



The Human-Centric Workplace

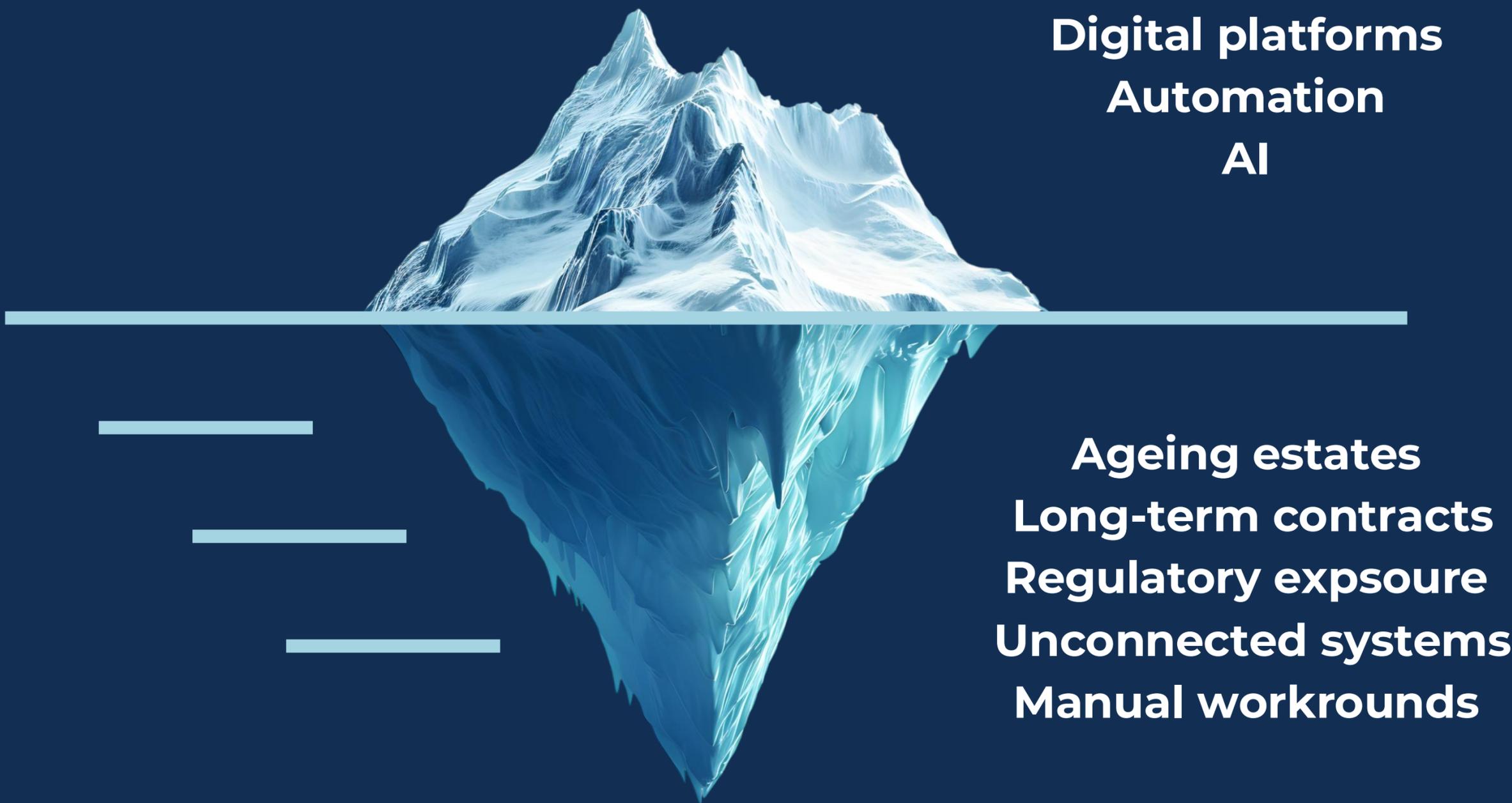


# The Future of FM: Why Leadership Capability Is Now Critical Infrastructure

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# Why?



**Digital platforms**  
**Automation**  
**AI**

**Ageing estates**  
**Long-term contracts**  
**Regulatory exposure**  
**Unconnected systems**  
**Manual workarounds**

# How many of you...

THCW



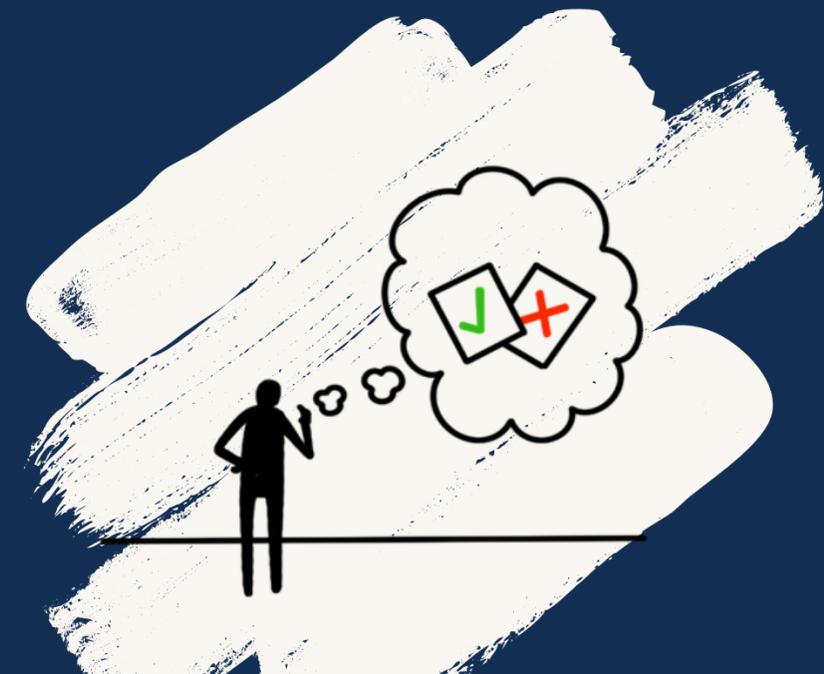
are operating with  
a mix of old and  
new systems?



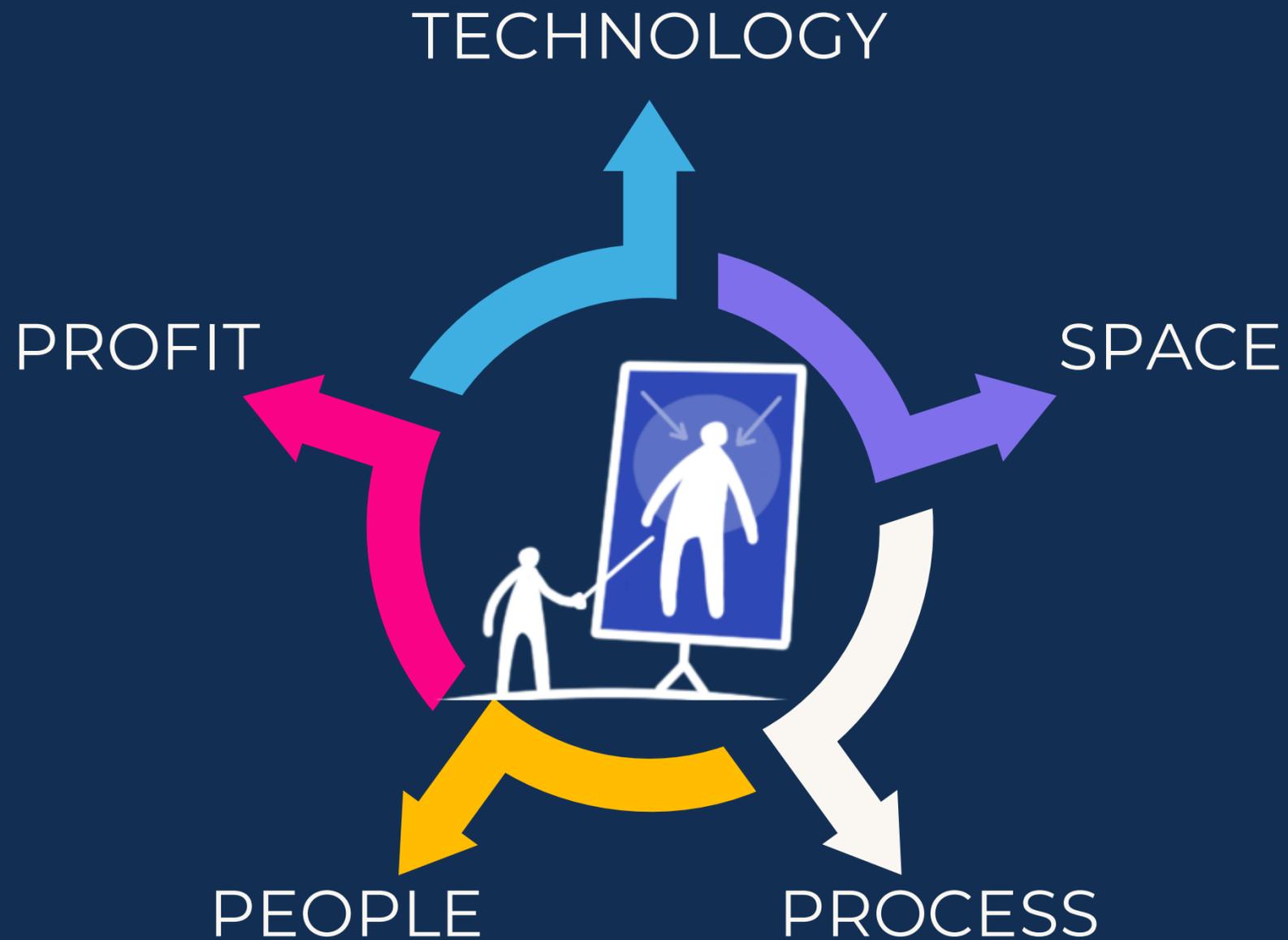
are making decisions with partial  
data, inconsistent dashboards, or  
information that arrives too late  
to be truly useful?



trust that data?



# The Pressure Cooker



**Leaders are making higher-volume, higher-risk decisions with imperfect data. This is change layered on top of live risk.**

**Around 49% of organisational investment aimed at protecting and future-proofing operations is now directed towards technology and AI. While only around 13% is invested in upskilling people and developing capability (Elixirr)**

**Technology accelerates change, people determine success (JLL)**



**86% of FM leaders say technologies such as advanced HVAC, IoT and machine learning will drive growth and yet...**

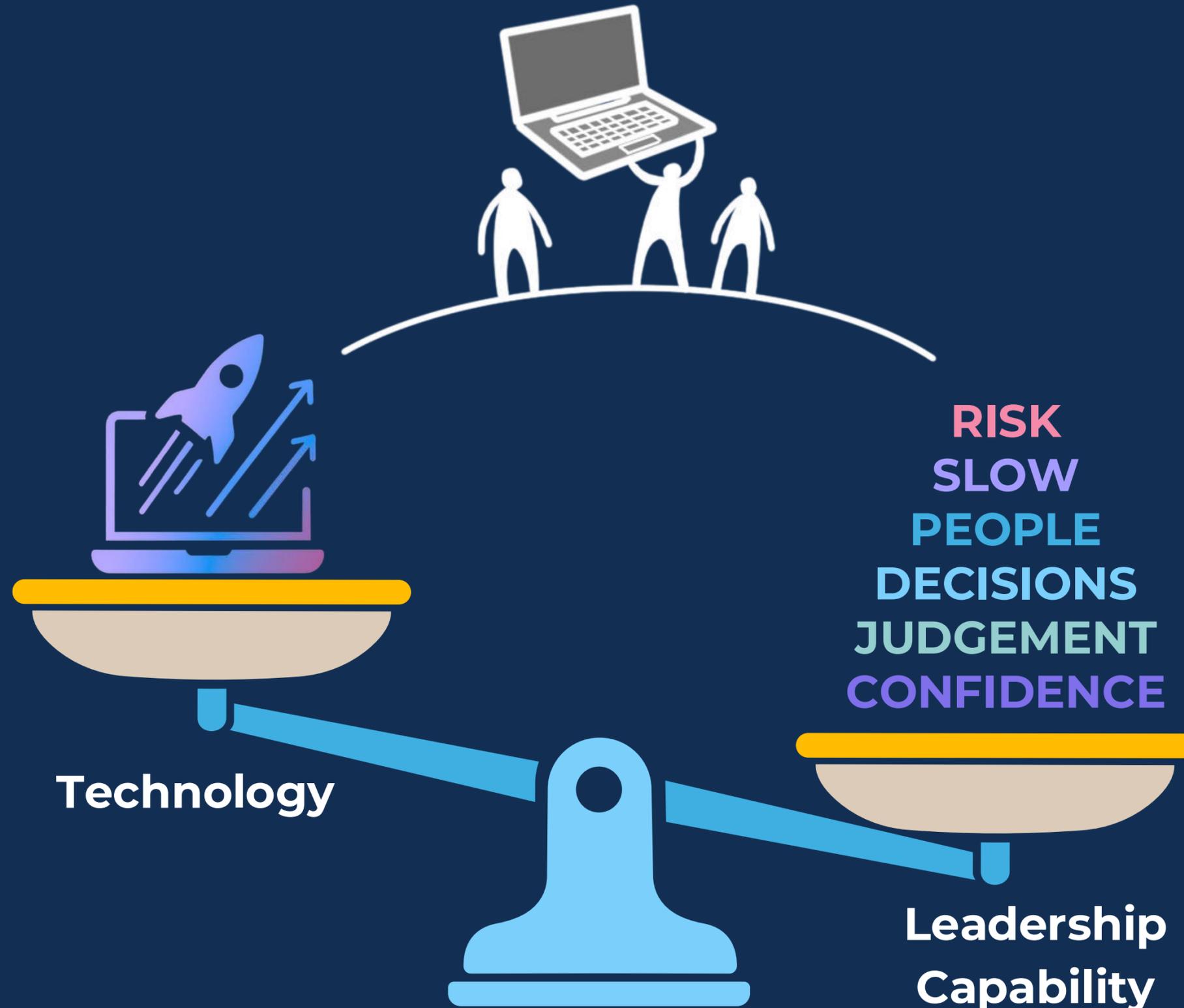


**55% of local government WFMs say retention is difficult**

**39% of organisations report recruitment and retention as difficult**

**8-13% of organisations have no retention strategy at all.**

Technology is accelerating.  
Human capacity is under pressure.



Technology

RISK  
SLOW  
PEOPLE  
DECISIONS  
JUDGEMENT  
CONFIDENCE

Leadership  
Capability

**Organisations with strong leadership development are more than twice as likely to outperform their peers financially, even in highly operational, asset-heavy sectors like FM (McKinsey)**

**Around 70% of the difference in how engaged people feel at work is explained by the quality of their immediate manager (Gallup)**

**94% of employees would have stayed if they had career development opportunities (LinkedIn)**

**The most dangerous thing in FM right now isn't old buildings - it's under-developed leadership.**

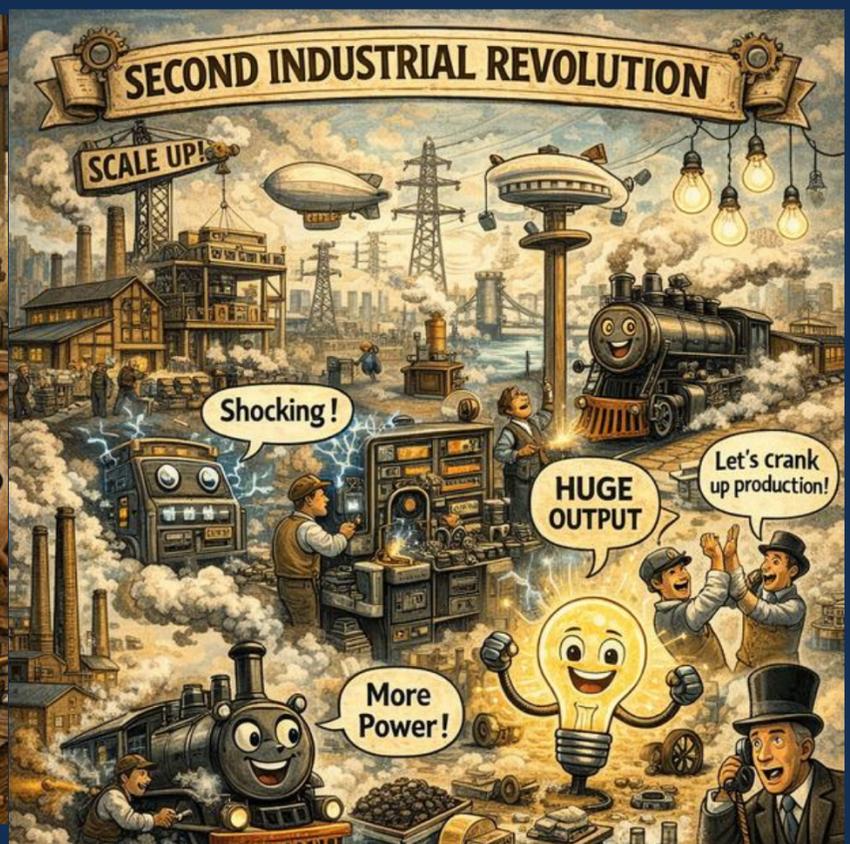
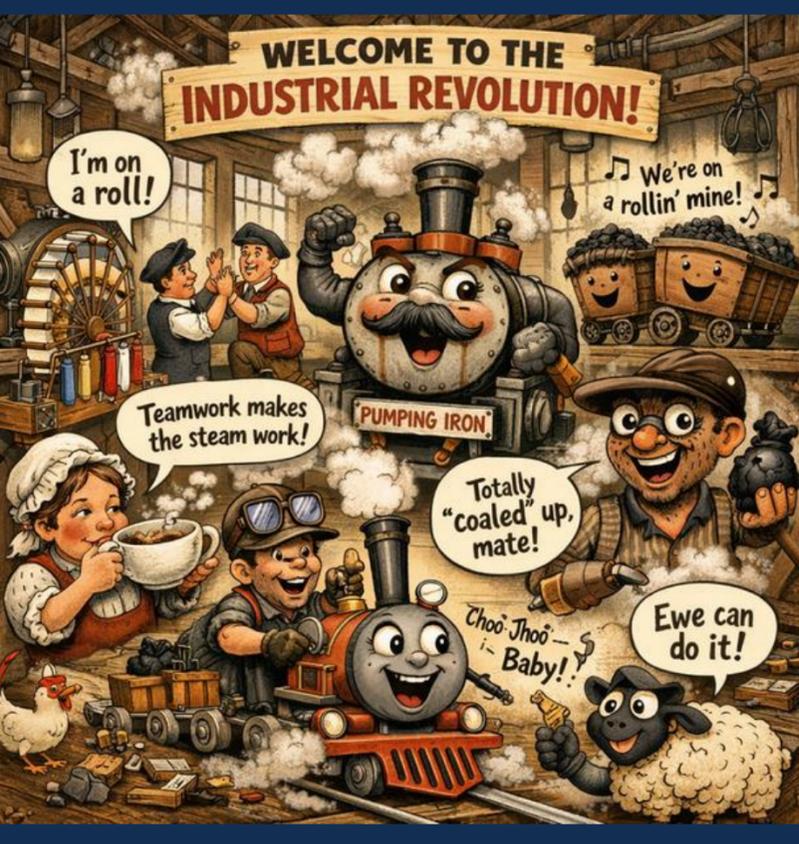
**It's about how leadership is created.**

- Informal progression**
- Promote technical excellence**
- Reward firefighting**
- Familiarit**
- Organisational Growth**
- Aquisition**

# How history explains this moment



What's different today?



Humans are expected to evolve at machine pace.

# Human-Centric Leadership



# AI Has Changed the Leadership Equation

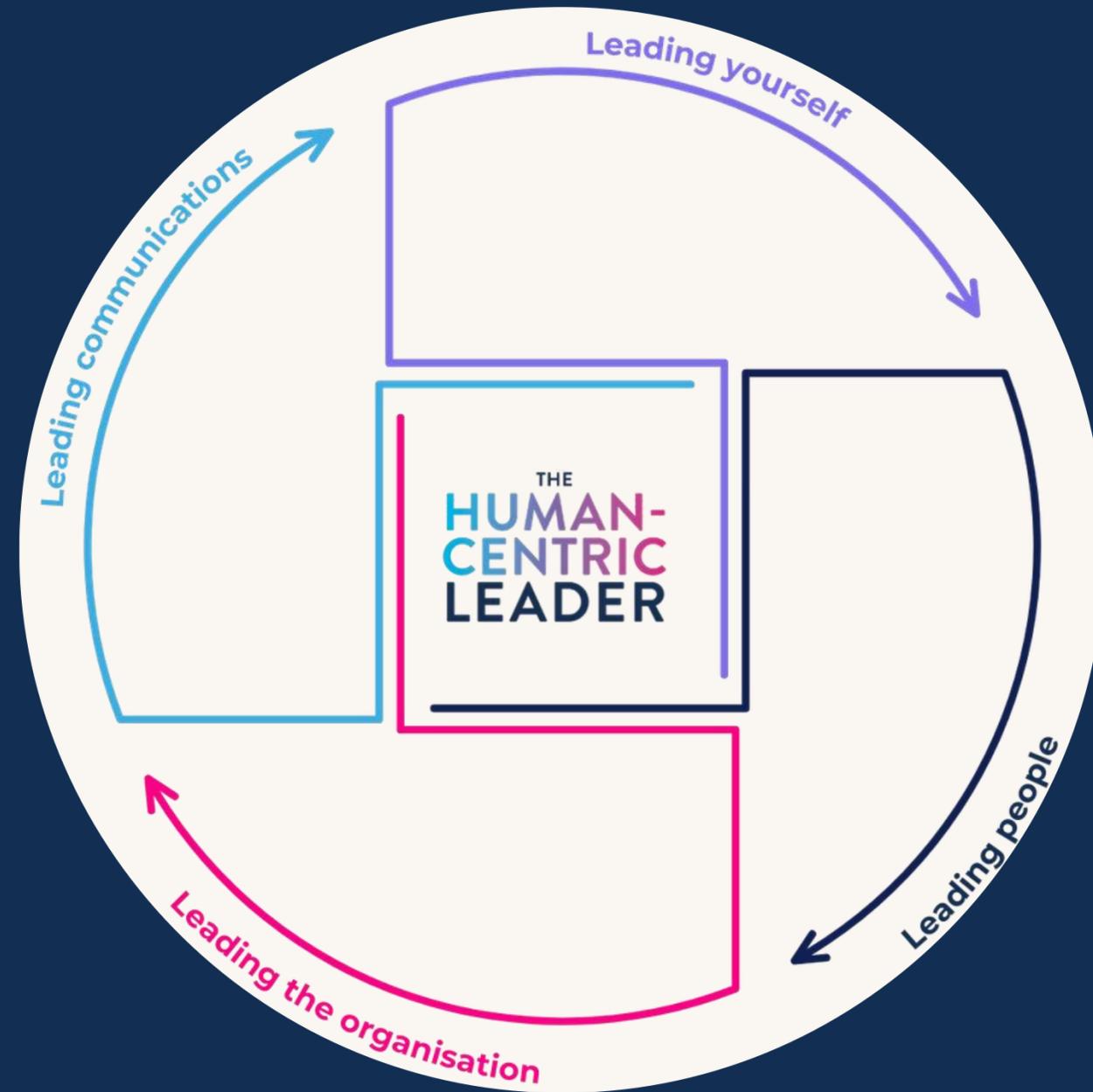


AI raises the leadership standard required

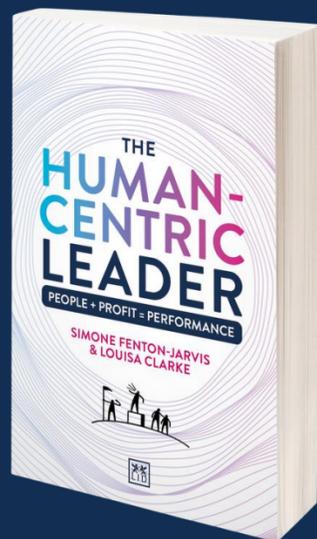
AI finds patterns, leaders provide judgement



# Human-Centric Leadership



## Operational Infrastructure



# Why This Becomes Commercial

**Poor management costs UK organisations over £23 billion each year through disengagement, absence, and turnover. That cost runs straight through FM.**



**Leadership capability is not an optional investment - it is risk control.**

# The Executive Question



**Do we have the leadership capability required to operate this environment well?**

**Now, and when the curveballs hit?**

**Because if your technology investment doubled tomorrow, would your leadership capability be strong enough to turn it into better outcomes, or would it simply reveal more cracks in how the organisation really leads?**