getting them involved in the change process. Opening flexible, cross-functional communication channels gives these digital influencers the power to help others catch the bug of agile processes and transformative technologies.

Listening and learning, sharing ideas across organisational silos, not only unlock latent talent, they arm both leaders and employees with the inspiration to come up with innovative ideas and approaches to creating business advantage.

Quality actions

- Provoke **senior leadership** to **lead the change** – if they do not, then more work is required to ensure that digital change is not an island that fails to ever really make a holistic impact across organisational functions.

- Recognise and **celebrate digital catalysts**, provide them space, and empower them to bring people with them.

- **Communicate** and **align**, and communicate again. The most successful programmes are ones that are understood contextually, not only in terms of their importance, but also in terms of the requirements that they have of people.

- People are not technology. Marry the benefit of leveraging technology with an emphasis on emotional intelligence and human understanding, because organisations are little other than hollow structures without talent.

"Digital transformation is not about changing the way we do technology, it's about changing the way we do business"

5. Conclusion

"Our profession will play a crucial role in execution through professional judgement to help manage the digital transformation agenda and the resulting actions"

Digital enables contemporary exchanges of value, at scale, and when and where people are spending time, given the increasing acceptance and adoption of digital technology. As project professionals, we will find ourselves at the heart not only of helping protect the organisations that we engage with from threat, but also of realising the opportunities.

Digital transformation is important, and increasing in scale and velocity. Leaders are asking what it means, and the frontrunners are jumping in to tackle programmes of significant and often fundamental change. Whereas the pace of change is the fastest it's ever been, our profession will play a crucial role in execution through professional judgement to help manage the digital transformation agenda and the resulting actions. This will require adaptability of skills for managing projects.

Knowledge is power, and the seven principles presented in this paper are key dynamics to assess, consider and apply. Much like the larger organisations that are facing up to new market dynamics, as a profession, we should learn from the wider environment, explore, and be prepared and equipped to leverage digital at its best and move with the times to drive the change. Overall, it's an exciting time – with both opportunities and threats – and we have a huge part to play in helping create the flexible and dynamic organisations of tomorrow for the benefit of the people that work for them and wider society.

6. CPD reflective questions

■ As project managers, we are often the heart of transformation. For example, AI represents a major challenge to the existing ways of doing infrastructure projects. How might it help or hinder you in your workplace?

■ One of the key technological changes is the culture of an organisation. How does your organisation's culture operate, and how well positioned is it to react to changes posed in this paper?

■ What are the ethical challenges of AI and other technological change? Is there a danger that big data could be misused by the organisation against the individual, rather than empowering an individual? What implications does it have for social cohesion?

■ How might technology impact on work patterns? As the paper suggests, how can we ensure digital natives influence and develop strategy in this new digital world?

APM – Continuing professional development

Continuing professional development (CPD) is part of the **APM FIVE Dimensions of Professionalism** and fundamental to today's business environment. It ensures that you have the breadth of knowledge to illustrate your commitment to lifelong learning in a rapidly changing environment.

APM expect professionals to undertake 35 hours of formal and informal professional development every year. This is a professional obligation to clients and employers. As a committed project management professional, you are responsible for your own CPD activities, and you are expected to complete the required hours every year.

This publication counts towards up to an hour of CPD using the reflective questions.

A list of what APM classifies as CPD can be found at **apm.org.uk/qualifications-and-training/continuing-professional-development**
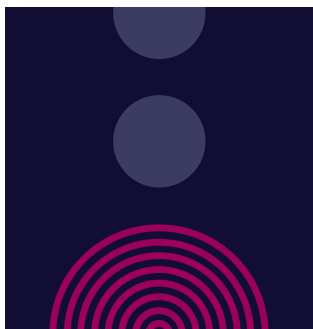
7. APM as a Chartered Body: Thought leadership – the 'Road to Chartered' series

As part of the launch year of Chartered status, APM is publishing a series of thought-leadership papers for the benefit of members, as well as interested stakeholders. The papers will examine and debate the key components of Chartered and the contribution we believe it will make to advancing the professionalism, and the profession, of project management.

"The award of Chartered status to APM is tremendous recognition for a relatively new profession that now makes such a significant contribution to social and economic well-being. I hope you enjoy and contribute to the debate through this and subsequent papers we publish, and help to set the direction of travel for our new Chartered body," commented APM chair John McGlynn.

A number of themes are explored in the 'Road to Chartered' papers, including the role of volunteering, ethics and behaviours, nurturing talent, developing the next generation of project managers, and the importance of CPD.

"The papers aim to give members and other interested stakeholders a greater insight into what becoming Chartered means," said David Thomson, APM head of external affairs, who is responsible for overseeing the development of the Road to Chartered series. "They will also help explain the transformation APM is experiencing as it evolves into a fully fledged Chartered body. We also want these papers to act as a springboard for debate as we evolve as the Chartered body for the project management profession."

The papers that have been published so far are:

- *21st-century professionalism: The importance of being Chartered*
  In this introductory paper, the history of Chartered and the step change to a Chartered body are set out in more detail, including importantly, the obligations of a modern project professional.

- *For the public good? Volunteering in the Chartered profession*
  The second in the series focuses on a theme that APM has always had at its heart: volunteering.

- *The importance of ethics in professional life*
  Created in collaboration with the Institute of Business Ethics, the third paper explores different aspects of ethical behaviour and seeks to engage individuals across the profession to gain a better understanding of the increasing importance of ethics and integrity.

- *The growing significance of CPD: Ensuring professionalism*
  The fourth in the series addresses CPD, which plays a key part in the journey of a professional. Arguably, in this era of constant change and the increasing public expectation that professionals are updating their skills, CPD becomes ever more important. This paper is published in cooperation with the Professional Associations Research Network.

Explore the Road to Chartered series at **apm.org.uk/resources/find-a-resource/road-to-chartered-series**