



Why People Development Is the Decisive Advantage!

Not Technology | Not Systems

Power To The People!



FM Is Not What It Used To Be People Are The Pivot

- FM has shifted from operational delivery to strategic value creation
- Expectations: workplace experience, ESG, resilience, hybrid work, data-driven decision-making
- People capability is now the limiting factor, not technology

FM's role has fundamentally changed

Then	Now
Operational Excellence	Strategic Impact
Operational Reliability	Workforce Experience
Cost Control	ESG Creditability
Asset Uptime	Organisational Resilience

FM's Moment of Truth Power to the People

"FM is no longer judged on whether the lights stay on — but on whether environments actually work for people."

In a complex environment driven by technology, most formidably Ai...

- Knowledge is not power!
- Development of people is power
- It's the decisive advantage!

The Biggest Operational Risk Is Not Technical **Its Human!**

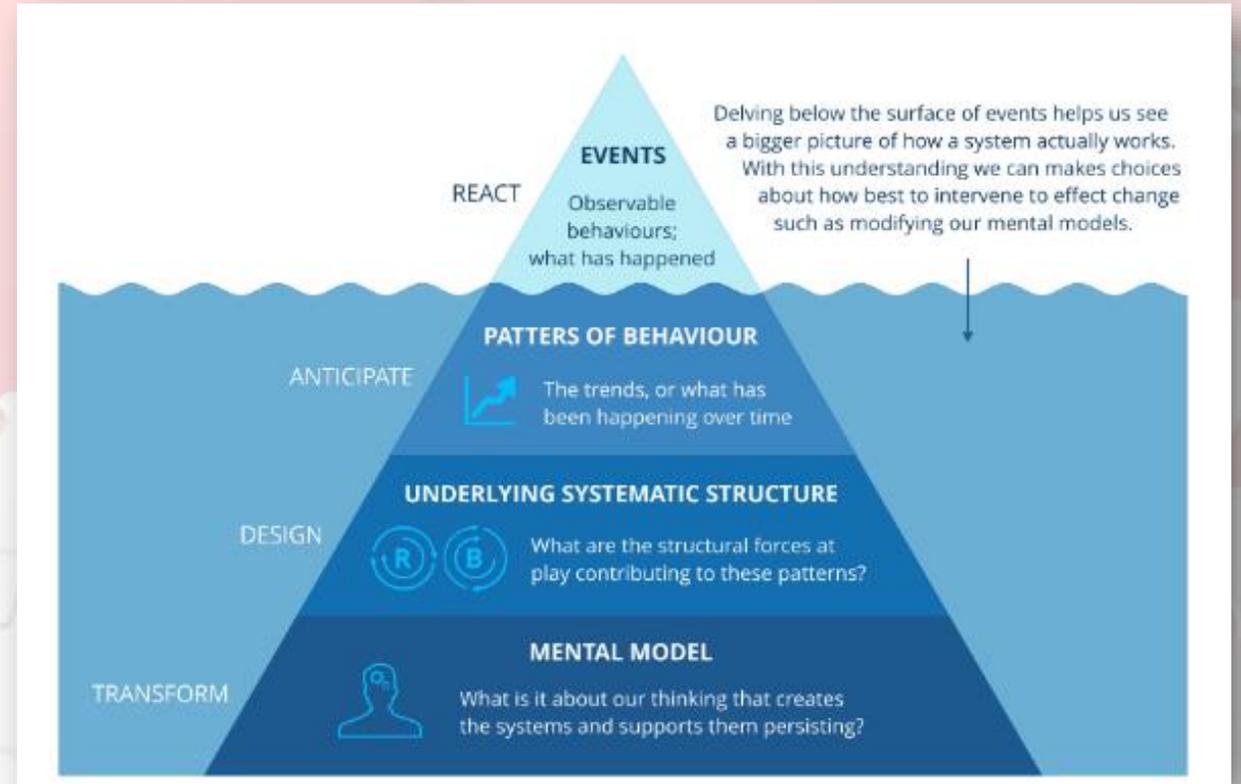
- 86% of FM managers report a significant skills gap in their teams
- Nearly 40% of facility managers are over 55 - succession risk is real
- 78% of FM staff want more skills to advance (retention & engagement risk)
- Organisations with weak succession pipelines are 2-3 times more likely to experience service disruption during transformation

Why People Development Matters

- Upskilling improves performance, confidence, and retention
- Structured development can boost productivity (20-30%) and reduce turnover (24%)
- Capability builds resilience, ESG credibility, and client trust
- Teams with strong development cultures show:
 - Higher trust scores
 - Faster decision making
 - Lower escalation rates

How People Actually Learn

- 65% say on-the-job experience is their top way to build skills
- 86% learn by figuring things out at work (not formal training)
- Learning is social and contextual: teams, reflection, real scenarios



•**Top (10%) above water:**

Courses, training, certifications

•**Below water (90%):**

Experience, exposure, responsibility, social learning

The 90% Learning Blind Spot

The problem isn't that we don't know this, it's that we don't manage it.

We budget for the 10%. We measure the 10% and we leave 90% unmanaged

Current investment

Formal training (courses, certifications) - 10%
Often the only thing organisations fund

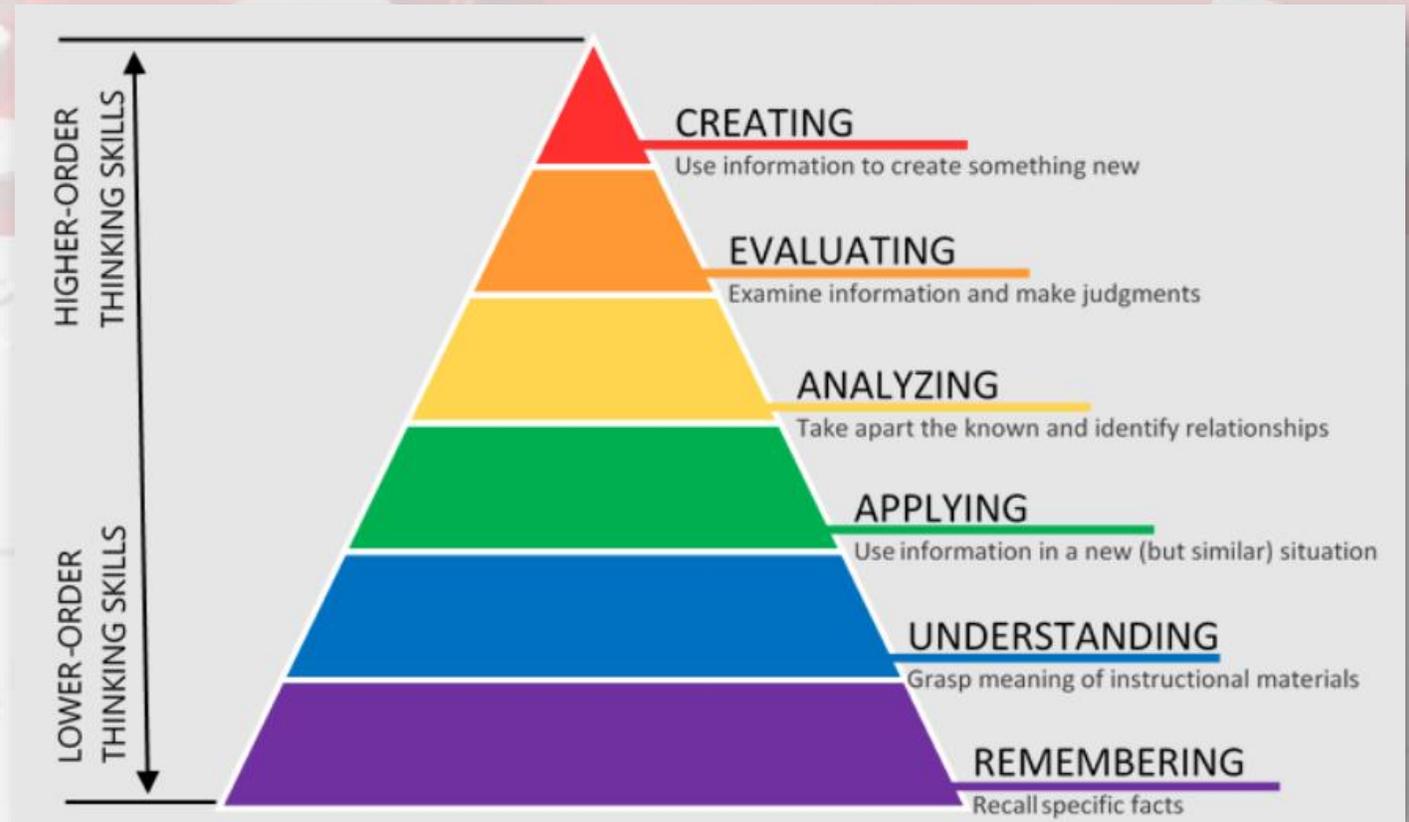
Where capability comes from

Social learning (mentoring, coaching, peer networks) - 20%
Experiential learning (real work) - 70%

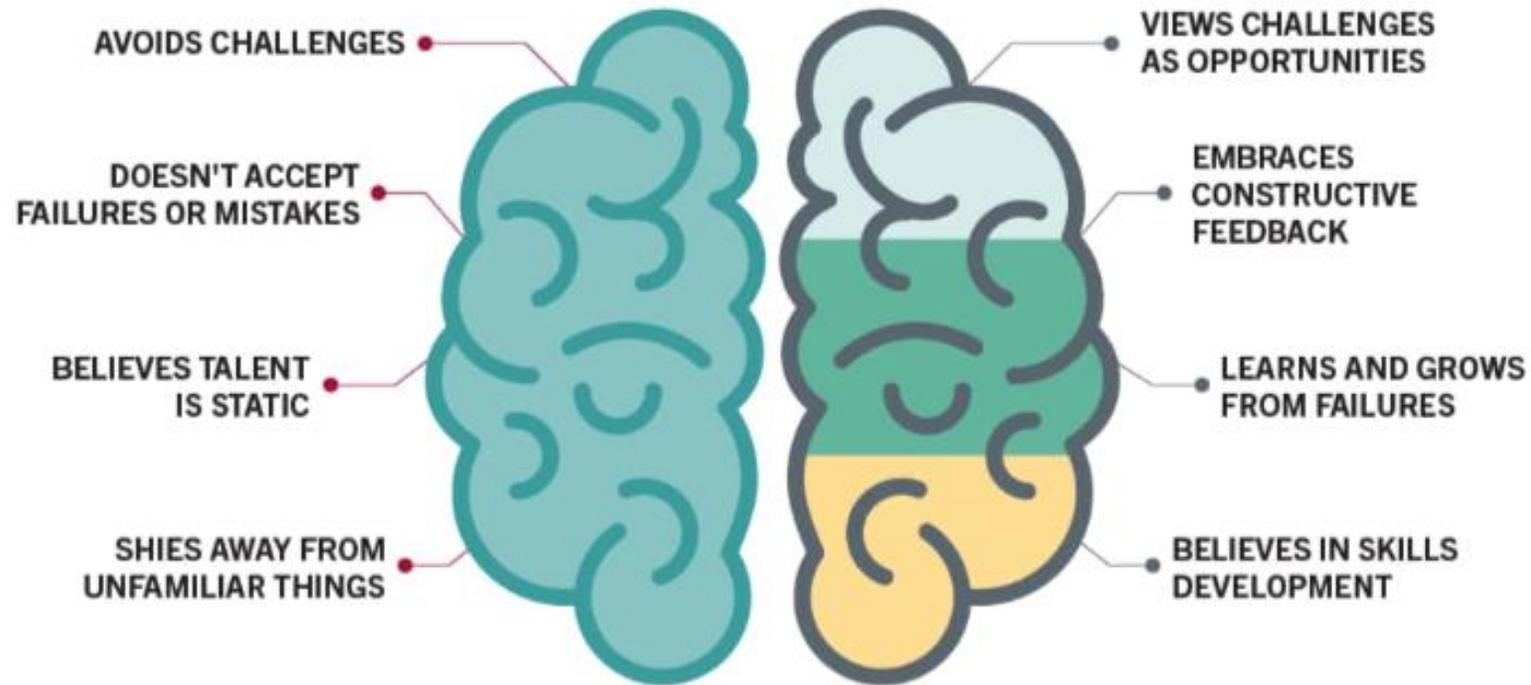
The Cognitive Shift - Why AI Raises the Bar

The future role is not the operator

It is interpreter and decision architect

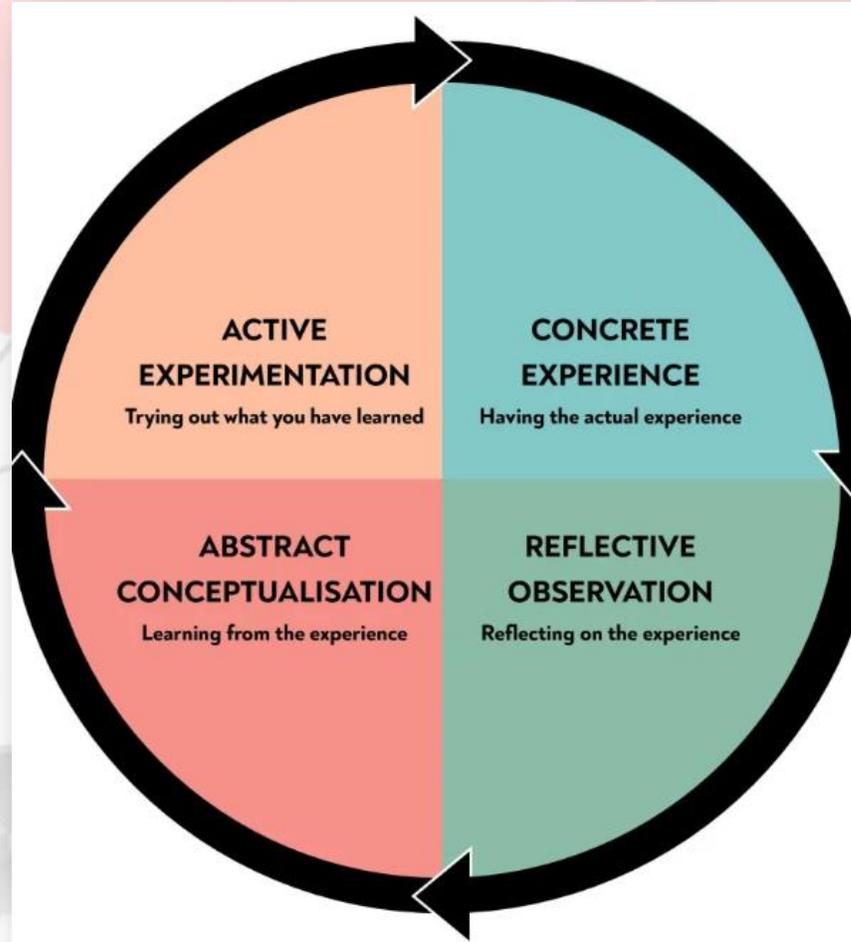


Fixed Mindset vs Growth Mindset



Harvard
Business
School
Online

How Capability Actually Develops



- We know most learning doesn't happen in classrooms
- That mirrors what happens in high-performing FM teams:
 - Stretch projects
 - Post-incident reviews
 - Peer problem-solving
 - Iteration in live environments
- Capability is built in the work
- But most organisations still only fund formal courses — the visible 10%
- If AI is transforming work, learning must be embedded in work

What are the Skills Shaping Work Over the Next 5 Years

- Analytical thinking remains the most critical skill, valued by 70% of employers
- Human skills: resilience, adaptability, leadership, and social influence are increasingly prioritized
- AI, big data, cybersecurity, and digital literacy are set to be the fastest growing skills by 2030
- 39% of current job skills are expected to change or become obsolete, driving major reskilling needs
- Most employers are responding: 85% plan to upskill staff, and 70% will hire for new skills
- The future workforce will be hybrid, combining analytical strength, adaptability, digital fluency, and social intelligence

What are the Skills Shaping Work Over the Next 5 Years – 4 Key Clusters

1. Human leadership in complex environments
2. Systems thinking
3. Digital judgement and data fluency
4. Sustainable self leadership and behaviour change

Future FM Skills

Human Leadership in Complex Environments

- Judgement
- Ethical reasoning
- Influence without authority
- Navigating conflict
- Leading change fatigue

"FM is becoming less technical and more human — and that's harder, not easier"

Future FM Skills - Systems **Thinking**

- Seeing the whole workplace ecosystem
- Understanding unintended consequences
- Interpreting and making decisions based on the interconnected variables that AI presents

Future FM Skills

Digital **Judgment** - Not Digital Expertise!

- Interrogating outputs
- Interpreting insights
- Asking the right questions
- Knowing when data lies
- Not just using tools and blindly accepting outputs

"The danger is not that FM will not use AI — it's that we trust it without understanding it"

Future FM Skills Sustainable **Self Leadership**

- Behaviour change
- Whole-life thinking
- Ethical decision-making
- Understanding and applying **how** people **really** learn and develop

"Net zero is not a technical challenge — it's a leadership challenge"

What High-Performing FM Teams Need to do Differently

- These organisations don't leave development to chance, they design it
- Design stretch into roles and projects
- Create safe-to-fail spaces and structured reflection
- Build mentoring, coaching, and communities of practice
- Make knowledge visible and transferable (not trapped in heads)

Thought Leadership

- If AI handles analysis and automation handles routine decisions....
- Are we deliberately developing:
 - Evaluation capability?
 - Creative problem-solving?
 - Ethical reasoning?
 - Adaptability?
- Because that is where the value now sits
- The power and decisive advantage resides with **the People**

Thought Leadership

- Who are you intentionally developing as your future successor?
- Where does capability grow in your organisation, and who owns it?
- If your development model has not changed in a decade, why would your outcomes?
- If your people left tomorrow, what capability would leave with them?

Power to the People!

- The future of FM will be built by people, not just technology
- Smart buildings are useless without smart people
- People development is not a support function, it is the strategy
- Leaders decide whether capability grows by design or by accident
- **Power to the People!**

The Benefit of Structured Work Based Training

Qualifications

Get ahead and
develop your career



iwfm
Institute of Workplace
and Facilities Management

Use it or Loose it! - Apprenticeship Levy

APPRENTICESHIPS IN FACILITIES MANAGEMENT

APPRENTICESHIP STANDARDS

Level 2	Facilities Services Operative Mandatory qualification - Level 2 Certificate in Facilities Services Practice Find out more: institute-for-apprenticeships.org/apprenticeship-standards/facilities-services-operative/
Level 3	FM Supervisor Optional qualification - IWFM Level 3 Diploma in Facilities Management Find out more: institute-for-apprenticeships.org/apprenticeship-standards/facilities-management-supervisor/
Level 4	Facilities Manager Mandatory qualification - IWFM Level 4 Diploma in Facilities Management Find out more: institute-for-apprenticeships.org/apprenticeship-standards/facilities-manager/
Level 6	Senior / Head of Facilities Management (Degree) Mandatory qualification - IWFM Level 6 Extended Diploma in Facilities Management Find out more: institute-for-apprenticeships.org/apprenticeship-standards/senior-head-of-facilities-management-degree/

Use it or Loose it ! - Apprenticeship Levy

Apprenticeship Providers – IWFM Recognised Centres

Recognised Centre	Qualifications at levels:					Apprenticeships	Delivery Method
	2	3	4	5	6		
University of Bolton Bolton, BL3 5AB T: 01204 528851 E: a.williamson2@bolton.ac.uk W: https://www.bolton.ac.uk/course/CSA018-P-UOB-SS/2021-22 Contact: Anna Williamson					✓	Senior/Head of Facilities Management Degree Apprenticeship (BSc (Hons) Facilities and Built Asset Management)	Blended Learning Day classes
University of Gloucestershire Gloucester, GL2 9HW T: +44 (0) 1242 714315 E: aelson1@glos.ac.uk W: https://www.glos.ac.uk/courses/course/dafcm-da-senior-head-of-facilities-management-16/ Contact: Andy Elson					✓	Senior/Head of Facilities Management Degree Apprenticeship (BA (Hons))	Blended Learning Day classes with online elements

Ai and Technology Revolution People Development Revolution!

